



2021 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 \$500,614, which is a 1.1% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$496,144.

The record vote of the Board of Directors on the adoption of the 2021 Budget:

Board Member	Vote
Gordy Bunch	Yes
Bruce Reiser	Yes
Dr. Ann K. Snyder	Yes
John Anthony Brown	Absent
Jason J. Nelson	Yes
Bob Milner	Yes
Dr. Shelley Sekula-Gibbs	Yes

<u>Tax Rates</u>	<u>2020 Budget</u>	<u>2021 Budget</u>
Total Property Tax Rate	.2240	.2231
No-New-Revenue Rate	.2240	.2231
Adopted M&O Rate	.2086	.2080
No-New Revenue M&O Rate	.2073	.2080
Voter Approval Rate	.2405	.2303
Debt Rate	.0154	.0151

Total Debt Obligations secured by property taxes as of January 1, 2021 = \$28,220,000

Board of Directors



THE WOODLANDS TOWNSHIP BOARD OF DIRECTORS



Gordy Bunch
Chairman
Position 1



Bruce Rieser
Vice Chairman
Position 4



Dr. Ann K. Snyder
Secretary
Position 6



John Anthony Brown
Treasurer
Position 3



Jason J. Nelson
Director
Position 2



Bob Milner
Director
Position 7



**Dr. Shelley Sekula -
Gibbs**
Director
Position 5

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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, 2020.

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 2021 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, 2021.

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2021 Budget Message



September 10, 2020

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

It is my pleasure to submit The Woodlands Township's budget for the fiscal year January 1 – December 31, 2021. The following narrative is designed to give the reader a summary of relevant information regarding the Township's budgeting process and fiscal environment.

The 2021 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 2020 Budget, which is the highest award in governmental budgeting. Staff believes the 2021 Budget document maintains the same high standards reflected in the 2020 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 2021 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

The budget objective of financial flexibility is particularly important as the Township continues to navigate through the financial impacts of the COVID-19 pandemic. Although the 2021 budget projects sales and use tax revenues will recover to 2020 budget levels and hotel occupancy tax revenues will rebound to within 85% of the 2020 budget, considerable uncertainty remains regarding these projections. Building financial flexibility into the budget by deferring lower priority capital projects, adjusting the timing of implementation for certain operating costs, assuming a higher than usual uncollectible rate for property tax revenues, accessing federal and local funds to respond to the

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pandemic, and maintaining discretionary reserve balances, ensures financial stability and allows the Township to continue to provide high-level, cost-effective services to its citizens.

FINANCIAL ASSESSMENT

The Woodlands Township continues to be in a position of financial strength. Its fiscal health is the result of effective financial management, long-term strategic planning, and comprehensive efforts to address cost-effective methods of service delivery, create a positive atmosphere for economic development, and provide flexibility on budgetary issues. The Township continues to balance revenues and expenditures, provide high levels of services and amenities, achieve excellent bond credit ratings and a low debt per capita ratio, and maintain appropriate levels of operating, capital replacement, debt service and other reserves with balances totaling \$96.0 million. 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.

While the Township's fiscal health remains strong, there are challenges that the Board of Directors will need to address in the 2021 budget and five-year plan. Various budget matters impacting revenues, service levels, debt management and reserves will need to be prioritized to ensure a continued stable fiscal environment for the organization.

2019 and 2020 ACCOMPLISHMENTS

Before we consider the 2021 Budget in more detail, 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 lowering the property tax rate from \$0.2300 in 2018 to the effective tax rate of \$0.2273 in 2019, and again lowering to the effective tax rate of \$0.2240 in 2020.
- Funded programs and activities that promote economic development and support the Township's sales tax base and hotel tax base.
- Maintained an "AA" bond rating from Standard & Poor's on the Township's general obligation bonds and an "A2" 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 \$400 in 2020, representing a 62% decrease.
- Retired \$6.4 million in outstanding debt related to bonds issued in 2010 to purchase and renovate the Town Hall facility. The bond defeasance resulted in interest expense savings of \$1.2 million over the remaining life of the bonds.

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- Refinanced \$39.9 million of outstanding bonds in 2019, resulting in \$2.7 million in interest expense savings over the remaining life of the bonds and reducing annual debt service payments by \$0.5 million.
- Initiated and completed 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.
- Maintained reserves to help fund initiatives identified in the Pedestrian and Bicycle Master Plan and to fund future development of Township property located on Grogan's Mill Road.

2021 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. Additionally, a Budget Task Force was established by the Board to provide an in-depth review of the 2020 forecast and 2021 base budget in response to the financial impacts of the COVID-19 pandemic. Budget Task Force members met regularly with staff to provide guidance during the budget process and engaged in thorough and thoughtful analysis. The result is a 2021 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

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- 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, debt service and other reserves

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

2021 ADOPTED BUDGET HIGHLIGHTS

- The property tax rate has been lowered from 22.40 cents per \$100 of taxable value to 22.31 cents, which is equal to the no-new-revenue rate (previously referred to as the effective rate).
- Consolidated operating revenues total \$129.5 million, which is a \$77,000, or 0.1% increase from the 2020 budget. Higher revenues are due primarily to grant proceeds for transportation programs, property tax revenues from new properties added to the tax roll, and contract revenue for streetscape and covenant administration operations. Partially offsetting these revenue increases are decreases in hotel tax revenue, bus fares generated by the Park and Ride program, and interest income.
- Property tax revenues in the 2021 budget total \$46.3 million for 2021, which is a \$500,000, or 1.1% increase from the 2020 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 \$54.5 million for 2021, which is the same amount included in the 2020 budget. An increase from 2020 budgeted levels is not anticipated due to the financial impacts of the COVID-19 pandemic.
- Hotel occupancy tax revenues are projected to be \$8.25 million for 2021, which is 15% lower than the 2020 budget of \$9.71 million. The decrease from 2020 budgeted levels is due to the financial impacts of the COVID-19 pandemic.
- Sales tax, hotel tax, and program revenues account for 64% of the Township's total revenue sources, while property tax revenues account for 36%.

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- Consolidated operating expenses total \$127.8 million, which is a \$6.0 million or 4.5% decrease from the 2020 budget due to the completion of major capital projects and the refinancing of debt. The overall decrease is partially offset by a \$0.5 million, or 0.4% increase in operating expenses primarily related to contracted expenses for solid waste removal and services provided by the fire department and contracted law enforcement agencies. An increase in transportation related expenses for expanded service to the Energy Corridor is offset by federal grant funds.
- Capital expenditures total \$9.4 million, of which \$6.2 million (66%) is funded from the capital replacement reserve or Comprehensive Community Service Agreement projects reserve.
- Significant capital projects include improvements to park, pathway, athletic, and aquatic amenities, fire department apparatus and equipment, and software development in information technology.
- Outstanding debt at 1/1/2020 totals \$45.0 million, a 5.7% decrease from last year's balance of \$47.7 million. Debt per capita decreases from \$400 in 2020 to \$374 in 2021.
- The Operating Reserve balance is estimated to be \$21.7 million at 12/31/2021, which adheres to the Board's policy guideline of 20% of general fund operating expenditures. This balance also includes \$2.0 million of additional funding authorized by the Board in 2019 for potential future expenses related to incorporation.
- The Capital Replacement Reserve is projected at \$33.0 million at 12/31/2021, closely tracking the 2013 Reserve Study recommended funding level.
- Other reserve balances are maintained in accordance with policy guidelines established by the Board of Directors.
- Based on current assumptions used to develop the 2021 budget, \$2.0 million of unallocated funds remain after all funding obligations for expenditures, debt service, and contributions to reserves are made.

2021 CONSOLIDATED BUDGET

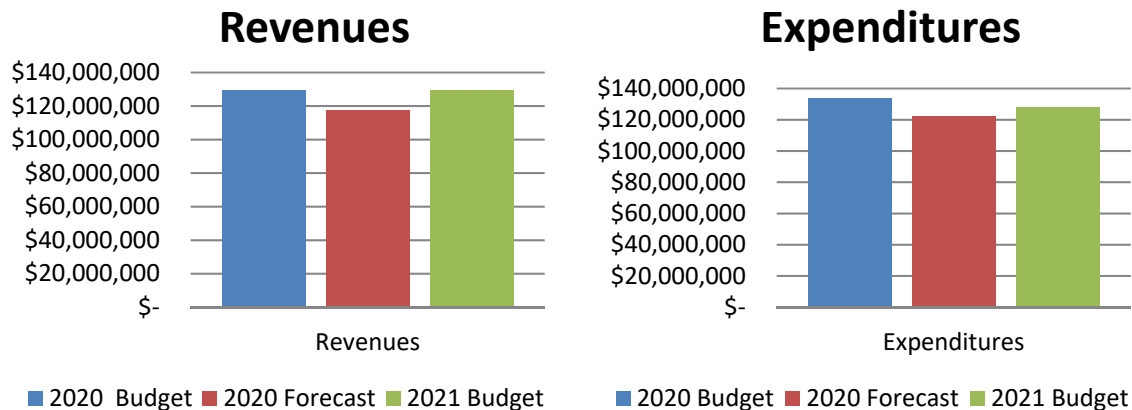
The consolidated budget includes the combined revenues and expenditures of the Township's General Fund, The Woodlands Convention & Visitors Bureau, the Capital Projects Fund, the Transportation Fund, the Debt Service Fund, the Bond Redemption Fund, and the Special Revenue Fund.

	2020 Budget	2020 Forecast	2021 Budget	Budget to \$	Budget %
Revenue	\$129,395,432	\$117,306,185	\$129,472,474	\$77,042	0.1%
Expenditures	\$133,709,879	\$122,220,871	\$127,758,485	(\$5,951,394)	-4.5%
Rev Over/(Under) Exp	(\$4,314,447)	(\$4,914,686)	\$1,713,988		

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Net revenues of \$1.7 million are generated in 2021. These funds are allocated to the Township's various reserves including the operating reserve, the capital replacement reserve, the cultural education reserve, and the hotel tax reserve. The reserve allocations are made in accordance with guidelines established by the Board of Directors.



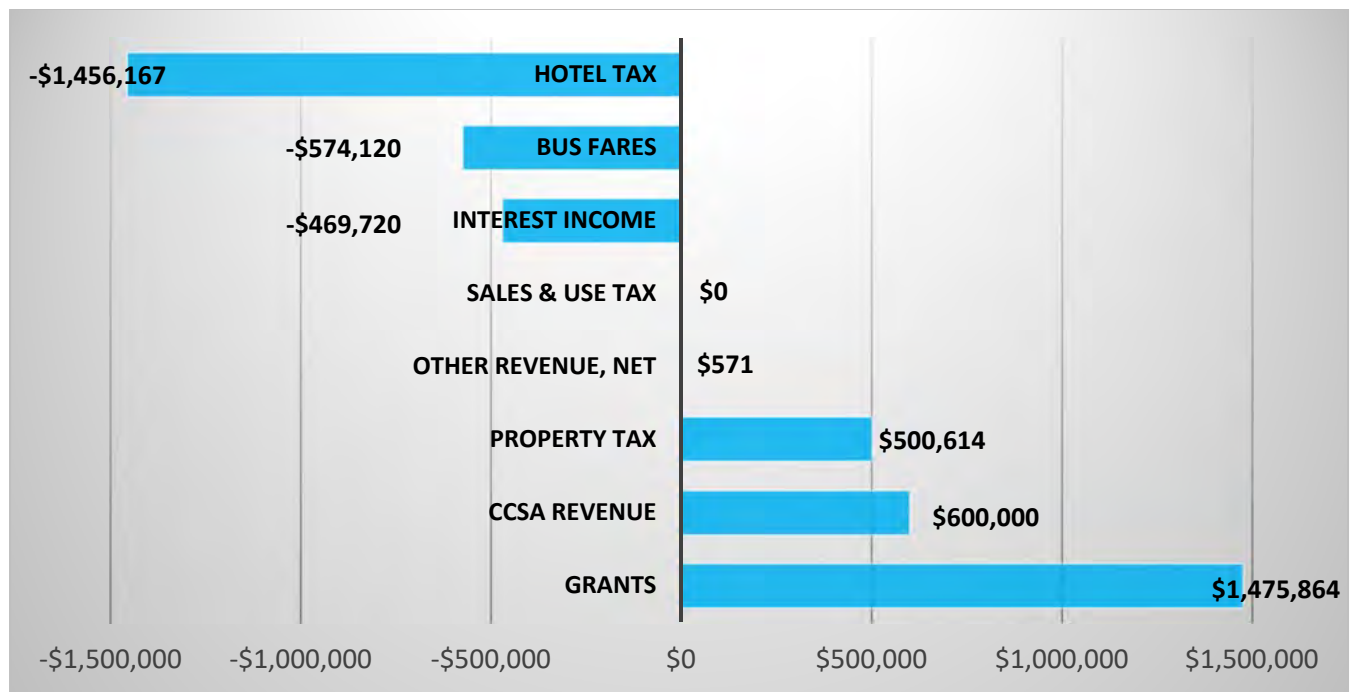
REVENUES

Total revenues in the 2021 preliminary budget equal \$129.5 million, a \$0.1 million, or 0.1% increase from 2020 budgeted revenues of \$129.4 million.

	2020 Budget	2021 Budget	\$ Change	% Change
Property Tax	\$45,827,590	\$46,328,205	\$500,614	1.1%
Sales Tax	54,492,324	54,492,324	0	0.0%
Hotel Tax	9,707,776	8,251,609	(1,456,167)	-15.0%
Other Revenues	19,367,741	20,400,336	1,032,595	5.3%
Total Revenues	\$129,395,432	\$129,472,474	\$77,042	0.1%

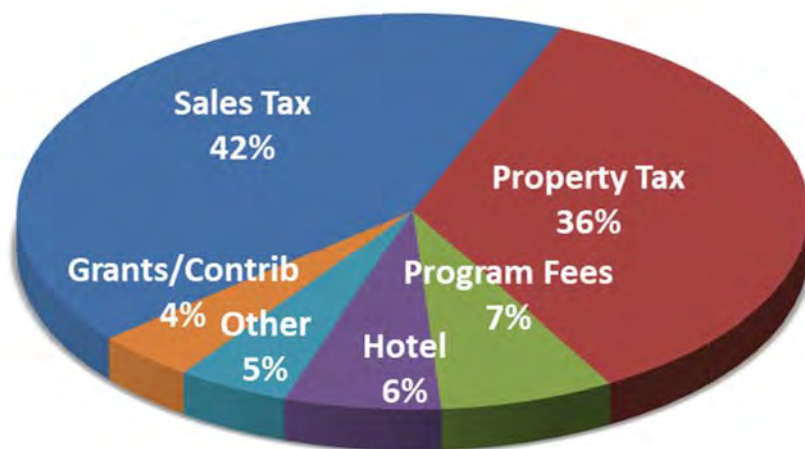
As shown in the following chart, the increase in revenues is primarily the result of a \$1.5 million increase in transportation-related grant funds from the CARES Act and grant support for the expanded bus service to the Energy Corridor. Property tax revenue increases of \$0.5 million and new contract revenue in the amount of \$0.6 million for services provided for streetscape and covenant administration operations are also adding to the net increase in revenues. The overall increase in revenues is partially offset by \$1.5 million in lower hotel tax revenues due to the impact of the COVID-19 pandemic on hotel properties. Additionally, bus fares are decreasing by \$0.6 million due to lower ridership during the pandemic, and interest income is decreasing by \$0.4 million as interest rates have declined in recent months.

2021 Budget Message



Sales and use taxes and hotel occupancy taxes make up 48% of the total revenue sources; property taxes comprise 36% of the total; and program fees and other revenues contribute the remaining 16%.

2021 BUDGET % of TOTAL REVENUE



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Property Tax Revenues

The preliminary budget is based on a taxable property value base of \$21.09 billion, an increase of \$320.2 million, or 1.54% from last year's tax base of \$20.77 billion.

	2019 Tax Year	2020 Tax Year	\$ Change	% Change
Taxable Property Value	\$20.77 billion	\$21.09 billion	\$320.2 million	1.54%
New Properties			\$222.4 million	1.07%
Revaluation of existing properties			\$97.8 million	0.47%

	Montgomery County	Harris County	Total
Taxable Property Value	\$18.20 billion	\$2.89 billion	\$21.09 billion
New Properties	\$82.4 million	\$140.0 million	
Revaluation of Existing Properties	\$179.3 million	(\$81.5 million)	
Net Increase in Taxable Property Value	\$261.7 million	\$58.5 million	\$320.2 million
New Property Growth %	0.5%	4.9%	1.07%
Revaluation %	1.0%	(2.9%)	0.47%
Total Increase in Taxable Property Value	1.5%	2.0%	1.54%



Increase %	2015	2016	2017	2018	2019	2020
New Properties	4.6%	1.6%	0.9%	1.2%	1.0%	1.1%
Revaluation	8.9%	4.9%	(0.2%)	1.1%	1.1%	0.5%

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Property tax revenues in the 2021 budget are based on a tax rate of \$0.2231. This rate is the no-new-revenue tax rate published by the Montgomery County Tax Assessor's Office for The Woodlands Township. Property tax revenues are projected to be \$46.3 million, an increase of \$500,614 from the 2020 budget. The uncollectable allowance amount has been increased from 0.5% to 2.0% for the 2021 budget in response to the pandemic.

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.

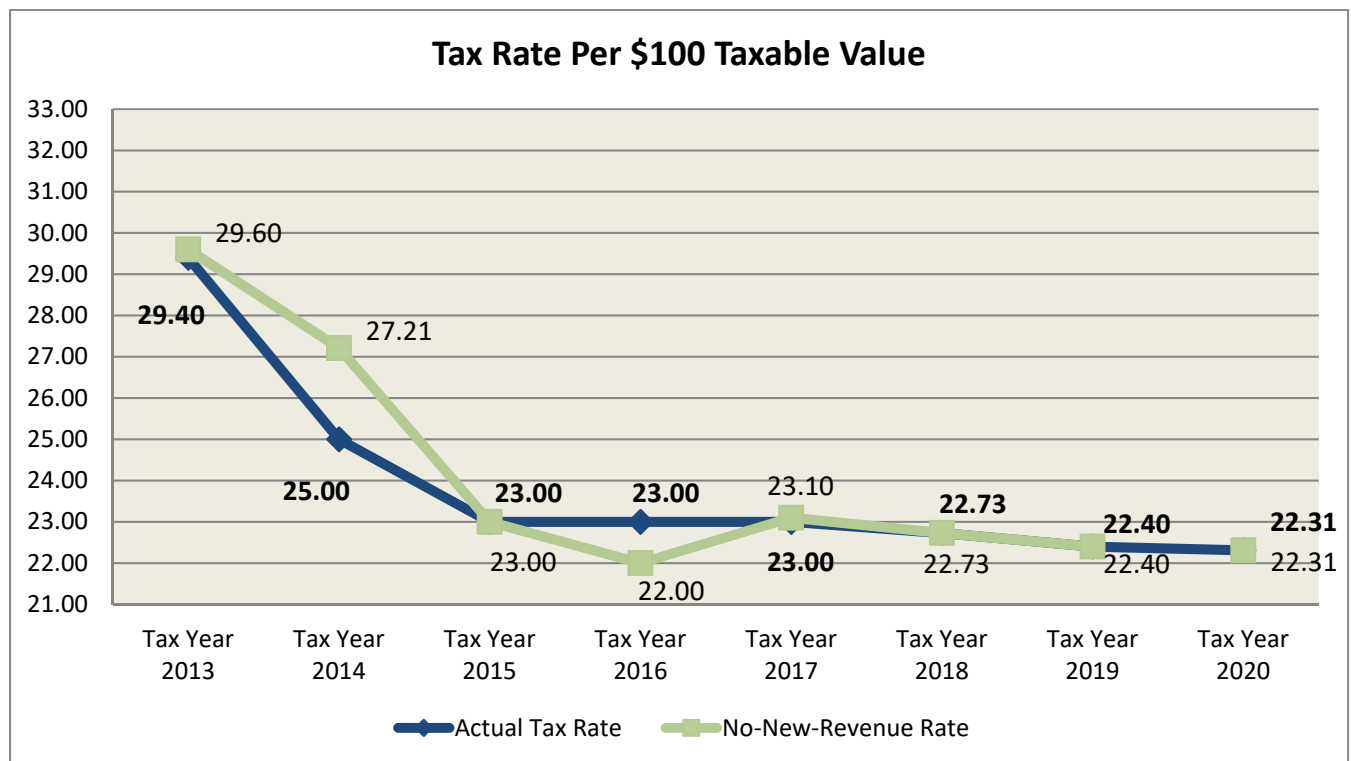
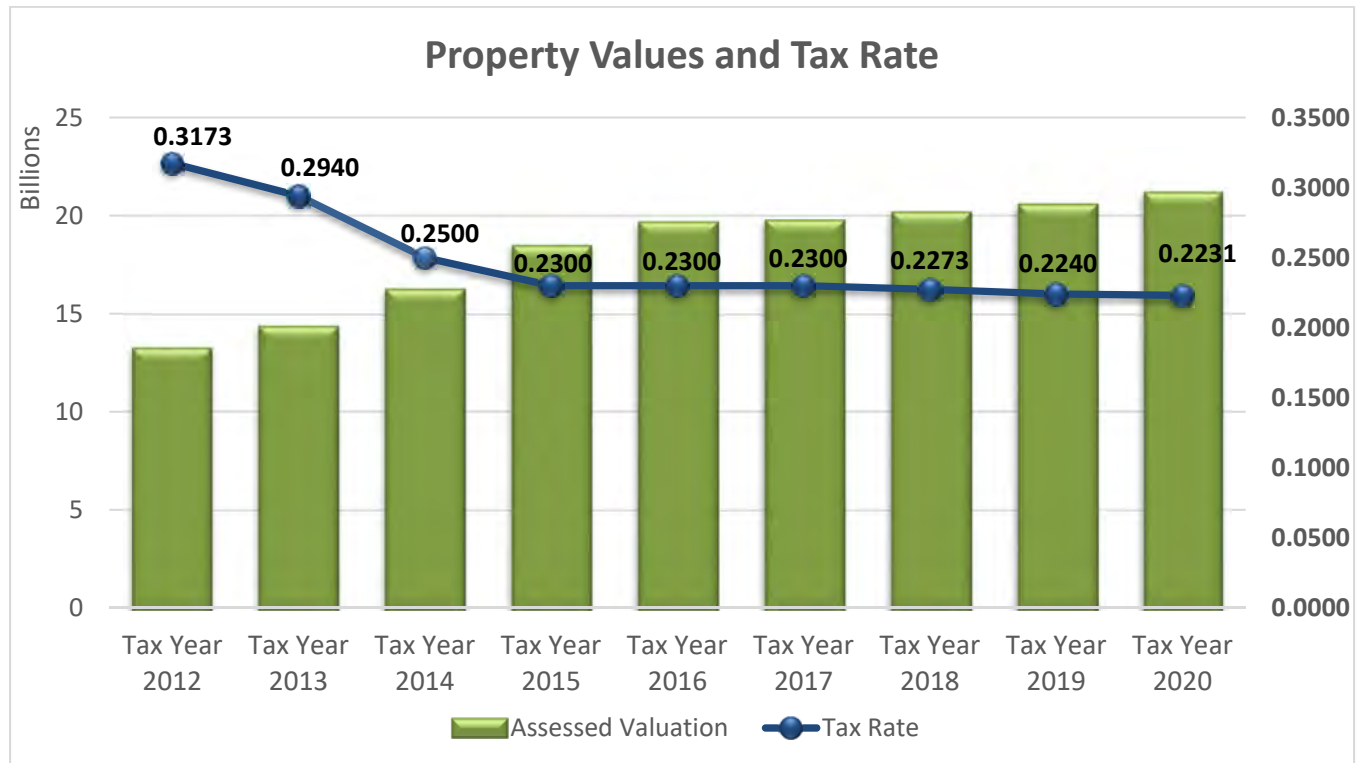
Following is a summary of the components of the property tax rate for the 2021 budget and the revenue generated by each component.

	<u>Tax Revenue</u>	<u>Rate</u>
Maintenance & Operations	\$43.1 million	\$0.2080
Debt Service	<u>3.2 million</u>	<u>\$0.0151</u>
Total	\$46.3 million	\$0.2231

Revenue generated by \$0.01 of the tax rate equals \$2,109,798 in 2021.

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.
- **Tax Year 2019 (Budget Year 2020):** The Board lowered the tax rate to the effective tax rate of \$0.2240.
- **Tax Year 2020 (Budget Year 2021):** The Board lowered the tax rate to the no-new-revenue rate (effective tax rate) of \$0.2231.



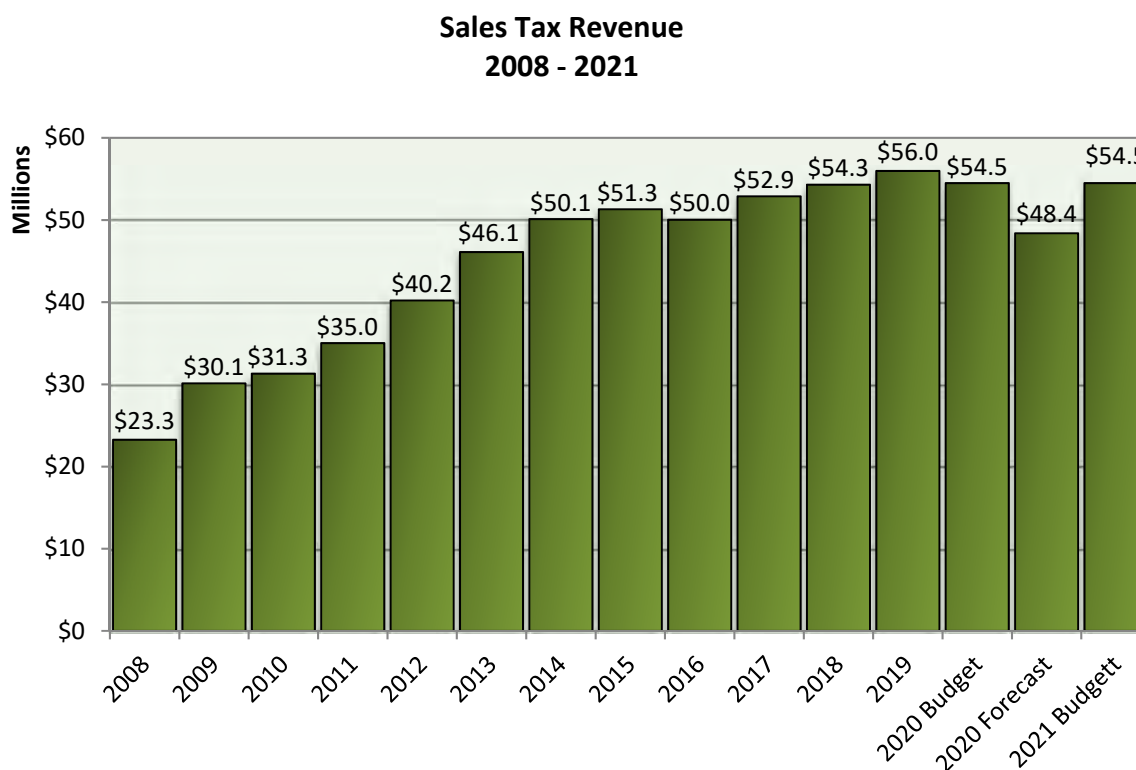


Sales and Use Tax Revenues

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 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 2021, sales and use tax revenues are projected to be \$54.5 million, which is the same amount as the 2020 Budget. The 2021 budget has been held flat due to the COVID-19 pandemic.

Sales and use taxes are an important source of revenue for the Township as they comprise 42% 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 \$31.2 million, or 134.3% 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.



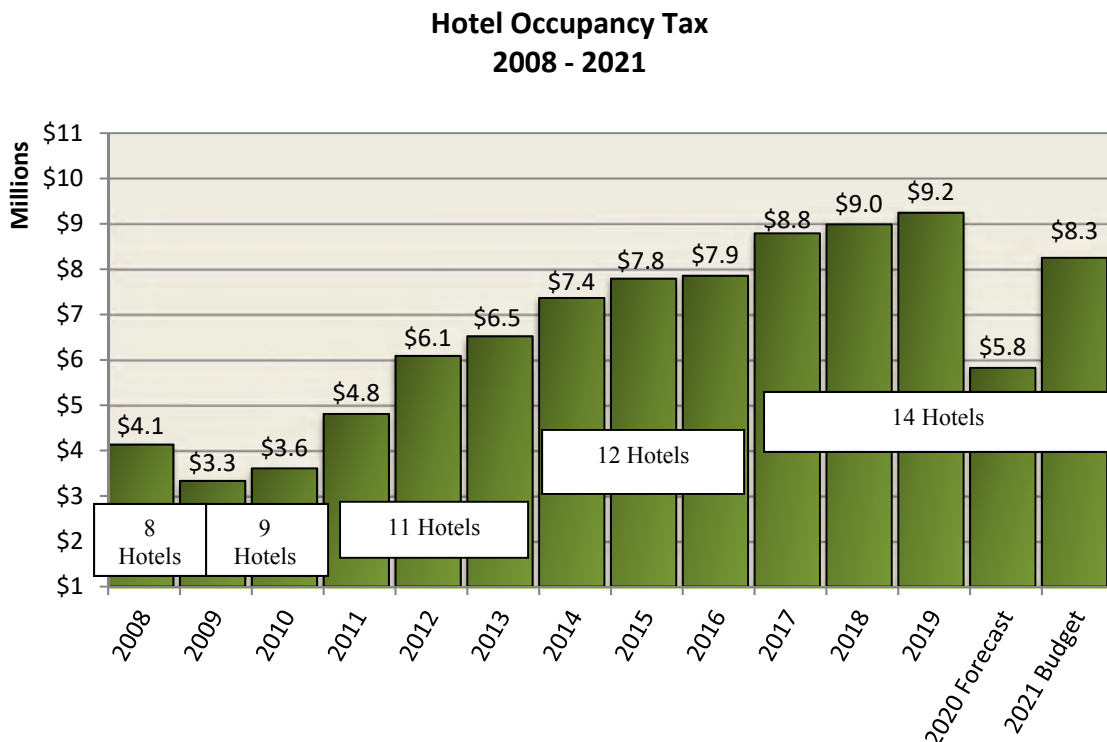


Hotel Occupancy Tax Revenues

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 \$8.3 million in 2021, a 41.7% increase over the 2020 forecast of \$5.8 million based on targeted marketing programs initiated by The Woodlands Convention & Visitors Bureau as impacts from the COVID-19 pandemic lessen. 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 \$1.8 million in revenues in 2021, 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 \$6.4 million are dedicated first to funding \$2.8 million of debt service obligations on the Township's outstanding revenue bonds. Of the remaining \$3.6 million in revenues, \$0.7 million is transferred to the CVB to supplement the organization's funding requirements. The remaining \$2.9 million is held in reserve to fund future debt service payments or other expenditures 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 \$8.3 million in 2021, a 124% increase over a thirteen-year period.



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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 2021 are projected to be \$9.2 million, an increase of approximately \$4.5 million from the 2020 forecast due primarily to anticipated recovery from the COVID-19 impact on park & ride and recreation programs.

Grants and contributions total \$5.3 million for 2021 and consist primarily of federal and state grants that fund transportation services including the Park and Ride program and a trolley system. Included in these grants are CARES Act funding for transportation as a result of the COVID-19 recovery programs approved by the federal government.

Other revenues also include revenues generated by an events admission tax (\$1.4 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 (\$932,000), interest income (\$877,000), contract revenues for streetscape and covenant administration services (\$600,000), 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 2021 total \$127.8 million, which is a \$5.95 million, or 4.5% decrease from 2020 budgeted expenditures of \$133.7 million.

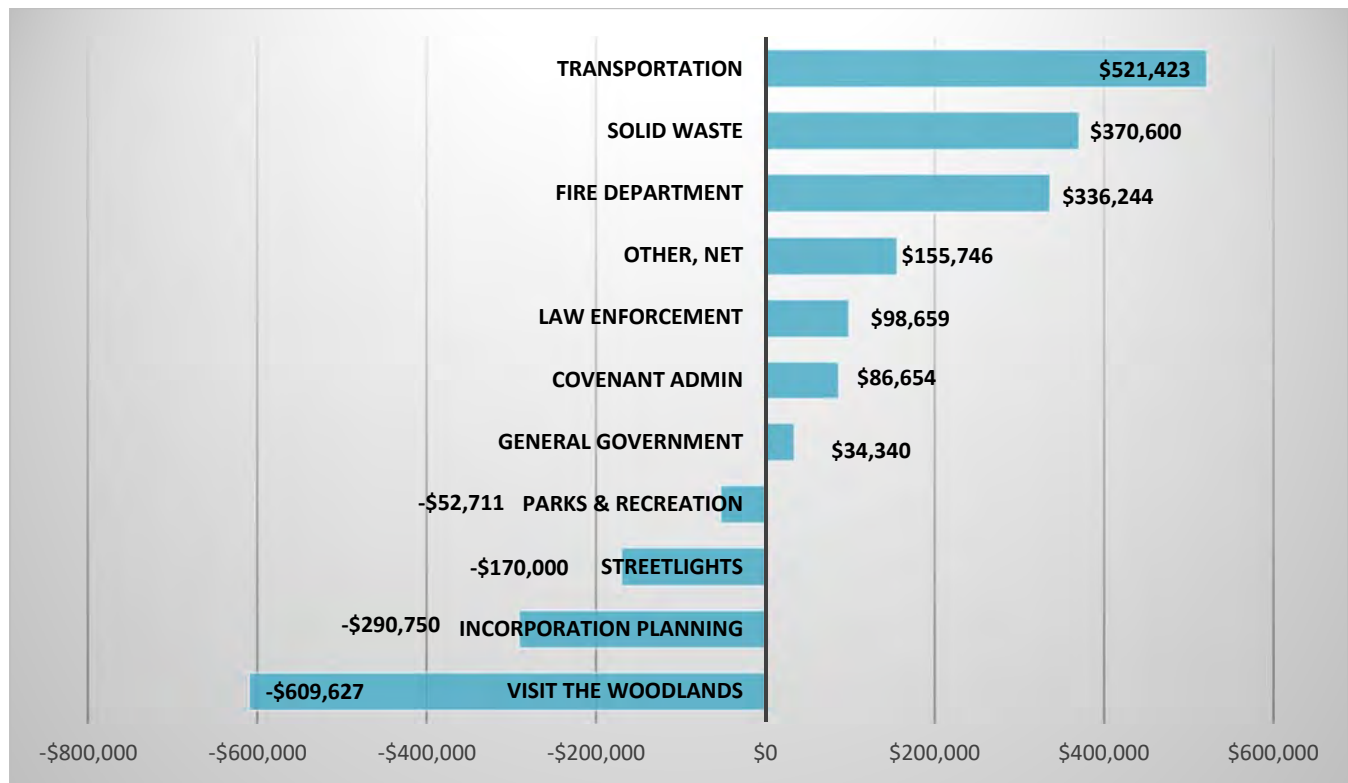
	2020 Budget	2021 Budget	\$ Inc/(Dec)	% Inc/(Dec)
Operating Expenditures	\$108,918,678	\$109,399,256	\$480,578	0.4%
EDZ Expenditures	2,930,242	2,916,162	(14,080)	-0.5%
Debt Service	6,537,070	6,037,326	(499,744)	-7.6%
New Development Capital	1,663,469	1,000,000	(663,469)	-39.9%
Transportation Fund Capital	830,500	0	(830,500)	-100.0%
Capital Projects	12,829,920	8,405,741	(4,424,179)	-34.5%
Total Expenditures	\$133,709,879	\$127,758,485	(\$5,951,394)	-4.5%

The overall decrease in expenditures is due to the completion of major capital projects in 2020 including improvements to various parks and pathways, the purchase of fire apparatus, and the completion of capital projects carried over from the 2019 budget. Debt service is also decreasing due to the refinancing of debt in 2019.

2021 Budget Message



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



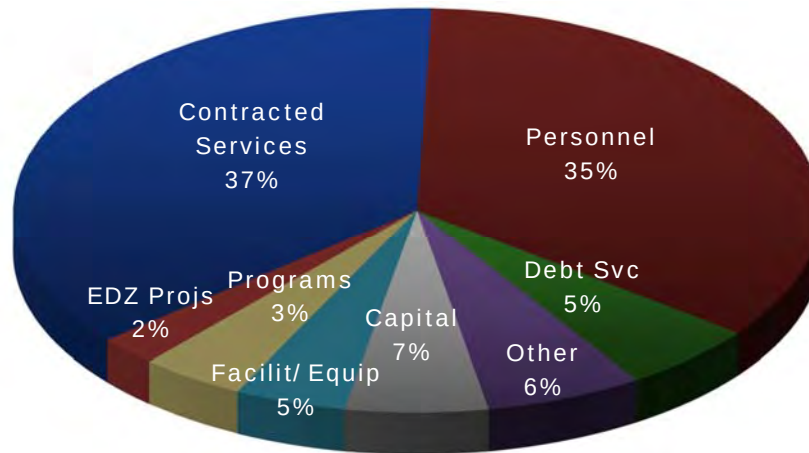
The increase in transportation expense is due to the pilot program to extend commuter bus service to the Energy Corridor. This expense is offset by bus fares and grant revenue received in support of the program. Solid Waste expense increase is due to a new contract approved in February 2020 that provides for an annual 3.5% escalation. Fire department expenses are increasing due primarily to personnel costs.

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.

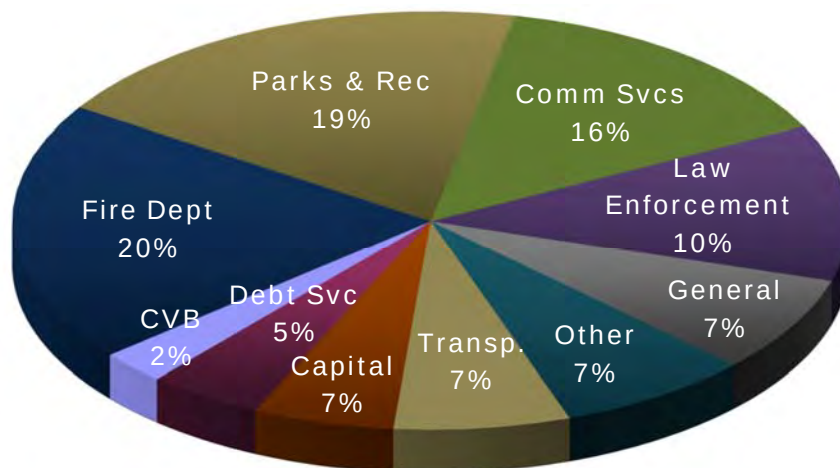
The following charts illustrate the Township's expenditures by type and by department. Because the Township is a service organization and highly dependent on employees and third-party contractors to provide services, it is not surprising that contracted services and personnel costs comprise 71% of total expenses. On a departmental level, 65% 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.



2021 BUDGET % OF TOTAL EXPENDITURES BY TYPE



2021 BUDGET % of TOTAL EXPENDITURES BY DEPARTMENT



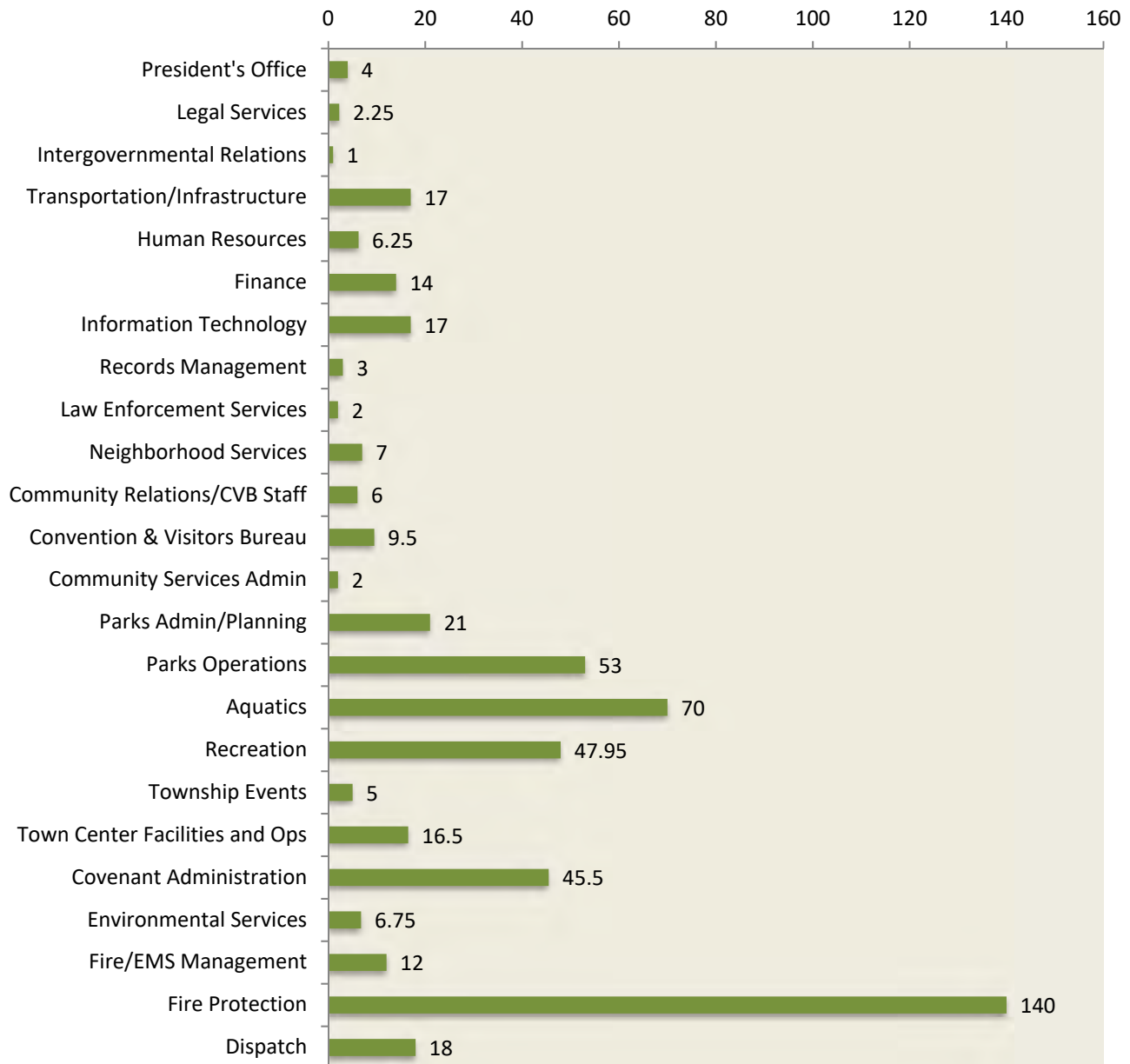
2021 Budget Message



PERSONNEL

Staffing levels for 2021 are proposed at 526.7 full time equivalent (FTE) employees, consisting of 356.7 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 - 2021**



2021 Budget Message



The 2021 staffing plan for general employees includes a net increase of 0.75 FTE's. The new positions include 0.25 FTE for an unpaid legal intern, 0.25 for an Environmental Services intern, and 0.50 FTE for a reclassification of a Boat House position from part-time to full-time. Offsetting these new positions is decrease of a 0.25 FTE position due to the elimination of a vacant Neighborhood Services intern position.

The *Personnel* section of this budget document contains additional information on staffing levels in the 2021 budget.

Compensation expenses for fire department employees and general employees are summarized in the charts below. The increase in compensation expense is due primarily to a 2.25% general wage increase as recommended by the recently completed compensation study.

Fire Department Employees	2020	2021	\$ Increase	% Increase
Current Employees	\$21,930,773	\$22,259,417	\$328,644	1.5%
New Staff Requests	n/a	\$0	\$0	0%
Total	\$21,930,77	\$22,256,417	\$328,644	1.5%
Benefits as % of Salaries	39%	38%		

General Employees	2020	2021	\$ Increase	% Increase
Current Employees	\$21,653,945	\$22,552,234	\$898,289	4.1%(A)
New Staff Requests	n/a	\$61,000	\$61,000 (B)	100%
Total	\$21,653,945	\$22,613,234	\$959,289	4.4%
Benefits as % of Salaries	33%	32%		

(A) Salary and benefit costs associated with the transition of contracted trolley staff to Township employees total \$494,971, which are fully offset by a decrease in expenses for trolley contracted services. Exclusion of the new salary and benefit costs for trolley operations lowers the total annual increase to \$403,318, or 1.9%

(B) The total \$61,000 increase in salaries and benefits for new staff includes:

- \$25,000 for General Employees; and
- \$36,000 for the Recreation Division, which is funded by recreation program revenues.

Factoring in the offsetting funding sources, **the net increase for new staff positions is \$25,000.**

2021 Budget Message



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 just over \$3 million 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 costs are projected to be \$189,000 lower in 2021 than in 2020, even though the national trend is expected to be 5.9% for increases in medical costs and 8.5% for increases in prescription costs. 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 2021.

The Township provides a 401a/457b Retirement Plan for its non-firefighter employees. The Township's average contribution rate for the original Township plan is 6.0%. Beginning in 2018, new employees were eligible for a 1 – 1 match up to a maximum of 12%. Since the inception of the new plan, 33 of the eligible 104 employees have participated with an average contribution rate of 3.4%. The cost of the Township's contribution to The Woodlands Firefighters Retirement System is 12% as set by law.

CAPITAL PROJECTS PLAN

The 2021 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 2021 total \$9.4 million. Of this amount, \$5.2 million is funded by the capital replacement reserve, \$1.0 million from the CCSA reserve, \$2.8 million from carryover funds, and \$0.4 million is funded by 2021 tax revenue.

Following is a summary of 2021 capital projects. Please reference the *Capital Projects Fund* section of this document for a detailed information.

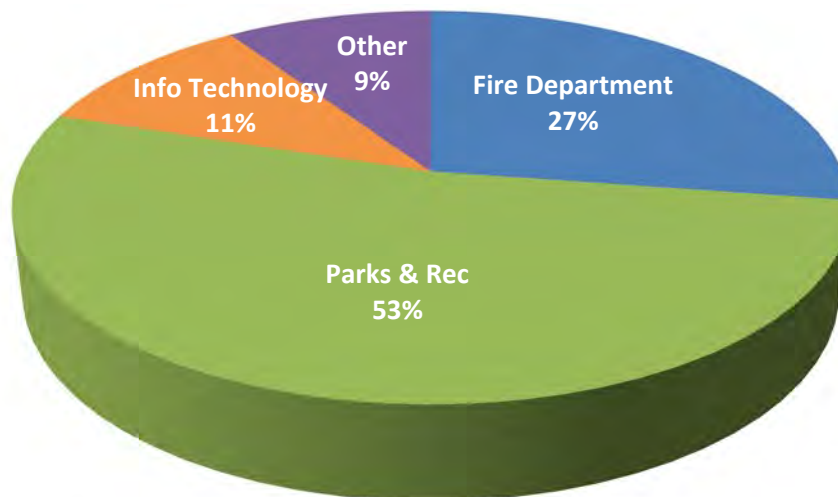
- \$2.6 million Park and pathway improvements
- \$1.9 million Fire Department apparatus
- \$1.0 million New Development projects
- \$1.0 million IT hardware and software
- \$0.9 million Townhall and Other improvements

2021 Budget Message



- \$0.7 million Improvements to aquatic facilities and amenities
- \$0.7 million Fire department equipment and facilities
- \$0.3 million Parks vehicles, equipment, and facilities
- \$0.3 million Improvements to athletic facilities and amenities

2021 Capital Budget



2021 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 12/31/2020
Sales/Hotel Tax Refunding Bonds, Series 2019	Convention Center	2027	n/a	2.5% - 3.2%	\$16,805,000
Total Revenue Bonds					\$16,805,000
Unlimited Tax Refunding Bonds, Series 2019	Capital	2031	n/a	2.0% - 2.8%	\$19,130,000
Unlimited Tax Bonds, Series 2011	Capital	2032	2021	1.5% - 3.450%	\$6,630,000
Unlimited Tax Bonds, Series 2012	Capital	2032	2021	1.0% - 3.0%	\$2,460,000
Tot Unlimited Tax Bonds					\$28,220,000
Total Bonds					\$45,025,000

Annual principal and interest payments on 2021 debt obligations total \$6.0 million. Of this amount, \$2.8 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, $\frac{1}{2}$ 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 2021 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 2021 is projected to be 708%, which is indicative that the Township has additional debt capacity.

Debt service totaling \$3.2 million on the Township's unlimited tax bonds is funded by the debt service component of the property tax rate. For the 2021 budget year, the debt service component is projected to be \$0.0151, a decrease from the current rate of \$0.0154.

The chart below illustrates the Township's total debt per capita and includes both revenue bonds and unlimited tax (general obligation) bonds. Total debt per capita has declined over the past five years from a high of \$723 in 2016 to a low of \$374 in 2021, representing a 48% decrease.



Debt per Capita

Debt per Capita	2016	2017	2018	2019	2020	2021
Outstanding Debt	\$82,880,000	\$77,900,000	\$72,735,000	\$67,415,000	\$47,690,000	\$45,025,000
Population	114,625	116,278	117,305	118,310	119,100	120,300
Debt per Capita	\$723	\$670	\$620	\$570	\$400	\$374



BOND RATINGS

The Township's bond ratings provide evidence of its financial strength. The most recent credit ratings are "AA" from Standard & Poor's and "A2" 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.

2021 Budget Message



DESIGNATED RESERVES

The Township Board of Directors has established reserves to account for monies designated for specific purposes. A brief description of each reserve follows:

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 48% 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. In 2019, the Board allocated an additional \$2.0 million to the reserve to fund potential reserve requirements related to incorporation expenses. For 2021, the reserve balance is \$21.7 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 2021 Capital Replacement Reserve balance is projected to be \$33.0 million. Pursuant to reserve guidelines, \$5.3 million is allocated annually to the reserve. The 2021 budget includes an additional \$800,000 allocation to the reserve to fund the replacement of 15 law enforcement vehicles, raising the total reserve allocation to \$6.1 million. In 2019, the Board allocated an additional \$2.0 million to the reserve to fund potential reserve requirements related to incorporation expenses. For 2020, the Board transferred the \$350,000 annual funding allocation and \$3.5 million balance in the Economic Development Reserve to the Capital Replacement Reserve to fund the major park renovation program.

Comprehensive Community Services Agreement Projects Reserve

A capital projects reserve related to the Comprehensive Community Services Agreement with the developer was established in 2019 to fund the Township's \$4.0 million cost share of specified community projects. The balance in the reserve is projected to be \$2.0 million at 12/31/2021 after utilizing \$1.0 million in 2020 and an additional \$1.0 million in 2021.

Cultural Education Reserve

Proceeds from the Township's portion of an events admission tax fund the Cultural Education Reserve approximately \$140,000 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 \$991,000 at 12/31/2021.

2021 Budget Message



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. In 2019, the Board transferred an additional \$10.5 million from the Capital Contingency Reserve. In 2018, \$797,000 was drawn from the reserve for incorporation planning. Expenditures of \$415,000 in 2019 and anticipated expenses of \$380,750 in 2020 results in an ending balance of \$15.4 million for 2020. No expenditures are currently projected to be funded by this reserve in 2021.

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 \$65,000 for flood gauges and drainage engineering services were incurred in 2018 and an additional \$62,000 in expenses were incurred in 2019 and 2020, bringing the current reserve balance to \$123,000.

Bond Redemption Reserve

For 2020, the Board authorized a bond redemption reserve in the amount of \$1.8 million for the potential retirement of outstanding debt at future dates. For 2021, the Board has authorized the transfer of the \$1.8 million balance to the Sales Tax Reserve.

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 were accumulated in this reserve to fund future expenditures specifically related to the property. In 2019, the Board authorized an additional \$2.8 million allocation to the reserve and approved utilization of \$700,000 to fund expenses to demolish the existing building structures, prepare the site for future development, and add a parking lot. The reserve is projected to have a balance of \$5.2 million at 12/31/2021.

Bond Reserve for Performing Arts/Convention Center Projects

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 this bond reserve for potential debt service on Performing Arts & Convention Center projects. The balance in this account is projected to be \$1.6 million at the end of 2020. Projected additional funding of \$2.9 million during 2021 will increase the balance to \$4.5 million.

Sales Tax Reserve

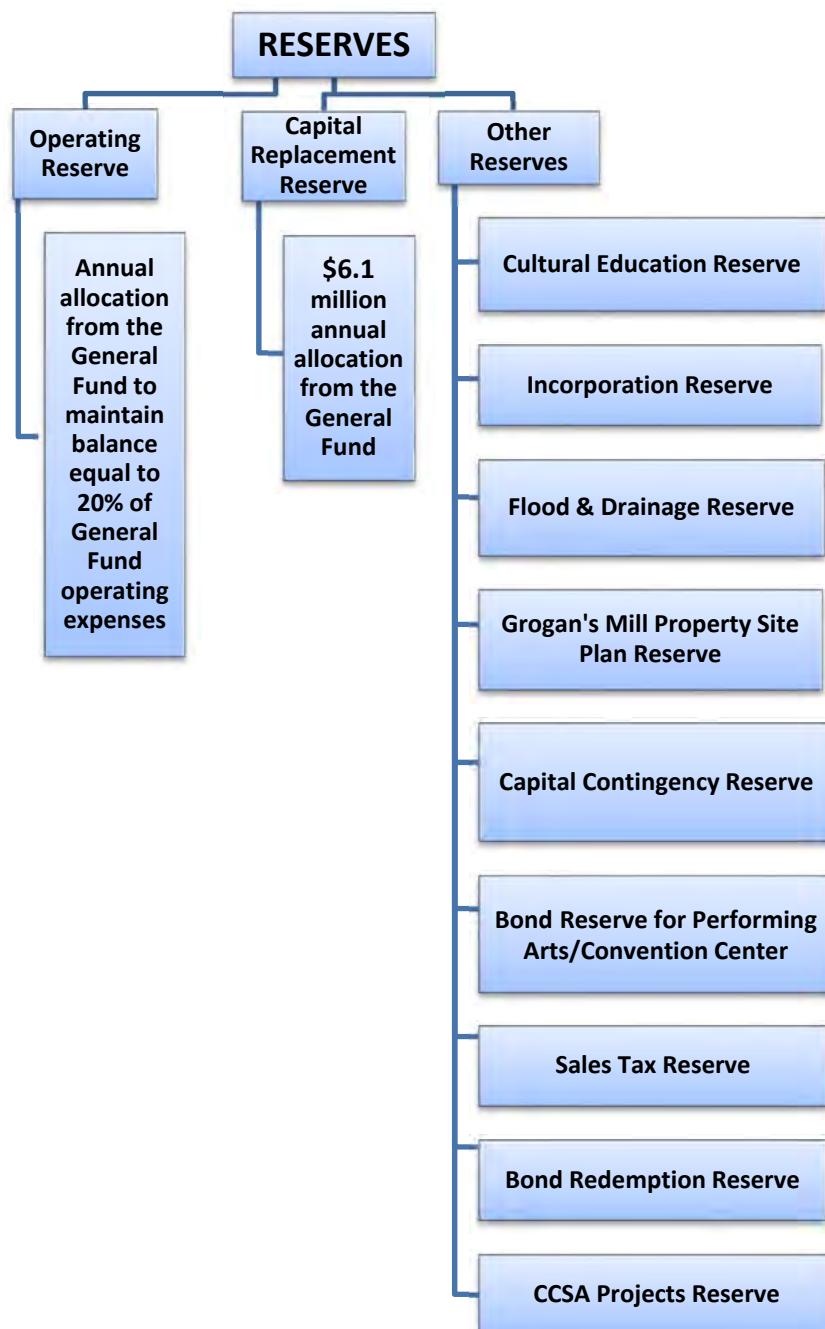
During the 2020 budget process, the Board established a \$2.5 million sales tax reserve to mitigate the effects of a potential downturn in this volatile revenue stream. For 2021, the Board has authorized the transfer of the Bond Redemption Reserve to the Sales Tax Reserve. The \$1.8 million transfer increases the reserve balance to \$4.3 million at 12/31/2021.



Capital Contingency Reserve

Any funds remaining after all other funding obligations are met for the current budget year have been allocated to the Capital Contingency Reserve in prior years. For 2021, the Board has chosen to hold any unallocated funds remaining at year-end as undesignated fund balance pending further review.

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



2021 Budget Message



In addition to the reserves summarized above, the Township maintains reserves or fund balances 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 BALANCE

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 2020 is projected to be \$1.2 million, and an additional \$800,000 is projected for 2021, resulting in a total balance of \$2.0 million at 12/31/21.

These funds are available for use at the Board’s discretion and could be used to fund expenses or be transferred to a reserve account.

The chart on the following page summarizes projected reserves and fund balances for the years ending 2020 and 2021.

2021 Budget Message



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

	2020 Forecast	2021 Budget
Operating Reserve	\$ 21,036,070	\$ 21,676,502
Self-funded Health Insurance Reserve	845,555	845,555
Capital Carryover	2,746,841	-
Capital Replacement Fund	32,057,826	32,958,926
Capital Replacement Fund - Receivable from Transportation Fund	2,051,729	2,051,729
Grogan's Mill Property Site Plan Reserve	5,195,467	5,195,467
CCSA Reserve	3,000,000	2,000,000
Sales Tax Reserve	2,500,000	4,359,757
Incorporation Reserve	15,405,467	15,405,467
Flood and Drainage Reserve	123,479	123,479
Cultural Education Reserve	851,442	991,637
Debt Service Fund	3,107,850	3,107,850
Bond Redemption Reserve Fund	1,859,757	-
Debt Service Reserve - Performing Arts/Convention Center	1,592,127	4,482,109
Transportation Fund	1,421,820	1,541,820
Transportation Fund - Payable to Capital Replacement Fund	(2,051,729)	(2,051,729)
CVB Fund Balance	1,328,862	1,264,604
Capital Contingency Account	-	-
Total Designated Fund Balance	\$ 93,072,563	\$ 93,953,173
Undesignated General Fund 2020	1,167,093	1,167,093
Undesignated General Fund 2021	-	833,380
Total Undesignated Fund Balance	\$ 1,167,093	\$ 2,000,473
Total Ending Fund Balance	\$ 94,239,656	\$ 95,953,646

2021 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 2021 budget.

The five-year plan assumes conservative revenue growth and the continuance of the 2020 property tax rate of \$0.2231. The plan also provides for growth in expenditures due to inflation. Additionally, a five-year capital projects plan and five-year staffing 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

I would like to thank the Board of Directors and staff for the dedicated and exemplary work that resulted in a 2021 budget that reflects a continued commitment to responsible financial management and high quality, cost-effective service delivery. It is a valuable guide that will be used to accomplish the Board's strategic objectives and maintain the fiscal strength of The Woodlands Township.

Respectfully,

Monique Sharp
Assistant General Manager – Finance and Administration

Introduction



In This Section You Will Find:

Guide to Using the 2021 Budget Document..... 3-1

Budget Process 3-5

Budget Calendar 3-10

Organization Chart 3-11

Strategic Plan..... 3-13

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Budget Guide



The Woodlands Township's 2021 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' 2021 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 2020 Budget, 2020 Forecast and 2021 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 2021 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 2021 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 2020 Budget, 2020 Forecast and 2021 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 2021 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.

Visit The Woodlands

This section provides a statement of revenues, expenditures, and changes in fund balance for Visit The Woodlands. Graphs, charts and narrative analysis accompany the statement. A 2021 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 2021 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, Law Enforcement and Other Capital 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.

Budget Guide



Also included is information regarding unallocated hotel occupancy tax revenues being accumulated in this fund for debt service on potential future bond issuances approved by the Board.

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 2021 – 2025. Assumptions used to develop the projections are provided, along with detailed five-year capital project plans.

Reserves

This section provides an overview of each of the Township's reserves, including but not limited to the Operating Reserve, Capital Replacement Reserve, Sales Tax Reserve, Cultural Projects Reserve, Incorporation Reserve, Grogan's Mill Site Plan Reserve, Bond Redemption Reserve, Hotel Tax Reserve, and Undesignated Capital Contingency Reserve. Data is provided for fiscal years 2021 – 2025 and includes projected allocations to and from the respective reserves.

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Budget Process



The following overview describes the 2021 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 2021 Salaries and Benefits Budget in accordance with the existing compensation plan.

Property tax revenue projections are based on the preliminary taxable property values provided by the Montgomery County Tax Assessor/Collector in May. Taxable values and projected property tax revenues will be revised when the certified tax roll is provided by the Tax Assessor in late July/early 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 2021 Budget, a Five-Year Plan was developed using a variety of economic assumptions and multi-year operating and capital project plans.

President/General Manager's Review

In late June, the first draft of the budget was presented to the President/General Manager. 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, and other purposes were also considered. Decisions were made in the context of the Township's strategic plan and current economic conditions. Changes resulting from the President's review were incorporated into the budget model to produce the preliminary "base" budget for review by the Budget Task Force and Board of Directors.

Budget Task Force Review

In April 2020, the Township Board of Directors established a Budget Task Force and appointed three Board members. The stated purpose of the Budget Task Force was to "focus

Budget Process



on the high priority of addressing likely funding shortfalls in the Township's 2020 budget due to COVID-19 and the resulting impacts on service levels, as well as the continuing effects on the 2021 budget." The Budget Task Force met five times over the months of April through July to review COVID-19's impact on the local economy and to provide guidance to staff regarding the 2020 budget forecast, departmental budget submissions for 2021, and the preliminary 2021 consolidated budget.

Board of Director's Review

The preliminary "base" budget was submitted to the Board of Directors for review at a series of budget workshop meetings during the week of August 3 – August 7, 2020. As directed by the Board, the 2021 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 and guidelines; and (5) continue operating and capital programs/initiatives approved and implemented in 2020 or prior years. Services and projects not included in the base budget will be 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 will be made to facilitate review and discussion of the budget documents. The budget workshops are public meetings and intended to encourage citizen input through public comment. Video recordings of the budget workshops can be found here: <https://www.thewoodlandstownship-tx.gov/778/Meeting-Videos>.

At the final budget workshop meeting, the Board of Directors took a recorded vote on the *proposed* 2020 property tax rate in accordance with Truth-in-Taxation provisions contained in the Texas Constitution and the Texas Property Tax Code. Please note that this vote was not the official adoption of the 2020 property tax rate, but rather a recordation of a proposed rate to determine if a public hearing and related public notices were required. In general, if the proposed rate is higher than the lower of the no-new-revenue tax rate (previously referred to as the effective rate) or the voter approval rate (previously referred to as the rollback rate) as calculated by the county tax assessor, a public hearing and a series of public notices regarding the budget are required. A public hearing was required, it was held at 9:00 am on August 17, 2020. If the proposed rate is higher than the voter approval rate, the rate must be voted on affirmatively by taxpayers on the November general election date before it becomes effective.

Changes resulting from the Board's review of the base budget and budget initiatives were incorporated into the 2021 Budget document and presented to the Township Board of Directors for approval at the Board meeting on September 10, 2020. The 2021 Budget adopted by the Board of Directors complies with all financial policies of The Woodlands Township. A video of the September 12, 2020 Board meeting can be found here: <https://www.thewoodlandstownship-tx.gov/778/Meeting-Videos>.

Budget Process



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.

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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
- Revisions are made based on meetings with President and departments

Budget Task Force Review

- Review 2020 budget forecast and 2021 preliminary base budget
- Finance staff completes the preliminary base budget in preparation for the budget workshops

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
- Revisions resulting from the Board's review are made
- Board votes on a proposed tax rate
- Public hearing is held (if necessary)

Adopted Budget

- Budget and property tax rate are adopted
- 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

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
- Budget Task Force reviews the preliminary base budget and initiatives

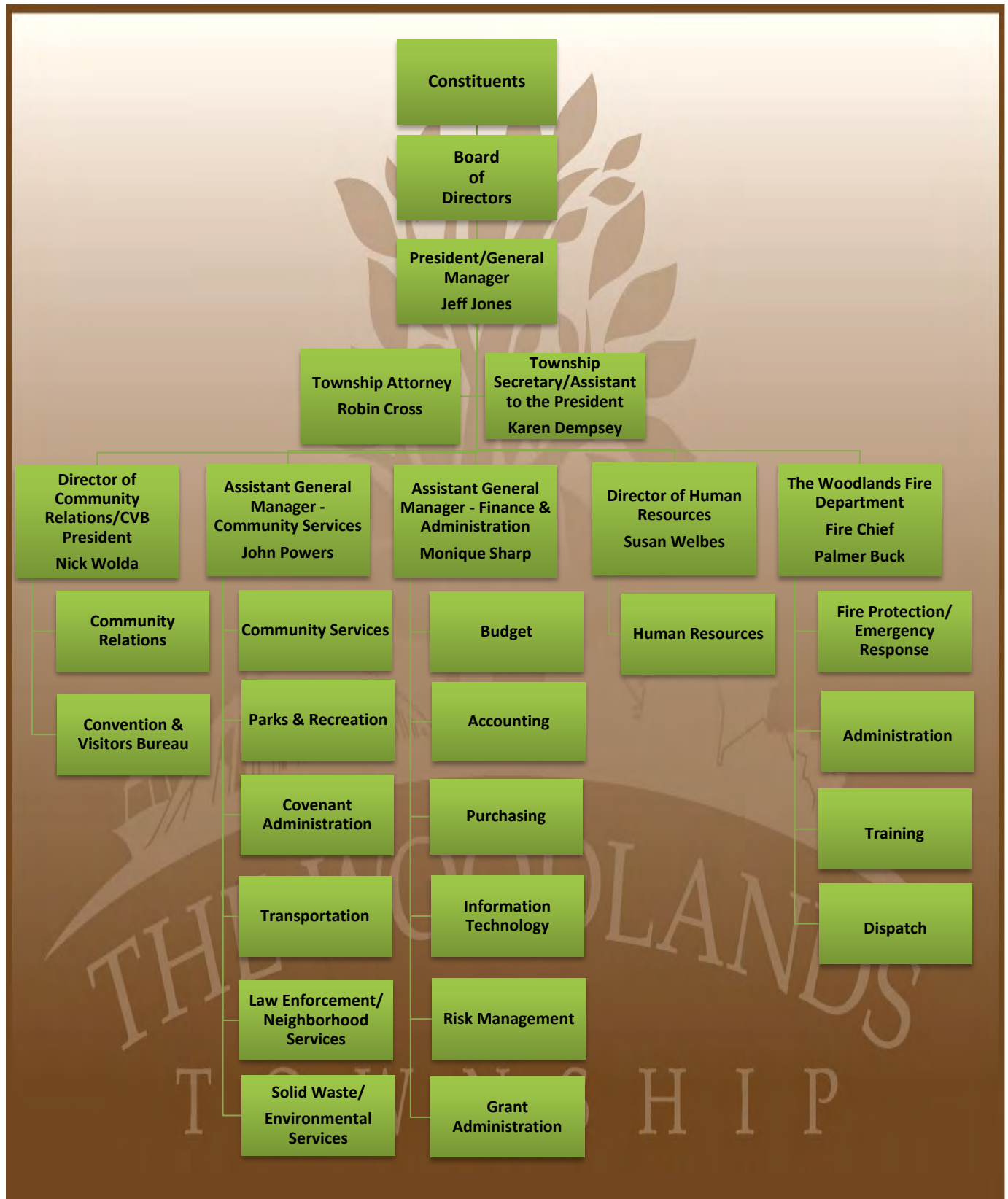
August-
September

- Board of Directors reviews the preliminary base budget and budget initiatives and solicits public input at a series of budget workshops
- Public hearing is held (if required) per Truth-in-Taxation requirements
- Board Meeting: the 2021 Budget and 2020 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, 2021 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



- 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

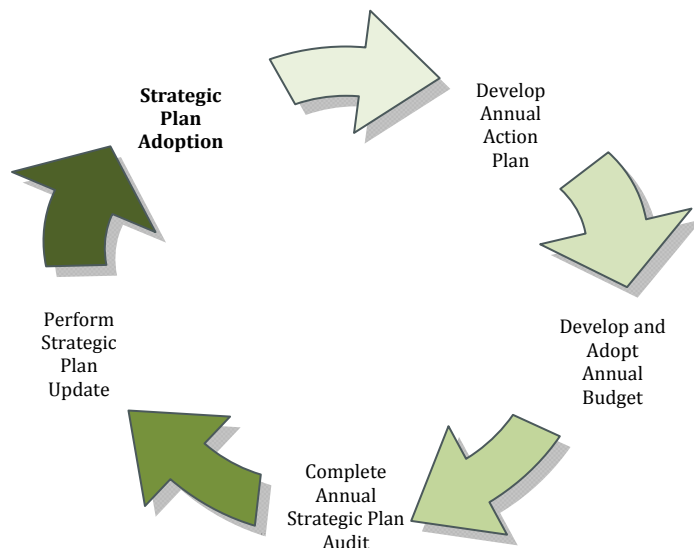
Plan Implementation

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 2020 Budget to 2021 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 Bond Redemption Fund, and the Special Revenue Fund (Economic Development Zone).

	2020 Budget	2020 Forecast	2021 Budget	\$ Inc/(Dec)	% Inc/(Dec)
TOTAL REVENUES	129,395,432	117,306,185	129,472,474	\$77,042 (A)	0.1%
TOTAL EXPENDITURES	133,709,879	122,220,871	127,758,485	(5,951,394) (B)	-4.5%
REVENUES OVER/(UNDER) EXPENDITURES (C)	(4,314,447)	(4,914,686)	1,713,988	6,028,436	139.7%
BEGINNING FUND BALANCE	99,154,342	99,154,342	94,239,656	(4,914,686)	-5.0%
ENDING FUND BALANCE	94,839,895	94,239,656	95,953,644	1,113,750	1.2%

(A) Revenues in the 2021 Preliminary Budget are based on a property tax rate at \$0.2231, a 0.0% increase in sales and use tax revenues, and a 15.0% decrease in hotel tax revenues from 2020 budget levels. Sales tax and hotel tax revenue projections reflect the lingering economic impacts of the COVID-19 pandemic. Revenues from property tax, sales tax, and hotel tax total \$109.1 million and make up 84.2% 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 \$46.3 million for 2021 based on certified taxable values, lowering the property tax rate to \$0.2231 from \$0.2240, and providing for a 2% uncollectible allowance of approximately \$941,000.

Sales and use tax revenues total \$54.5 million for 2021, which is equal to the 2020 budget amount but represents a \$6.1 million or 12.6% increase from the 2020 forecast of \$48.4 million. The COVID-19 pandemic has unfavorably impacted sales tax revenues in 2020, particularly in the retail, food service, and oil and gas business sectors. However, the Township is continuing to see growth in sales tax revenue from online retailers as well as from businesses involved in information, professional services, manufacturing and wholesale trade. The sales tax revenue projection for 2021 assumes the financial impacts from COVID-19 will lessen within the next 6 to 12 months and normal economic activity will resume steadily thereafter.

Hotel occupancy tax revenues total \$8.25 million for 2021, which is a 15.0% decrease from the 2020 budget amount of \$9.7 million. The budget is based on estimates provided by The Woodlands Convention & Visitors Bureau regarding forecasted occupancy and room rates. The COVID-19 pandemic has had a significant unfavorable economic impact on the hotel industry, and it is anticipated that it will take a few years before hotel tax revenues rise back to pre-pandemic levels. For detailed analysis and information regarding all categories of Township revenues, please reference the *Revenue Sources* section of this budget binder.

(B) The overall \$6.0 million, or 4.5% decrease in expenditures is related primarily to a \$5.9 million decline in capital asset expenditures. Capital projects for various park and pathway improvements, fire department equipment and apparatus, and park & ride and trolley amenities were completed in 2020. Additionally, debt service is decreasing by \$0.5 million due to the refinancing of bonds in 2019.

Partially offsetting the decreases in capital asset expenditures and debt services are increases in operating expenditures of \$0.5 million, or 0.4%, primarily related to trash collection services (\$370,000) and the Fire Department (\$336,000). The expenditure increases are partially offset by decreases in expenses for The Woodlands Convention & Visitors Bureau and parks and recreation. For additional information regarding expenditures, please reference the *Department Profiles* section of this budget document.

(C) Net revenues generated in the 2021 Budget are used to fund the Township's operating reserve and capital replacement reserve in accordance with reserve guidelines established by the Board. Net revenues may also be used to fund budget initiatives approved by the Board of Directors.

Changes from Proposed Budget to Adopted Budget

The change from the Proposed Budget developed in the budget workshops to the Adopted Budget is due to the adjustment in certified property values provided by the tax assessor. The property values were adjusted downwards by \$13,954,974, resulting in \$30,511 less property tax revenue.

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

					2020 Budget to 2021 Budget	
	2020 Budget	2020 Forecast	2021 Budget	\$ Inc/(Dec)	% Inc/(Dec)	
REVENUES						
Property Tax	\$ 45,827,590	\$ 45,927,590	\$ 46,328,205	\$ 500,614	1.1%	
Sales and Use Tax	54,492,324	48,389,184	54,492,324	-	0.0%	
Hotel Occupancy Tax	7,550,492	4,530,295	6,417,918	(1,132,574)	-15.0%	
Supplemental HOT	2,157,284	1,294,370	1,833,691	(323,593)	-15.0%	
Event Admissions Tax	1,438,886	689,308	1,401,950	(36,936)	-2.6%	
Program Revenue - Other	6,174,332	3,320,464	6,221,900	47,568	0.8%	
Program Revenue - Bus Fares	3,600,000	1,400,000	3,025,880	(574,120)	-15.9%	
Administrative Fees	239,500	239,500	239,500	-	0.0%	
Grants and Contributions	3,779,056	5,026,459	5,254,920	1,475,864	39.1%	
Interest Income	1,347,165	931,525	877,445	(469,720)	-34.9%	
Other Income	2,788,802	5,557,490	3,378,741	589,939	21.2%	
TOTAL OPERATING REVENUES	\$ 129,395,432	\$ 117,306,185	\$ 129,472,474	\$ 77,042	0.1%	
TOTAL REVENUES	\$ 129,395,432	\$ 117,306,185	\$ 129,472,474	\$ 77,042	0.1%	
OPERATING EXPENDITURES						
General Government	9,402,028	9,028,893	9,436,368	34,340	0.4%	
Law Enforcement	11,793,136	11,633,050	11,891,795	98,659	0.8%	
Neighborhood Services	620,244	575,136	619,117	(1,127)	-0.2%	
Parks and Recreation	23,916,250	21,003,136	23,863,539	(52,711)	-0.2%	
Community Services	19,732,422	19,194,985	20,106,563	374,141	1.9%	
Community Relations	1,665,691	1,522,598	1,678,314	12,623	0.8%	
Transportation	8,512,721	7,340,202	9,034,144	521,423	6.1%	
Economic Development	259,000	238,000	250,000	(9,000)	-3.5%	
Fire Department	25,597,373	25,353,340	25,933,617	336,244	1.3%	
Convention & Visitors Bureau	3,198,136	2,132,918	2,588,509	(609,627)	-19.1%	
Regional Participation	1,745,842	1,553,174	1,720,255	(25,587)	-1.5%	
Other Expenditures (Operating)	2,475,835	2,470,848	2,277,035	(198,800)	-8.0%	
OPERATING EXPENDITURES	\$ 108,918,678	\$ 102,046,279	\$ 109,399,256	\$ 480,578	0.4%	
OTHER						
Other Expenditures (EDZ)	2,930,242	2,580,330	2,916,162	(14,080)	-0.5%	
Capital Outlay	12,829,920	9,060,807	8,405,741	(4,424,179)	-34.5%	
New Development Capital	1,663,469	1,663,469	1,000,000	(663,469)	-39.9%	
Transportation Capital	830,500	830,500	-	(830,500)	-100.0%	
Debt Service	6,537,070	6,039,487	6,037,326	(499,744)	-7.6%	
OTHER EXPENDITURES	\$ 24,791,201	\$ 20,174,593	\$ 18,359,229	\$ (6,431,972)	-25.9%	
TOTAL EXPENDITURES	\$ 133,709,879	\$ 122,220,871	\$ 127,758,485	\$ (5,951,394)	-4.5%	
REVENUE OVER/(UNDER) EXPENDITURES	(4,314,447)	(4,914,686)	1,713,988	6,028,436	139.7%	
BEGINNING FUND BALANCE	99,154,342	99,154,342	94,239,656	(4,914,686)	-5.0%	
ENDING FUND BALANCE	\$ 94,839,895	\$ 94,239,656	\$ 95,953,644	\$ 1,113,750	1.2%	

**The Woodlands Township
Overview of Consolidated Operating Budget**

	<u>2020 BUDGET</u>	<u>2021 BUDGET</u>	<u>DECREASE</u>
REVENUES	\$129,395,432	\$129,472,474	\$77,042
Increase/(Decrease) in Revenues is due primarily to:			
* Hotel Occupancy Tax revenue		\$ (1,132,574)	
* Supplemental Hotel Tax revenue		(323,593)	
* Program revenue - Bus Fares		(574,120)	
* Interest Income		(469,720)	
* Events Admission Tax		(36,936)	
* Program revenue - Parks and Rec		47,568	
* Property Tax revenue		500,614	
* Contracted Revenue, other (net)		589,939	
* Grants/Contributions		1,475,864	
Total Decrease in Revenues		\$ 77,042	
Detailed analysis of increases and decreases in Revenues is provided in the <i>Revenue Sources</i> section.			

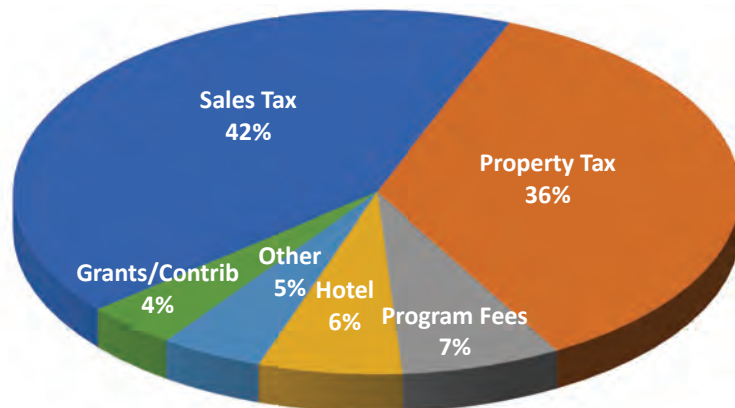
	<u>2020 BUDGET</u>	<u>2021 BUDGET</u>	<u>DECREASE</u>
EXPENDITURES	\$133,709,879	\$127,758,485	(\$5,951,394)
Increase/(Decrease) in Expenditures is due primarily to:			
* Capital Projects/EDZ		(5,932,228)	
* Convention and Visitors Bureau		(609,627)	
* Debt Service		(499,744)	
* Incorporation		(290,750)	
* Parks and Recreation		(52,711)	
* Regional Participation Agreements		(25,587)	
* Community Relations		12,623	
* General Government		34,340	
* Other, net		86,491	
* Law Enforcement/Neighborhood Svcs		97,533	
* Fire Department		336,244	
* Solid Waste Services		370,600	
* Transportation/Infrastructure		521,423	
Total Decrease in Expenditures		\$ (5,951,394)	
Detailed analysis of increases and decreases in Expenditures is provided throughout this binder.			



WHERE THE MONEY COMES FROM BY REVENUE TYPE

Revenue	2020 Budget	2020 Forecast	2021 Budget	2020 Budget to 2021 Budget	
				\$ Change	% Change
Property Tax	\$ 45,827,590	\$ 45,927,590	\$ 46,328,205	\$ 500,614	1.1%
Sales and Use Tax	54,492,324	48,389,184	54,492,324	-	0.0%
Hotel Occupancy Tax	7,550,492	4,530,295	6,417,918	(1,132,574)	-15.0%
Supplemental Hotel Occupancy Tax	2,157,284	1,294,370	1,833,691	(323,593)	-15.0%
Events Admission Tax	1,438,886	689,308	1,401,950	(36,936)	-2.6%
Program Revenues	9,774,332	4,720,464	9,247,780	(526,552)	-5.4%
Administrative Fees	239,500	239,500	239,500	-	0.0%
Grants and Contributions	3,779,056	5,026,459	5,254,920	1,475,864	39.1%
Interest Income	1,347,165	931,525	877,445	(469,720)	-34.9%
Other Income	2,788,802	5,557,490	3,378,741	589,939	21.2%
Total Revenue	\$ 129,395,432	\$ 117,306,185	\$ 129,472,474	\$ 77,042	0.1%

2021 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, and other expenses.

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

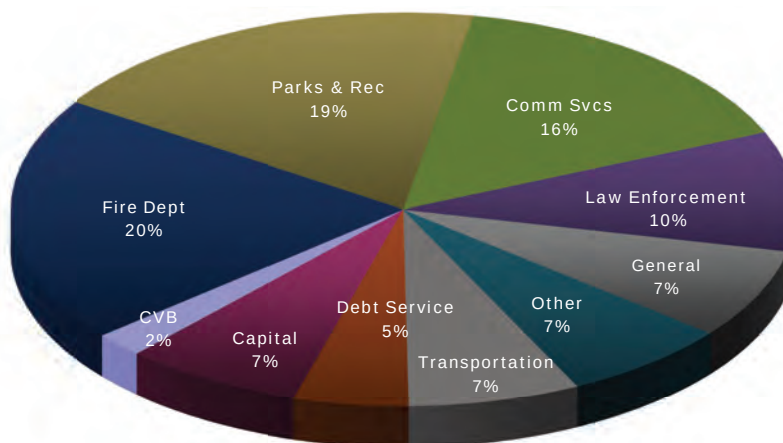
- Includes principal and interest payments on debt obligations.



WHERE THE MONEY GOES BY DEPARTMENT/PROGRAM

Department	2020 Budget	2020 Forecast	2021 Budget	2020 Budget to 2021 Budget	
				\$ Change	% Change
General Government	\$ 9,402,028	\$ 9,028,893	\$ 9,436,368	\$ 34,340	0.4%
Law Enforc/Neighborhood Svcs	12,413,379	12,208,186	12,510,912	97,533	0.8%
Parks and Recreation	23,916,250	21,003,136	23,863,539	(52,711)	-0.2%
Community Services	19,732,422	19,194,985	20,106,563	374,141	1.9%
Community Relations	1,665,691	1,522,598	1,678,314	12,623	0.8%
Transportation	8,512,721	7,340,202	9,034,144	521,423	6.1%
Economic Development	259,000	238,000	250,000	(9,000)	-3.5%
The Woodlands Fire Dept	25,597,373	25,353,340	25,933,617	336,244	1.3%
Convention & Visitors Bureau	3,198,136	2,132,918	2,588,509	(609,627)	-19.1%
Regional Participation	1,745,842	1,553,174	1,720,255	(25,587)	-1.5%
Other Expenditures	5,406,077	5,051,178	5,193,197	(212,880)	-3.9%
Capital Outlay	15,323,889	11,554,776	9,405,741	(5,918,148)	-38.6%
Debt Service	6,537,070	6,039,487	6,037,326	(499,744)	-7.6%
Total Expenditures	\$ 133,709,879	\$ 122,220,871	\$ 127,758,485	\$ (5,951,394)	-4.5%

2021 BUDGET % of TOTAL EXPENDITURES



The Woodlands Township Summary of Increases and Decreases Consolidated Expenditures

The Township's 2021 Consolidated Budget reflects a \$6.0 million (4.5%) decrease in expenditures from the 2020 Budget, as summarized below.

	2020 Budget	2021 Budget	\$ Inc/(Dec)	% Inc/(Dec)
Operating Expenditures (A)	\$108,918,678	\$109,399,256	\$480,578	0.4%
EDZ Expenditures (B)	2,930,242	2,916,162	(14,080)	-0.5%
Debt Service (C)	6,537,070	6,037,326	(499,744)	-7.6%
New Development Capital (D)	1,663,469	1,000,000	(663,469)	-39.9%
Transportation Fund Capital (E)	830,500	0	(830,500)	-100.0%
Capital Projects (F)	12,829,920	8,405,741	(4,424,179)	-34.5%
Total Expenditures	\$133,709,879	\$127,758,485	(\$5,951,394)	-4.5%

(A) The \$0.5 million increase in expenditures is primarily related to a new Park and Ride bus route, the cost of which is offset by grant revenues (\$518,700); a rate increase in the solid waste contract (\$370,000); and Fire Department costs for facilities and staff (\$336,244). These increases are mostly offset by cost savings achieved in various departments including the Convention & Visitors Bureau, parks and recreation, community relations, and the general government departments. 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 document.

(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) The decrease in debt service is due to the refinancing of revenue bonds in 2019. Principal and interest 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 designated public amenities in the community.

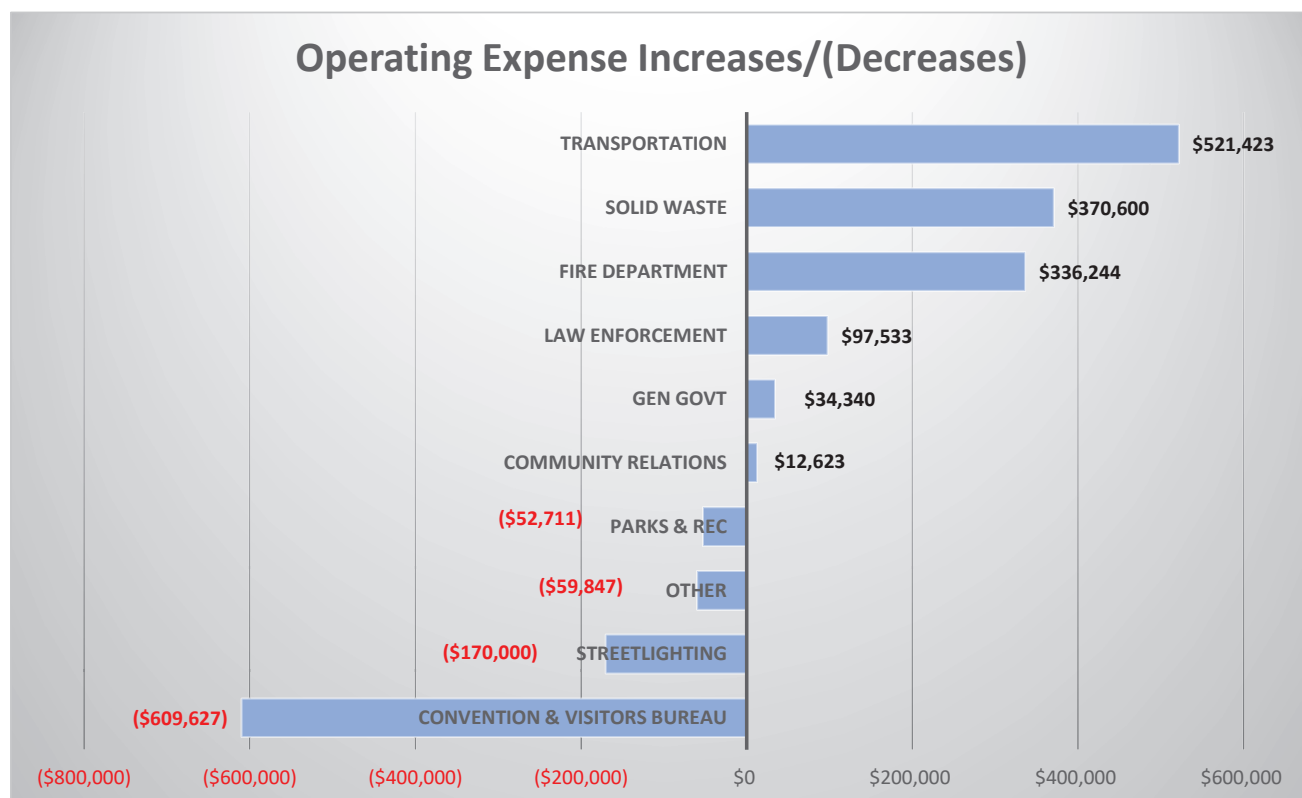
(E) Transportation Capital projects budgeted for 2020 include improvements to the Park & Ride facilities and trolley stops. 80% of the projects' costs are funded by federal grants. There are no transportation capital projects scheduled for 2021.

(F) Capital projects in the 2021 Budget include fire apparatus and equipment, aquatic and athletic field Improvements, park and pathway projects, and information technology. Because the level of capital projects activity is significantly greater in 2020 than 2021, a decrease in capital projects is reflected in the 2021 Budget. Please reference the *Capital Projects Fund* section of this budget document for additional information regarding 2021 capital projects.

The Woodlands Township Summary of Increases and Decreases Operating Expenditures

The Township's 2021 Budget reflects an increase in operating expenditures of \$480,578, which is a 0.4% increase over the 2020 Budget.

Increases and decreases in operating expenditures from the 2020 Budget to the 2021 Budget are summarized below by department.



The increase in Transportation expense is due to expanded Park and Ride bus service to the Energy Corridor. The expense is offset by federal grant funds. The increase in Solid Waste is due to the new contract signed in February of 2020. The increase in Fire Department costs is primarily related to salaries and benefits. Law enforcement expenses are higher due primarily to increases in costs for contracted services with the Montgomery County Sheriff's Office for overtime and Harris County Constable Precinct 4 costs.

The increases in expenses are mostly offset by savings in other departments. The Convention and Visitor's Bureau has reduced expenses based on projected Hotel Occupancy Tax revenues. Streetlighting costs have been adjusted based on anticipated rate analysis. Parks and Recreation is expecting savings in contracted services, and savings have also been achieved across several other departments in a thorough analysis of costs.

The following pages provide an overview of increases and decreases in each department's budget from 2020 to 2021. 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**

	2020 Budget	2021 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Fire Department	\$25,597,373	\$25,933,617	\$336,244	1.3%

<u>Fire Department</u>	2020 Budget	2021 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment; rank promotion increases for eligible employees (includes scheduled and unscheduled overtime)	\$15,738,707	\$16,195,009	\$456,302	2.9%
Insurance - change in number of employees/dependents participating in the health insurance plan and revised budget rates	2,977,486	2,805,551	(171,935)	-5.8%
Retirement - increase in salaries impacts retirement plan funding	1,853,019	1,892,936	39,917	2.2%
Other Benefits (FICA, Workers Comp, Unemployment Tax) - lower workers comp rates, offset by increase in FICA due to higher wages and higher unemployment tax rates	1,361,561	1,365,921	4,360	0.3%
Total Salaries and Benefits - Fire Department	\$21,930,773	\$22,259,417	\$328,644	1.5%
<u>Facility Expense</u> - increase based on historical and projected repair and maintenance costs for 8 fire stations and Emergency Training Center	280,000	380,000	100,000	35.7%
<u>Equipment Expense</u> - increase for required compliance testing of fire equipment partially offset by decreases in other equipment expenses	1,309,300	1,360,400	51,100	3.9%
<u>Telephone/Data Services</u> - increase due to transfer of expenses previously budgeted in the utilities line item	374,500	418,200	43,700	11.7%
<u>Training & Conferences</u> - required training for dispatch staff	20,000	23,000	3,000	15.0%
<u>Uniforms</u> - increase in Fire/EMS Management uniforms expense	6,200	8,000	1,800	29.0%
<u>Consulting</u> - decrease related to construction plan review for Fire Stations 3, 4, 5 and ETC completed in 2020	130,000	30,000	(100,000)	-76.9%
<u>Employee Professional Services</u> - decrease based on level of usage of services	100,000	50,000	(50,000)	100.0%
<u>Utilities</u> - decrease due to telephone costs being transferred to the telephone budget line item	225,000	185,000	(40,000)	-17.8%
<u>Leases & Rentals</u> - adjustment to rates for monthly dispatch lease amounts	37,000	36,000	(1,000)	-2.7%
<u>Administrative Expenses</u> - decrease in printing expenses	2,800	1,800	(1,000)	-35.7%
Total Increase in Expenditures - Fire Department			\$336,244	1.3%

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

	2020 Budget	2021 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Parks and Recreation	\$23,916,250	\$23,863,539	(\$52,711)	-0.2%

<u>Park Administration, Planning and Operations</u>	2019 Budget	2020 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% annual salary adjustment plus adjustments to salaries of specified positions based on the compensation study	\$3,337,164	\$3,466,404	\$129,240	3.9%
Insurance - change in number of employees/dependents participating in the health insurance plan and revised budget rates	809,316	763,908	(45,408)	-5.6%
Retirement - increase due to increase in salaries	331,448	341,418	9,970	3.0%
Other Benefits (FICA, Workers Comp, Unemployment Tax) - increase due to higher unemployment tax rate and increase in FICA due to salary increases	307,405	312,025	4,620	1.5%
Total Salaries & Benefits - Park Admin, Planning and Operations	\$4,785,333	\$4,883,755	\$98,422	2.1%
<u>Contracted Park and Pathway Maintenance</u> - decrease due to staff performing certain turf maintenance and landscaping services; see below for cost offset	\$3,571,800	\$3,350,900	(220,900)	-6.2%
<u>Consulting/Other Contracted Services</u> - decrease due to completion of streetscape consulting in 2020	176,000	18,000	(158,000)	-89.8%
<u>Utilities</u> - revised estimate of water and electrical rates and usage for 2021 based on analysis of historical and projected costs; Lake Paloma irrigation pump savings	787,100	711,100	(76,000)	-9.7%
<u>Tree Removal</u> - reduction in estimated number of tree removals based on recent history of expenses and vine removal plan	591,500	566,500	(25,000)	-4.2%
<u>Lake Woodlands</u> - reduction in expenses based on current maintenance needs for the lake	45,200	35,200	(10,000)	-22.1%
<u>Sign Maintenance</u> - reduction in expenses based on analysis of historical and projected costs	47,000	37,000	(10,000)	-21.3%
<u>Equipment</u> - reduction in equipment needs based on analysis of historical and projected costs	359,200	350,900	(8,300)	-2.3%
<u>Restroom Cleaning</u> - reduction in expenses based on current contracted amounts	128,750	121,750	(7,000)	-5.4%
<u>Telephone</u> - decrease based on historical and projected costs	20,000	18,000	(2,000)	-10.0%
<u>Wildlife Management</u> - trapping and removal costs for wildlife transferred to Pest Control budget line item	2,000	500	(1,500)	-75.0%
<u>Meetings Expense</u> - miscellaneous adjustment to expense	600	300	(300)	-50.0%
<u>Facility Expenses</u> - miscellaneous adjustment to supplies for PARDES office	76,200	76,000	(200)	-0.3%
<u>Pest Control</u> - increase due to reallocation of expenses from the Wildlife Management budget line item	15,000	17,000	2,000	13.3%
<u>Lake Management</u> - increase due to addition of new amenities	180,700	184,200	3,500	1.9%
<u>Uniforms</u> - increase based on new contract costs	32,000	37,000	5,000	15.6%
<u>Vehicle Repair & Maintenance</u> - increase in repairs and replacement of damaged or worn equipment	79,000	99,000	20,000	25.3%
<u>Electrical Repairs & Maintenance</u> - increase based on analysis of historical and projected costs	360,000	400,000	40,000	11.1%
<u>Turf Maintenance & Irrigation</u> - increase due to transfer of certain responsibilities from the contractor to staff; cost is offset by decrease in park and pathway contracted services	130,200	230,200	100,000	76.8%
<u>Landscaping</u> - increase due to transfer of certain responsibilities from the contractor to staff; cost is offset by decrease in park and pathway contracted services	51,200	171,200	120,000	234.4%
Total Decrease in Expenditures - Park Administration, Planning and Operations			(\$130,278)	-0.5%

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

	2020 Budget	2021 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Parks and Recreation	\$23,916,250	\$23,863,539	(\$52,711)	-0.2%

<u>Aquatics</u>	2020 Budget	2021 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment; offset by savings due to staff turnover and a reduction in overtime	\$1,599,532	\$1,597,907	(\$1,625)	-0.1%
Insurance - change in number of employees/dependents participating in the health insurance plan and revised budget rates	90,211	81,372	(8,839)	-9.8%
Retirement - increase based on adjustment to participation rates	24,167	24,957	790	3.3%
Other Benefits (FICA, Workers Comp, Unemployment Tax) - decrease due to lower workers comp rates	146,494	143,708	(2,786)	-1.9%
Total Salaries and Benefits - Aquatics	\$1,860,404	\$1,847,944	(\$12,460)	-0.7%
<u>Utilities</u> - revised estimate of utility costs for all pools	430,000	390,000	(40,000)	-9.3%
<u>Training & Conferences</u> - reduction based on analysis of historical costs and training reimbursements	8,000	4,000	(4,000)	-50.0%
<u>Admin Expense</u> - reduction in miscellaneous administrative expenses	23,200	22,200	(1,000)	-4.3%
<u>Other Contracted Services</u> - increases for seasonal power washing of pool decks and inspections of pool roof structures	15,000	18,500	3,500	23.3%
Total Decrease in Expenditures - Aquatics (50% of expenses funded by related program fees)			(\$53,960)	-2.1%

<u>Recreation</u>	2020 Budget	2021 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment; partially offset by savings in salary expenses due to staff turnover; 0.50 FTE in new Boat House positions	\$1,584,096	\$1,629,907	\$45,811	2.9%
Insurance - change in number of employees/dependents participating in the health insurance plan and revised budget rates	226,699	229,066	2,367	1.0%
Retirement - increased participation in retirement plan	45,618	58,553	12,935	28.4%
Other Benefits (FICA, Workers Comp, Unemployment Tax) - higher unemployment tax rate partially offset by lower workers comp rate	143,807	147,204	3,397	2.4%
Total Salaries and Benefits - Recreation	\$2,000,220	\$2,064,730	\$64,510	3.2%
<u>Facility Expense</u> - decrease in janitorial and utility expenses	219,800	213,500	(6,300)	-2.9%
<u>Admin. Expense</u> - decrease in mileage reimbursement and miscellaneous expenses	61,400	57,500	(3,900)	-6.4%
<u>Equipment Expense</u> - decrease in general equipment expenses for two recreation centers	105,400	102,700	(2,700)	-2.6%
<u>Recreation Programs</u> - increase in athletic and aquatic program expenses, partially offset by decrease in Boat House and adventure course expenses	1,450,401	1,457,800	7,399	0.5%
<u>Contracted Services</u> - increase in credit card fees based on higher utilization of programs	205,000	215,000	10,000	4.9%
Total Increase in Expenditures - Recreation (100% of expenses are funded by program fees)			\$69,009	0.6%

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

	2020 Budget	2021 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Parks and Recreation	\$23,916,250	\$23,863,539	(\$52,711)	-0.2%

<u>Town Center Facilities and Operations</u>	2020 Budget	2021 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment; partially offset by savings in salary expenses due to staff turnover	\$707,097	\$721,468	\$14,371	2.0%
Insurance - change in number of employees/dependents participating in the health insurance plan and revised budget rates	96,243	93,491	(2,752)	-2.9%
Retirement - increase due to changes in employee contribution levels	52,345	56,540	4,195	8.0%
Other Benefits (FICA, Workers Comp, Unemployment Tax)	68,217	67,551	(666)	-1.0%
Total Salaries and Benefits - Town Center Facilities/Operations	\$923,902	\$939,050	\$15,148	1.6%
<u>Tree Lighting</u> - decrease based on new contract rates	175,000	136,000	(39,000)	-22.3%
<u>Art Benches</u> - decrease in program expenses based on analysis of historical and projected costs	35,000	16,000	(19,000)	-54.3%
<u>Facility Expenses</u> - lower utility costs for Waterway and Town Green Park and lower lease estimate for 20 Waterway	336,000	314,500	(21,500)	-6.4%
<u>Maintenance Expense</u> - decrease in expenses for maintenance of Town Center parks and street lights based on analysis of historical and projected costs	50,500	44,000	(6,500)	-12.9%
<u>Training & Conferences</u> - reduced expenses due to all training being conducted online	5,000	2,000	(3,000)	-60.0%
<u>Equipment Expense</u> - decrease in expenses for Town Center Ranger equipment	27,000	25,000	(2,000)	-7.4%
<u>Admin Expense</u> - lower mileage reimbursement expense based on analysis of historical and projected costs	5,250	3,250	(2,000)	-38.1%
<u>Contracted Maintenance Expense</u> - increase primarily related to maintenance of Woodlands Waterway	1,234,100	1,368,000	133,900	10.9%
Total Increase in Expenditures - Town Center Facilities and Operations			\$56,048	1.6%

<u>Township Events</u>	2019 Budget	2020 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment; partially offset by savings in salary expenses due to staff turnover	\$268,959	\$269,750	\$791	0.3%
Insurance - change in number of employees/dependents participating in the health insurance plan	42,821	66,496	23,675	55.3%
Retirement - decrease due to staff turnover and changes in employee contribution levels	24,698	16,417	(8,281)	-33.5%
Other Benefits (FICA, Workers Comp, Unemployment Tax) - increase in unemployment tax rate	21,412	21,697	285	1.3%
Total Salaries and Benefits - Township Events	\$357,890	\$374,360	\$16,470	4.6%
<u>Event Advertising</u> - decrease in event advertising based on analysis of historical and projected costs	136,200	126,200	(10,000)	-7.3%
Total Increase in Expenditures - Township Events			\$6,470	0.3%

Total Decrease in Expenditures - Parks and Recreation Department			(\$52,711)	-0.2%

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

	2020 Budget	2021 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Community Services	\$19,732,422	\$20,106,563	\$374,141	1.9%

<u>Covenant Administration</u>	2020 Budget	2021 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% annual salary adjustment plus adjustments to salaries of specified positions based on the compensation study	\$2,178,596	\$2,260,190	\$81,594	3.7%
Insurance - change in number of employees/dependents participating in the health insurance plan	291,447	292,998	1,551	0.5%
Retirement - increase due to changes in employee contribution levels and increase in salaries	205,932	214,571	8,639	4.2%
Other Benefits (FICA, Workers Comp, Unemployment Tax) - higher unemployment tax rate and FICA expense	175,453	184,422	8,969	5.1%
Total Salaries and Benefits - Covenant Administration	\$2,851,428	\$2,952,181	\$100,753	3.5%
<u>Staff Development</u> - reduction in expenses for staff training, meetings and uniforms based on analysis of historical costs	11,000	4,000	(7,000)	-63.6%
<u>Admin Expenses</u> - reduction in expenses for supplies, dues & subscriptions, and printing based on analysis of historical costs	67,000	61,900	(5,100)	-7.6%
<u>Public Relations</u> - reduction in expenses based on analysis of historical costs	6,000	4,000	(2,000)	-33.3%
Total Increase in Expenditures - Covenant Administration			\$86,653	2.4%

<u>Environmental Services</u>	2020 Budget	2021 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% annual salary adjustment plus adjustments to salaries of specified positions based on the compensation study; 0.25 FTE in new interns, [artially ooset by savings in overtime	\$340,967	\$357,344	\$16,377	4.8%
Insurance - revision to budgeted health insurance rates	42,683	39,982	(2,701)	-6.3%
Retirement - reduction due to changes in employee contribution levels	36,004	31,219	(4,785)	-13.3%
Other Benefits (FICA, Workers Comp, Unemployment Tax) - higher unemployment tax rate and FICA expense	27,296	28,958	1,662	6.1%
Total Salaries and Benefits - Environmental Services	\$446,950	\$457,503	\$10,553	2.4%
<u>Environmental Programs</u> - education in recycling and water conservation programs based on analysis of historical and projected costs	184,000	174,500	(9,500)	-5.2%
<u>Staff Development</u> - reduction in expenses for staff training, meetings and uniforms	7,500	5,300	(2,200)	-29.3%
<u>Admin Expense</u> - reduction in expenses for dues & subscriptions and mileage reimbursement	7,800	7,000	(800)	-10.3%
<u>Equipment</u> - increase related to data service costs for staff	5,300	7,200	1,900	35.8%
<u>Contract Labor</u> - increase related to recycling education program	4,500	10,500	6,000	133.3%
Total Increase in Expenditures - Environmental Services			\$5,953	0.3%

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

	2020 Budget	2021 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Community Services	\$19,732,422	\$20,106,563	\$374,141	1.9%

<u>Streetscape Operations</u>	2020 Budget	2021 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% annual salary adjustment; revision to understated 2020 budget amount	\$103,428	\$111,263	\$7,835	7.6%
Insurance - revision to budgeted health insurance rates	17,204	16,764	(440)	-2.6%
Retirement - increase in salaries and changes in employee contribution levels	12,411	15,577	3,166	25.5%
Other Benefits (FICA, Workers Comp, Unemployment Tax)	9,919	9,915	(4)	0.0%
Total Salaries and Benefits - Environmental Services	\$142,962	\$153,519	\$10,557	7.4%
<u>Streetscape Maintenance</u> - increase related to new signage	5,702,352	5,717,352	15,000	0.3%
Total Increase in Expenditures - Streetscape Operations			\$25,557	0.2%

	2020 Budget	2021 Budget	\$ Increase	% Increase
<u>Streetlights</u> - decrease based on anticipated increase in rates not being implemented	\$1,325,000	\$1,155,000	(\$170,000)	-12.8%
<u>Solid Waste Contract</u> - 3.5% increase to monthly household collection rate per contract terms; higher contract rate in effect for twelve months in 2021 compared to eleven months in 2020	\$6,749,400	\$7,120,000	\$370,600	5.5%
Total Increase in Expenditures - Contracted Services			\$200,600	2.5%

<u>Community Services Administration</u>	2020 Budget	2021 Budget	\$ Decrease	% Decrease
<u>Salaries and Benefits</u>				
Salaries - 2.25% annual salary adjustment plus adjustments to salaries of specified positions based on the compensation study	\$232,853	\$239,480	\$6,627	2.8%
Insurance - revision to budgeted health insurance rates	26,261	24,266	(1,995)	-7.6%
Retirement - increase based on salary adjustments	31,675	32,581	906	2.9%
Other Benefits (FICA, Workers Comp, Unemployment Tax) - higher unemployment tax rate and FICA expense	14,741	15,513	772	5.2%
Total Salaries and Benefits - Community Services Admin	\$305,530	\$311,840	\$6,310	2.1%
<u>Mounted Patrol</u> - increase related to CPI adjustment	1,728,900	1,780,767	51,867	3.0%
<u>Administrative Expenses</u> - decrease in dues and subscriptions and supplies	2,600	800	(1,800)	-69.2%
<u>Equipment</u> - decrease in office equipment expenses	2,000	1,600	(400)	-20.0%
<u>Meetings</u> - eliminate budget for meeting expenses	100	0	(100)	-100.0%
<u>Training and Conferences</u> - decrease based on analysis of historical and projected costs	1,000	500	(500)	-50.0%
Total Increase in Expenditures - Community Services Administration			\$55,377	0.7%
Total Increase in Expenditures - Community Services			\$374,141	1.9%

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

Law Enforcement / Neighborhood Services	2020 Budget	2021 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
	\$12,413,380	\$12,510,912	\$97,532	0.8%

<u>Law Enforcement</u>	2020 Budget	2021 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% annual salary adjustment plus adjustments to salaries of specified position based on the compensation study	\$156,089	\$163,616	\$7,527	4.8%
Insurance - change in budgeted insurance rates	25,241	23,575	(1,666)	-6.6%
Retirement - increase in participation level	18,693	20,800	2,107	11.3%
Other Benefits (FICA, Workers Comp, Unemployment Tax) - higher unemployment tax rate and FICA expense	12,346	12,983	637	5.2%
Total Salaries and Benefits - Law Enforcement	\$212,369	\$220,974	\$8,605	4.1%
<u>Training & Conferences</u> - crisis intervention training completed in 2020	68,000	3,000	(65,000)	-95.6%
<u>Constable Pct. 3 Internet Crimes</u> - decrease based on estimate provided by agency for personnel assigned to program	106,150	104,502	(1,648)	-1.6%
<u>Admin Expense</u> - decrease based on analysis of historical costs for printing and mileage reimbursement	3,800	2,600	(1,200)	-31.6%
<u>City of Shenandoah</u> - adjustment per terms of contract	261,745	262,707	962	0.4%
<u>JP Pct. 3 Clerk</u> - increase based on estimated annual salary increase for contracted personnel	61,100	62,189	1,089	1.8%
<u>MCSO/Constable Pct. 3 Safe Harbor</u> - increase based on estimates provided by agencies for personnel assigned to program	311,872	315,835	3,963	1.3%
<u>Harris County Constable</u> - increase based on estimate provided by agency for contracted personnel	1,297,200	1,349,088	51,888	4.0%
<u>Montgomery County Sheriff's Office Overtime</u> - increase based on agency needs and recent amounts incurred	999,600	1,099,600	100,000	10.0%
Total Increase in Expenditures - Law Enforcement			\$98,659	2.7%

<u>Neighborhood Services</u>	2020 Budget	2021 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% annual salary adjustment; eliminate staff intern position	\$348,206	\$344,259	(\$3,947)	-1.1%
Insurance - change in number of employees/dependents participating in the health insurance plan	\$65,488	\$71,358	\$5,870	9.0%
Retirement - increase due to increase in staff salaries	\$41,714	\$42,294	\$580	1.4%
Other Benefits (FICA, Workers Comp, Unemployment Tax)	\$28,036	\$28,006	(\$30)	-0.1%
Total Salaries and Benefits - Neighborhood Services	\$483,444	\$485,917	\$2,473	0.5%
<u>Printing</u> - decrease based on analysis of historical costs	9,400	7,400	(2,000)	-21.3%
<u>Training and Conferences</u> - decrease based on analysis of historical costs	2,000	1,000	(1,000)	-50.0%
<u>Program Expense</u> - miscellaneous adjustment to funding for community involvement program	106,400	105,400	(1,000)	-0.9%
<u>Equipment</u> - increase for equipment used during events	4,500	4,900	400	8.9%
Total Decrease in Expenditures - Neighborhood Services			(\$1,127)	-0.5%
Total Increase in Expenditures - Law Enforcement / Neighborhood Services			\$97,532	0.8%

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

Transportation and Infrastructure	2020 Budget	2021 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
	\$8,512,721	\$9,034,144	\$521,423	6.1%

Transportation and Infrastructure

Salaries and Benefits

Salaries - 2.25% annual salary adjustment; addition of trolley staff mid-year 2020, the cost of which is offset by a decrease in costs for contracted services from Brazos Transit District

	2020 Budget	2021 Budget	\$ Increase	% Increase
	\$443,479	\$840,252	\$396,773	89.5%
Insurance - increase due to addition of trolley staff	67,837	95,968	28,131	41.5%
Retirement - increase due to addition of trolley staff	48,500	60,567	12,067	24.9%
Other Benefits (FICA, Workers Comp, Unemployment Tax) - increase due to addition of trolley staff	35,104	72,091	36,987	105.4%
Total Salaries and Benefits - Transportation/Infrastructure	\$594,920	\$1,068,878	\$473,958	79.7%

Trolley Program Contracted Services - decrease due to assuming trolley operations from Brazos Transit District; offsetting Township expenses are reflected in salaries and benefits (see above) and various cost categories listed below

	1,118,440	22,040	(1,096,400)	-98.0%

Transit Initiatives - additional funding for transit initiatives not budgeted for 2021 as approximately \$1.5 million in fund balance remains to pursue projects

	500,000	0	(500,000)	-100.0%

Administrative Expense - decrease for dues and subscriptions based on analysis of historical and projected costs

	21,200	20,200	(1,000)	-4.7%

Equipment - Decrease for data services and general equipment

	5,800	5,300	(500)	-8.6%

Meetings - decrease based on analysis of historical and projected costs

	300	200	(100)	-33.3%

Trolley Advertising - increase due to the Township assuming trolley operations from Brazos Transit District

	0	3,000	3,000	100.0%

Trolley Staff Training and Uniforms - increase for expenses related to staff training and uniforms due to the Township assuming trolley operations from Brazos Transit District

	0	15,500	15,500	100.0%

Park and Ride Admin - increase in insurance expense due to assuming ownership of park & ride facilities

	42,100	52,100	10,000	23.8%

Trolley Admin Expenses - increase for insurance and other administrative expenses related to the trolley program due to the Township assuming operations from Brazos Transit District

	11,000	37,700	26,700	242.7%

Trolley Facility Expenses - increase for maintenance and utilities at the trolley facility due to the Township assuming ownership from Brazos Transit District

	0	81,500	81,500	100.0%

Trolley Equipment - increase for trolley fuel, repairs, and equipment expenses due to the Township assuming operations from Brazos Transit District

	0	396,245	396,245	100.0%

Park and Ride Program Contracted Services - increase due primarily to expansion of bus routes to provide service to the Energy Corridor; costs are offset by bus fares and grant funds

	5,753,861	6,866,381	1,112,520	19.3%

Total Increase in Expenditures - Transportation and Infrastructure			\$521,423	6.1%

Please note that the increase in operating expenditures in the Transportation Fund is paid for with increases in grant funding. Additionally, capital expenses for the Park and Ride and Trolley programs have decreased by \$830,500 from the 2020 Budget.

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

	2020 Budget	2021 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Convention & Visitors Bureau	\$3,198,136	\$2,588,509	(\$609,627)	-19.1%

Convention & Visitors Bureau	2020 Budget	2021 Budget	\$ Decrease	% Decrease
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment, partially offset by correction to overstated 2020 budget amount	\$633,310	\$644,396	\$11,086	1.8%
Insurance - change in number of employees/dependents participating in the health insurance plan and revised budget rates	\$136,903	\$106,815	(30,088)	-22.0%
Retirement - changes in contribution levels	\$65,433	\$64,485	(948)	-1.4%
Other Benefits (FICA, Workers Comp, Unemployment Tax) - higher unemployment rates and FICA expense	\$49,490	\$51,213	1,723	3.5%
Total Salaries and Benefits - Convention & Visitors Bureau	\$885,136	\$866,909	(\$18,227)	-2.1%
<u>Advertising</u> - decrease in leisure advertising (\$155,000), meetings advertising (\$115,000), international advertising (\$20,000), and cooperative advertising (\$10,000) due to revised marketing plan resulting from the COVID-19 pandemic	880,000	580,000	(300,000)	-34.1%
<u>Professional Services</u> - decrease in costs associated with the design and production of advertising placements, trade show booth backdrops, and special projects in response to economic impacts of the COVID-19 pandemic	200,000	100,000	(100,000)	-50.0%
<u>Marketing Collateral</u> - decrease in production and printing costs for The Woodlands Visitors Guide, hotel/restaurant tear-off maps, and other publications	94,000	10,000	(84,000)	-89.4%
<u>Market Research</u> - decrease in visitor surveys and destination studies based on revised marketing plan in response to the COVID-19 pandemic	78,500	35,000	(43,500)	-55.4%
<u>Video Production</u> - decrease in the production of high-quality videos and photography used in advertising and digital marketing due to completion of a project in 2020	55,000	25,000	(30,000)	-54.5%
<u>Other Advertising</u> - decrease in advertising funds set aside to address new opportunities as they arise	40,000	10,000	(30,000)	-75.0%
<u>Public Relations</u> - decrease in services related to writing, pitching and tracking of media articles	50,000	25,000	(25,000)	-50.0%
<u>Website</u> - decrease in costs related to website development due to completion of major redesign project in 2020	100,000	85,000	(15,000)	-15.0%
<u>Advocacy & Business Development</u> - decrease due to analysis of historical and projected costs related to participation in strategic partnerships	35,000	20,000	(15,000)	-42.9%
<u>Promotional Supplies</u> - decrease due to analysis of historical and projected costs	47,900	35,000	(12,900)	-26.9%
<u>Dues & Subscriptions</u> - decrease due to analysis of historical and projected costs	20,000	15,000	(5,000)	-25.0%
<u>Incentives</u> - increase in funds to offer meeting planners to bring business to The Woodlands	45,000	50,000	5,000	11.1%
<u>Festivals / Special Events</u> - increase due to funding additional Ironman event and other events to generate visitor activity	116,000	145,000	29,000	25.0%
<u>RFP Bid Proposals & Fulfillment</u> - increase in funds used to fulfill obligations related to conferences and conventions	50,000	85,000	35,000	70.0%
Total Decrease in Expenditures - Convention & Visitors Bureau			(\$609,627)	-19.1%

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

	2020 Budget	2021 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Community Relations	\$780,555	\$811,405	\$30,850	4.0%

<u>Community Relations</u>	2020 Budget	2021 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% annual salary adjustment; revision to salary expense due to change in department personnel	\$435,901	\$448,986	\$13,085	3.0%
Insurance - change in number of employees/dependents participating in the health insurance plan	51,707	58,926	7,219	14.0%
Retirement - increase in salaries and changes in employee contribution levels	49,197	51,034	1,837	3.7%
Other Benefits (FICA, Workers Comp, Unemployment Tax)	31,100	32,209	1,109	3.6%
Total Salaries and Benefits - Community Relations	\$567,905	\$591,155	\$23,250	4.1%
<u>Computer Support</u> - decrease due to analysis of historical and projected costs	17,000	5,000	(12,000)	-70.6%
<u>Contract Labor</u> - decrease in contracted graphic and photography work	24,000	13,000	(11,000)	-45.8%
<u>Public Education</u> - decrease in special projects and promotional items	49,000	41,000	(8,000)	-16.3%
<u>Admin Expense</u> - savings in printing costs as previously printed items are moved online	23,300	18,200	(5,100)	-21.9%
<u>Training & Conferences</u> - decrease due to travel being suspended for training and conferences through 2021	5,000	3,500	(1,500)	-30.0%
<u>Program Expense</u> - reduction in Holiday Lighting Contest based on recent trends	1,500	900	(600)	-40.0%
<u>Equipment</u> - increase in expense for office equipment replacement	4,000	4,800	800	20.0%
<u>Public Opinion Survey</u> - survey added for 2021	0	45,000	45,000	
Total Decrease in Expenditures - Community Relations			\$30,850	4.0%

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

	2020 Budget	2021 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
General Government	\$9,402,028	\$9,436,368	\$34,340	0.4%

<u>President/General Manager's Office</u>	2020 Budget	2021 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% annual salary adjustment, partially offset by a minor correction to overstated 2020 budget amount	\$536,672	\$547,883	\$11,211	2.1%
Insurance - change in number of employees/dependents participating in the health insurance plan	68,039	78,335	10,296	15.1%
Retirement - increase in salaries and higher level of participation in retirement plan	61,549	72,591	11,042	17.9%
Other Benefits (FICA, Workers Comp, Unemployment Tax) - higher unemployment rate and FICA expense	31,434	33,149	1,715	5.5%
Total Salaries and Benefits - President/General Manager's Office	\$697,694	\$731,958	\$34,264	4.9%
<u>Equipment Expense</u> - reduction in office equipment	4,250	3,400	(850)	-20.0%
<u>Admin Expenses</u> - lower mileage reimbursement expense based on projected travel	8,200	8,000	(200)	-2.4%
Total Increase in Expenditures - President/General Manager's Office			\$33,214	4.1%

<u>Legal Services</u>	2020 Budget	2021 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% annual salary adjustment; correction to understated 2020 budget amount	\$229,411	\$236,716	\$7,305	3.2%
Insurance - revised budget rates for health insurance	18,498	17,462	(1,036)	-5.6%
Retirement - changes in employee contribution levels	27,484	26,095	(1,389)	-5.1%
Other Benefits (FICA, Workers Comp, Unemployment Tax) - higher unemployment rate and FICA expense	15,367	16,305	938	6.1%
Total Salaries and Benefits - Legal Services	\$290,760	\$296,578	\$5,818	2.0%
<u>Contracted Services</u> - revised estimate of contracted legal expenses based on analysis of historical and projected costs	472,500	437,000	(35,500)	-7.5%
<u>Staff Development</u> - reduction in travel expenses for training & conferences	6,300	3,200	(3,100)	-49.2%
<u>Admin Expenses</u> - reduction in expenses for office supplies and mileage reimbursement	11,200	10,800	(400)	-3.6%
Total Decrease in Expenditures - Legal Services			(\$33,182)	-4.4%

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

	2020 Budget	2021 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
General Government	\$9,402,028	\$9,436,368	\$34,340	0.4%

<u>Intergovernmental Relations</u>	2020 Budget	2021 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% annual salary adjustment	\$101,764	\$104,051	\$2,287	2.2%
Insurance - miscellaneous adjustment	24,181	24,222	41	0.2%
Retirement - increase based on increase in salary	13,568	13,874	306	2.3%
Other Benefits (FICA, Workers Comp, Unemployment Tax)	8,021	8,220	199	2.5%
Total Salaries and Benefits - Intergovernmental Relations	\$147,534	\$150,367	\$2,833	1.9%
<u>Legal</u> - decrease in legal fees for state legislative session based on analysis of historical and projected costs	30,000	20,000	(10,000)	-33.3%
<u>Admin Expenses</u> - reduction in expenses for dues & subscriptions and mileage reimbursement	6,400	5,200	(1,200)	-18.8%
<u>Staff Development</u> - reduction in travel expenses for training and conferences	2,700	1,800	(900)	-33.3%
Total Decrease in Expenditures - Intergovernmental Relations			(\$9,267)	-5.3%

<u>Human Resources</u>	2020 Budget	2021 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% annual salary adjustment plus adjustments to salaries of specified positions based on the compensation study	\$452,503	\$466,658	\$14,155	3.1%
Insurance - revised budget rates for health insurance	77,071	76,940	(131)	-0.2%
Retirement - higher level of participation in retirement plan and increased salaries	56,388	61,443	5,055	9.0%
Other Benefits (FICA, Workers Comp, Unemployment Tax) - higher unemployment tax rate and FICA expense	34,303	35,982	1,679	4.9%
Total Salaries and Benefits - Human Resources	\$620,265	\$641,023	\$20,758	3.3%
<u>Staff Development</u> - lower company-wide training expense as online training is utilized; reduced employee events/recognition	55,600	30,400	(25,200)	-45.3%
<u>Drug Testing</u> - decrease based on analysis of historical costs	15,000	12,000	(3,000)	-20.0%
<u>Equipment Expense</u> - reduction in expenses for office equipment	2,000	1,200	(800)	-40.0%
<u>Admin Expenses</u> - reduction in expenses for dues & subscriptions and printing	12,300	11,600	(700)	-5.7%
Total Decrease in Expenditures - Human Resources			(\$8,942)	-1.3%

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

	2020 Budget	2021 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
General Government	\$9,402,028	\$9,436,368	\$34,340	0.4%

Finance	2020 Budget	2021 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% annual salary adjustment plus adjustments to salaries of specified positions based on the compensation study	\$1,098,993	\$1,132,741	\$33,748	3.1%
Insurance - change in number of employees/dependents participating in the health insurance plan and revised rates	179,961	167,348	(12,613)	-7.0%
Retirement - changes in employee contribution levels	136,971	137,584	613	0.4%
Other Benefits (FICA, Workers Comp, Unemployment Tax) - higher unemployment tax rate and FICA expense	83,339	86,647	3,308	4.0%
Total Salaries and Benefits - Finance	\$1,499,264	\$1,524,320	\$25,056	1.7%
<u>Contracted Services</u> - lower consulting expenses based on deferral of reserve study update; staff will update in the interim	260,900	245,600	(15,300)	-5.9%
<u>Staff Development</u> - reduction due to conducting all training online and thus eliminating travel	7,500	4,300	(3,200)	-42.7%
<u>Admin Expenses</u> - reduction in expenses for dues & subscriptions and mileage reimbursement	13,900	11,700	(2,200)	-15.8%
<u>Equipment Expense</u> - reduction in expenses for office equipment	2,400	2,000	(400)	-16.7%
Total Decrease in Expenditures - Finance			\$3,956	-0.2%

Information Technology	2020 Budget	2021 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% annual salary adjustment; increase in salary for one position due to staff turnover; reclass Records staff to IT position	\$1,267,527	\$1,361,729	\$94,202	7.4%
Insurance - change in number of employees/dependents participating in the health insurance plan	201,639	222,078	20,439	10.1%
Retirement - lower level of participation in retirement plan	134,132	138,402	4,270	3.2%
Other Benefits (FICA, Workers Comp, Unemployment Tax) - higher unemployment tax rate and FICA expense	98,933	107,147	8,214	8.3%
Total Salaries and Benefits - Information Technology	\$1,702,231	\$1,829,356	\$127,125	7.5%
<u>Equipment - Small Hardware/Software</u> - decrease due to identifying alternative hardware and software to meet user needs	124,000	50,500	(73,500)	-59.3%
<u>Telephone</u> - decrease based on analysis of historical and projected costs	184,000	164,000	(20,000)	-10.9%
<u>Staff Development</u> - decrease in travel costs for training and conferences	36,600	24,400	(12,200)	-33.3%
<u>Contract Labor</u> - reduction in contract labor needed for GIS and other special projects	38,000	34,000	(4,000)	-10.5%
<u>Admin Expenses</u> - reduction in expenses for office supplies and mileage reimbursement	3,300	2,500	(800)	-24.2%
Equipment - increase for office equipment	16,400	17,000	600	3.7%

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

	2020 Budget	2021 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
General Government	\$9,402,028	\$9,436,368	\$34,340	0.4%

Computer Support - increase in expenses for annual licensing and maintenance agreements for IT equipment and software

602,275	651,900	49,625	8.2%

Other Contracted Services - increase in expenses for cloud hosting services and program for electronic signatures

174,800	228,200	53,400	30.5%

Total Increase in Expenditures - Information Technology

\$120,250	1.0%

Records Management

Salaries and Benefits

Salaries - 2.25% annual salary adjustment; minor correction to understated 2020 budget amount; reclass Records staff to IT position

\$203,075	\$163,362	(\$39,713)	-19.6%

Insurance - revised budget rates for health insurance

41,907	33,175	(8,732)	-20.8%

Retirement - minor correction to overstated 2020 budget amount

16,633	11,270	(5,363)	-32.2%

Other Benefits (FICA, Workers Comp, Unemployment Tax) - higher unemployment tax rate and FICA expense

16,190	13,108	(3,082)	-19.0%

Total Salaries and Benefits - Records Management

\$277,805	\$220,915	(\$56,890)	-20.5%

Training & Conferences - reduction due to conducting all training online

3,400	1,200	(2,200)	-64.7%

Other Contracted Services - reduction in expenses for county clerk services based on analysis of historical costs

6,500	5,000	(1,500)	-23.1%

Total Increase in Expenditures - Records Management

(\$60,590)	0.1%

Non-Departmental Expenses

Insurance - correction to overstated 2020 budget amount

615,900	594,300	(21,600)	-3.5%

Property Tax Admin Fees - miscellaneous adjustment to county property tax admin expense allocated to the Township

469,000	468,900	(100)	0.0%

Postage - correction to understated 2020 budget amount

76,800	80,400	3,600	4.7%

Town Hall Facility Expenses - increase in utility expenses based on analysis of historical costs

\$322,000	\$329,000	\$7,000	2.2%

Total Decrease in Expenditures - Non-Departmental

(\$11,100)	-0.6%

Total Decrease in Expenditures - General Government

\$34,340	0.4%

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

	2020 Budget	2021 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Regional Participation, Economic Development, and Other Expenditures	\$4,480,677	\$4,247,290	(\$233,387)	-5.2%

<u>Regional Participation Agreements</u>	2020 Budget	2021 Budget	\$ Decrease	% Decrease
<u>Regional Participation Agreements</u> - decreased sales tax revenues result in lower RPA payments to the cities of Houston and Conroe	1,745,842	1,720,255	(25,587)	-1.5%
Total Decrease in Expenditures - Regional Participation Agreements			(\$25,587)	-1.5%

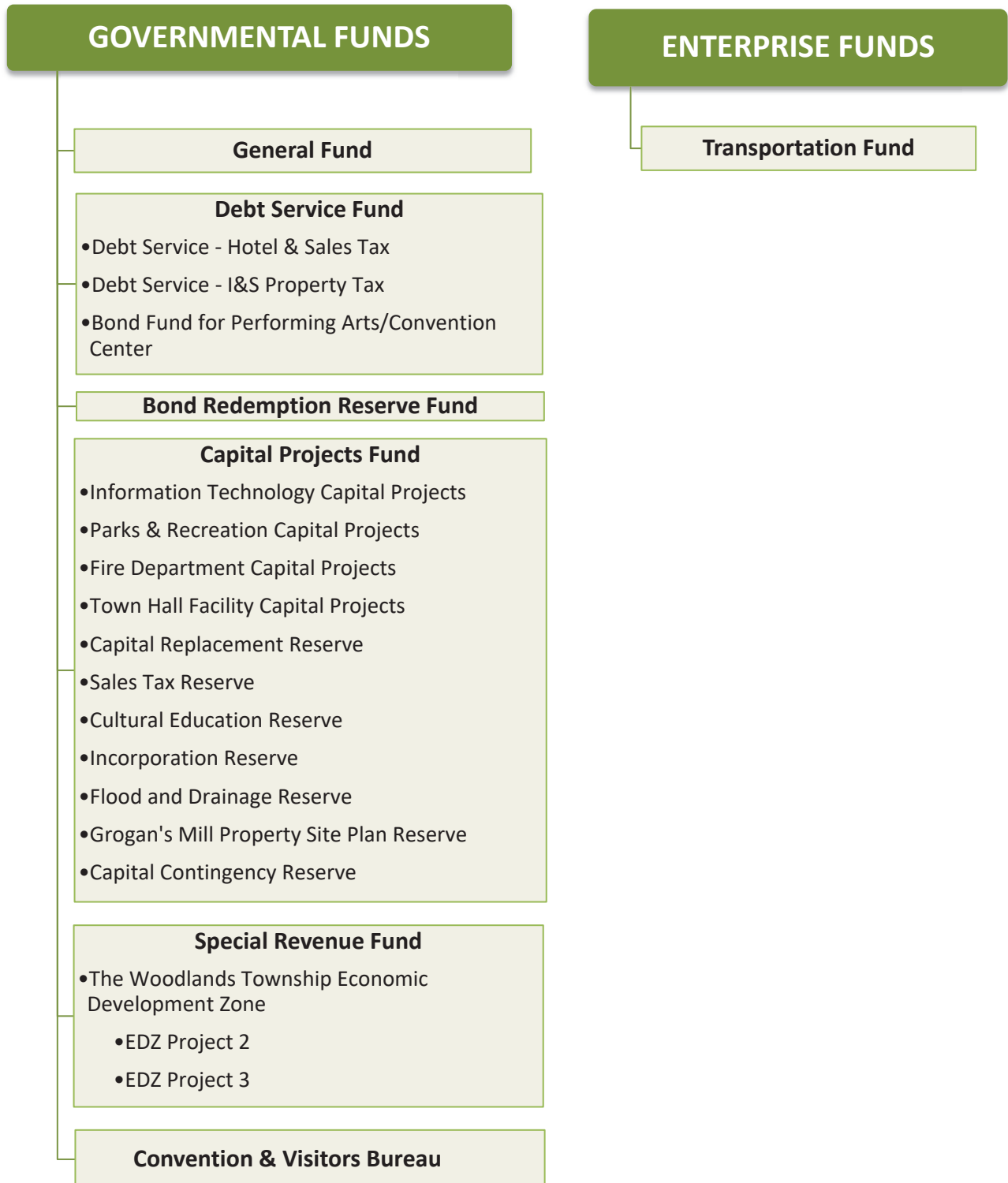
<u>Other Expenditures</u>	2020 Budget	2021 Budget	\$ Decrease	% Decrease
<u>Carlton Woods Associations Service Fees</u> - increase due to anticipated increase in property values; this expense is related to payments made to Carlton Woods and Carlton Woods Creekside Associations to refund a portion of property taxes collected by the Township for certain services provided by the associations	408,440	411,100	2,660	0.7%
<u>Sales Tax Reimbursement - Costco Agreement</u> - adjustment based on terms of agreement	301,645	302,680	1,035	0.3%
<u>Incorporation Planning</u> - consulting services completed in 2020	290,750	121,500	(169,250)	-58.2%
<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	1,294,998	1,261,755	(33,243)	-2.6%
Total Decrease in Expenditures - Other			(\$198,798)	-8.0%

<u>Economic Development</u>	2020 Budget	2021 Budget	\$ Decrease	% Decrease
<u>Training & Conferences</u> - decrease based on analysis of historical and projected costs	4,000	0	(4,000)	-100.0%
<u>Public Education</u> - lower estimate for expenses related to governmental representation and strategic partnerships	35,000	30,000	(5,000)	-14.3%
Total Decrease in Expenditures - Economic Development			(\$9,000)	-3.5%

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 for potential performing arts and convention center bond issuances. 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.

Bond Redemption Reserve 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 in a Capital Replacement Reserve. The Sales Tax Reserve, Cultural Education Reserve, Incorporation Reserve, Flood and Drainage Reserve, Grogan's Mill Property Site Plan Reserve, and Capital Contingency Reserve are also included in this 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 2021)**

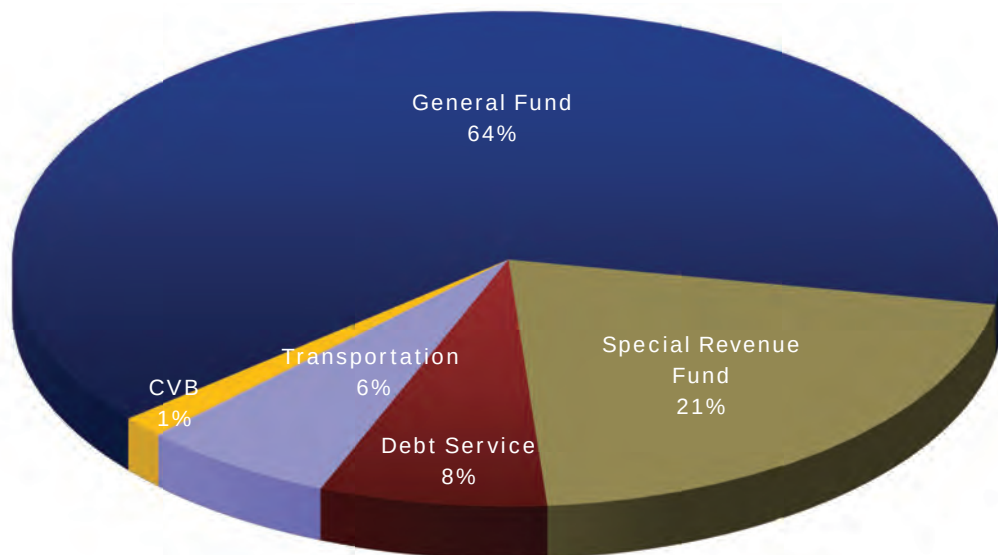
	General Fund	Debt Service Fund	Bond Redemption Reserve Fund	Capital Projects Fund	Special Revenue Fund	Transportation Fund	The Woodlands CVB	Total
REVENUES								
Property Tax	\$ 43,134,755	\$ 3,193,450	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,328,205
Sales and Use Tax	27,524,077	-	-	-	26,968,247	-	-	54,492,324
Hotel Occupancy Tax	-	6,417,918	-	-	-	-	-	6,417,918
Supplemental HOT	-	-	-	-	-	-	1,833,691	1,833,691
Event Admissions Tax	1,401,950	-	-	-	-	-	-	1,401,950
Program Revenues	6,221,900	-	-	-	-	3,025,880	-	9,247,780
Administrative Fees	239,500	-	-	-	-	-	-	239,500
Grants and Contributions	132,500	-	-	-	-	5,122,420	-	5,254,920
Interest Income	870,945	6,000	-	-	-	-	500	877,445
Other Income	3,378,741	-	-	-	-	-	-	3,378,741
TOTAL REVENUES	\$ 82,904,368	\$ 9,617,368	\$ -	\$ -	\$ 26,968,247	\$ 8,148,300	\$ 1,834,191	\$ 129,472,474
EXPENDITURES								
General Government	9,436,368	-	-	-	-	-	-	9,436,368
Law Enforc/Neighborhood Svcs	12,510,912	-	-	-	-	-	-	12,510,912
Parks and Recreation	23,863,539	-	-	-	-	-	-	23,863,539
Community Services	20,106,563	-	-	-	-	-	-	20,106,563
Community Relations	1,678,314	-	-	-	-	-	-	1,678,314
Transportation	605,907	-	-	-	-	8,428,237	-	9,034,144
Economic Development	250,000	-	-	-	-	-	-	250,000
Regional Participation	1,720,255	-	-	-	-	-	-	1,720,255
Other Expenditures	2,277,035	-	-	-	2,916,162	-	-	5,193,197
Fire Department	25,933,617	-	-	-	-	-	-	25,933,617
Convention & Visitors Bureau	-	-	-	-	-	-	2,588,509	2,588,509
Capital Outlay	-	-	-	8,405,741	-	-	-	8,405,741
New Development Capital	-	-	-	1,000,000	-	-	-	1,000,000
Debt Service	-	6,037,326	-	-	-	-	-	6,037,326
TOTAL EXPENDITURES	\$ 98,382,510	\$ 6,037,326	\$ -	\$ 9,405,741	\$ 2,916,162	\$ 8,428,237	\$ 2,588,509	\$ 127,758,485
REV OVER/(UNDER) EXP (before transfers)	(15,478,142)	3,580,042	-	(9,405,741)	24,052,085	(279,937)	(754,318)	1,713,988
NET TRANSFERS IN/(OUT)	16,743,898	(690,060)	(1,859,757)	8,559,952	(23,844,030)	399,937	690,060	-
REV OVER/(UNDER) EXP (after transfers)	1,265,756	2,889,982	(1,859,757)	(845,789)	208,055	120,000	(64,258)	1,713,988
BEGINNING FUND BALANCE	29,013,486	4,699,977	1,859,757	63,932,250	(5,964,768)	(629,909)	1,328,862	94,239,656
ENDING FUND BALANCE	\$ 30,279,242	\$ 7,589,959	\$ -	\$ 63,086,461	\$ (5,756,713)	\$ (509,909)	\$ 1,264,604	\$ 95,953,644



WHERE THE MONEY COMES FROM BY FUND TYPE

Fund Type	2020 Budget	2020 Forecast	2021 Budget	2020 Budget to 2021 Budget	
				\$ Change	% Change
General Fund	\$ 82,242,786	\$ 78,048,331	\$ 82,904,368	\$ 661,582	0.8%
Debt Service Fund	10,740,219	7,719,222	9,617,368	(1,122,851)	-10.5%
Debt Service Reserve Fund	37,840	-	-	(37,840)	-100.0%
Special Revenue Fund (EDZ)	26,968,247	23,947,803	26,968,247	-	0.0%
Transportation Fund	7,248,556	6,295,959	8,148,300	899,744	12.4%
Convention & Visitors Bureau	2,157,784	1,294,870	1,834,191	(323,593)	-15.0%
Total Revenue	\$ 129,395,432	\$ 117,306,185	\$ 129,472,474	\$ 77,042	0.1%

2021 BUDGET % of TOTAL REVENUE

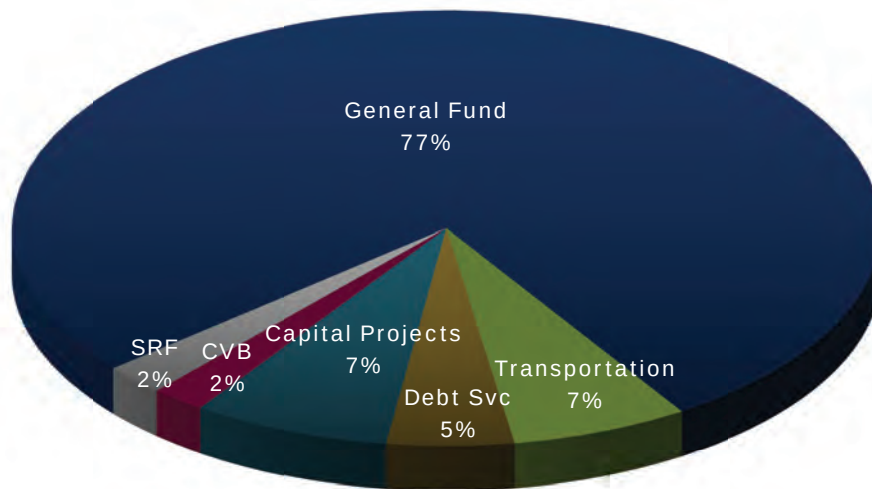




WHERE THE MONEY GOES BY FUND TYPE

Fund Type	2020 Budget	2020 Forecast	2021 Budget	2020 Budget to 2021 Budget	
				\$ Change	% Change
General Fund	\$ 97,836,341	\$ 93,157,295	\$ 98,382,510	\$ 546,169	0.6%
Debt Service Fund	6,537,070	6,039,487	6,037,326	(499,744)	-7.6%
Capital Projects Fund	14,493,389	10,724,276	9,405,741	(5,087,648)	-35.1%
Special Revenue Fund (EDZ)	2,930,242	2,580,330	2,916,162	(14,080)	-0.5%
Transportation Fund	8,714,701	7,586,566	8,428,237	(286,464)	-3.3%
Convention & Visitors Bureau	3,198,136	2,132,918	2,588,509	(609,627)	-19.1%
Total Expenditures	\$ 133,709,879	\$ 122,220,871	\$ 127,758,485	\$ (5,951,394)	-4.5%

2021 BUDGET % of TOTAL EXPENDITURES



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

	Estimated Fund Balance 12/31/2020	Revenues FY 2021	Expenditures FY 2021	Net Transfers FY 2021	Estimated Fund Balance 12/31/2021	% Change in Fund Balance
General Fund	\$ 29,013,486	\$ 82,904,368	\$ 98,382,510	\$ 16,743,898	\$ 30,279,242	4%
Debt Service Fund	4,699,977	9,617,368	6,037,326	(690,060)	7,589,959	61%
Bond Redemption Reserve Fund	1,859,757	-	-	(1,859,757)	-	
Capital Projects Fund	63,932,250	-	9,405,741	8,559,952	63,086,461	-1%
Special Revenue Fund	(5,964,768)	26,968,247	2,916,162	(23,844,030)	(5,756,713)	3%
Transportation Fund	(629,909)	8,148,300	8,428,237	399,937	(509,909)	0%
Convention & Visitors Bureau	1,328,862	1,834,191	2,588,509	690,060	1,264,604	0%
	\$ 94,239,656	\$ 129,472,474	\$ 127,758,485	\$ -	\$ 95,953,644	2%

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 health insurance. It also provides an offset funding to the deficit balance in the Special Revenue Fund. The increase in fund balance is due to an increase in the operating reserve requirement for 2021 and the \$833,380 in undesignated funds generated in 2021 that have yet to be allocated.

Debt Service Fund

The fund balance relates to hotel occupancy tax proceeds that will be used to fund debt service requirements in the following year (\$3,107,850) and undesignated hotel tax proceeds that exceed the debt requirements (\$4,482,109).

Bond Redemption Reserve Fund

This reserve provides funding to pay down existing debt as bond issuances become callable in the future. For 2021, the Board authorized a transfer of \$1.9 million from this reserve to the Sales Tax Reserve.

Capital Projects Fund

The net decrease in the Capital Projects Fund relates primarily to utilization of carryover capital funds to pay for capital projects. The ending fund balance is comprised of \$35.0 million for capital asset replacements, \$2 million for CCSA park projects, \$1.0 million for cultural education projects, \$15.4 million for incorporation, a \$4.3 million sales tax reserve, \$5.2 million for property site plan development, and a \$0.2 million flood/drainage reserve.

Special Revenue Fund (The Woodlands Economic Development Zone)

The deficit in the Special Revenue Fund will improve by \$208,055 in FY 2021. 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 \$341,945 and principal payments of \$208,055, which will reduce the overall

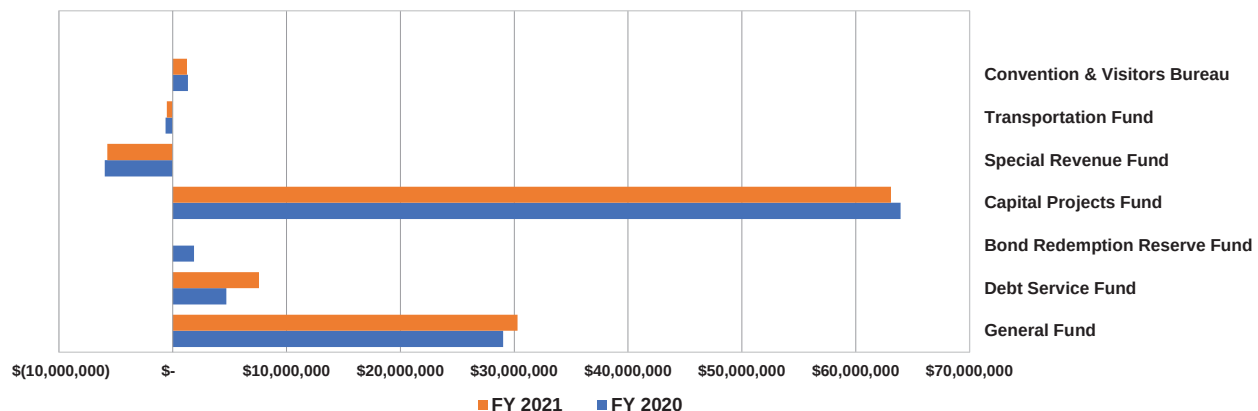
Transportation Fund

Transportation expenses are funded by bus fares, grant funds from various governmental agencies, and fund transfers from the General Fund. The increase in the fund balance from 2020 to 2021 is attributable to funding the bus replacement reserve the yearly contribution of \$150,000. This is partially offset by a transfer

The Woodlands Convention & Visitors Bureau

In 2011, a supplemental 1% hotel occupancy tax was levied and used to fund CVB activities. In 2012, an additional 1% was levied, for a combined supplemental tax of 2%. This tax is projected to generate \$1.8 million of revenue in 2021. To the extent that revenues generated by the Township's base 7% hotel tax are not required for debt service payments, those funds are also available to pay for CVB operations. It is projected that a transfer of \$0.7 million of base hotel tax revenue will be made to the CVB in 2021.

Fund Balance Comparison



The Woodlands Township
Summary of Operating Transfers
January 1, 2021 - December 31, 2021

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	\$23,844,030 A	\$0	\$0	\$0	\$0	(\$23,844,030) A	\$0	\$0	\$0
Capital Reserves	(6,247,395) B	-	-	-	6,247,395	- B	-	-	-
Capital Projects	(452,800) C	-	-	-	452,800	- C	-	-	-
Convention & Visitors Bureau	(690,060) D	-	-	-	-	-	-	690,060 D	-
Debt Service	690,060 E	(690,060) E	-	-	-	-	-	-	-
Transportation	(399,937) F	-	-	-	-	-	399,937 F	-	-
Bond Redemption	-	-	-	(1,859,757) G	1,859,757 G	-	-	-	-
Other Operating Transfers	-	-	-	-	-	-	-	-	-
Total Transfers In/(Out)	\$16,743,898	(\$690,060)	\$0	(\$1,859,757)	\$8,559,952	(\$23,844,030)	\$399,937	\$690,060	\$0
		Transfers In		Transfers Out					
A	\$23,844,030			(\$23,844,030)		Sales tax collected in the Economic Development Zone for Fire Department operations transferred to General Fund.			
B	6,247,395			(6,247,395)		General Fund monies transferred to Capital Projects Fund for the capital replacement reserve and the cultural projects reserve.			
C	452,800			(452,800)		General Fund monies transferred to Capital Projects Fund for payment of capital project expenditures not funded from replacement fund.			
D	690,060			(690,060)		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	690,060			(690,060)		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.			
F	399,937			(399,937)		General Fund monies transferred to the Transportation Fund for the Township's share of expenditures and the transfer of funds from the Transportation Fund to fund pathway connectors.			
G	1,859,757			(1,859,757)		Bond Redemption Fund monies transferred to the Sales Tax Reserve per Board action.			
TOTAL	\$34,184,039			(34,184,039)					

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	-	-	-	-	-	-	-	-	-
UNDESIGNATED GENERAL FUND	2,000,471 A	-	-	-	-	-	-	-	2,000,471
LONG-TERM RECEIVABLES	5,756,713 C	-	-	-	-	-	-	-	5,756,713
DESIGNATED FOR:									
EDZ Projects	-	-	-	-	-	(5,756,713) C	-	-	(5,756,713)
Debt Service	-	3,107,850 E	-	- J	-	-	-	-	3,107,850
Bond Reserve/Cultural Arts & Convention Center	-	4,482,109 E	-	-	-	-	-	-	4,482,109
Sales Tax Reserve	-	-	-	-	4,359,757 F	-	-	-	4,359,757
Capital Replacements	-	-	-	-	35,010,654 F	-	-	-	35,010,654
CCSA Projects Reserve	-	-	-	-	2,000,000 F	-	-	-	2,000,000
Incorporation Reserve	-	-	-	-	15,405,467 F	-	-	-	15,405,467
Grogan's Mill Site Plan Reserve	-	-	-	-	5,195,467 F	-	-	-	5,195,467
Flood/Drainage Reserve	-	-	-	-	123,479 F	-	-	-	123,479
Health Insurance Reserve	845,555 D	-	-	-	-	-	-	-	845,555
Transportation	-	-	-	-	-	-	(509,909) H	-	(509,909)
Operating Reserves	21,676,502 B	-	-	-	-	-	-	-	21,676,502
Economic Development	-	-	-	-	-	-	-	-	-
Cultural Education Reserve	-	-	-	-	991,637 G	-	-	-	991,637
The Woodlands CVB	-	-	-	-	-	-	-	\$ 1,264,604 I	1,264,604
ENDING FUND BALANCE	\$ 30,279,242	\$ 7,589,959	\$ -	\$ -	\$ 63,086,461	\$ (5,756,713)	\$ (509,909)	\$ 1,264,604	\$ 95,953,644

C Interfund liability and receivable related to the construction of Town Green Park and Waterway Square. SRF to repay GF 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 Accumulated hotel occupancy tax and sales tax used to fund debt service payments and excess hotel tax maintained as a reserve for future use as designated by the Board.

F The primary component is funds available for the replacement of capital assets in accordance with the Capital Reserve Study. Funds also include balances in the Sales Tax Reserve, CCSA Projects Reserve, Incorporation Reserve, Grogan's Mill Property Site Plan Reserve, and Flood/Drainage Reserve.

G Funds reserved for future economic development and cultural education projects.

H Payable balance due to the Capital Reserve for monies advanced for Park & Ride bus purchases; (\$2,051,730); funds available for transportation initiatives, \$941,820; and bus replacement reserve, \$600,000.

I Funds reserved for The Woodlands Convention & Visitors Bureau.

J Funds available for future bond redemption.

A UNDESIGNATED FUND BALANCE

2020 Undesignated Fund Bal	\$ 1,167,093
2021 Undesignated Fund Bal	833,380
Total	\$ 2,000,474

B OPERATING RESERVES:

GF Operating Expense	\$ 98,382,510
Min. Reserve %	20.00%
Minimum Operating Reserve	19,676,502
Projected Operating Reserve	21,676,502
Projected Reserve %	22.03%

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

	2020 Forecast	2021 Budget
Operating Reserve	\$ 21,036,070	\$ 21,676,502
Self-funded Health Insurance Reserve	845,555	845,555
Capital Carryover	2,746,841	-
Capital Replacement Fund	32,057,826	32,958,926
Capital Replacement Fund - Receivable from Transportation Fund	2,051,729	2,051,729
Grogan's Mill Property Site Plan Reserve	5,195,467	5,195,467
CCSA Reserve	3,000,000	2,000,000
Sales Tax Reserve	2,500,000	4,359,757
Incorporation Reserve	15,405,467	15,405,467
Flood and Drainage Reserve	123,479	123,479
Cultural Education Reserve	851,442	991,637
Debt Service Fund	3,107,850	3,107,850
Bond Redemption Reserve Fund	1,859,757	-
Debt Service Reserve - Performing Arts/Convention Center	1,592,127	4,482,109
Transportation Fund	1,421,820	1,541,820
Transportation Fund - Payable to Capital Replacement Fund	(2,051,729)	(2,051,729)
CVB Fund Balance	1,328,862	1,264,604
Capital Contingency Account	-	-
Total Designated Fund Balance	\$ 93,072,563	\$ 93,953,173
Undesignated General Fund 2020	1,167,093	1,167,093
Undesignated General Fund 2021	-	833,380
Total Undesignated Fund Balance	\$ 1,167,093	\$ 2,000,473
Total Ending Fund Balance	\$ 94,239,656	\$ 95,953,646

Reconciliation of Net Revenue to Undesignated Fund Balance

	2020 Forecast	2021 Budget
Operating Revenue	\$117,306,185	\$129,472,474
Expenditures/Capital	(122,220,871)	(127,758,485)
Revenue Over/(Under) Expenses	(\$4,914,686)	\$1,713,989
Utilization of Reserve/Fund Balances to Fund Expenditures		
Capital Carryovers	2,271,695	2,746,841
Capital Purchases - Capital Reserve	5,451,540	4,599,100
Capital Purchases - Budget Initiatives	0	607,000
Bond Reddemption Reserve funding of Sales Tax Reserve	0	1,859,757
Flood and Drainage Reserve study expenses	45,000	0
Incorporation Reserve - Studies/Capital	380,750	0
Grogan's Mill Property Site Plan Reserve - clear site/parking lot	192,156	0
CVB Fund Balance - New staff	66,817	64,258
Capital Contingency Reserve transfers	7,971,955	0
Transfer Economic Development Reserve	3,592,599	0
Debt Service Reserve reduction for retired bonds	110,901	0
CCSA Reserve	1,000,000	1,000,000
Transportation Initiative funding of pathway connectors	0	30,000
Transportation Initiative Fund Balance	500,000	0
 Total Utilization of Reserve Balances to Fund Expenditures	 \$21,583,413	 \$10,906,956
 Adjusted Revenue Over/(Under) Expenses	 \$16,668,727	 \$12,620,945
Contributions to Reserves/Fund Balances		
Operating Reserve - to maintain 20% GF expenses	(826,630)	(640,432)
Funding for 2021 Budget Initiatives	(607,000)	0
Capital Replacement Reserve - contribution	(5,250,000)	(6,050,000)
Additional Capital Replacement Reserve transfer	(3,592,599)	0
Capital Reserve - contractual obligations	(57,200)	(57,200)
Bond Redemption Reserve	(1,859,757)	0
Cultural Education Reserve	(71,944)	(140,195)
Sales Tax Reserve	(2,500,000)	(1,859,757)
Bond Fund for Performing Arts/Convention Center - contribution	(736,504)	(2,889,981)
Park & Ride Bus Replacement Reserve - contribution	0	(150,000)
 Total Contributions to Reserve/Fund Balances	 (\$15,501,634)	 (\$11,787,565)
 Ending Fund Balance - Undesignated	 \$1,167,093	 \$833,380

Revenue Sources



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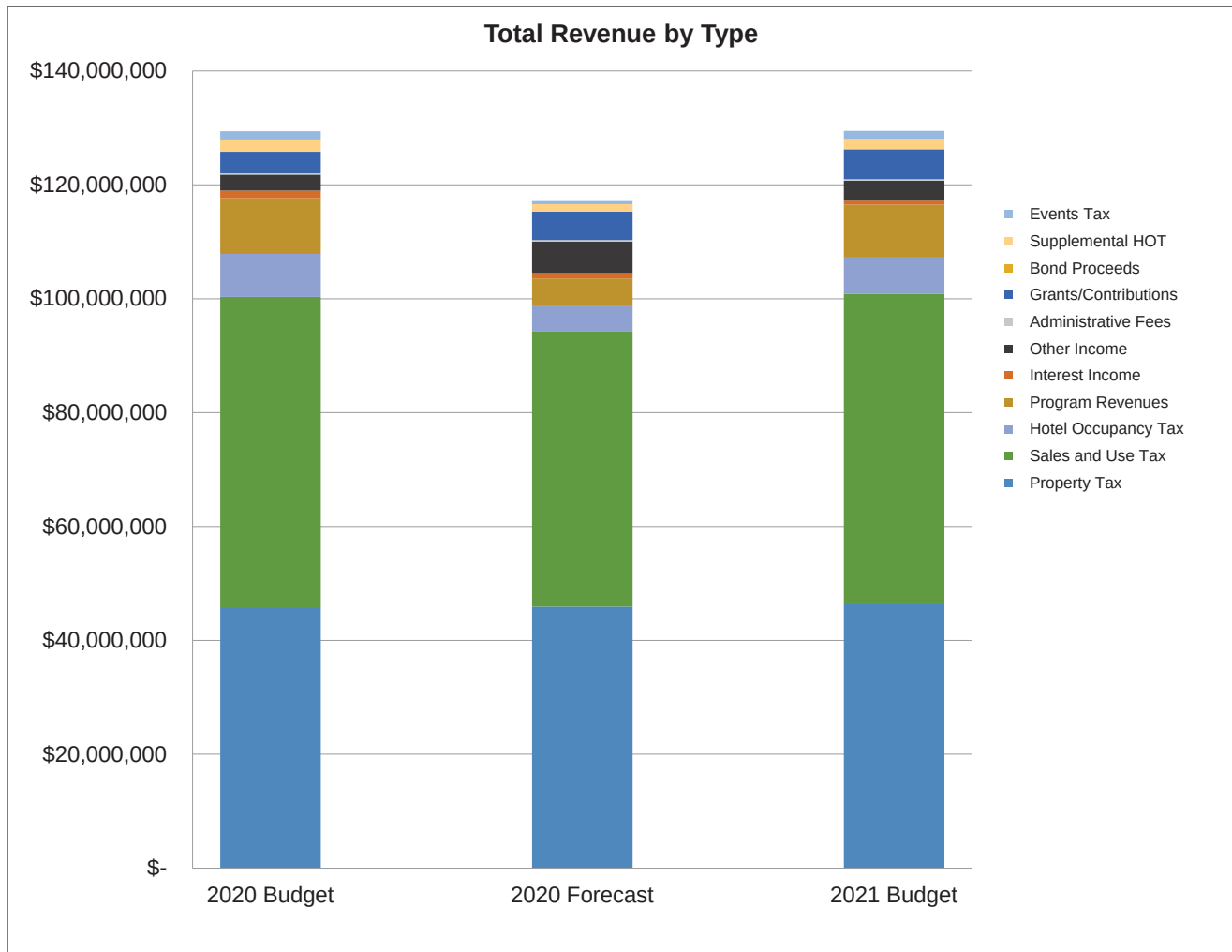
Other Revenues – Grants, Interest, Contract Revenue, Transfers 5-30

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

	<u>2020 Budget</u>	<u>2020 Forecast</u>	<u>2021 Budget</u>	<u>2020 Budget to 2021 Budget</u>	
				<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
REVENUES					
Property Tax	\$45,827,590	\$45,927,590	\$46,328,205	\$500,614	1.1%
Sales and Use Tax	54,492,324	48,389,184	54,492,324	-	0.0%
Hotel Occupancy Tax	7,550,492	4,530,295	6,417,918	(1,132,574)	-15.0%
Supplemental HOT	2,157,284	1,294,370	1,833,691	(323,593)	-15.0%
Events Tax	1,438,886	689,308	1,401,950	(36,936)	-2.6%
Program Revenues	9,774,332	4,720,464	9,247,780	(526,552)	-5.4%
Interest Income	1,347,165	931,525	877,445	(469,720)	-34.9%
Other Income	2,788,802	5,557,490	3,378,741	589,939	21.2%
Administrative Fees	239,500	239,500	239,500	-	0.0%
Grants/Contributions	3,779,056	5,026,459	5,254,920	1,475,864	39.1%
Total Operating Revenues	<u>\$129,395,432</u>	<u>\$117,306,185</u>	<u>\$129,472,474</u>	<u>\$77,042</u>	<u>0.1%</u>
TOTAL REVENUES	<u>\$129,395,432</u>	<u>\$117,306,185</u>	<u>\$129,472,474</u>	<u>\$77,042</u>	<u>0.1%</u>



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Revenue Sources



OVERVIEW

The 2021 Budget includes \$129.5 million in operating revenues, which is a \$0.1 million or 0.1% increase from the 2020 Budget.

	2020 Budget	2021 Budget	\$ Change	% Change
Property Tax	\$45,827,590	\$46,328,205	\$500,615	1.1% (a)
Sales and Use Tax	54,492,324	54,492,324	\$0	0.0% (b)
Hotel Occupancy Tax	9,707,776	8,251,609	(\$1,456,167)	-15.0% (c)
Other Revenues	19,367,741	20,402,336	\$1,034,595	5.3% (d)
Total Revenues	\$129,395,432	\$129,474,474	\$79,042	0.1%

(a) The 2021 Budget uses a property tax rate of \$0.2231, which is the No New Revenue Rate for 2020. Taxable property values have increased \$0.3 billion, from \$20.8 billion to \$21.1 billion, per data provided by the appraisal districts. Certified tax rolls will be available around July 31st, and property values will be adjusted accordingly. Based on the certified values and maintaining the current tax rate, 2021 property tax revenues total \$46.3 million, which is a \$0.5 million, or 1.1% increase from the 2020 Budget. Uncollectible account estimates have been adjusted upward for 2021 from 0.5% to 2.0% in anticipation of unfavorable impacts to tax collections as a result of the COVID-19 pandemic.

(b) As a result of the COVID-19 pandemic's impact on sales and use tax revenues, the 2021 Budget has been maintained at the same level of revenues as the original 2020 Budget of \$54.5 million. This represents an 11.2% increase from the 2020 Forecast of \$48.4 million.

(c) As a result of the COVID-19 pandemic's impact on hotel tax revenues, the 2021 Budget has been projected at \$8.2 million, which is \$1.5 million or 15% lower than the original 2020 Budget of \$9.7 million but 42% higher than the adjusted 2020 Forecast of \$5.8 million.

(d) The increase in other revenues is primarily related to an increase in grant revenues for the Park and Ride and Trolley programs due to CARES Act funding and the inclusion of a pilot program to deliver bus service to the Energy Corridor. In addition, contracted revenue from the developer for Town Center maintenance and covenant services is reflected in the increase. The increases are partially offset by a decrease in interest income.

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

Revenue Sources



OVERVIEW

2020 Revenue Forecast

2020 revenues are forecasted to total \$117.3 million, which represents a \$12.1 million or 9.3% decrease from the 2020 Budget.

	2020 Budget	2020 Forecast	\$ Change	% Change
Property Tax	\$45,827,590	\$45,927,590	\$100,000	0.2% (a)
Sales and Use Tax	54,492,324	48,389,184	(6,103,140)	-11.2% (b)
Hotel Occupancy Tax	9,707,776	5,824,665	(3,883,111)	-40.0% (c)
Other Revenues	19,367,741	17,164,746	(2,202,995)	-11.4% (d)
Total Revenues	\$129,395,432	\$117,306,185	(\$12,089,247)	-9.3%

(a) Property tax revenue is higher than expected due primarily to interest and penalty fees on delinquent accounts.

(b) Forecasted sales and use tax revenue is projected to be \$6.1 million or 11.2% lower than budget due to impacts on the local economy resulting from the COVID-19 pandemic.

(c) Forecasted hotel occupancy tax revenue is projected to be \$3.9 million or 40.0% lower than budget due to impacts on the local hotel industry resulting from the COVID-19 pandemic.

(d) The \$2.2 million decrease in other revenues is due primarily to a \$2.8 million decrease in aquatic and recreation program revenues and \$1.1 million in transportation program and grant revenue as a result of the COVID-19 pandemic. Related program expenses have also been adjusted to partially offset revenue loss. Also contributing to lower revenues is a \$0.7 million decline in proceeds from the events admission tax and a \$0.4 million decrease in interest income. Partially offsetting these decreases in other revenues are increases in contracted service revenue with the developer of \$0.6 million and \$2.2 million received from the termination of an abatement agreement.

Revenue Sources

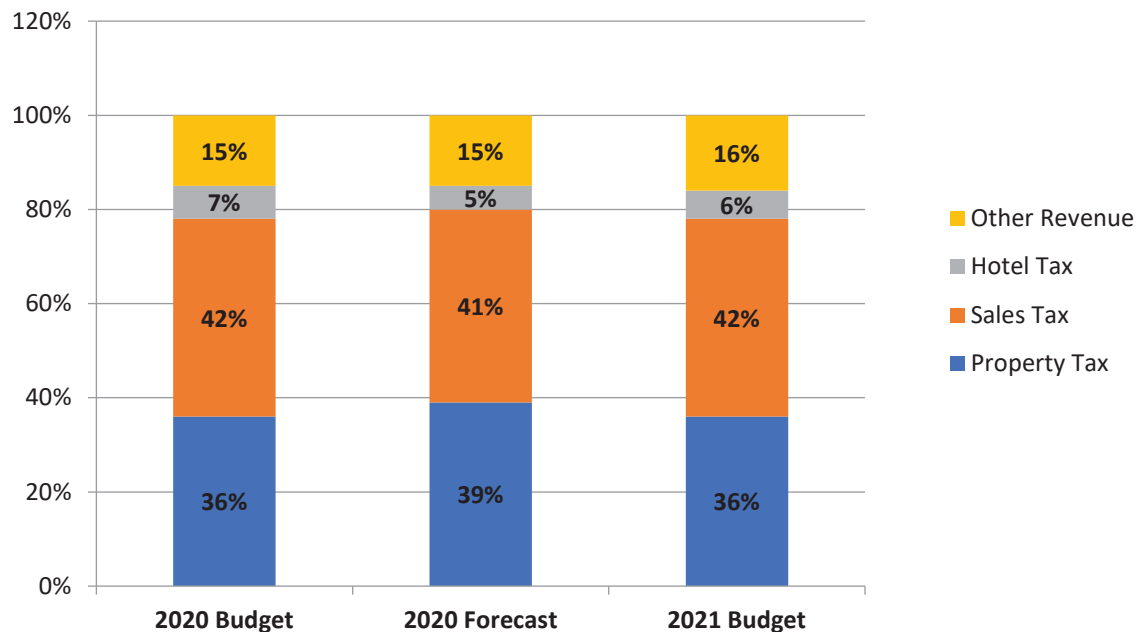


OVERVIEW

The following chart illustrates the percent of total revenue contributed by each revenue component. For the 2021 Budget, non property tax revenues represent 64% of total revenue sources and property tax represents 36%.

	2020 Budget	2020 Forecast	2021 Budget	% Inc/(Dec)
Property Tax	36%	39%	36%	0%
Sales Tax	42%	41%	42%	0%
Hotel Tax	7%	5%	6%	-1%
Other Revenue	15%	15%	16%	1%
Total Revenue %	100%	100%	100%	

Revenue Percentage Comparison



Revenue Sources



Property Tax

Property Values

Property values were derived from information provided by Montgomery and Harris Counties. The preliminary values will be updated when certified tax rolls are released by the tax assessor offices in late July. Values include land, improvements, and personal property of approximately \$19.9 billion for Township properties located in Montgomery County and \$3.0 billion for properties located in Harris County, for a total of \$22.9 billion. Total property values are lowered by approximately \$1.8 billion to a taxable value of \$21.1 billion due to the following adjustments:

- Exempt properties
- Property protest estimates
- 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 2021 Budget reflects a taxable value increase of \$320.2 million, or 1.54% from the previous year. Please note that 2020 tax year values apply to the Township's 2021 budget year.

	2019 Tax Year	2020 Tax Year	\$ Change	% Change
Taxable Property Value	\$20.77 billion	\$21.09 billion	<u>\$320.2 million</u>	<u>1.54%</u>
New Properties			\$222.4 million	1.07%
Revaluation of existing properties			\$97.8 million	0.47%

Following is taxable property value information for Montgomery County and Harris County for the 2020 tax year (2021 budget year).

	Montgomery County	Harris County	Total
Taxable Property Value	\$18.20 billion	\$2.89 billion	\$21.09 billion
New Properties	\$82.4 million	\$140.0 million	
Revalued Properties	\$179.3 million	(\$81.5 million)	
Total Increase in Taxable Property Value	\$261.7 million	\$58.5 million	\$320.2 million
New Property Growth %	0.5%	4.9%	1.07%
Revaluation %	1.0%	(2.9%)	0.47%
Total Increase in Taxable Property Value	1.5%	2.0%	1.54%

Revenue Sources



Property Tax

Taxable property values have increased \$2.5 billion, or 13% over the past five years as shown in the chart below.



Increase %	2015	2016	2017	2018	2019	2020
Revaluation	8.9%	4.9%	(0.2%)	1.1%	1.1%	0.5%
New Properties	4.6%	1.6%	0.9%	1.2%	1.0%	1.1%

Property Tax Rate

The 2021 Budget has been prepared using the No New Revenue property tax rate of \$0.2231. Based on an adjusted tax base of approximately \$21.1 billion, one cent will generate \$2,109,798 in tax revenue.

2020 Tax Rate (applies to 2021 Budget)	
Tax Rate Component	
Maintenance & Operations	\$0.2080
Debt Service	0.0151
Total Rate	\$0.2231

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 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 \$3.2 million in 2021.

Revenue Sources



Property Tax

Following is a chart showing the Township's historical, current, and adopted (tax year 2020) property tax rates by each component. The no- new-revenue tax rate (discussed below) is also shown.

Component	Actual 2016 Rate	Actual 2017 Rate	Actual 2018 Rate	Actual 2019 Rate	Adopted 2020 Rate	Difference (2019 to 2020)
Maintenance & Operations	\$0.2125	\$0.2126	\$0.2103	\$0.2086	\$0.2080	(\$0.0006)
Debt Service	0.0175	0.0174	0.0170	0.0154	0.0151	(0.0003)
Total Rate	\$0.2300	\$0.2300	\$0.2273	\$0.2240	\$0.2231	(\$0.0009)
No New Revenue Tax Rate	\$0.2200	\$0.2310	\$0.2273	\$0.2240	\$0.2231	

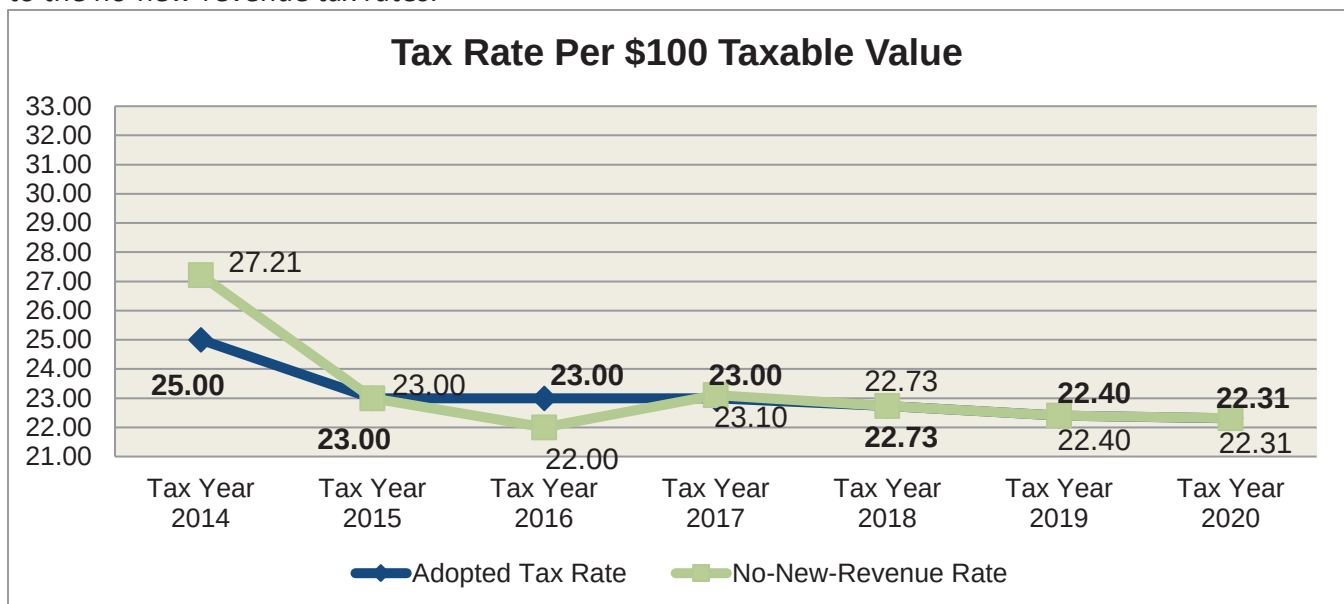
No-New-Revenue Tax Rate

The no-new-revenue tax rate (previously referred to as 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.

When property values (excluding new properties) increase, the no-new-revenue tax rate decreases in order to produce the same amount of property tax revenue as the prior year.

The county tax assessor's office provided the no-new-revenue rate for tax year 2020 (Budget Year 2021) the week of the budget review.

The following chart reflects the actual annual tax rates adopted by the Board of Directors in comparison to the no-new-revenue tax rates.



Revenue Sources



Property Tax

For tax years 2014 – 2015 (budget years 2015 – 2016), the Board of Directors adopted a property tax rate at or below the no-new-revenue 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 no-new-revenue 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 no-new-revenue rate rose above the actual tax rate to \$0.2310 due to negative property revaluation. For the 2018 tax year (2019 budget year) and 2019 tax year (2020 budget year), the rate was lowered to the no-new-revenue rates of \$0.2273 and \$0.2240, respectively. The rate for the 2020 tax year (2021 budget year) has been lowered to the no-new-revenue tax rate of \$0.2231.

Property Tax Revenue

Based on tax roll data, property tax revenue is projected to be \$46.3 million in the 2021 Budget, which equals 36% of total revenue sources. This represents a \$0.4 million, or 0.9% increase from the 2020 forecast. Although taxable property values have increased, the revenue generated by the higher property values is being partially offset by an anticipated increase in uncollectible accounts due to the economic impacts of the COVID-19 pandemic. The uncollectible allowance has been increased from 0.5% to 2.0%, which equates to an approximate \$941,000 decrease in revenue.

	2020 Forecast	2021 Budget	\$ Change	% Change
Property Tax Revenue	\$45,927,590	\$46,328,205	\$400,614	0.9%

Revenue Sources

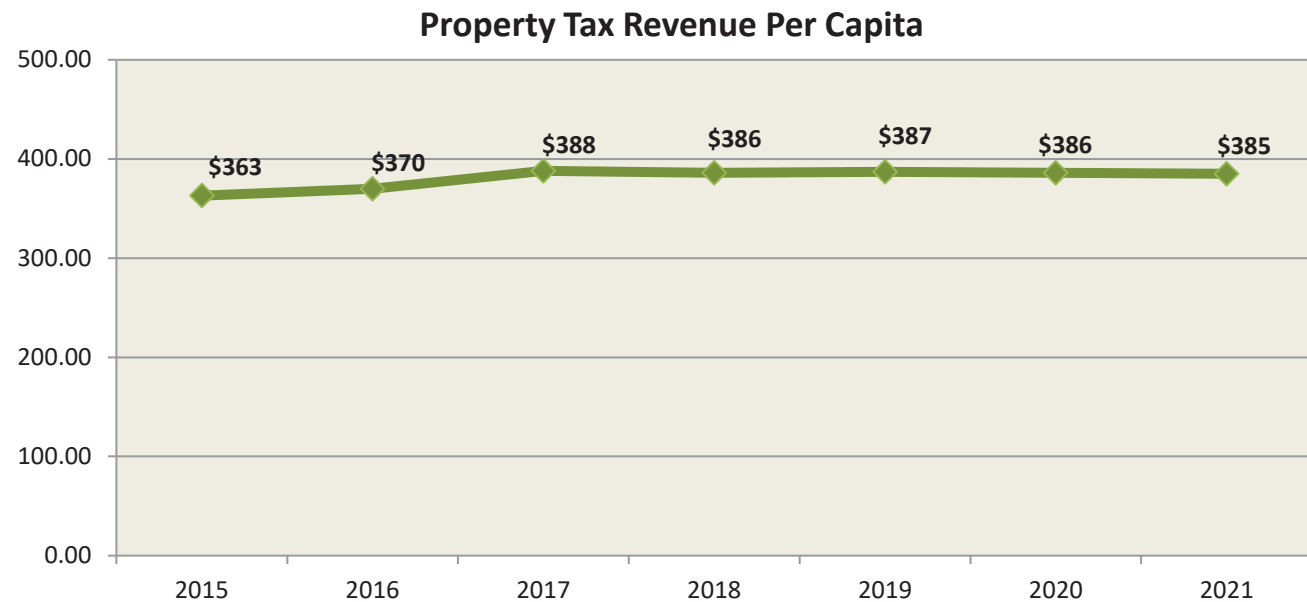


Property Tax

Property Tax Revenue per Capita

The following chart shows that property tax revenue per capita has increased from \$363 in 2015 to \$382 in 2021, which is a 5% increase over a six-year period. Revenue per capita is decreasing by \$4, or 1.0% from 2020 to 2021.

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Forecast 2020	Budget 2021
Property Tax Rate	\$0.2500	\$0.2300	\$0.2300	\$0.2300	\$0.2273	\$0.2240	\$0.2231
Property Tax Revenue	\$40,825,517	\$42,419,414	\$45,122,455	\$45,314,797	\$45,740,942	\$45,927,590	\$46,328,205
Population	112,505	114,625	116,278	117,305	118,000	119,100	120,300
Per Capita	\$363	\$370	\$388	\$386	\$387	\$386	\$385



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.

2020 Property Tax Calendar for the 2021 Budget	
January 2020	Preliminary tax values determined
May 2020	Preliminary tax rolls received
August 2020	Certified tax rolls received, adopt budget and set tax rate
October 2020	Tax statements are mailed
January 2021	Tax payments are due

The following page entitled "Property Tax Summary" summarizes property tax roll estimates and tax levy calculations for the 2020 tax year (2021 budget year).

PROPERTY TAX SUMMARY

TAXABLE VALUES

Taxable Value before Exemptions & Abatements:	
Land	\$ 3,417,705,648
Improvements	18,355,762,247
Personal Property	<u>1,204,928,245</u>
	22,978,396,140
Less Homestead Cap/Adjustments	(111,821,513)
Less Exempt Property	(1,200,540,344)
Less Productivity Loss	(18,565,210)
Less Exemptions:	
65 and Over	(205,944,690)
Veterans/Disabled	(63,324,764)
Freeport	(35,976,404)
Auto/Other	<u>(67,618,293)</u>
Total Exemptions	(372,864,151)
Less Abatements	<u>(156,244,260)</u>
Less Estimated Reductions in value	<u>(20,379,265)</u>
Estimated Taxable Value	<u>\$ 21,097,981,397</u>

TAX LEVY

Tax Rate per \$100	\$ 0.2231 (1)
Tax Revenue Generated by \$.01	<u>2,109,798 (2)</u>
Tax Levy	\$ 47,069,596 (1) x (2) x 100
Less Allowance for Uncollectible Taxes	(941,391)
Penalties/Interest Estimate	<u>200,000</u>
Estimated 2020 Property Tax Revenue	<u>\$ 46,328,205</u>

AVG HOUSEHOLD TAX LEVY

Avg Taxable Household Value	\$ 427,350
Tax Rate	<u>0.2231 / \$100</u>
Avg Tax Levy	\$ 953

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

CERTIFICATE FOR ORDER

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 Special Session, at 6:00 p.m., on September 10, 2020, via telephone conference call pursuant to Texas Government Code, Section 551.125, as amended, and as modified by the temporary suspension of various provisions thereof effective March 16, 2020, by the Governor of Texas in accordance with the Texas Disaster Act of 1975, all as related to the Governor's proclamation on March 13, 2020, certifying that the COVID-19 pandemic poses an imminent threat of disaster and declaring a state of disaster for all counties in Texas, and the roll was called of the members of the Board, to-wit:

Gordy Bunch	Chairman
Bruce Rieser	Vice Chairman
Ann K. Snyder	Secretary
John Anthony Brown	Treasurer
Jason J. Nelson	Director
Bob Milner	Director
Shelley Sekula-Gibbs	Director

and all of said persons were present, except Director John Anthony Brown, thus constituting a quorum, whereupon, among other business, the following was transacted at such meeting: a written

ORDER NO. 008-20 ORDER LEVYING TAXES

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:

AYES: Directors 6 voted "Aye".
NOES: Directors 0 voted "No".

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 and purpose of such meeting, as well as how to access and participate in same, 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 and subject of such meeting was given and posted as required by Chapter 551, Government Code, as amended, as modified by the temporary suspension of various provisions thereof pursuant to the aforementioned proclamation by the Governor of the State of Texas.

SIGNED AND SEALED the 10th day of September, 2020.



Secretary, Board of Directors

(SEAL)

ORDER NO. 008-20
ORDER LEVYING TAXES

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 2020; 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 2020; Now, therefore,

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

Section 1: There is hereby levied for the year 2020 an ad valorem tax of \$0.2080 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.

Section 2: There is hereby levied for the year 2020 an additional ad valorem tax of \$0.0151 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 3: The taxes levied hereby shall become due and payable upon the receipt of the tax bill unless otherwise specifically provided by law and shall be paid on or before the 31st day of January 2021. All taxes not paid before February 1, 2021, shall become delinquent on that date, and there shall be added thereto such penalties, interest, court costs, expenses of foreclosure sales, attorneys' fees and other expenses as are provided by law.

Section 4: This Order shall be effective from and after its adoption.

PASSED AND APPROVED this 10th day of September, 2020.



Chairman, Board of Directors

ATTEST:



Secretary, Board of Directors

(SEAL)

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 2021, those amounts are estimated to total \$1.7 million for Houston and \$54,000 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 refunding bonds. For 2021, 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 45.6% of the total.

Revenue Sources



Sales & Use Tax

Business Sector	% of Total Sales and Use Tax Revenues
Retail Trade	45.6%
Accommodation and Food Services	11.3%
Information	11.2%
Manufacturing	7.2%
Professional and Technical Services	6.3%
Wholesale Trade	3.9%
Real Estate and Rental and Leasing	3.2%
Arts, Entertainment and Recreation	2.2%
Construction	2.2%
Mining and Oil and Gas Extraction	1.9%
Administrative and Waste Management	1.4%
Utilities	1.3%
Other Industries	1.2%
Other Services	1.1%
Total	100.0%

Overview of 2021 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 \$54.5 million (42%) of total revenue sources for FY 2021. The chart below summarizes projected 2021 sales tax activity.

Taxing Entity	Sales Tax Rate	Sales Tax Revenue - 2021
State of Texas	6.25%	n/a
The Woodlands Township	1.00%	\$ 27,524,077
Township Economic Dev Zone	1.00%	\$ 26,968,247
Total	8.25%	\$ 54,492,324

Sales and use tax revenues have been less than budgeted through the first seven months of 2020 by \$1.7 million (5.6%) due to the impacts of the COVID-19 pandemic. In response, 2020 sales tax revenues have been reduced to \$48.389 million, which is \$6.103 million (11.2%) lower than the original budget of \$54.492 million. The 2021 Budget of \$54.492 million is based on the pandemic being over and sales tax revenues rebounding to the 2020 budget level.

Revenue Sources

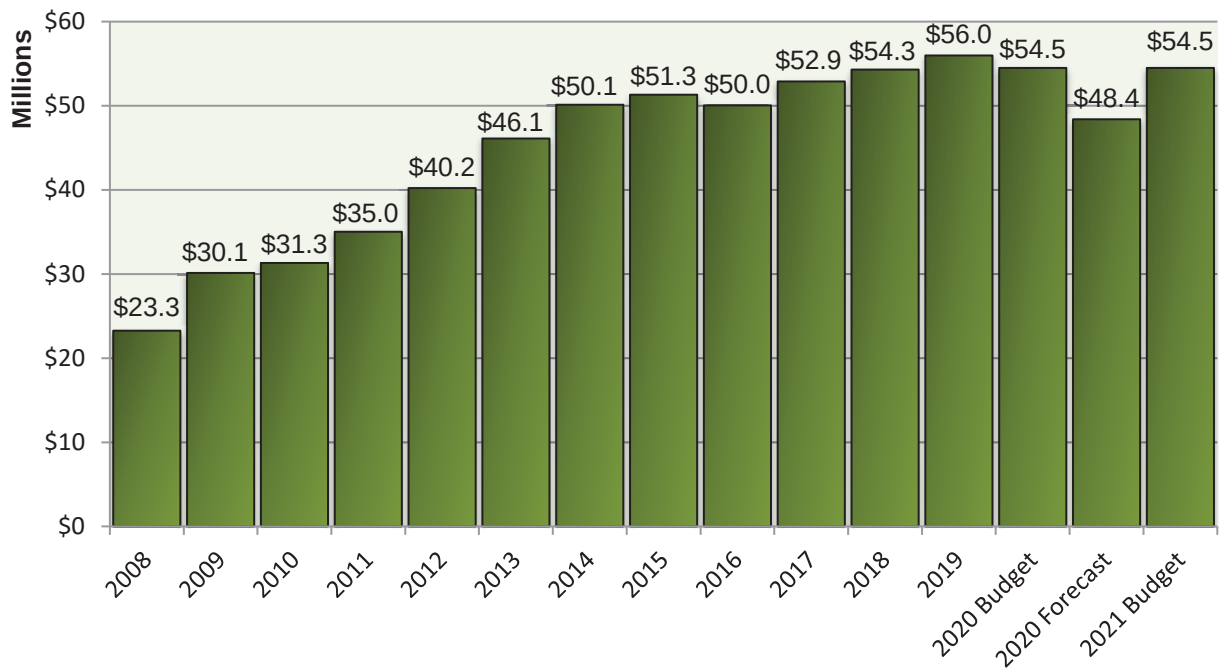


Sales & Use Tax

The following charts summarize sales and use tax revenues from 2008 – 2021.

YEAR	BASE	TWTEDZ	Project #1	Project #2	Project #3	Project #4	TOTAL
2021 Budget	\$27,524,077	\$23,844,030		\$1,538,228	\$1,585,989		\$54,492,324
2020 Forecast	24,441,380	21,173,499		1,365,946	1,408,358		48,389,184
2020 Budget	27,524,077	23,844,030		1,538,228	1,585,989		54,492,324
2019 Actual	27,927,632	24,974,611		1,770,547	1,300,694		55,973,485
2018 Actual	27,257,999	24,142,287		1,549,378	1,347,986		54,297,650
2017 Actual	27,209,646	22,958,216		1,447,402	1,270,324		52,885,588
2016 Actual	25,384,970	21,928,804		1,328,231	1,398,024	-	50,040,029
2015 Actual	25,954,484	22,367,707		1,384,297	1,602,634	-	51,309,122
2014 Actual	24,981,829	22,448,742	-	1,411,158	1,274,961	-	50,116,690
2013 Actual	23,217,404	20,066,168	-	1,349,906	1,469,075	-	46,102,553
2012 Actual	20,199,548	17,522,018	-	1,199,124	1,292,370	-	40,213,060
2011 Actual	17,555,890	15,382,320	81,268	1,140,619	860,995	-	35,021,091
2010 Actual	15,793,371	13,637,342	141,164	995,734	740,319	-	31,307,931
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

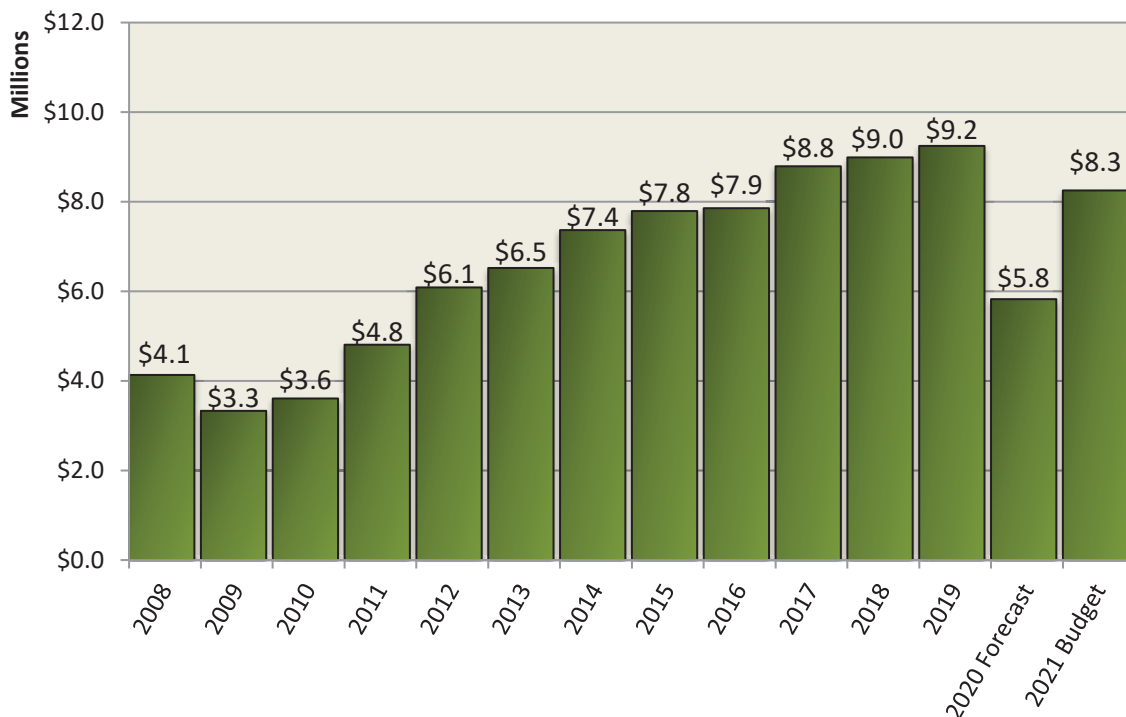
Hotel occupancy tax is levied at a rate of 15% of the price paid for a hotel room in The Woodlands Township. Hotels are required to remit 6% to the State of Texas and 9% to the Township.

Of the Township's 9% hotel occupancy tax, 7% is pledged for debt service on refunding bonds issued in 2019 for the Convention Center. Principal and interest payments for these obligations total \$2.8 million for 2021. The 7% room tax is projected to generate \$6.4 million in 2021, leaving \$3.6 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 2021, the supplemental hotel tax is projected to generate \$1.8 million.

Fourteen full-service hotels located in The Woodlands Township offer approximately 2,253 rooms for guests. The hotels are projected to remit a total of \$8.3 million in hotel tax revenues for 2021 assuming economic conditions improve in comparison to 2020 when the COVID-19 pandemic had a significant impact on the hotel industry.

Historical & Projected Hotel Occupancy Tax Collections



Revenue Sources



Hotel Occupancy Tax

FY 2020 Forecast and FY 2021 Budget

During the first six months of 2020, hotel tax revenues were \$2.5 million, or 50.8% below original budget estimates due to the COVID virus impact on the hotel industry.

Based on current market conditions and the outlook for the remainder of the year, the 2020 Forecast for hotel tax revenues has been adjusted to \$5.825 million, which is 40% less than the original 2020 Budget estimate of \$9.708 million. The 2021 budget of \$8.251 million assumes a 42% growth factor from the 2020 forecasted level based upon data provided by The Woodlands Convention and Visitors Bureau. This anticipated growth will bring the 2021 Budget within 15% of hotel tax revenue collections prior to the COVID-19 pandemic. A full recovery of revenues is projected in the following years of the five-year plan as the travel and convention industries rebound.

Hotel Occupancy Tax Collections

2021 Budget	\$8,251,609
2020 Forecast	5,824,665
2020 Budget	9,707,776
2019 Audited	9,245,683
2018 Audited	8,989,428
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 \$8,251,609 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
- 9% local hotel occupancy tax rate

Revenue Sources



Hotel Occupancy Tax

Allocation of 2020 and 2021 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. In accordance with Board directives, any remaining hotel tax revenues are maintained in a reserve in the Debt Service Fund designated for potential future debt service for a performing arts facility and convention center renovations.

The allocations of 2020 and 2021 hotel occupancy tax revenues are as follows:

<u>2020 Forecast</u>				<u>2021 Budget</u>			
	7 % Base Tax	2% Supplemental	Total		7 % Base Tax	2% Supplemental	Total
Debt Service	\$2,856,560	-	\$2,856,560		\$2,843,875	-	\$2,843,875
CVB	771,231	1,294,370	2,065,601		686,470	1,833,691	2,520,161
Trolley Phase III	172,000		172,000		172,000		172,000
Hotel Tax Reserve	730,504	-	730,504		2,715,573	-	2,715,573
Total	\$4,530,295	\$1,294,370	\$5,824,665		\$6,417,918	\$1,833,691	\$8,251,609

Revenue Sources



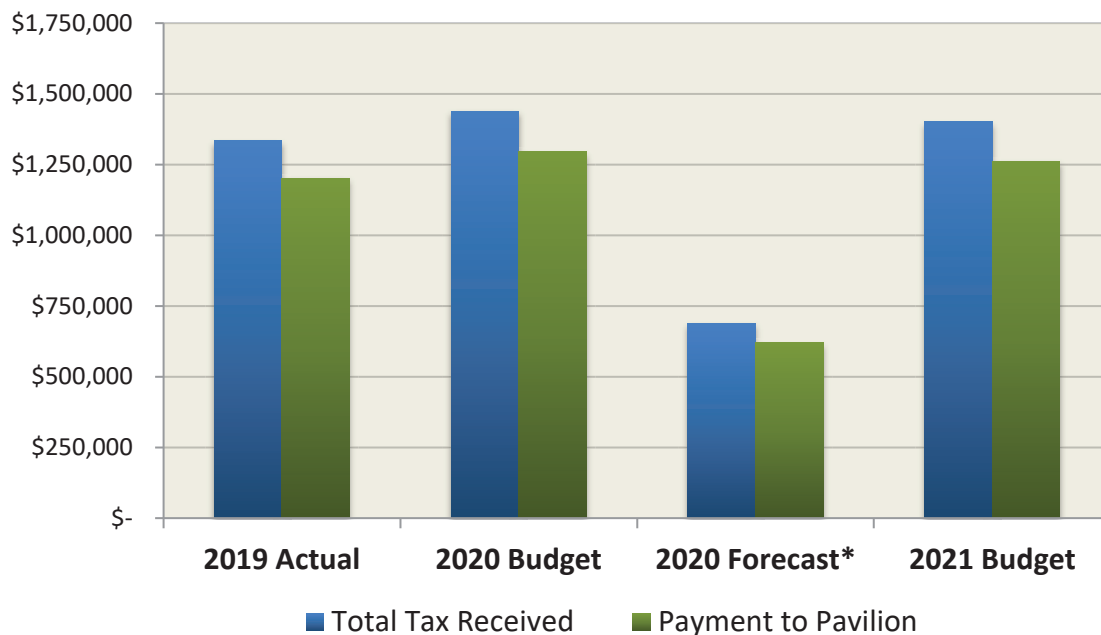
Events Admission Tax

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 activities. 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.

	2019 Actual	2020 Budget	2020 Forecast	2021 Budget
Total Tax Received	\$1,335,193	\$1,438,886	\$689,308	\$1,401,950
Payment to Pavilion	1,201,674	1,294,997	620,377	1,261,755
Total Net Tax Revenue	\$133,519	\$143,889	\$68,931	\$140,195

**The Woodlands Township
Events Admission Tax**



- 2020 Forecast Revenue impacted by Covid virus cancellations

Revenue Sources



Program Revenues

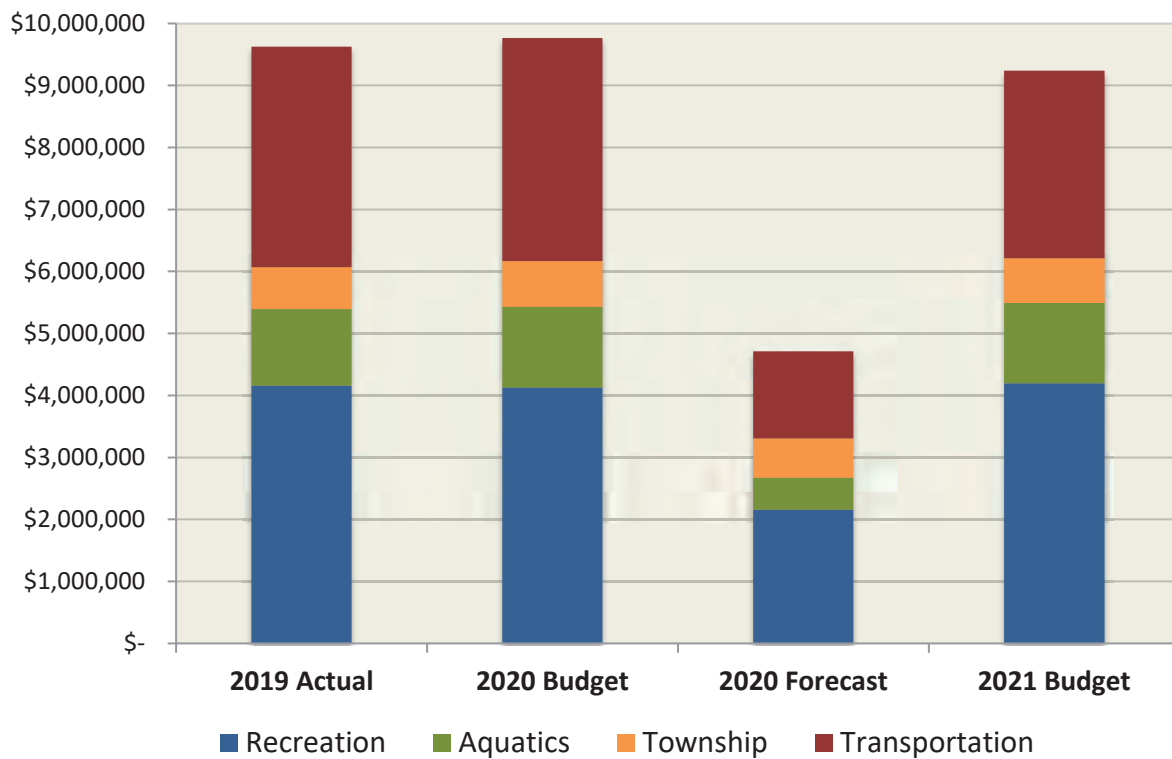
Overview

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

	2019 Actual	2020 Budget	2020 Forecast*	2021 Budget
Recreation	\$4,159,001	\$4,128,032	\$2,154,214	\$4,194,750
Aquatics	1,234,975	1,298,800	520,000	1,298,000
Township Events	675,885	738,500	636,000	718,900
Neighborhood Services	15,811	9,000	10,250	10,250
Transportation	3,557,427	3,600,000	1,400,000	3,025,880
Total	\$9,643,099	\$9,774,332	\$4,720,464	\$9,247,780

*Lower 2020 forecast amounts reflect the Impact of COVID-19 virus on program revenues.

**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
2021 Budget	\$4,194,750	\$2,040,536	95%
2020 Forecast (a)	\$2,154,214	(\$2,004,787)	(48%)
2019 Actual	\$4,159,001	\$667,440	19%
2018 Actual	\$3,491,561	\$248,575	8%
2017 Actual	\$3,242,986	\$133,488	4%
2016 Actual	\$3,109,498	\$98,803	3%
2015 Actual	\$3,010,695		

(a) The 2020 forecast represents a \$1,973,818 (48%) decrease from the 2020 budget of \$4,128,032. The reductions is due to the impacts of COVID-19.



2021 Program Fees	2021 Recreation Expense	% of Expense Recovered
\$4,194,750	\$4,144,830	101.2%

Revenue Sources



Program Revenues

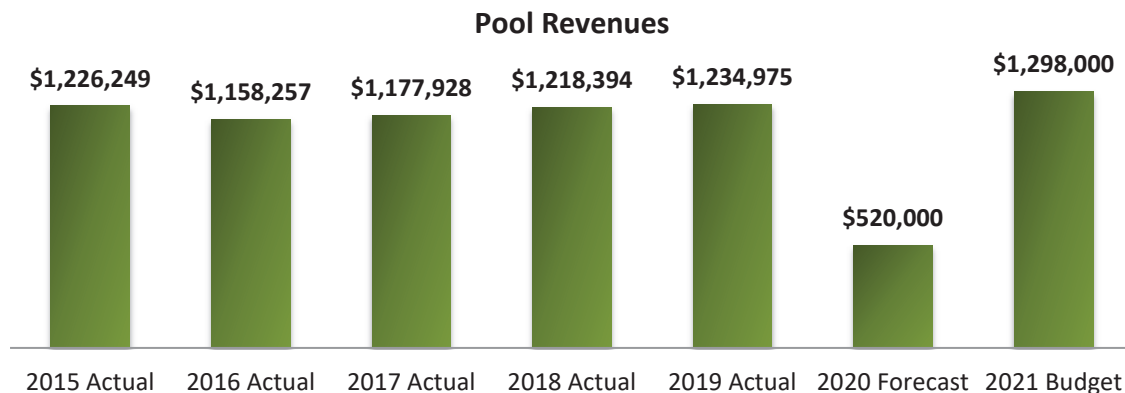
Aquatics

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
2021 Budget	\$1,298,000	\$778,000	150%
2020 Forecast (a)	\$520,000	(\$714,975)	(58%)
2019 Actual	\$1,234,975	\$16,581	1.4%
2018 Actual*	\$1,218,394	\$40,466	3%
2017 Actual*	\$1,177,928	\$19,671	2%
2016 Actual*	\$1,158,257	(\$67,992)	(6%)
2015 Actual	\$1,226,249		

(a) The 2020 forecast represents a \$778,800 (60%) decrease from the 2020 budget of \$1,298,800. The reduction is due to the impacts of COVID-19.

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



2021 Pool Fees	2021 Aquatic Expenses	% of Expense Recovered
\$1,298,000	\$2,589,547	50.1%

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

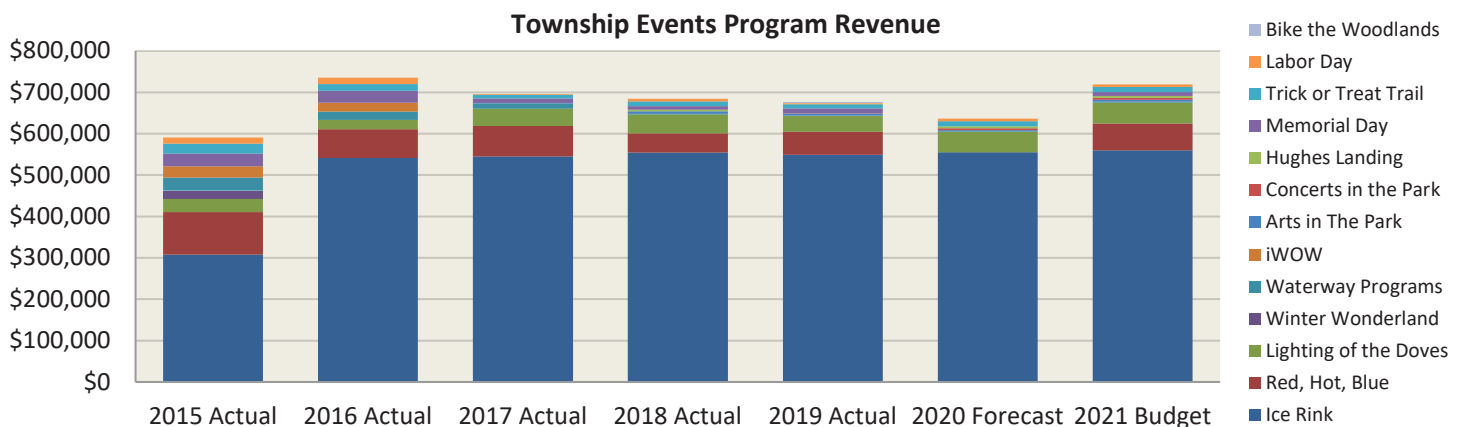
Township Events

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 \$718,900, most of which is collected in the fourth quarter of the year during the holiday season. Sponsorship income is projected at \$123,500 and event sales at \$595,400 as follows:

Event	Sponsorships	Sales	Total
Red, Hot & Blue Festival	\$40,000	\$25,000	\$65,000
Lighting of the Doves	25,000	25,000	50,000
Ice Rink	25,000	535,000	560,000
Waterway Square Programs	2,500	-	2,500
Arts in the Park	2,500	2,000	4,500
Concerts in the Park	5,000	-	5,000
Rock the Row Programs	4,500	-	4,500
Memorial Day	5,500	3,500	9,000
Trick or Treat Trail	7,500	4,900	12,400
Labor Day	6,000	-	6,000
Total	\$123,500	\$595,400	\$718,900

Total revenues generated by major community events for the period 2015 to 2021 are outlined below. The large increase in 2016 is related to revenue from the new ice rink facility.

Year	Revenue	\$ Change	% Change
2021 Budget	\$718,900	\$82,900	13%
2020 Forecast	\$636,000	(\$39,885)	(6%)
2019 Actual	\$675,885	(\$8,274)	(1.2%)
2018 Actual	\$684,159	(\$11,513)	(2%)
2017 Actual	\$695,672	(\$72,328)	(10%)
2016 Actual	\$735,327	144,462	24%
2015 Actual	\$590,865		



Revenue Sources



Program Revenues

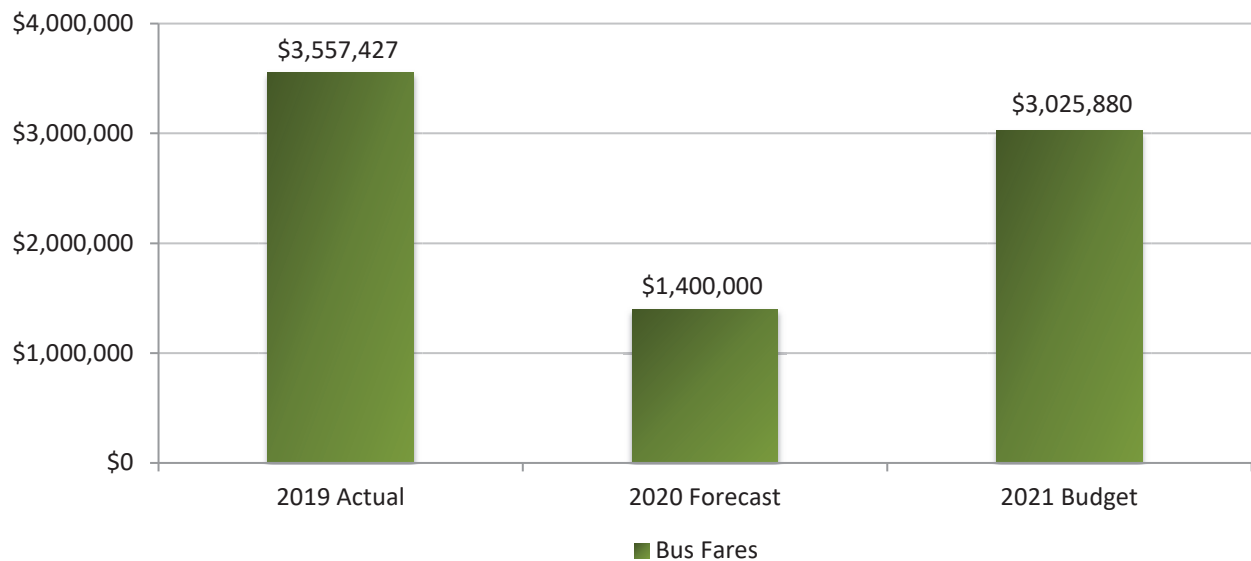
Transportation Fund – Bus Fares

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 \$3,025,880 (43%) of total revenue sources for the Park and Ride program in 2021. Bus fares are \$13 per round trip, and 232,760 round trips are projected for 2021. The impact of COVID-19 on 2020 fares is reflected in the forecast of \$1,400,000, which is a \$2,200,000 (61.1%) reduction from the budgeted amount of \$3,600,000. For 2021, the expansion of service to the Energy Corridor is expected to add \$425,880 in fare revenue to the base estimate of \$2,600,000 in bus fares.

	2019 Actual	2020 Budget	2020 Forecast	2021 Budget
Fares	\$3,557,427	\$3,600,000	\$1,400,000	\$3,025,880
Total	\$3,557,427	\$3,600,000	\$1,400,000	\$3,025,880

Bus Fare Revenue



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 2021, administrative fees total \$239,500 and consist of the following items:

	2020 Forecast	2021 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 29 delinquent accounts with a total balance due of \$69,791. 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 \$5,122,420 in federal and state grants budgeted for 2021, including \$2,187,732 provided by the CARES Act in response to COVID-19. These funds are allocated to the following programs:

Transportation Grants	
Park & Ride Service	\$3,931,464
Trolley Service	1,050,956
Transportation Planning	140,000
Total	\$5,122,420

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 2021 Budget includes \$132,500 for contributions made by the Montgomery County Emergency Communications District related to a communications program and a dispatcher incentive program.

Fire Department Grants	
PSAP Improvement Program	\$112,500
Dispatch Program	20,000
Total	\$132,500

Interest Income

Total projected interest income of \$877,445 includes interest on the General Fund (\$529,000), Convention & Visitors Bureau (\$500), Debt Service Fund cash balances (\$6,000) and interest earned on EDZ project priority payments (\$341,945). The average percentage yield for interest income on cash balances is projected at 0.54% for FY 2021. 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	\$529,000
CVB	500
Debt Service Fund	6,000
EDZ Project Payments	341,945
Total	\$877,445

Revenue Sources



Other Income

Contract Revenue

Total contract revenue for 2021 consists of the following:

Contract Revenue	
The Woodlands Fire Dept (a)	\$657,959
Shenandoah Fire Services (b)	879,734
Convention Center Lease	131,789
Environmental Services (c)	117,000
CVB Office Space (d)	69,350
CVB Contracted Staffing (d)	866,909
Covenant Delegation (e)	300,000
Town Center Maintenance (e)	300,000
Other	56,000
Total	\$3,378,741

- (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.
- (e) Agreement with the Woodlands Development Company to maintain certain Town Center areas and manage covenants.

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

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Township Fire Department Employees 6-3

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

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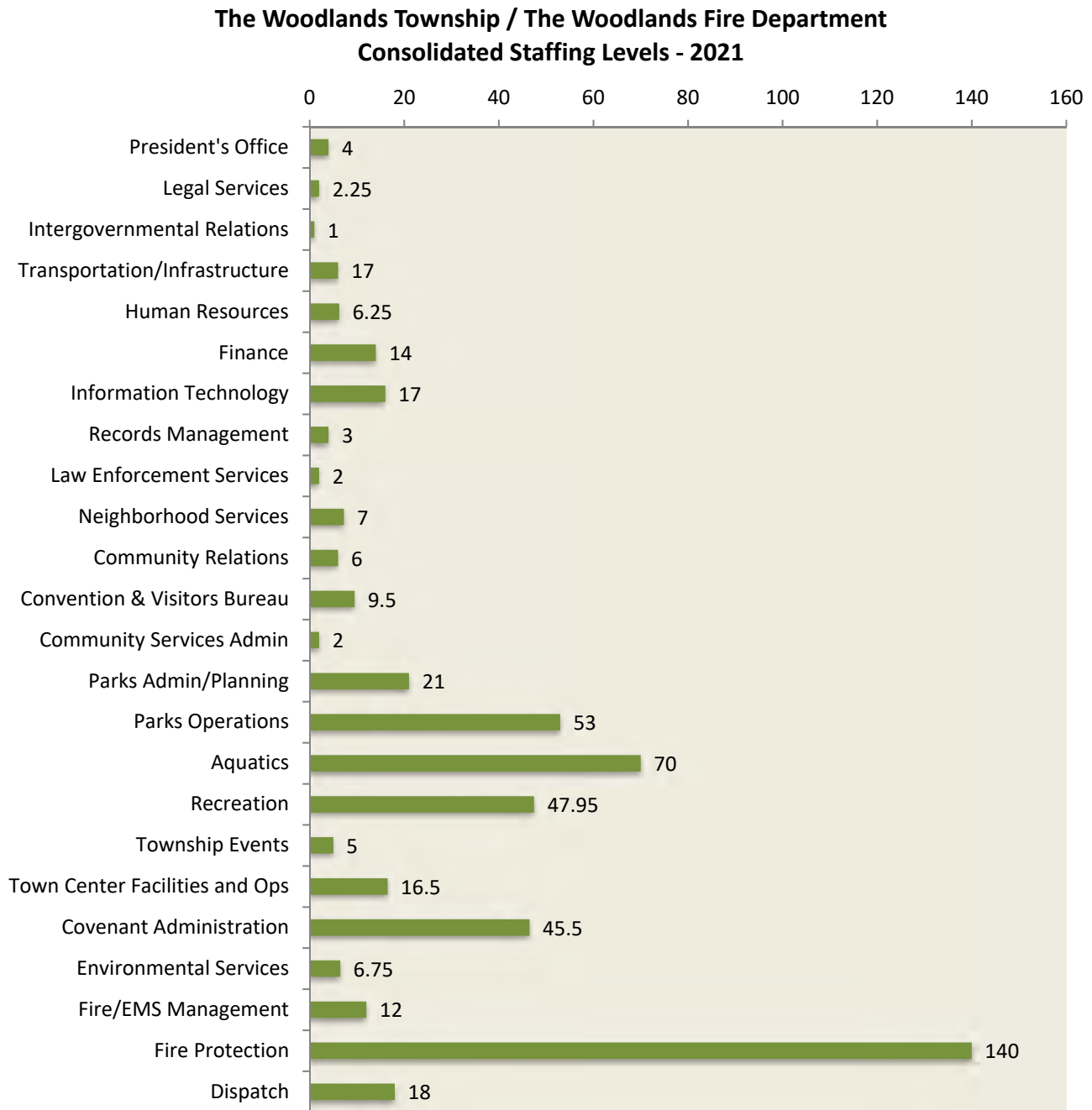
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Consolidated Staffing Levels

The 2021 Budget includes a total of 526.70 full-time equivalent (FTE) positions. The chart below illustrates staffing levels by department.





Personnel Budget Summary Salary and Benefit Expenses

Fire Department Employees	2020	2021	\$ Increase	% Increase
Current Employees	\$21,930,773	\$22,259,417	\$328,644	1.5%
New Staff Requests	n/a	\$0	\$0	0%
Total	\$21,930,773	\$22,259,417	\$328,644	1.5%
Benefits as % of Salaries	39%	37%		

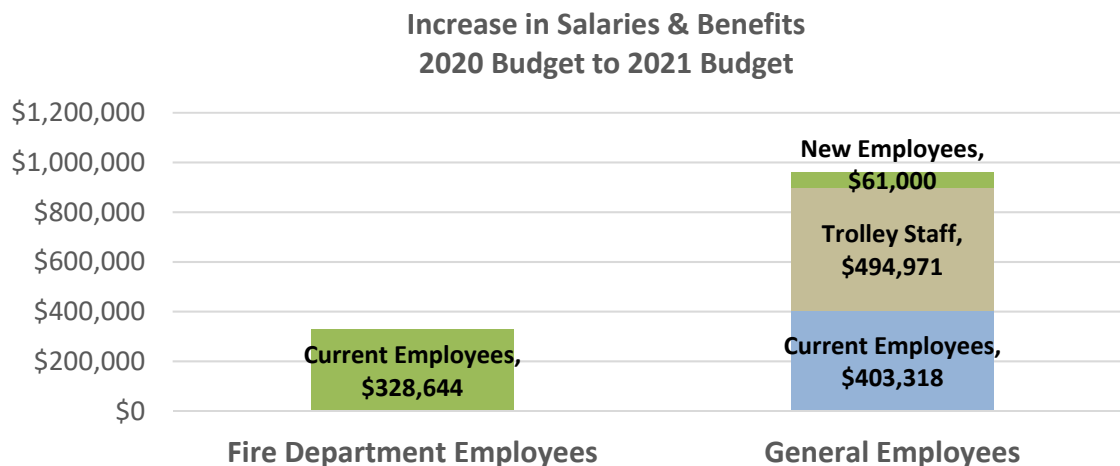
General Employees	2020	2021	\$ Increase	% Increase
Current Employees	\$21,653,945	\$22,552,234	\$898,289	4.1% (A)
New Staff Requests	n/a	\$61,000	\$61,000 (B)	100%
Total	\$21,653,945	\$22,613,234	\$959,289	4.4%
Benefits as % of Salaries	33%	32%		

(A) Salary and benefit costs associated with the transition of contracted trolley staff to Township employees total \$494,971, which are fully offset by a decrease in expenses for trolley contracted services. Exclusion of the new salary and benefit costs for trolley operations lowers the total annual increase to \$403,318, or 1.9%

(B) The total \$61,000 increase in salaries and benefits for new staff includes:

- \$25,000 for General Employees; and
- \$36,000 for the Recreation Division, which is funded by recreation program revenues.

Factoring in the offsetting funding sources, **the net increase for new staff positions is \$25,000.**





Staffing Levels – Fire Department Employees

The 2021 Staffing Plan for the Fire Department includes 170.0 full-time equivalent positions, which is unchanged from 2020 staffing levels.

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

Department	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	Budget 20-21 Change
Fire/EMS Management	12	12	12	12	0.00
Fire Protection	140	140	140	140	0.00
Dispatch	18	18	18	18	0.00
Total Fire Department	170	170	170	170	0.00

THE WOODLANDS TOWNSHIP
STAFF POSITIONS BY DEPARTMENT
FIRE DEPARTMENT EMPLOYEES

	2020 Budget	2020 Forecast	2021 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 Preparedness	1	1	1	
Battalion Chief - Training	1	1	1	
Lieutenant - Fire Prevention	1	1	1	
Senior Administrative Analyst	1	1	1	
Customer Service Representative	1	1	1	
Senior Administrative Assistant	1	1	1	
Fire Support Specialist - Part-time	1	1	1	
Fire Fleet 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	80	80	80	
Total Fire Protection	140	140	140	0.00
Dispatch				
Emergency Communications Manager	1	1	1	
Dispatch Shift Supervisor	4	4	4	
Dispatcher - Seasonal	13	13	13	
Total Dispatch	18	18	18	0.00
TOTAL FIRE DEPARTMENT	170	170	170	0.00

**The Woodlands Township
Salary & Benefits Summary
FIRE DEPARTMENT EMPLOYEES**

	<u>Actual 2019</u>	<u>Budget 2020</u>	<u>Forecast 2020</u>	<u>Budget 2021</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
FIRE AND EMS MANAGEMENT						
Salaries and Wages	1,080,562	1,162,480	1,162,480	1,193,694	31,214	2.7%
Overtime	14,845	24,000	18,000	18,000	(6,000)	-25.0%
Employee Benefits - FICA	81,128	87,747	87,747	91,001	3,254	3.7%
Employee Benefits - TEC	(693)	1,170	1,789	1,872	702	60.0%
Employee Benefits - Retirement	120,901	140,119	128,874	137,612	(2,507)	-1.8%
Employee Benefits - Insurance	166,705	181,712	168,992	194,513	12,801	7.0%
Employee Benefits - Workers Comp	4,347	10,722	7,827	8,891	(1,832)	-17.1%
	<u>1,467,795</u>	<u>1,607,950</u>	<u>1,575,709</u>	<u>1,645,583</u>	<u>37,632</u>	<u>2.3%</u>
FIRE PROTECTION						
Salaries and Wages	10,754,096	11,544,556	11,544,556	11,766,661	222,105	1.9%
Overtime	2,265,017	1,843,570	2,161,248	1,923,115	79,545	4.3%
Ride Up Pay	54,043	50,000	50,000	50,000	-	0.0%
Employee Benefits - FICA	952,788	1,023,190	1,043,667	1,051,093	27,903	2.7%
Employee Benefits - TEC	(7,187)	12,600	18,725	20,160	7,560	60.0%
Employee Benefits - Retirement	1,381,196	1,611,159	1,643,280	1,647,450	36,291	2.3%
Employee Benefits - Insurance	2,171,385	2,537,006	2,334,046	2,365,694	(171,312)	-6.8%
Employee Benefits - Workers Comp	54,585	137,621	82,573	96,758	(40,863)	-29.7%
	<u>17,625,921</u>	<u>18,759,702</u>	<u>18,878,094</u>	<u>18,920,931</u>	<u>161,229</u>	<u>0.9%</u>
DISPATCH						
Salaries and Wages	929,601	969,268	962,377	1,008,604	39,336	4.1%
Overtime	130,680	144,833	140,214	150,711	5,878	4.1%
Employee Benefits - FICA	76,217	85,229	84,119	88,688	3,459	4.1%
Employee Benefits - TEC	(647)	1,740	2,640	2,766	1,026	59.0%
Employee Benefits - Retirement	92,623	101,741	95,489	97,997	(3,744)	-3.7%
Employee Benefits - Insurance	237,570	258,768	238,318	244,137	(14,631)	-5.7%
Employee Benefits - Workers Comp	595	1,542	1,079	1,205	(337)	-21.8%
	<u>1,466,639</u>	<u>1,563,121</u>	<u>1,524,236</u>	<u>1,594,108</u>	<u>30,987</u>	<u>2.0%</u>
TOTAL SALARIES & BENEFITS:						
Salaries and Wages	12,764,258	13,676,304	13,669,413	13,968,959	292,655	2.1%
Overtime	2,464,584	2,062,403	2,369,462	2,141,826	79,423	3.9%
Employee Benefits - FICA	1,110,132	1,196,166	1,215,533	1,230,782	34,616	2.9%
Employee Benefits - TEC	(8,528)	15,510	23,154	24,798	9,288	59.9%
Employee Benefits - Retirement	1,594,720	1,853,019	1,867,643	1,883,059	30,040	1.6%
Employee Benefits - Insurance	2,575,661	2,977,486	2,741,356	2,804,344	(173,142)	-5.8%
Employee Benefits - Workers Comp	59,527	149,886	91,479	106,854	(43,032)	-28.7%
	<u>20,560,355</u>	<u>21,930,773</u>	<u>21,978,040</u>	<u>22,160,622</u>	<u>229,848</u>	<u>1.0%</u>
BENEFITS AS % OF SALARY & WAGES	35%	39%	37%	38%		
FTE's	170.0	170.0	170.0	170.0		
Avg Wage	89,581	92,581	94,346	94,769		
Avg Benefits	31,362	36,424	34,936	35,587		
Avg Total Compensation per FTE	<u>120,943</u>	<u>129,005</u>	<u>129,283</u>	<u>130,357</u>		

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Staffing Levels – General Employees

The 2021 Staffing Plan for General Employees includes an increase of 0.25 full time equivalent (FTE) positions: 0.25 for Legal Services; a reclass of 1.0 FTE from Records to a 1.0 FTE in Information Technology; a decrease 0.25 FTE in Neighborhood Services; and 0.25 FTE for Environmental Services.

The 2021 Staffing Plan also includes 0.50 FTE positions for Recreation, which is funded 100% by recreation program revenues.

Proposed departmental staffing levels are highlighted in the chart below.

The Woodlands Township - General Employees					
Summary of Departmental Staffing Levels					
(Full-Time Equivalents)					
Department	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	Budget 20-21 Change
President's Office	4	4	4	4	0.00
Legal Services	2	2	2	2.25	0.25
Legislative/Government Affairs	1	1	1	1	0.00
Transportation/Infrastructure	6	17	17	17	0.00
Human Resources	5.75	6.25	6.25	6.25	0.00
Finance	14	14	14	14	0.00
Information Technology	16	16	16	17	1.00
Records Management	4	4	4	3	(1.00)
Law Enforcement Services	2	2	2	2	0.00
Neighborhood Services	7.25	7.25	7.25	7	(0.25)
Community Relations	6	6	6	6	0.00
Convention & Visitors Bureau	8.5	9.5	9.5	9.5	0.00
Community Services Administration	2	2	2	2	0.00
Parks Admin/Planning	21	21	21	21	0.00
Parks Operations	50.5	51	51	51	0.00
Streetscape Operations	2	2	2	2	0.00
Aquatics	69	70	70	70	0.00
Recreation	45.95	47.45	47.45	47.95	0.50
Township Events	5	5	5	5	0.00
Town Center Facilities and Ops	16.5	16.5	16.5	16.5	0.00
Covenant Administration	45.5	45.5	45.5	45.5	0.00
Environmental Services	6.5	6.5	6.5	6.75	0.25
Total Township-General Employees	340.45	355.95	355.95	356.7	0.75

Personnel



2021 Staffing Requests/Changes

General Employees

Department	Position	FTEs
Legal Services	Intern	0.25
Information Technology	Enterprise Application Analyst	1.00
Records/Database	Records Specialist	-1.00
Neighborhood Services	Intern	-0.25
Environmental Services	Intern	0.25
Total		0.25

Salary and benefit costs for the staff additions listed above total \$25,000 and will be funded with general fund revenues.

Personnel



Recreation Employees

Department	Position	FTEs
Recreation	Boat House Specialist	1.00
Recreation	Boat House Aide	-0.50
Total		0.50

Salary and benefit costs of \$36,000 for the staff addition in the Recreation Department will be funded 100% by recreation program fees.

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THE WOODLANDS TOWNSHIP
STAFF POSITIONS BY DEPARTMENT
GENERAL EMPLOYEES

	2020 Budget	2020 Forecast	2021 Budget	Full Time Equivalents FTE Additions/(Reductions)
President's Office				
President	1	1	1	
Township Secretary/Asst. to the President	1	1	1	
Executive Assistant	2	2	2	
Total President's Office	4	4	4	0.00

Legal Services				
Township Attorney	1	1	1	
Legal Assistant	1	1	1	
Intern	0	0	0.25	0.25 FTE - Intern Seasonal
Total Legal Services	2	2	2.25	0.25

Transportation/Infrastructure				
Deputy Director of Community Services	1	1	1	
Senior Administrative Assistant	1	1	1	
Infrastructure Field Representative	2	2	2	
Financial Analyst	1	1	1	
Transit Operations Manager	1	1	1	
Total Transportation/Infrastructure	6	6	6	0.00

Transportation/Trolleys				
Trolley Supervisor	1	1	1	
Trolley Operator (F/T)	1	1	1	
Trolley Operator (P/T) (12 at 20hrs/wk each)	6	6	6	
Mechanic	2	2	2	
Shop Attendant	1	1	1	
Total Transportation/Infrastructure	11	11	11	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	
Senior Human Resources Generalist	2	2	2	
Human Resources Generalist	1	1	1	
Benefits Administrator	1	1	1	
Senior Administrative Assistant	1	1	1	
File Clerk	0.25	0.25	0.25	
Total Human Resources	6.25	6.25	6.25	0.00

THE WOODLANDS TOWNSHIP
STAFF POSITIONS BY DEPARTMENT
GENERAL EMPLOYEES

	2020 Budget	2020 Forecast	2021 Budget	Full Time Equivalents FTE Additions/(Reductions)
Finance				
Assistant General Manager	1	1	1	
Fiscal Services Manager	1	1	1	
Accounting Manager	1	1	1	
Purchasing Manager	1	1	1	
Financial Analyst	1	1	1	
Grant Administrator	1	1	1	
Senior Accountant	1	1	1	
Payroll Analyst	2	2	2	
Senior Purchasing Specialist	1	1	1	
Senior Accounts Payable Specialist	2	2	2	
Administrative Analyst	1	1	1	
Accounting and Public Information Analyst	1	1	1	
Total Finance	14	14	14	0.00
Information Technology				
Director of Information Technology	1	1	1	
Assistant Director of IT - Network	1	1	1	
Assistant Director of IT - Systems	1	1	1	
Systems Administrator	1	1	1	
Network Administrator	1	1	1	
Database Administrator	1	1	1	
GIS Manager	1	1	1	
Senior GIS Analyst	2	2	2	
Radio Supervisor	1	1	1	
Radio Analyst	1	1	1	
Help Desk Supervisor	1	1	1	
Senior Help Desk Analyst	1	1	1	
Help Desk Analyst	2	2	2	
Administrative Analyst	1	1	1	
Enterprise Application Analyst	0	0	1	1.00 FTE - Reclass Enterprise Application Analyst
Total Information Technology	16	16	17	1.00
Records Management				
Records Supervisor	1	1	1	
Records Specialist	3	3	2	(1.00) FTE - Reclass Records Specialist to IT
Total Records/Database Mgmt	4	4	3	(1.00)
Law Enforcement Services				
Director of Law Enforcement	1	1	1	
Senior Administrative Assistant	1	1	1	
Total Law Enforcement Svcs	2	2	2	0.00
Neighborhood Services				
Neighborhood Services Coordinator	3	3	3	
Neighborhood Services Specialist - Part-time	3	3	3	
Mail Clerk - Part-time	1	1	1	
Intern - Seasonal	0.25	0.25	0	(0.25) - Intern Seasonal
Total Neighborhood Services	7.25	7.25	7.0	(0.25)

THE WOODLANDS TOWNSHIP
STAFF POSITIONS BY DEPARTMENT
GENERAL EMPLOYEES

	2020 Budget	2020 Forecast	2021 Budget	Full Time Equivalents FTE Additions/(Reductions)
Community Relations				
Communications Manager	1	1	1	
Senior Administrative Assistant	1	1	1	
Senior Communications Specialist	2	2	2	
Communications Specialist	1	1	1	
Social Media Specialist	1	1	1	
Total Community Relations	6	6	6	0.00

CVB Staff Svcs				
Director of Communications/CVB President	1	1	1	
Assistant Director of the CVB	1	1	1	
Administrative Analyst	1	1	1	
Marketing Manager	1	1	1	
Sales Manager	1	1	1	
Marketing Specialist	1	1	1	
Administrative Assistant	0.5	0.5	0.5	
Tourism Specialist	1	1	1	
Sales Specialist	1	1	1	
Servicing Specialist	1	1	1	
Total CVB	9.5	9.5	9.5	0.00

Community Services Admin				
Asst General Manager - Community Services	1	1	1	
Administrative Analyst	1	1	1	
Total Community Svcs Admin	2	2	2	0.00

Parks Administration				
Director of Parks and Recreation	1	1	1	
Assistant Director of Parks and Recreation	2	2	2	
Senior Administrative Assistant	2	2	2	
Receptionist	2	2	2	
Senior Customer Service Representative	1	1	1	
Customer Service Representative	3	3	3	
Total Parks Administration	11	11	11	0.00

Parks Planning				
Parks Project Manager	1	1	1	
Parks Project Specialist	1	1	1	
Park Supervisor - Construction	1	1	1	
Foreman Construction	1	1	1	
Senior Parks Technician - Construction	3	3	3	
Parks Technician - Construction	3	3	3	
Total Parks Planning	10	10	10	0.00

THE WOODLANDS TOWNSHIP
STAFF POSITIONS BY DEPARTMENT
GENERAL EMPLOYEES

	2020 Budget	2020 Forecast	2021 Budget	Full Time Equivalents FTE Additions/(Reductions)
Park Operations				
Park Superintendent	1	1	1	
Park Supervisor	2	2	2	
Park Ranger Superintendent	0	0	0	
Park Ranger Supervisor	1	1	1	
Lead Park Ranger	1	1	1	
Foreman	5	5	5	
Parks Technician III	1	1	1	
Parks Technician II	10	10	10	
Parks Technician I	13	13	13	
Irrigation Foreman	1	1	1	
Facilities Technician I	2	2	2	
Part-time Park Ranger (.50)	10	10	10	
Facility Maintenance Engineer	1	1	1	
Program Specialist (Cul-de-sac)	0.5	0.5	0.5	
Pool Technician	1	1	1	
Irrigation Technician	1	1	1	
Program Specialist - Trails	0.5	0.5	0.5	
Total Park Operations	51	51	51	0.00
Streetscape Operations				
Streetscape Superintendent	1	1	1	
Streetscape Administrative Assistant	1	1	1	
Total Streetscape Operations	2	2	2	0.00
Aquatics				
Aquatics Superintendent	1	1	1	
Aquatics Supervisor	1	1	1	
Lifeguard Coordinator	1	1	1	
Foreman - Pool Technician	1	1	1	
Pool Technician	4	4	4	
Administrative Assistant	0.5	0.5	0.5	
Lifeguard - Seasonal	60.5	60.5	60.5	
Recreation Aide - Seasonal	1	1	1	
Total Aquatics	70	70	70	0.00

THE WOODLANDS TOWNSHIP
STAFF POSITIONS BY DEPARTMENT
GENERAL EMPLOYEES

	2020 Budget	2020 Forecast	2021 Budget	Full Time Equivalents FTE Additions/(Reductions)
Recreation				
Recreation Superintendent	1	1	1	
Senior Administrative Assistant	1	1	1	
Recreation Center Supervisor - Bear Branch	1	1	1	
Recreation Program Coordinator - Bear Branch	3	3	3	
Recreation Specialist - Bear Branch	2.5	2.5	2.5	
Recreation Aide - Bear Branch	1	1	1	
Recreation Center Assistant - Bear Branch	2.5	2.5	2.5	
Camp Leader (Seasonal) - Bear Branch	0.5	0.5	0.5	
Camp Counselor (Seasonal) - Bear Branch	2	2	2	
Recreation Coordinator - Boat House	1	1	1	
Recreation Aide - Boat House	3.75	3.75	3.25	(0.50) FTE - Reclass Recreation Aide - Boat House
Recreation Specialist - Boat House	0	0	1	1.0 - Reclass 0.50 - Recreation Specialist Boat House
Recreation Program Specialist - Aquatics	0	0	0	
Recreation Program Coordinator - Aquatics	1	1	1	
Swim Team Recreation Specialist	1.2	1.2	1.2	
Learn to Swim Coordinator (Seasonal)	0.25	0.25	0.25	
Water Safety Instructor (Seasonal)	3.5	3.5	3.5	
Swim Coach (Seasonal)	2	2	2	
Recreation Center Supervisor - Rob Fleming	1	1	1	
Recreation Program Coordinator - Rob Fleming	2	2	2	
Recreation Specialist - Rob Fleming	1	1	1	
Recreation Aide - Rob Fleming	1.5	1.5	1.5	
Recreation Center Assistant - Rob Fleming	2	2	2	
Camp Counselor (Seasonal) - Rob Fleming	3.75	3.75	3.75	
Adventure Course Coordinator	1	1	1	
Adventure Course Specialist	1	1	1	
Adventure Course Recreation Aide	6	6	6	
Adventure Course Recreation Aide (Seasonal)	1	1	1	
Total Recreation	47.45	47.45	47.95	0.50
Town Center Facilities & Operations				
Town Center Superintendent	1	1	1	
Town Center Ranger Supervisor	1	1	1	
Pool Technician	1	1	1	
Senior Administrative Assistant	1	1	1	
Lead Town Center Ranger	2	2	2	
Town Center Ranger - Part-time	10.5	10.5	10.5	
Total Town Center	16.5	16.5	16.5	0.00
Township Events				
Special Events 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

	2020 Budget	2020 Forecast	2021 Budget	Full Time Equivalents FTE Additions/(Reductions)
Covenant Administration				
Director of Covenant Administration	1	1	1	
Covenant Administration Manager	2	2	2	
Covenant Administration Supervisor	7	7	7	
Property Revitalization Specialist	1	1	1	
Covenant Administration Specialist	7	7	7	
Covenant Compliance Analyst	3	3	3	
Covenant Administrative Analyst	4	4	4	
Plan Review Specialist	0.5	0.5	0.5	
Administrative Assistant	0.5	0.5	0.5	
Application Specialist	3.5	3.5	3.5	
Senior Covenant Compliance Officer	1	1	1	
Covenant Compliance Officer - Part-time	15	15	15	
Total Covenant Administration	45.5	45.5	45.5	0.00
Environmental Services				
Environmental Services Manager	1	1	1	
Senior Environmental Education Specialist	1	1	1	
Environmental Education Specialist	3.5	3.5	3.5	
Interns - Seasonal	1	1	1.25	0.25 FTE - Intern Seasonal
Total Environmental Svcs	6.5	6.5	6.75	0.25
TOTAL TOWNSHIP GENERAL EMPLOYEES	355.95	355.95	356.7	0.75

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

	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
PRESIDENT'S OFFICE						
Salaries and Wages	531,465	536,672	612,100	547,884	11,212	2.1%
Overtime	-	-	-	-	-	-
Employee Benefits - FICA	28,387	30,375	30,375	32,029	1,654	5.4%
Employee Benefits - TEC	(402)	360	548	576	216	60.0%
Employee Benefits - Retirement	69,067	61,549	76,149	72,591	11,042	17.9%
Employee Benefits - Insurance	62,114	68,039	71,437	78,335	10,296	15.1%
Employee Benefits - Workers Comp	281	699	489	544	(155)	-22.2%
	690,913	697,694	791,098	731,959	34,265	4.9%
LEGAL SERVICES						
Salaries and Wages	211,843	226,411	210,737	235,516	9,105	4.0%
Overtime	289	3,000	800	1,200	(1,800)	-60.0%
Employee Benefits - FICA	13,438	14,864	13,368	15,766	902	6.1%
Employee Benefits - TEC	7	180	274	288	108	60.0%
Employee Benefits - Retirement	24,140	27,484	24,930	26,095	(1,389)	-5.1%
Employee Benefits - Insurance	17,231	18,498	17,257	17,462	(1,036)	-5.6%
Employee Benefits - Workers Comp	134	323	226	251	(72)	-22.3%
	267,082	290,760	267,592	296,578	5,818	2.0%
TRANSPORTATION						
Salaries and Wages	363,407	440,479	420,685	432,908	(7,571)	-1.7%
Overtime	3,002	3,000	3,000	3,000	-	0.0%
Employee Benefits - FICA	27,179	33,926	32,412	33,347	(579)	-1.7%
Employee Benefits - TEC	(285)	540	802	864	324	60.0%
Employee Benefits - Retirement	36,021	48,500	39,650	40,987	(7,513)	-15.5%
Employee Benefits - Insurance	55,979	67,837	60,240	62,312	(5,525)	-8.1%
Employee Benefits - Workers Comp	259	638	447	489	(149)	-23.4%
	485,562	594,920	557,236	573,907	(21,013)	-3.5%
LEGISLATIVE AND GOVERNMENTAL AFFAIRS						
Salaries and Wages	99,719	101,764	101,764	104,054	2,290	2.3%
Overtime	-	-	-	-	-	-
Employee Benefits - FICA	7,133	7,785	7,785	7,960	175	2.2%
Employee Benefits - TEC	(60)	90	150	144	54	60.0%
Employee Benefits - Retirement	13,792	13,568	13,568	13,874	306	2.3%
Employee Benefits - Insurance	21,412	24,181	22,247	24,222	41	0.2%
Employee Benefits - Workers Comp	57	146	102	113	(33)	-22.8%
	142,053	147,534	145,616	150,367	2,833	1.9%
HUMAN RESOURCES						
Salaries and Wages	413,922	451,803	451,803	465,958	14,155	3.1%
Overtime	152	700	700	700	-	0.0%
Employee Benefits - FICA	28,452	33,038	33,038	34,486	1,448	4.4%
Employee Benefits - TEC	(225)	620	1,030	995	375	60.5%
Employee Benefits - Retirement	50,245	56,388	56,388	61,443	5,055	9.0%
Employee Benefits - Insurance	66,094	77,071	72,905	76,940	(131)	-0.2%
Employee Benefits - Workers Comp	243	645	452	501	(144)	-22.3%
	558,884	620,265	616,316	641,023	20,758	3.3%
FINANCE						
Salaries and Wages	1,034,889	1,093,993	1,093,993	1,129,241	35,248	3.2%
Overtime	3,151	5,000	3,500	3,500	(1,500)	-30.0%
Employee Benefits - FICA	72,892	80,503	80,503	83,408	2,905	3.6%
Employee Benefits - TEC	(594)	1,260	1,874	2,016	756	60.0%
Employee Benefits - Retirement	120,519	136,971	132,577	137,584	613	0.4%
Employee Benefits - Insurance	162,727	179,961	166,464	167,348	(12,613)	-7.0%
Employee Benefits - Workers Comp	631	1,576	1,103	1,223	(353)	-22.4%
	1,394,216	1,499,264	1,480,014	1,524,320	25,056	1.7%
INFORMATION TECHNOLOGY						
Salaries and Wages	1,144,152	1,245,527	1,223,220	1,339,729	94,202	7.6%
Overtime	21,313	22,000	22,000	22,000	-	0.0%
Employee Benefits - FICA	85,053	95,667	90,873	103,242	7,575	7.9%
Employee Benefits - TEC	(632)	1,440	2,158	2,448	1,008	70.0%
Employee Benefits - Retirement	121,919	134,132	127,437	138,402	4,270	3.2%
Employee Benefits - Insurance	184,921	201,639	181,475	222,078	20,439	10.1%
Employee Benefits - Workers Comp	734	1,826	1,278	1,457	(369)	-20.2%
	1,557,459	1,702,231	1,648,441	1,829,356	127,125	7.5%

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

	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
RECORDS/PROPERTY DATA MANAGEMENT						
Salaries and Wages	149,710	200,075	157,075	160,362	(39,713)	-19.8%
Overtime	2,813	3,000	2,400	3,000	-	0.0%
Employee Benefits - FICA	10,785	15,535	12,200	12,497	(3,038)	-19.6%
Employee Benefits - TEC	(84)	360	600	432	72	20.0%
Employee Benefits - Retirement	15,049	16,633	15,458	11,270	(5,363)	-32.2%
Employee Benefits - Insurance	48,459	41,907	35,151	33,175	(8,732)	-20.8%
Employee Benefits - Workers Comp	119	295	207	179	(116)	-39.4%
	<u>226,850</u>	<u>277,805</u>	<u>223,091</u>	<u>220,915</u>	<u>(56,890)</u>	<u>-20.5%</u>
LAW ENFORCEMENT SERVICES						
Salaries and Wages	151,848	154,889	158,215	162,416	7,527	4.9%
Overtime	1,924	1,200	1,200	1,200	-	0.0%
Employee Benefits - FICA	10,681	11,941	12,195	12,517	576	4.8%
Employee Benefits - TEC	(35)	180	269	288	108	60.0%
Employee Benefits - Retirement	18,519	18,693	19,342	20,800	2,107	11.3%
Employee Benefits - Insurance	23,003	25,241	23,474	23,575	(1,666)	-6.6%
Employee Benefits - Workers Comp	90	225	158	178	(47)	-20.8%
	<u>206,030</u>	<u>212,369</u>	<u>214,853</u>	<u>220,974</u>	<u>8,605</u>	<u>4.1%</u>
NEIGHBORHOOD SERVICES						
Salaries and Wages	333,514	345,406	335,258	341,659	(3,747)	-1.1%
Overtime	2,574	2,800	2,600	2,600	(200)	-7.1%
Employee Benefits - FICA	24,230	26,638	25,831	26,336	(302)	-1.1%
Employee Benefits - TEC	(157)	896	1,168	1,296	400	44.6%
Employee Benefits - Retirement	41,601	41,714	41,714	42,294	580	1.4%
Employee Benefits - Insurance	66,573	65,488	62,214	71,358	5,870	9.0%
Employee Benefits - Workers Comp	199	502	351	374	(128)	-25.4%
	<u>468,534</u>	<u>483,444</u>	<u>469,136</u>	<u>485,917</u>	<u>2,473</u>	<u>0.5%</u>
PARKS & RECREATION ADMIN/PLANNING						
Salaries and Wages	1,060,541	1,094,658	1,071,400	1,134,072	39,414	3.6%
Overtime	18,641	30,000	20,650	22,000	(8,000)	-26.7%
Employee Benefits - FICA	77,537	85,410	83,542	87,773	2,363	2.8%
Employee Benefits - TEC	(581)	1,980	3,010	3,168	1,188	60.0%
Employee Benefits - Retirement	117,910	125,144	125,144	128,406	3,262	2.6%
Employee Benefits - Insurance	276,200	276,691	263,411	281,148	4,457	1.6%
Employee Benefits - Workers Comp	3,015	7,544	4,904	5,818	(1,726)	-22.9%
	<u>1,553,263</u>	<u>1,621,427</u>	<u>1,572,061</u>	<u>1,662,385</u>	<u>40,958</u>	<u>2.5%</u>
PARKS AND PATHWAY OPERATIONS						
Salaries and Wages	2,096,290	2,122,506	2,122,506	2,220,332	97,826	4.6%
Overtime	105,484	90,000	90,000	90,000	-	0.0%
Employee Benefits - FICA	159,865	169,257	169,257	176,740	7,483	4.4%
Employee Benefits - TEC	(958)	5,580	9,000	8,928	3,348	60.0%
Employee Benefits - Retirement	219,357	206,304	206,304	213,012	6,708	3.3%
Employee Benefits - Insurance	403,638	532,625	461,363	482,760	(49,865)	-9.4%
Employee Benefits - Workers Comp	15,267	37,634	26,344	29,598	(8,036)	-21.4%
	<u>2,998,942</u>	<u>3,163,906</u>	<u>3,084,773</u>	<u>3,221,370</u>	<u>57,464</u>	<u>1.8%</u>
AQUATICS						
Salaries and Wages	1,355,391	1,583,532	904,102	1,584,907	1,375	0.1%
Overtime	12,011	16,000	9,000	13,000	(3,000)	-18.8%
Employee Benefits - FICA	103,069	122,364	69,852	122,240	(124)	-0.1%
Employee Benefits - TEC	839	2,601	2,576	4,161	1,560	60.0%
Employee Benefits - Retirement	18,914	24,167	24,167	24,957	790	3.3%
Employee Benefits - Insurance	70,025	90,211	81,190	81,372	(8,839)	-9.8%
Employee Benefits - Workers Comp	7,882	21,529	9,859	17,307	(4,222)	-19.6%
	<u>1,568,130</u>	<u>1,860,404</u>	<u>1,100,746</u>	<u>1,847,944</u>	<u>(12,460)</u>	<u>-0.7%</u>
RECREATION						
Salaries and Wages	1,506,393	1,562,096	1,249,677	1,607,907	45,811	2.9%
Overtime	37,261	22,000	22,000	22,000	-	0.0%
Employee Benefits - FICA	113,934	121,183	97,283	124,688	3,505	2.9%
Employee Benefits - TEC	62	5,793	6,373	8,612	2,819	48.7%
Employee Benefits - Retirement	41,663	45,618	40,494	58,553	12,935	28.4%
Employee Benefits - Insurance	140,116	226,699	204,029	229,066	2,367	1.0%
Employee Benefits - Workers Comp	6,615	16,831	11,782	13,904	(2,927)	-17.4%
	<u>1,846,044</u>	<u>2,000,220</u>	<u>1,631,638</u>	<u>2,064,730</u>	<u>64,510</u>	<u>3.2%</u>

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

	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
TOWN CENTER FACILITIES AND OPERATIONS						
Salaries and Wages	736,536	695,097	695,097	709,468	14,371	2.1%
Overtime	11,503	12,000	9,000	12,000	-	0.0%
Employee Benefits - FICA	54,994	54,093	53,863	55,193	1,100	2.0%
Employee Benefits - TEC	(256)	2,430	3,734	3,888	1,458	60.0%
Employee Benefits - FUTA	-	-	-	-	-	-
Employee Benefits - Retirement	64,616	52,345	55,345	56,540	4,195	8.0%
Employee Benefits - Insurance	102,569	96,243	92,312	93,491	(2,752)	-2.9%
Employee Benefits - Workers Comp	4,687	11,694	8,186	8,470	(3,224)	-27.6%
	<u>974,648</u>	<u>923,902</u>	<u>917,537</u>	<u>939,050</u>	<u>15,148</u>	<u>1.6%</u>
TOWNSHIP EVENTS						
Salaries and Wages	228,009	256,559	251,400	257,350	791	0.3%
Overtime	13,155	12,400	10,800	12,400	-	0.0%
Employee Benefits - FICA	17,722	20,575	20,058	20,636	61	0.3%
Employee Benefits - TEC	(145)	450	685	720	270	60.0%
Employee Benefits - FUTA	-	-	-	-	-	-
Employee Benefits - Retirement	21,166	24,698	18,698	16,417	(8,281)	-33.5%
Employee Benefits - Insurance	45,353	42,821	42,821	66,496	23,675	55.3%
Employee Benefits - Workers Comp	159	387	310	341	(46)	-11.9%
	<u>325,419</u>	<u>357,890</u>	<u>344,772</u>	<u>374,360</u>	<u>16,470</u>	<u>4.6%</u>
COMMUNITY SERVICES ADMINISTRATION						
Salaries and Wages	230,013	232,353	232,353	238,980	6,627	2.9%
Overtime	496	500	500	500	-	0.0%
Employee Benefits - FICA	14,374	14,235	14,235	14,972	737	5.2%
Employee Benefits - TEC	(139)	180	246	288	108	60.0%
Employee Benefits - Retirement	29,912	31,675	31,675	32,581	906	2.9%
Employee Benefits - Insurance	22,194	26,261	24,160	24,266	(1,995)	-7.6%
Employee Benefits - Workers Comp	130	326	228	253	(73)	-22.5%
	<u>296,980</u>	<u>305,530</u>	<u>303,397</u>	<u>311,840</u>	<u>6,310</u>	<u>2.1%</u>
COVENANT ADMINISTRATION						
Salaries and Wages	2,076,709	2,157,596	2,137,596	2,239,191	81,595	3.8%
Overtime	24,238	21,000	18,000	21,000	-	0.0%
Employee Benefits - FICA	155,485	166,663	164,903	172,905	6,242	3.7%
Employee Benefits - TEC	(920)	5,670	8,665	9,072	3,402	60.0%
Employee Benefits - Retirement	208,049	205,932	208,932	214,571	8,639	4.2%
Employee Benefits - Insurance	257,577	291,447	267,302	292,998	1,551	0.5%
Employee Benefits - Workers Comp	1,250	3,120	2,184	2,445	(675)	-21.6%
	<u>2,722,388</u>	<u>2,851,428</u>	<u>2,807,582</u>	<u>2,952,182</u>	<u>100,754</u>	<u>3.5%</u>
ENVIRONMENTAL SERVICES						
Salaries and Wages	324,504	330,467	328,455	347,144	16,677	5.0%
Overtime	14,743	10,500	14,500	10,200	(300)	-2.9%
Employee Benefits - FICA	25,128	26,084	26,236	27,337	1,253	4.8%
Employee Benefits - TEC	(127)	720	1,060	1,256	536	74.4%
Employee Benefits - Retirement	30,048	36,004	34,218	31,219	(4,785)	-13.3%
Employee Benefits - Insurance	37,703	42,683	39,268	39,982	(2,701)	-6.3%
Employee Benefits - Workers Comp	185	491	319	365	(126)	-25.7%
	<u>432,184</u>	<u>446,949</u>	<u>444,057</u>	<u>457,503</u>	<u>10,554</u>	<u>2.4%</u>
STREETSCAPE OPERATIONS						
Salaries and Wages	-	103,428	103,428	111,263	7,835	7.6%
Overtime	-	-	-	-	-	-
Employee Benefits - FICA	-	7,912	7,912	8,512	600	7.6%
Employee Benefits - TEC	-	180	230	288	108	60.0%
Employee Benefits - Retirement	-	12,411	14,411	15,577	3,166	25.5%
Employee Benefits - Insurance	-	17,204	16,220	16,764	(440)	-2.6%
Employee Benefits - Workers Comp	-	1,827	1,096	1,115	(712)	-39.0%
	<u>-</u>	<u>142,962</u>	<u>143,297</u>	<u>153,519</u>	<u>10,557</u>	<u>7.4%</u>
COMMUNITY RELATIONS						
Salaries and Wages	420,826	433,901	433,901	446,986	13,085	3.0%
Overtime	2,195	2,000	3,200	2,000	-	0.0%
Employee Benefits - FICA	30,012	29,938	30,046	30,863	925	3.1%
Employee Benefits - TEC	(186)	540	792	864	324	60.0%
Employee Benefits - Retirement	45,888	49,197	49,197	51,034	1,837	3.7%
Employee Benefits - Insurance	26,006	51,707	47,570	58,926	7,219	14.0%
Employee Benefits - Workers Comp	244	622	435	482	(140)	-22.5%
	<u>524,986</u>	<u>567,905</u>	<u>565,142</u>	<u>591,155</u>	<u>23,250</u>	<u>4.1%</u>
CVB STAFF SERVICES						
Salaries and Wages	565,320	625,310	602,272	636,396	11,086	1.8%
Overtime	12,390	8,000	8,000	8,000	-	0.0%
Employee Benefits - FICA	38,657	47,687	46,686	49,081	1,394	2.9%
Employee Benefits - TEC	(341)	900	1,311	1,440	540	60.0%
Employee Benefits - Retirement	56,583	65,433	60,674	64,485	(948)	-1.4%
Employee Benefits - Insurance	71,463	136,903	104,903	106,815	(30,088)	-22.0%

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

	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
Employee Benefits - Workers Comp	328	903	560	692	(211)	-23.4%
	744,399	885,136	824,406	866,909	(18,227)	-2.1%
TROLLEYS						
Salaries and Wages	-	-	203,257	404,344	404,344	
Overtime	-	-	-	-	-	
Employee Benefits - FICA	-	-	15,549	30,932	30,932	
Employee Benefits - TEC	-	-	1,224	2,448	2,448	
Employee Benefits - FUTA	-	-	-	-	-	
Employee Benefits - Retirement	-	-	9,843	19,580	19,580	
Employee Benefits - Insurance	-	-	16,834	33,656	33,656	
Employee Benefits - Workers Comp	-	-	2,520	4,011	4,011	
	-	-	249,227	494,971	494,971	
TOTAL SALARIES & BENEFITS: (Including Trolleys)						
Salaries and Wages	15,035,001	15,994,522	15,100,294	16,858,067	863,545	5.4%
Overtime	287,334	265,100	241,850	250,300	(14,800)	-5.6%
Employee Benefits - FICA	1,099,007	1,215,673	1,138,002	1,283,460	67,787	5.6%
Employee Benefits - TEC	(5,218)	32,950	47,779	54,480	21,530	65.3%
Employee Benefits - FUTA	-	-	-	-	-	
Employee Benefits - Retirement	1,364,979	1,434,560	1,426,315	1,492,272	57,712	4.0%
Employee Benefits - Insurance	2,161,356	2,601,357	2,374,247	2,584,545	(16,812)	-0.6%
Employee Benefits - Workers Comp	42,509	109,783	73,539	90,110	(19,673)	-17.9%
	19,984,968	21,653,945	20,402,026	22,613,234	959,289	4.4%
BENEFITS AS % OF SALARY & WAGES	30%	33%	33%	32%		
TOTAL SALARIES & BENEFITS: (Excluding Trolleys)						
Salaries and Wages	15,035,001	15,994,522	14,897,037	16,453,723	459,201	2.9%
Overtime	287,334	265,100	241,850	250,300	(14,800)	-5.6%
Employee Benefits - FICA	1,099,007	1,215,673	1,122,453	1,252,528	36,855	3.0%
Employee Benefits - TEC	(5,218)	32,950	46,555	52,032	19,082	57.9%
Employee Benefits - FUTA	-	-	-	-	-	
Employee Benefits - Retirement	1,364,979	1,434,560	1,416,472	1,472,692	38,132	2.7%
Employee Benefits - Insurance	2,161,356	2,601,357	2,357,413	2,550,889	(50,468)	-1.9%
Employee Benefits - Workers Comp	42,509	109,783	71,019	86,099	(23,684)	-21.6%
	19,984,968	21,653,945	20,152,799	22,118,263	464,318	2.1%
BENEFITS AS % OF SALARY & WAGES	30%	33%	33%	32%		
FTE's	340.45	344.95	355.95	355.95		
Avg Wage	45,006	47,136	43,102	48,064		
Avg Benefits	13,695	15,638	14,215	15,465		
Avg Total Compensation per FTE	58,702	62,774	57,317	63,529		

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

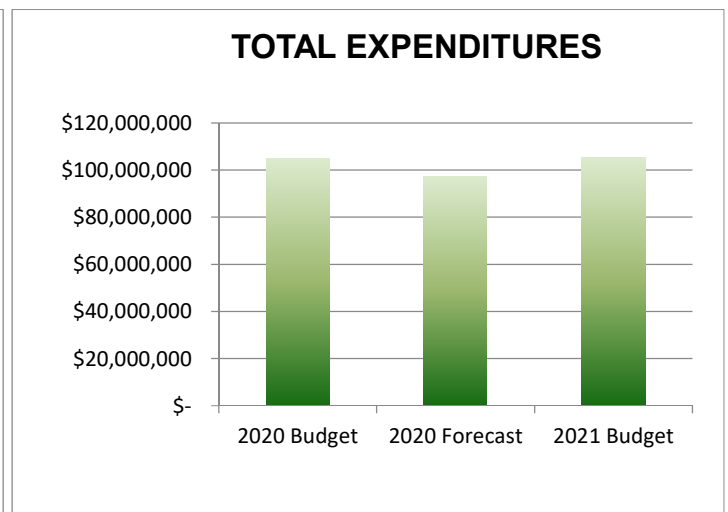
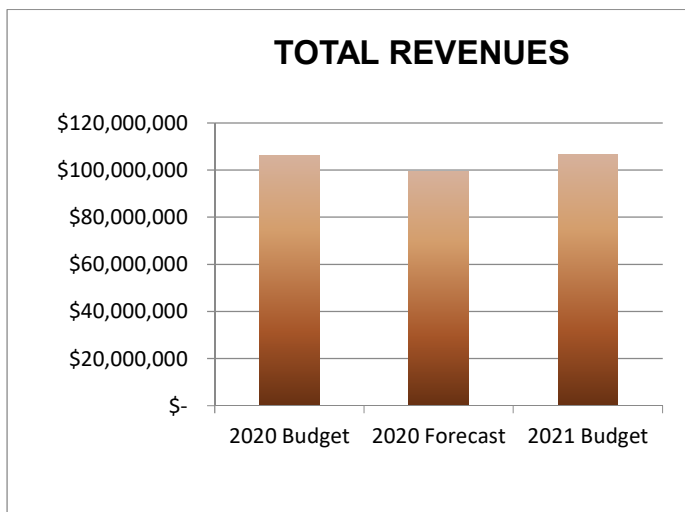
General Fund Budget Overview

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 Fund.

	2020 Budget	2020 Forecast	2021 Budget	\$ Inc/(Dec)	% Inc/(Dec)
TOTAL REVENUES (A)	106,086,816	99,221,829	106,778,908	\$692,093	0.7%
OPERATING EXPENDITURES (B)	97,836,341	93,157,295	98,382,510	546,169	0.6%
TRANSFERS	7,086,621	4,264,789	7,100,132	13,511	0.2%
REVENUES OVER/(UNDER) EXPENDITURES	\$1,163,854	\$1,799,746	\$1,296,266	\$132,412	-11.4%
BEGINNING FUND BALANCE	27,213,738	27,213,738	29,013,483	1,799,746	6.6%
ENDING FUND BALANCE	\$28,377,592	\$29,013,483	\$30,309,750	\$1,932,158	6.8%

(A) The \$0.7 million increase in revenues is due primarily to a \$0.6 million increase in contracted revenue from agreements with The Woodlands Development Company related to the Comprehensive Community Services Agreement. Additionally, property tax income is increasing by \$0.5 million due to higher property valuations and new properties. Offsetting these increases is a reduction in interest income of \$0.4 million due to lower investment interest rates and events admission tax due to subdued estimates for events. Sales tax revenues for 2021 are projected at the same level as the 2020 budget. For details regarding the Township's revenues, please reference the *Revenue Sources* section of this budget document.

(B) The \$546,169 increase in operating expenditures is due primarily to: (1) a \$370,600 increase in solid waste costs per new contract terms; (2) a \$336,244 increase in the Fire Department due to higher costs for staff and facilities maintenance; (3) a \$98,659 increase in contracted law enforcement. Partially offsetting these increases is a reduction in Streetlighting of (\$170,000) due to revised rate estimates; reductions in Parks and Recreation of (\$52,711) due to reduced contracted services; and savings in other departments totaling (\$36,623). Please reference the *Budget Overview* section of this budget document for a summary of increases and decreases in budgeted expenditures and the *Department Profiles* section for details regarding departmental responsibilities and expenditures.



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

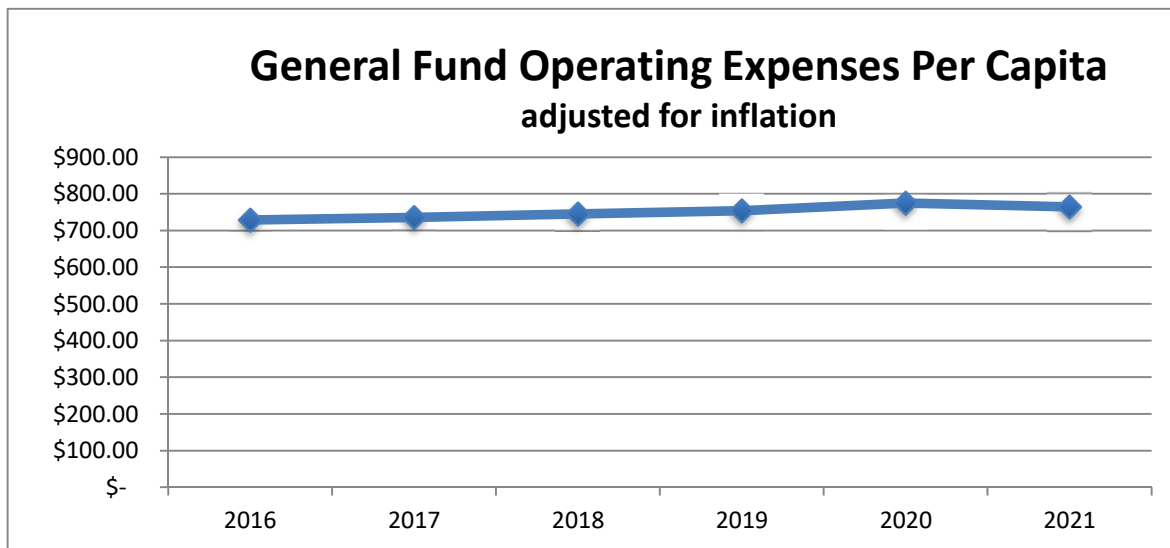
	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	\$ Inc/(Dec)	% Inc/(Dec)
REVENUES						
Tax Revenue						
Property Tax	\$ 42,318,783	\$ 42,644,663	\$ 42,744,663	\$ 43,165,265	\$ 520,602	1.2%
Sales and Use Tax	27,927,632	27,524,077	24,441,380	27,524,077	-	0.0%
EDZ Sales and Use Tax	24,974,611	23,844,030	21,173,499	23,844,030	-	0.0%
Event Admissions Tax	1,335,193	1,438,886	689,308	1,401,950	(36,936)	-3%
	96,556,219	95,451,656	89,048,850	95,935,322	483,666	0.5%
Other Sources						
Program Revenues	6,085,672	6,174,332	3,320,464	6,221,900	47,568	0.8%
Administrative Fees	319,942	239,500	239,500	239,500	-	0.0%
Grants and Contributions	259,261	130,500	130,500	132,500	2,000	
Interest Income	1,539,429	1,302,025	925,025	870,945	(431,080)	-33.1%
Other Income	2,842,266	2,788,802	5,557,490	3,378,741	589,939	21.2%
TOTAL REVENUES	107,602,789	106,086,816	99,221,829	106,778,908	692,093	0.7%
OPERATING EXPENDITURES						
General Government						
Board of Directors	36,127	51,100	51,700	51,100	-	0.0%
President's Office	701,260	721,144	807,598	754,359	33,215	4.6%
Legal Services	702,784	782,660	719,592	749,478	(33,182)	-4.2%
Intergovernmental Relations	148,965	187,834	172,816	178,567	(9,267)	-4.9%
Human Resources	870,305	874,415	849,966	865,473	(8,942)	-1.0%
Finance	1,638,319	1,785,164	1,738,114	1,789,120	3,956	0.2%
Information Technology	2,521,056	2,902,006	2,788,316	3,022,256	120,250	4.1%
Records/Database Mgmt	574,070	337,905	243,191	277,315	(60,590)	-17.9%
Non-Departmental	1,747,186	1,759,800	1,657,600	1,748,700	(11,100)	-0.6%
	8,940,072	9,402,028	9,028,893	9,436,368	34,340	0.4%
Law Enforc/Neighborhood Svcs						
Law Enforcement Services	11,739,567	11,793,136	11,633,050	11,891,795	98,659	0.8%
Neighborhood Services	599,997	620,244	575,136	619,117	(1,127)	-0.2%
	12,339,564	12,413,379	12,208,186	12,510,912	97,533	0.8%
Parks and Recreation						
PARD Admin/Planning	2,141,820	2,376,627	2,288,261	2,275,785	(100,842)	-4.2%
Park & Pathway Operations	9,450,103	10,263,756	9,802,673	10,234,320	(29,436)	-0.3%
Town Center Facilities/Operations	2,779,259	2,855,752	2,822,187	2,911,800	56,048	2.0%
Township Events	1,625,060	1,698,190	1,389,472	1,704,660	6,470	0.4%
Aquatics	2,247,645	2,646,104	1,782,446	2,592,144	(53,960)	-2.0%
Recreation	3,868,485	4,075,821	2,918,098	4,144,830	69,009	1.7%
	22,112,372	23,916,250	21,003,136	23,863,539	(52,711)	-0.2%
Community Services						
Covenant Administration	2,917,912	3,076,428	3,009,282	3,163,082	86,654	2.8%
Environmental Services	632,655	656,049	619,457	662,003	5,954	0.9%
Streetlighting	802,127	1,325,000	1,050,000	1,155,000	(170,000)	-12.8%
Streetscape Operations	5,528,492	5,885,314	5,885,649	5,910,871	25,557	0.4%
Solid Waste Services	5,248,313	6,749,400	6,749,400	7,120,000	370,600	5.5%
Other Community Services	1,898,380	2,040,230	1,881,197	2,095,607	55,377	2.7%
	17,027,879	19,732,422	19,194,985	20,106,563	374,141	1.9%
Community Relations						
Community Relations	642,096	780,555	698,192	811,405	30,850	4.0%
CVB Staff Services	744,399	885,136	824,406	866,909	(18,227)	-2.1%
	1,386,495	1,665,691	1,522,598	1,678,314	12,623	0.8%
Woodlands Fire Department						
Fire and EMS Management	1,997,346	2,668,750	2,460,809	2,568,532	(100,218)	-3.8%
Fire Protection	19,931,854	21,293,002	21,314,194	21,689,685	396,683	1.9%
Dispatch	1,492,164	1,635,621	1,578,336	1,675,400	39,779	2.4%
Fire Department	23,421,364	25,597,373	25,353,340	25,933,617	336,244	1.3%
Other Expenditures						
Transportation	516,551	628,520	584,136	605,907	(22,613)	-3.6%
Economic Development	233,445	259,000	238,000	250,000	(9,000)	-3.5%
Regional Participation	1,709,400	1,745,842	1,553,174	1,720,255	(25,587)	-1.5%
Other Expenditures	2,529,566	2,475,835	2,470,848	2,277,035	(198,800)	-8.0%
	4,988,962	5,109,197	4,846,157	4,853,197	(256,000)	-5.0%
TOTAL OPERATING EXPENSE	90,216,709	97,836,341	93,157,295	98,382,510	546,169	0.6%
TRANSFERS						
Convention & Visitors Bureau	954,233	973,535	771,231	690,060	(283,475)	-29.1%
Capital Outlay	2,409,813	1,535,220	1,113,920	452,800	(1,082,420)	-70.5%
Capital/Econ Dev Reserves	11,582,999	4,398,006	2,978,912	6,247,395	1,849,389	42.1%
Transportation	1,476,916	1,616,145	790,607	399,937	(1,216,208)	-75.3%
Incorporation Reserve	(415,022)	(290,750)	(290,750)	-	290,750	-100.0%
Flooding/Drainage Reserve	(16,625)	-	(45,000)	-	-	0.0%
Debt Service/Other Reserve	(1,102,876)	(1,145,535)	(1,054,131)	(690,060)	455,475	-39.8%
	14,889,437	7,086,621	4,264,789	7,100,132	13,511	0.2%
TOTAL EXPENDITURES	105,106,146	104,922,962	97,422,084	105,482,642	559,680	0.5%
REV OVER/(UNDER) EXP	2,496,644	1,163,854	1,799,746	1,296,266	132,412	-11.4%
BEGINNING FUND BALANCE	24,717,094	27,213,738	27,213,738	29,013,483	1,799,746	6.6%
ENDING FUND BALANCE	\$ 27,213,738	\$ 28,377,592	\$ 29,013,483	\$ 30,309,750	\$ 1,932,158	6.8%

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**The Woodlands Township
General Fund Operating Expenses Per Capita
From 2016 to 2021**

	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Operating Expenses	\$ 83,502,457	\$ 87,253,377	\$ 91,113,503	\$ 93,789,877	\$ 97,836,341	\$ 98,382,510
Population	114,625	116,278	117,305	118,000	119,100	120,300
Per Capita	\$ 728.48	\$ 750.39	\$ 776.72	\$ 794.83	\$ 821.46	\$ 817.81
Per Capita, adjusted for inflation	\$ 728.48	\$ 735.67	\$ 744.70	\$ 753.39	\$ 774.97	\$ 764.31



Expenses per capita (adjusted for inflation) has grown 7.0% over the five year period 2016-2021.

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. Enhanced law enforcement services
4. Higher contracted costs for trash removal services based on market conditions
5. Funding for transportation initiatives / Pedestrian and Bicycle Master Plan projects
6. Maintenance, insurance, utility and other costs associated with new park and pathway amenities
7. Forestry management expenses to maintain the health of the forest
8. Covenant enforcement staffing and other costs to address increasing applications and matters related to aging neighborhoods
9. 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 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
REVENUES							
Tax Revenue							
Property Tax	100-190-4010-0000-10	42,318,783	42,644,663	42,744,663	43,165,265	520,602	1.2%
Sales and Use Tax	100-190-4020-0000-10	27,927,632	27,524,077	24,441,380	27,524,077	-	0.0%
Event Admissions Tax	100-190-4040-0000-10	1,335,193	1,438,886	689,308	1,401,950	(36,936)	-2.6%
		71,581,608	71,607,626	67,875,352	72,091,292	483,666	0.7%
Program Revenues							
Aquatic Program - Hurricane Swim Team	100-330-4100-3000-10	49,943	49,000	-	49,000	-	0.0%
Aquatic Program - Rip Tides Swim Team	100-330-4100-3001-10	25,767	26,000	-	26,000	-	0.0%
Aquatic Program - Waves Swim Team	100-330-4100-3002-10	45,170	45,000	-	45,000	-	0.0%
Aquatic Program - Misc	100-330-4100-3099-10	256,155	275,000	138,324	270,000	(5,000)	-1.8%
Athletic Program - Basketball	100-330-4101-3100-10	11,095	11,000	5,991	13,000	2,000	18.2%
Athletic Program - Soccer	100-330-4101-3103-10	102,141	100,000	55,156	100,000	-	0.0%
Athletic Program - Softball	100-330-4101-3104-10	77,860	45,000	42,044	60,000	15,000	33.3%
Athletic Program - Tennis Leagues	100-330-4101-3105-10	49,106	45,000	26,517	50,000	5,000	11.1%
Athletic Program - Tennis Group Lessons	100-330-4101-3106-10	343,279	325,000	185,371	325,000	-	0.0%
Athletic Program - Tennis Individ. Lesson	100-330-4101-3107-10	298,293	275,000	161,078	275,000	-	0.0%
Athletic Program - Misc	100-330-4101-3199-10	24,065	35,000	12,995	30,000	(5,000)	-14.3%
Athletic Program - Muddy Fest	100-330-4102-3200-10	33,428	39,000	-	39,000	-	0.0%
Athletic Program - Ten for Texas	100-330-4102-3202-10	107,903	123,000	54,000	123,000	-	0.0%
Athletic Program - Triathlon	100-330-4102-3203-10	86,183	119,000	-	119,000	-	0.0%
Recreation Program - Boat House	100-330-4103-3301-10	4,775	5,000	3,000	5,500	500	10.0%
Recreation Program - D&D Dinner Dance	100-330-4103-3303-10	40,551	45,000	40,000	45,000	-	0.0%
Recreation Program - Day Camps	100-330-4103-3304-10	561,060	500,000	190,000	500,000	-	0.0%
Recreation Program - Family Camps	100-330-4103-3305-10	13,970	20,000	3,000	20,000	-	0.0%
Recreation Program - Contractor Camps	100-330-4103-3315-10	72,527	80,000	39,165	80,000	-	0.0%
Recreation Program - Fitness	100-330-4103-3308-10	57,445	35,000	18,900	35,000	-	0.0%
Recreation Program - Gorilla Hole	100-330-4103-3309-10	8,495	9,000	4,587	9,000	-	0.0%
Recreation Program - Haunting	100-330-4103-3310-10	42,057	35,000	15,000	35,000	-	0.0%
Recreation Program - Preschool	100-330-4103-3311-10	174,841	130,000	94,414	130,000	-	0.0%
Recreation Program - Crush/Teen	100-330-4103-3312-10	18,822	25,000	5,458	25,000	-	0.0%
Recreation Program - Outdoor Adventure	100-330-4103-3318-10	25,617	20,000	13,833	20,000	-	0.0%
Recreation Program - Misc	100-330-4103-3399-10	139,001	150,000	75,061	150,000	-	0.0%
Vendor Fees	100-330-4104-0000-10	279	-	-	-	-	-
Concessions - Boat House	100-330-4104-3630-10	10,292	11,000	7,000	11,000	-	0.0%
Concessions - Contracts	100-330-4104-3632-10	23,395	18,500	3,360	18,500	-	0.0%
Concessions - Adventure Course	100-330-4104-3634-10	2,931	16,364	1,583	8,000	(8,364)	-51.1%
Rental - Boat House	100-330-4105-3620-10	393,827	427,118	330,000	487,000	59,882	14.0%
Rental - Facility	100-330-4105-3622-10	56,492	45,000	30,506	45,000	-	0.0%
Rental - Field	100-330-4105-3623-10	404,692	325,000	175,000	325,000	-	0.0%
Rental - Pavilion	100-330-4105-3624-10	103,478	90,000	55,878	90,000	-	0.0%
Rental - RF Indoor Rentals	100-330-4105-3628-10	46,830	35,000	25,288	35,000	-	0.0%
Rental - RF Outdoor Rentals	100-330-4105-3629-10	3,790	7,000	2,047	7,000	-	0.0%
Rental - Northshore Kayak Storage	100-330-4105-3633-10	10,751	4,800	9,000	7,500	2,700	56.3%
Memberships - Recreation Center	100-330-4106-3612-10	52,163	50,000	28,168	50,000	-	0.0%
Guest Fees - Recreation Center	100-330-4107-3602-10	954	1,000	515	1,000	-	0.0%
Guest Fees - Adventure Course Daily Pass	100-330-4107-3634-10	230,530	282,250	152,415	282,250	-	0.0%
Guest Fees - Adventure Course(Group Sales)	100-330-4107-3635-10	58,292	125,000	67,500	125,000	-	0.0%
Sponsorships - Muddy Trails	100-330-4108-3200-10	10,410	22,000	7,010	22,000	-	0.0%
Sponsorships - Ten for Texas	100-330-4108-3202-10	32,247	39,000	27,000	39,000	-	0.0%
Sponsorships - Triathlon	100-330-4108-3203-10	46,600	55,000	40,050	55,000	-	0.0%
Sponsorships - Haunting	100-330-4108-3310-10	-	5,000	5,000	5,000	-	0.0%
Sponsorships - Misc	100-330-4108-3399-10	1,500	3,000	3,000	3,000	-	0.0%
Sponsorships - Arts in the Park	100-350-4108-3300-10	2,000	2,500	1,000	2,500	-	0.0%
Sponsorships - Concerts in the Park	100-350-4108-3302-10	1,150	5,000	5,000	5,000	-	0.0%
Sponsorships - Hughes Landing	100-350-4108-3317-10	-	4,500	4,500	4,500	-	0.0%
Sponsorships - Red, Hot & Blue	100-350-4108-4001-10	34,000	40,000	-	40,000	-	0.0%
Sponsorships - LOTD	100-350-4108-4002-10	15,000	25,000	25,000	25,000	-	0.0%
Sponsorships - Ice Rink	100-350-4108-4003-10	11,500	50,000	25,000	25,000	(25,000)	-50.0%
Sponsorships - Waterway	100-350-4108-4013-10	1,500	2,500	1,500	2,500	-	0.0%
Sponsorships - Bike The Woodlands	100-350-4108-4018-10	2,500	-	-	-	-	-
Sponsorships - Memorial Day	100-350-4108-4008-10	3,750	5,500	-	5,500	-	0.0%
Sponsorships - Labor Day	100-350-4108-4009-10	2,250	6,000	6,000	6,000	-	0.0%
Sponsorships - Trick or Treat Trail	100-350-4108-4011-10	5,000	7,500	7,500	7,500	-	0.0%
Sales Income - Arts in the Park	100-350-4109-3300-10	2,112	2,000	1,000	2,000	-	0.0%
Sales Income - Red, Hot & Blue	100-350-4109-4001-10	21,725	25,000	-	25,000	-	0.0%
Sales Income - LOTD	100-350-4109-4002-10	22,833	25,000	25,000	25,000	-	0.0%
Sales Income - Memorial Day	100-350-4109-4008-10	7,673	3,500	-	3,500	-	0.0%
Sales Income - Ice Rink	100-350-4109-4003-10	537,806	530,000	530,000	535,000	5,000	0.9%
Sales Income - Trick or Treat Trail	100-350-4109-4011-10	4,936	4,500	4,500	4,900	400	8.9%
Sales Income - Bike The Woodlands	100-350-4109-4018-10	150	-	-	-	-	-
Sponsorships - Watch Programs	100-210-4108-3414-10	1,931	-	-	-	-	-
Sponsorships - Public Safety Heroes	100-210-4108-3504-10	6,500	6,500	6,500	6,500	-	0.0%
Sponsorships - Hurricane Preparedness	100-210-4108-3406-10	4,250	2,500	3,750	3,750	1,250	50.0%
Sponsorships - National Night Out	100-210-4108-3409-10	3,130	-	-	-	-	-
		4,850,696	4,875,532	2,800,464	4,923,900	48,368	1.0%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
Pool Fees							
Concessions - Pool	100-320-4104-3631-10	22,000	23,000	-	23,000	-	0.0%
Guest Fees - Pool	100-320-4107-3601-10	612,601	583,000	200,000	600,000	17,000	2.9%
Memberships - Pool	100-320-4106-3611-10	455,892	500,000	250,000	490,000	(10,000)	-2.0%
Rental - Pool	100-320-4105-3621-10	144,483	192,800	70,000	185,000	(7,800)	-4.0%
		1,234,975	1,298,800	520,000	1,298,000	(800)	-0.1%
Administrative Fees							
Document Transfer Fees	100-160-4210-0000-10	273,450	215,000	215,000	215,000	-	0.0%
Penalties and Interest	100-190-4200-0000-10	1,165	500	500	500	-	0.0%
Covenant Maintenance Fees	100-410-4240-0000-10	45,327	24,000	24,000	24,000	-	0.0%
		319,942	239,500	239,500	239,500	-	0.0%
Grants and Contributions							
Miscellaneous Grants	100-190-4300-0000-10	54,225	-	-	-	-	
MCECD PSAP Improvement Program	100-810-4300-0000-10	181,387	112,500	112,500	112,500	-	0.0%
Miscellaneous Contributions (Dispatch)	100-812-4310-0000-10	20,600	18,000	18,000	20,000	2,000	11.1%
Gifts for Our Community	100-190-4315-0000-10	3,050	-	-	-	-	
		259,261	130,500	130,500	132,500	2,000	1.5%
Interest Income							
General	100-190-4400-0000-10	1,170,274	946,000	569,000	529,000	(417,000)	-44.1%
Priority Pmt - Town Green Park	100-190-4410-0000-10	294,170	300,291	300,291	306,810	6,519	0.7%
Priority Pmt - Waterway Square	100-190-4420-0000-10	74,985	55,734	55,734	35,135	(20,599)	-6.9%
		1,539,429	1,302,025	925,025	870,945	(431,080)	-773.5%
Other Income							
Convention Center Lease	100-190-4500-0000-10	127,854	130,585	130,585	131,789	1,204	0.9%
Town Center Maintenance Agreement	100-435-4515-0000-10	-	-	300,000	300,000	300,000	
EMS Housing Agreement - MCHD	100-810-4530-0000-10	36,000	36,000	36,000	36,000	-	0.0%
EMS Housing Agreement - Cypress Creek EM	100-810-4530-0000-10	12,000	12,000	12,000	12,000	-	0.0%
Montgomery County Dispatch Agreement	100-810-4540-0000-10	515,045	553,673	553,673	553,673	-	0.0%
Shenandoah Fire Services Agreement	100-810-4546-0000-10	837,029	876,772	876,772	879,734	2,962	0.3%
Emergency Training Center	100-810-4550-0000-10	64,386	56,286	56,286	56,286	-	0.0%
Garage Replacement Reserve	100-190-4570-0000-10	6,764	6,000	6,000	6,000	-	0.0%
Insurance Proceeds	100-190-4580-0000-10	220,550	-	-	-	-	
Sale of Property	100-190-4590-0000-10	8,150	-	-	-	-	
Other Income - Environmental Services	100-420-4599-0000-10	95,470	113,000	113,000	117,000	4,000	3.5%
Other Income - Woodlands Fire Department	100-810-4599-0000-10	25,005	-	-	-	-	
Other Income - CVB Contracted Staffing	100-510-4595-0000-10	744,399	885,136	824,406	866,909	(18,227)	-2.1%
Other Income - CVB Office Lease	100-190-4595-0000-10	69,350	69,350	69,350	-	-	0.0%
Other Income	100-190-4599-0000-10	80,265	50,000	2,579,418	350,000	300,000	600.0%
		2,842,266	2,788,802	5,557,490	3,378,741	589,939	1179.9%
Transfers In							
EDZ #5 Sales Tax Transfer (WFD)	100-190-4800-8060-10	24,974,611	23,844,030	21,173,499	23,844,030	-	0.0%
Debt Service (HOT for CVB funding)	100-190-4800-8050-10	954,233	973,535	771,231	690,060	(283,475)	-29.1%
Trolleys Phase III Funding	100-190-4800-8096-10	148,643	172,000	172,000	-	(172,000)	-100.0%
Transportation Release of Funds	100-190-4800-8099-10	-	-	-	30,000	30,000	
Debt Service (Bond Redemption Funding/Rese	100-190-4800-8099-10	2,000,000	-	110,900	-	-	
Drainage Engineering Funding	100-190-4800-8099-10	16,625	-	45,000	-	-	
Incorporation Study Funding	100-190-4800-8099-10	415,022	290,750	290,750	-	(290,750)	-100.0%
Undesignated Funds Transfer	100-190-4800-8099-10	7,732	1,118,301	3,007,232	-	(1,118,301)	-100.0%
		28,516,867	26,398,616	25,570,612	24,564,090	(1,834,526)	-6.9%
		111,145,045	108,641,402	103,618,942	107,498,968	(1,142,433)	-1.1%
TOTAL REVENUES							
GENERAL FUND SUMMARY BY REVENUE TYPE:							
Ad Valorem Tax		42,318,783	42,644,663	42,744,663	43,165,265	520,602	1.2%
Sales and Use Tax		27,927,632	27,524,077	24,441,380	27,524,077	-	0.0%
Event Tax		1,335,193	1,438,886	689,308	1,401,950	(36,936)	-2.6%
Program Revenues		6,085,672	6,174,332	3,320,464	6,221,900	47,568	0.8%
Administrative Fees		319,942	239,500	239,500	239,500	-	0.0%
Grants and Contributions		259,261	130,500	130,500	132,500	2,000	1.5%
Interest Income		1,539,429	1,302,025	925,025	870,945	(431,080)	-33.1%
Other Income		2,842,266	2,788,802	5,557,490	3,378,741	589,939	21.2%
Transfers In		28,516,867	26,398,616	25,570,612	24,564,090	(1,834,526)	-6.9%
		111,145,045	108,641,402	103,618,942	107,498,968	(1,142,433)	-1.1%
% OF TOTAL BY REVENUE TYPE:							
Ad Valorem Tax		38.1%	39.3%	41.3%	40.2%		
Sales and Use Tax		25.1%	25.3%	23.6%	25.6%		
Program Revenues		5.5%	5.7%	3.2%	5.8%		
Administrative Fees		0.3%	0.2%	0.2%	0.2%		
Grants and Contributions		0.2%	0.1%	0.1%	0.1%		
Interest Income		1.4%	1.2%	0.9%	0.8%		
Other Income		2.6%	2.6%	5.4%	3.1%		
Transfers In		25.7%	24.3%	24.7%	22.9%		
		100.0%	100.0%	100.0%	100.0%		

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

	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
BOARD OF DIRECTORS						
Salaries and Benefits	-	-	-	-	-	
Staff/Board Development	17,971	36,700	32,700	32,700	(4,000)	-11%
Facility Expense	-	-	-	-	-	
Equipment Expense	7,573	3,400	7,400	7,400	4,000	118%
Contracted Services	-	-	-	-	-	0%
Maintenance Expense	-	-	-	-	-	
Program Expense	8,587	8,000	8,600	8,000	-	0%
Public Education/Relations	-	-	-	-	-	
Administrative Expense	1,996	3,000	3,000	3,000	-	0%
	<u>36,127</u>	<u>51,100</u>	<u>51,700</u>	<u>51,100</u>	<u>-</u>	<u>0%</u>
PRESIDENT'S OFFICE						
Salaries and Benefits	690,913	697,694	791,098	731,959	34,265	5%
Staff/Board Development	2,549	11,000	6,500	11,000	-	0%
Facility Expense	-	-	-	-	-	
Equipment Expense	1,704	4,250	3,000	3,400	(850)	-20%
Contracted Services	-	-	-	-	-	
Maintenance Expense	-	-	-	-	-	
Program Expense	-	-	-	-	-	
Public Education/Relations	-	-	-	-	-	
Administrative Expense	6,094	8,200	7,000	8,000	(200)	-2%
	<u>701,260</u>	<u>721,144</u>	<u>807,598</u>	<u>754,359</u>	<u>33,215</u>	<u>5%</u>
LEGAL SERVICES						
Salaries and Benefits	267,082	290,760	267,592	296,578	5,818	2%
Staff/Board Development	3,378	6,300	2,700	3,200	(3,100)	-49%
Facility Expense	-	-	-	-	-	
Equipment Expense	640	1,900	1,500	1,900	-	0%
Contracted Services	416,998	472,500	437,000	437,000	(35,500)	-8%
Maintenance Expense	-	-	-	-	-	
Program Expense	-	-	-	-	-	
Public Education/Relations	-	-	-	-	-	
Administrative Expense	14,686	11,200	10,800	10,800	(400)	-4%
	<u>702,784</u>	<u>782,660</u>	<u>719,592</u>	<u>749,478</u>	<u>(33,182)</u>	<u>-4%</u>
INTERGOVERNMENTAL RELATIONS						
Salaries and Benefits	142,053	147,534	145,616	150,367	2,833	2%
Staff/Board Development	1,322	2,700	1,400	1,800	(900)	-33%
Facility Expense	-	-	-	-	-	
Equipment Expense	1,093	1,200	1,200	1,200	-	0%
Contracted Services	-	30,000	20,000	20,000	(10,000)	-33%
Maintenance Expense	-	-	-	-	-	
Program Expense	-	-	-	-	-	
Public Education/Relations	-	-	-	-	-	
Administrative Expense	4,498	6,400	4,600	5,200	(1,200)	-19%
	<u>148,965</u>	<u>187,834</u>	<u>172,816</u>	<u>178,567</u>	<u>(9,267)</u>	<u>-5%</u>
HUMAN RESOURCES						
Salaries and Benefits	558,884	620,265	616,316	641,023	20,758	3%
Staff/Board Development	35,731	55,600	39,600	30,400	(25,200)	-45%
Facility Expense	-	-	-	-	-	
Equipment Expense	1,460	2,850	2,050	2,050	(800)	-28%
Contracted Services	256,947	177,400	174,400	174,400	(3,000)	-2%
Maintenance Expense	-	-	-	-	-	
Program Expense	-	-	-	-	-	
Public Education/Relations	5,152	6,000	6,000	6,000	-	0%
Administrative Expense	12,130	12,300	11,600	11,600	(700)	-6%
	<u>870,305</u>	<u>874,415</u>	<u>849,966</u>	<u>865,473</u>	<u>(8,942)</u>	<u>-1%</u>
FINANCE						
Salaries and Benefits	1,394,216	1,499,264	1,480,014	1,524,320	25,056	2%
Staff/Board Development	3,004	7,500	3,300	4,300	(3,200)	-43%
Facility Expense	-	-	-	-	-	
Equipment Expense	3,134	3,600	2,400	3,200	(400)	-11%
Contracted Services	226,809	260,900	240,700	245,600	(15,300)	-6%
Maintenance Expense	-	-	-	-	-	
Program Expense	-	-	-	-	-	
Public Education/Relations	-	-	-	-	-	
Administrative Expense	11,156	13,900	11,700	11,700	(2,200)	-16%
	<u>1,638,319</u>	<u>1,785,164</u>	<u>1,738,114</u>	<u>1,789,120</u>	<u>3,956</u>	<u>0%</u>

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

	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
INFORMATION TECHNOLOGY						
Salaries and Benefits	226,850	277,805	223,091	220,915	(56,890)	-20%
Staff/Board Development	1,200	3,500	-	1,300	(2,200)	-63%
Facility Expense	-	-	-	-	-	-
Equipment Expense	-	1,000	1,000	1,000	-	0%
Contracted Services	342,068	53,500	17,000	52,000	(1,500)	-3%
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	3,952	2,100	2,100	2,100	-	0%
	<u>574,070</u>	<u>337,905</u>	<u>243,191</u>	<u>277,315</u>	<u>(60,590)</u>	<u>-18%</u>
RECORDS/PROPERTY DATA MANAGEMENT						
Salaries and Benefits	226,850	277,805	223,091	220,915	(56,890)	-20%
Staff/Board Development	1,200	3,500	-	1,300	(2,200)	-63%
Facility Expense	-	-	-	-	-	-
Equipment Expense	-	1,000	1,000	1,000	-	0%
Contracted Services	342,068	53,500	17,000	52,000	(1,500)	-3%
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	3,952	2,100	2,100	2,100	-	0%
	<u>574,070</u>	<u>337,905</u>	<u>243,191</u>	<u>277,315</u>	<u>(60,590)</u>	<u>-18%</u>
NON-DEPARTMENTAL						
Salaries and Benefits	-	-	-	-	-	-
Staff/Board Development	-	-	-	-	-	-
Facility Expense	359,298	322,000	334,000	329,000	7,000	2%
Equipment Expense	112,640	114,400	110,400	114,400	-	0%
Contracted Services	579,761	580,200	521,500	580,100	(100)	0%
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	695,487	743,200	691,700	725,200	(18,000)	-2%
	<u>1,747,186</u>	<u>1,759,800</u>	<u>1,657,600</u>	<u>1,748,700</u>	<u>(11,100)</u>	<u>-1%</u>
LAW ENFORCEMENT SERVICES						
Salaries and Benefits	206,030	212,369	214,853	220,974	8,605	4%
Staff/Board Development	2,004	70,100	64,500	5,100	(65,000)	-93%
Facility Expense	-	-	-	-	-	-
Equipment Expense	702,853	44,920	45,000	45,000	80	0%
Contracted Services	10,826,175	11,449,947	11,306,097	11,606,121	156,174	1%
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	871	12,000	-	12,000	-	0%
Administrative Expense	1,633	3,800	2,600	2,600	(1,200)	-32%
	<u>11,739,567</u>	<u>11,793,136</u>	<u>11,633,050</u>	<u>11,891,795</u>	<u>98,659</u>	<u>1%</u>
NEIGHBORHOOD SERVICES						
Salaries and Benefits	468,534	483,444	469,136	485,917	2,473	1%
Staff/Board Development	1,127	3,700	1,500	2,700	(1,000)	-27%
Facility Expense	-	-	-	-	-	-
Equipment Expense	6,828	7,500	7,000	7,900	400	5%
Contracted Services	-	-	-	-	-	-
Maintenance Expense	-	-	-	-	-	-
Program Expense	106,630	106,400	83,900	105,400	(1,000)	-1%
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	16,877	19,200	13,600	17,200	(2,000)	-10%
	<u>599,997</u>	<u>620,244</u>	<u>575,136</u>	<u>619,117</u>	<u>(1,127)</u>	<u>0%</u>
PARKS & RECREATION ADMIN/PLANNING						
Salaries and Benefits	1,553,263	1,621,427	1,572,061	1,662,385	40,958	3%
Staff/Board Development	56,457	50,600	42,100	55,300	4,700	9%
Facility Expense	110,326	131,200	117,400	127,000	(4,200)	-3%
Equipment Expense	340,439	343,200	334,200	358,900	15,700	5%
Contracted Services	33,884	195,000	187,000	37,000	(158,000)	-81%
Maintenance Expense	-	-	-	-	-	-
Program Expense	4,808	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	42,643	35,200	35,500	35,200	-	0%
	<u>2,141,820</u>	<u>2,376,627</u>	<u>2,288,261</u>	<u>2,275,785</u>	<u>(100,842)</u>	<u>-4%</u>

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

	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
PARKS AND PATHWAY OPERATIONS						
Salaries and Benefits	2,998,942	3,163,906	3,084,773	3,221,370	57,464	2%
Staff/Board Development	7,746	8,000	4,000	8,000	-	0%
Facility Expense	653,587	752,100	667,100	678,100	(74,000)	-10%
Equipment Expense	82,492	95,000	77,000	91,000	(4,000)	-4%
Contracted Services	4,785,091	5,346,250	5,130,800	5,138,850	(207,400)	-4%
Maintenance Expense	858,326	823,500	787,000	1,022,000	198,500	24%
Program Expense	63,917	75,000	52,000	75,000	-	0%
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	-	-	-	-	-	-
	9,450,103	10,263,756	9,802,673	10,234,320	(29,436)	0%
AQUATICS						
Salaries and Benefits	1,568,130	1,860,404	1,100,746	1,847,944	(12,460)	-1%
Staff/Board Development	16,087	21,500	13,500	17,500	(4,000)	-19%
Facility Expense	537,729	633,000	547,000	593,000	(40,000)	-6%
Equipment Expense	90,399	93,000	90,000	93,000	-	0%
Contracted Services	14,116	15,000	15,000	18,500	3,500	23%
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	21,183	23,200	16,200	22,200	(1,000)	-4%
	2,247,645	2,646,104	1,782,446	2,592,144	(53,960)	-2%
RECREATION						
Salaries and Benefits	1,846,044	2,000,220	1,631,638	2,064,730	64,510	3%
Staff/Board Development	31,588	33,600	28,600	33,600	-	0%
Facility Expense	213,497	219,800	195,500	213,500	(6,300)	-3%
Equipment Expense	80,630	105,400	85,400	102,700	(2,700)	-3%
Contracted Services	218,341	205,000	170,000	215,000	10,000	5%
Maintenance Expense	-	-	-	-	-	-
Program Expense	1,426,682	1,450,401	773,560	1,457,800	7,399	1%
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	51,704	61,400	33,400	57,500	(3,900)	-6%
	3,868,485	4,075,821	2,918,098	4,144,830	69,009	2%
TOWN CENTER FACILITIES AND OPERATIONS						
Salaries and Benefits	974,648	923,902	917,537	939,050	15,148	2%
Staff/Board Development	18,031	20,000	17,000	17,000	(3,000)	-15%
Facility Expense	309,420	336,000	310,500	314,500	(21,500)	-6%
Equipment Expense	21,082	27,000	25,000	25,000	(2,000)	-7%
Contracted Services	1,235,416	1,234,100	1,300,900	1,368,000	133,900	11%
Maintenance Expense	25,814	50,500	38,000	44,000	(6,500)	-13%
Program Expense	192,618	259,000	210,000	201,000	(58,000)	-22%
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	2,230	5,250	3,250	3,250	(2,000)	-38%
	2,779,259	2,855,752	2,822,187	2,911,800	56,048	2%
TOWNSHIP EVENTS						
Salaries and Benefits	325,419	357,890	344,772	374,360	16,470	5%
Staff/Board Development	-	-	-	-	-	-
Facility Expense	-	-	-	-	-	-
Equipment Expense	4,557	5,800	5,800	5,800	-	0%
Contracted Services	-	-	-	-	-	-
Maintenance Expense	-	-	-	-	-	-
Program Expense	1,295,085	1,334,500	1,038,900	1,324,500	(10,000)	-1%
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	-	-	-	-	-	-
	1,625,060	1,698,190	1,389,472	1,704,660	6,470	0%
COMMUNITY SERVICES ADMINISTRATION						
Salaries and Benefits	296,980	305,530	303,397	311,840	6,310	2%
Staff/Board Development	480	1,200	-	600	(600)	-50%
Facility Expense	-	-	-	-	-	-
Equipment Expense	1,093	2,000	1,600	1,600	(400)	-20%
Contracted Services	1,597,503	1,728,900	1,575,900	1,780,767	51,867	3%
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	2,324	2,600	300	800	(1,800)	-69%
	1,898,380	2,040,230	1,881,197	2,095,607	55,377	3%

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

	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
COVENANT ADMINISTRATION						
Salaries and Benefits	2,722,388	2,851,428	2,807,582	2,952,182	100,754	4%
Staff/Board Development	635	11,000	4,000	4,000	(7,000)	-64%
Facility Expense	-	-	-	-	-	-
Equipment Expense	38,706	42,000	39,000	42,000	-	0%
Contracted Services	19,099	24,000	24,000	24,000	-	0%
Maintenance Expense	-	-	-	-	-	-
Program Expense	75,686	75,000	75,000	75,000	-	0%
Public Education/Relations	540	6,000	3,000	4,000	(2,000)	-33%
Administrative Expense	60,858	67,000	56,700	61,900	(5,100)	-8%
	<u>2,917,912</u>	<u>3,076,428</u>	<u>3,009,282</u>	<u>3,163,082</u>	<u>86,654</u>	<u>3%</u>
ENVIRONMENTAL SERVICES						
Salaries and Benefits	432,184	446,949	444,057	457,503	10,554	2%
Staff/Board Development	7,692	7,500	3,300	5,300	(2,200)	-29%
Facility Expense	-	-	-	-	-	-
Equipment Expense	5,592	5,300	6,500	7,200	1,900	36%
Contracted Services	31,836	4,500	3,000	10,500	6,000	133%
Maintenance Expense	-	-	-	-	-	-
Program Expense	149,530	184,000	156,500	174,500	(9,500)	-5%
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	5,820	7,800	6,100	7,000	(800)	-10%
	<u>632,655</u>	<u>656,049</u>	<u>619,457</u>	<u>662,003</u>	<u>5,954</u>	<u>1%</u>
OTHER CONTRACTED SERVICES						
Streetlighting	802,127	1,325,000	1,050,000	1,155,000	(170,000)	-13%
Streetscape Maintenance	-	-	-	-	-	-
Solid Waste Services	5,248,313	6,749,400	6,749,400	7,120,000	370,600	5%
	<u>6,050,440</u>	<u>8,074,400</u>	<u>7,799,400</u>	<u>8,275,000</u>	<u>200,600</u>	<u>2%</u>
STREETSCAPE OPERATIONS						
Salaries and Benefits	-	142,962	143,297	153,519	10,557	7%
Facility Expense	-	-	-	-	-	-
Contracted Services	5,483,517	5,702,352	5,702,352	5,717,352	15,000	0%
Program Expense	44,975	40,000	40,000	40,000	-	0%
Administrative Expense	-	-	-	-	-	-
	<u>5,528,492</u>	<u>5,885,314</u>	<u>5,885,649</u>	<u>5,910,871</u>	<u>25,557</u>	<u>0%</u>
COMMUNITY RELATIONS						
Salaries and Benefits	524,986	567,905	565,142	591,155	23,250	4%
Staff/Board Development	3,808	5,400	1,000	3,900	(1,500)	-28%
Facility Expense	-	-	-	-	-	-
Equipment Expense	6,510	7,000	5,000	7,800	800	11%
Contracted Services	72,411	126,450	82,950	148,450	22,000	17%
Maintenance Expense	-	-	-	-	-	-
Program Expense	567	1,500	900	900	(600)	-40%
Public Education/Relations	25,725	49,000	28,000	41,000	(8,000)	-16%
Administrative Expense	8,088	23,300	15,200	18,200	(5,100)	-22%
	<u>642,096</u>	<u>780,555</u>	<u>698,192</u>	<u>811,405</u>	<u>30,850</u>	<u>4%</u>
CVB STAFF SERVICES						
Salaries and Benefits	744,399	885,136	824,406	866,909	(18,227)	-2%
Staff/Board Development	-	-	-	-	-	-
Facility Expense	-	-	-	-	-	-
Equipment Expense	-	-	-	-	-	-
Contracted Services	-	-	-	-	-	-
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	-	-	-	-	-	-
	<u>744,399</u>	<u>885,136</u>	<u>824,406</u>	<u>866,909</u>	<u>(18,227)</u>	<u>-2%</u>
TRANSPORTATION						
Salaries and Benefits	485,562	594,920	557,236	573,907	(21,013)	-4%
Staff/Board Development	6,173	6,600	3,600	6,500	(100)	-2%
Facility Expense	-	-	-	-	-	0%
Equipment Expense	4,757	5,800	5,100	5,300	(500)	-9%
Contracted Services	-	-	-	-	-	-
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	20,059	21,200	18,200	20,200	(1,000)	-5%
	<u>516,551</u>	<u>628,520</u>	<u>584,136</u>	<u>605,907</u>	<u>(22,613)</u>	<u>-4%</u>
	-	-	-	-	-	0%

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

	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
ECONOMIC DEVELOPMENT	-	-	-	-	-	-
Salaries and Benefits	-	-	-	-	-	-
Staff/Board Development	-	4,000	-	-	(4,000)	-100%
Facility Expense	-	-	-	-	-	-
Equipment Expense	-	-	-	-	-	-
Contracted Services	175,000	175,000	175,000	175,000	-	0%
Maintenance Expense	-	-	-	-	-	-
Program Expense	40,000	40,000	40,000	40,000	-	0%
Public Education/Relations	15,730	35,000	20,000	30,000	(5,000)	-14%
Administrative Expense	2,715	5,000	3,000	5,000	-	0%
	<u>233,445</u>	<u>259,000</u>	<u>238,000</u>	<u>250,000</u>	<u>(9,000)</u>	<u>-3%</u>
FIRE AND EMS MANAGEMENT						
Salaries and Benefits	1,467,795	1,607,950	1,575,709	1,653,232	45,282	3%
Staff/Board Development	53,711	51,200	39,000	53,000	1,800	4%
Facility Expense	-	-	-	-	-	0%
Equipment Expense	77,025	100,300	97,300	104,000	3,700	4%
Contracted Services	352,363	833,300	683,300	683,300	(150,000)	-18%
Maintenance Expense	-	-	-	-	-	0%
Program Expense	13,824	26,000	21,000	26,000	-	0%
Public Education/Relations	(4,631)	8,100	5,600	8,100	-	0%
Administrative Expense	37,261	41,900	38,900	40,900	(1,000)	-2%
	<u>1,997,346</u>	<u>2,668,750</u>	<u>2,460,809</u>	<u>2,568,532</u>	<u>(100,218)</u>	<u>-4%</u>
FIRE PROTECTION						
Salaries and Benefits	17,625,921	18,759,702	18,878,094	19,005,285	245,583	1%
Staff/Board Development	264,587	264,000	244,000	264,000	-	0%
Facility Expense	1,018,061	960,000	1,010,000	1,060,000	100,000	10%
Equipment Expense	1,023,249	1,309,300	1,182,100	1,360,400	51,100	4%
Contracted Services	-	-	-	-	-	-
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	35	-	-	-	-	-
	<u>19,931,854</u>	<u>21,293,002</u>	<u>21,314,194</u>	<u>21,689,685</u>	<u>396,683</u>	<u>2%</u>
DISPATCH						
Salaries and Benefits	1,466,639	1,563,121	1,524,236	1,600,900	37,779	2%
Staff/Board Development	24,327	29,500	28,500	32,500	3,000	10%
Facility Expense	-	-	-	-	-	-
Equipment Expense	457	42,000	24,600	41,000	(1,000)	-2%
Contracted Services	-	-	-	-	-	-
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	741	1,000	1,000	1,000	-	0%
	<u>1,492,164</u>	<u>1,635,621</u>	<u>1,578,336</u>	<u>1,675,400</u>	<u>39,779</u>	<u>2%</u>
OTHER EXPENDITURES						
Transition	415,022	290,750	290,750	-	(290,750)	-100%
Regional Participation	1,709,400	1,745,842	1,553,174	1,720,255	(25,587)	-1%
Other Expenditures	2,114,545	2,185,085	2,180,098	2,277,035	91,950	4%
Transfers out	16,931,693	9,641,207	8,661,902	7,820,192	(1,821,015)	-19%
	<u>21,170,659</u>	<u>13,862,884</u>	<u>12,685,924</u>	<u>11,817,482</u>	<u>(2,045,402)</u>	<u>-15%</u>
	<u>107,148,401</u>	<u>107,477,548</u>	<u>101,819,197</u>	<u>106,202,702</u>	<u>(1,300,403)</u>	<u>-1%</u>

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

	<u>Actual 2019</u>	<u>Budget 2020</u>	<u>Forecast 2020</u>	<u>Budget 2021</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
TOTAL EXPENDITURES BY TYPE:						
Salaries and Benefits	40,545,323	43,584,719	42,130,839	44,377,680	792,961	2%
Staff/Board Development	580,284	747,800	599,200	618,100	(129,700)	-17%
Facility Expense	3,353,574	3,538,100	3,345,500	3,479,100	(59,000)	-2%
Equipment Expense	2,688,432	2,528,920	2,303,450	2,521,050	(7,870)	0%
Contracted Services	33,434,131	37,503,774	36,377,374	37,621,040	117,266	0%
Maintenance Expense	884,141	874,000	825,000	1,066,000	192,000	22%
Program Expense	3,422,908	3,599,801	2,500,360	3,528,100	(71,701)	-2%
Public Education/Relations	43,386	116,100	62,600	101,100	(15,000)	-13%
Administrative Expense	1,025,564	1,121,450	988,950	1,073,050	(48,400)	-4%
Incorporation Study	415,022	290,750	290,750	-	(290,750)	-100%
Regional Participation	1,709,400	1,745,842	1,553,174	1,720,255	(25,587)	-1%
Other Expenditures	2,114,545	2,185,085	2,180,098	2,277,035	91,950	4%
Transfers Out	16,931,693	9,641,207	8,661,902	7,820,192	(1,821,015)	-19%
	<u>107,148,401</u>	<u>107,477,548</u>	<u>101,819,197</u>	<u>106,202,702</u>	<u>(1,274,846)</u>	<u>-1%</u>
% OF TOTAL BY EXPENSE TYPE:						
Salaries and Benefits	38%	41%	41%	42%		
Staff/Board Development	1%	1%	1%	1%		
Facility Expense	3%	3%	3%	3%		
Equipment Expense	3%	2%	2%	2%		
Contracted Services	31%	35%	36%	35%		
Maintenance Expense	1%	1%	1%	1%		
Program Expense	3%	3%	2%	3%		
Public Education/Relations	0%	0%	0%	0%		
Administrative Expense	1%	1%	1%	1%		
Transition	0%	0%	0%	0%		
Regional Participation	2%	2%	2%	2%		
Other Expenditures	2%	2%	2%	2%		
Transfers Out	16%	9%	9%	7%		
	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>		

Department Profiles



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2021 Board of Directors Budget Plan



Mission

The Woodlands Township is governed by a seven-member Board of Directors. The Board of Directors serves as the legislative body, sets policy and approves the budget. 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.

Responsibilities

- Policy, financial and governing decisions.
- Adopt a budget and set a tax rate to achieve objectives in the Vision 2034 Strategic Plan
- Ensure the continuation of consolidated municipal-type services in accordance with the Transition Agreement signed between The Woodlands Township and the former Community Associations.

2020 Accomplishments

- 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 21 Budget and five-year plan.
- Continued Incorporation discussion following passage of legislation in the 2017 Texas Legislative Session that provides a clearer path to incorporation.
- Continued Incorporation Planning Study; future action placed on hold due to the COVID-19 pandemic.
- Held planning sessions in the first quarter to discuss the Incorporation planning study.
- Following initial financial reports from Matrix Consulting Group as lead consultant for the study and parallel financial analysis through the Novak Consulting Group in 2018, transitioned to the Novak Consulting Group as lead consultant for the study in 2019, and accepted the draft consolidated report in 2020.
- Participated in activities and events sponsored by strategic partners.
- Held regular public meetings twice per month.
- Quickly transitioned to videoconference meetings in response to the COVID-19 pandemic; initially meeting weekly to address the rapidly evolving Township response and to keep residents informed.
- Considered policy decisions impacting local governance and strategic planning.
- To increase Board response and efficiency during the pandemic, created Board liaison roles to assist public health and non-profit agencies and created a Budget Task Force.
- 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 decisions, have continued to build 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.

2021 Objectives

- 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.

2021 Board of Directors Budget Plan



- Continue to offer the opportunity for public input through regular monthly meetings, budget workshops and 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 to set policy, financial and governing decisions throughout the pandemic to meet service expectations and encourage safety.

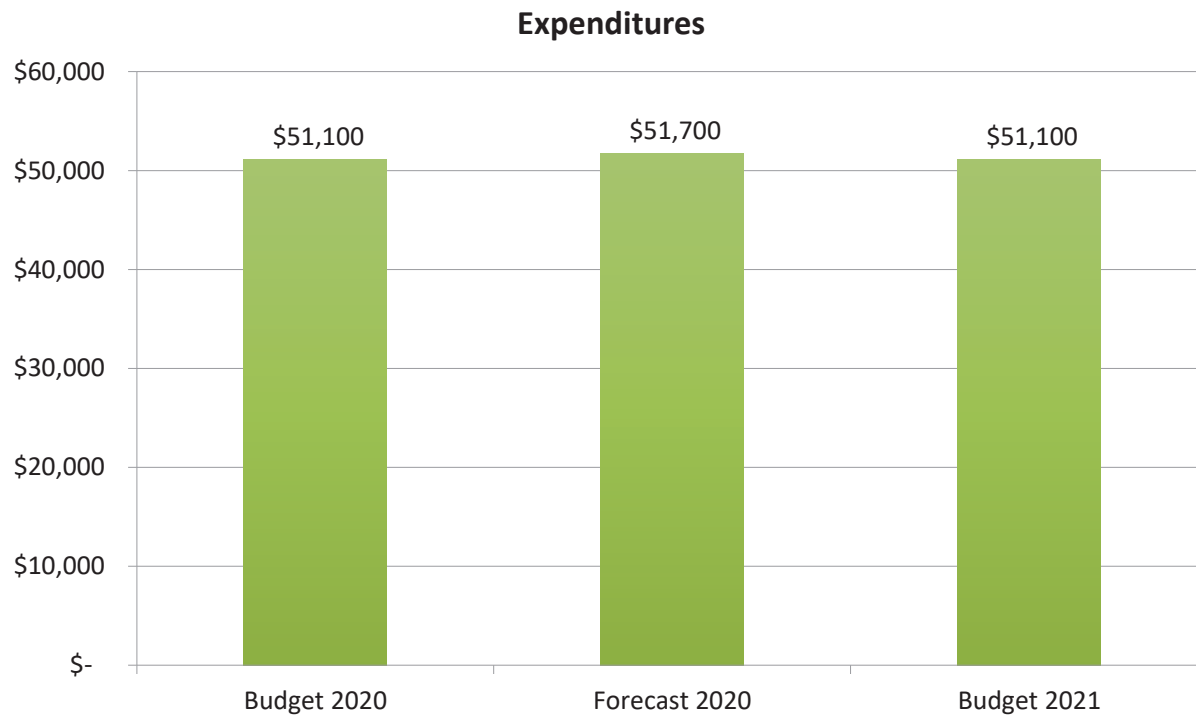


Board of Directors

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Board Development	\$ 36,700	\$ 32,700	\$ 32,700	\$ (4,000)	-10.9%
Equipment Expense	3,400	7,400	7,400	4,000	117.6%
Program Expense	8,000	8,600	8,000	-	0.0%
Administrative Expense	3,000	3,000	3,000	-	0.0%
Total	\$ 51,100	\$ 51,700	\$ 51,100	\$ -	0.0%





Board of Directors

Budget 2021

Analysis of Expenses by Category

Board Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ 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	14,000	14,000	(4,000)	-22.2%
Total	\$ 36,700	\$ 32,700	\$ 32,700	\$ (4,000)	-10.9%

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Data Services	\$ 3,400	\$ 7,400	\$ 7,400	\$ 4,000	117.6%
Total	\$ 3,400	\$ 7,400	\$ 7,400	\$ 4,000	117.6%

Program Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Volunteer Appreciation Event	\$ 8,000	\$ 8,600	\$ 8,000	\$ -	0.0%
Total	\$ 8,000	\$ 8,600	\$ 8,000	\$ -	0.0%

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Supplies	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
Total	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
BOARD OF DIRECTORS - Dept 100							
Board Development							
Meetings	100-100-5100-0000-10	15,253	14,700	14,700	14,700	-	0.0%
Board Workshops	100-100-5110-0000-10	303	4,000	4,000	4,000	-	0.0%
Training & Conferences	100-100-5120-0000-10	2,415	18,000	14,000	14,000	(4,000)	-22.2%
		17,971	36,700	32,700	32,700	(4,000)	-10.9%
Equipment Expense							
Data Services	100-100-5335-0000-10	7,573	3,400	7,400	7,400	4,000	117.6%
		7,573	3,400	7,400	7,400	4,000	117.6%
Program Expense							
Volunteer Appreciation Event	100-100-5605-3412-10	8,587	8,000	8,600	8,000	-	0.0%
		8,587	8,000	8,600	8,000	-	0.0%
Administrative Expense							
Supplies	100-100-5800-0000-10	1,996	3,000	3,000	3,000	-	0.0%
		1,996	3,000	3,000	3,000	-	0.0%
Total Board of Directors		36,127	51,100	51,700	51,100	-	0.0%

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2021 President's Office Department Budget Plan



Mission

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.

Responsibilities

- The Township President/General Manager is responsible for all Township departments.
- Management of staff and day-to-day operations.
- Directing the development and administration of The Woodlands Township's approved budget and capital program.
- Overseeing development, planning and implementation of strategic goals and objectives to meet the operational needs of The Woodlands Township.

2020 Accomplishments

- Continued commitment to quality of life services in accordance with Transition Agreement.
- Continued Incorporation Planning Study process, as guided by Board of Directors.
- Participated in numerous activities and events sponsored by strategic partners.
- Organized and conducted twice monthly meetings and regular planning sessions.
- Provided support to the Board of Directors.
- Organized and provided candidate school.
- Led Township staff in accordance with policies and strategies established by Board of Directors.
- Quickly responded to the COVID-19 pandemic to provide for continued services to constituents while ensuring the safety of employees.
- Ensured the Board could continue to meet remotely in accordance with the Governor's Orders lifting certain provisions of the Texas Open Meetings Act during the pandemic.

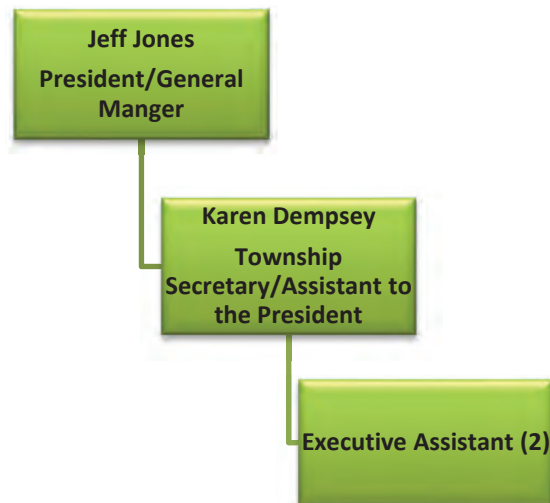
2021 Objectives

- 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.
- Organize and conduct candidate school and, if applicable, new Director orientation.
- Continue to lead Township staff in accordance with policies and strategies established by Board of Directors.

2021 President's Office Department Budget Plan



Organization Chart



STAFFING - FTE COUNT	Budget 2020	Budget 2021	Change
President/General Manager	1.00	1.00	0.00
Township Secretary/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
Position(s) added in 2021 Budget	0.00	0.00	0.00

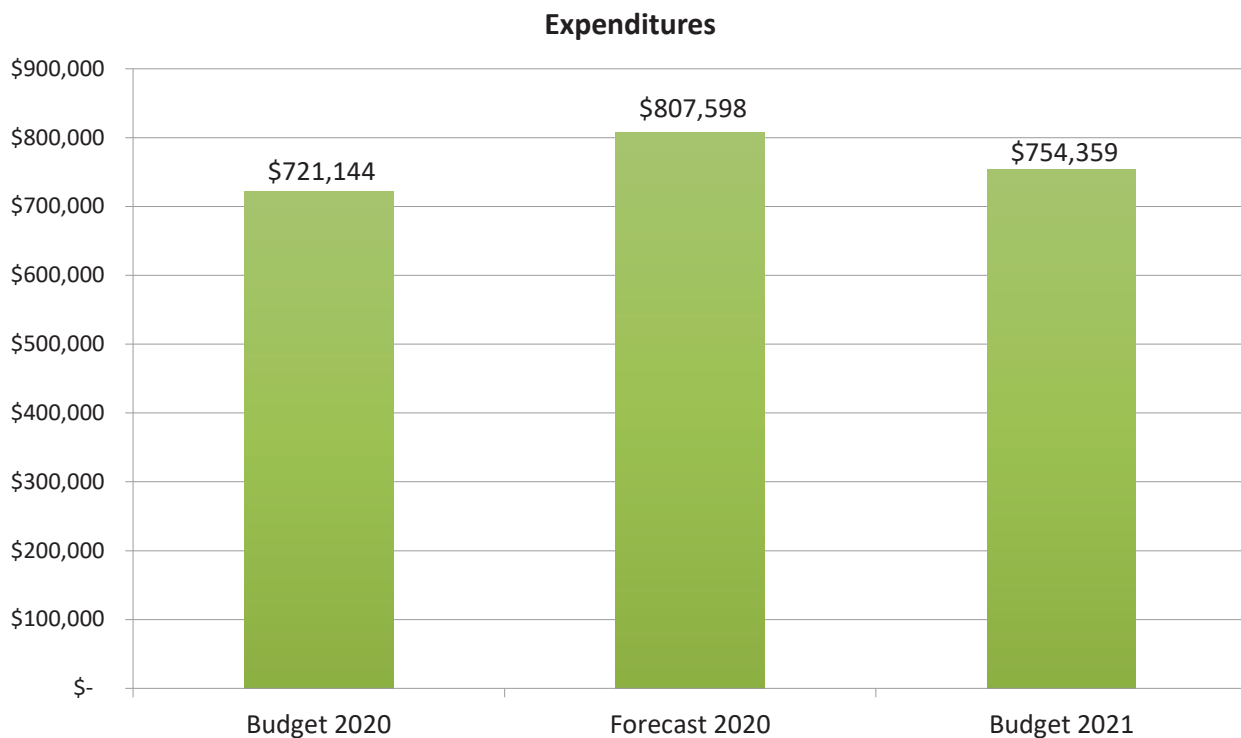


President's Office

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 697,694	\$ 791,098	\$ 731,959	\$ 34,265	4.9%
Staff Development	11,000	6,500	11,000	-	0.0%
Equipment Expense	4,250	3,000	3,400	(850)	-20.0%
Administrative Expense	8,200	7,000	8,000	(200)	-2.4%
Total	\$ 721,144	\$ 807,598	\$ 754,359	\$ 33,215	4.6%





President's Office

Budget 2021

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 536,672	\$ 612,100	\$ 547,884	\$ 11,212	2.1%
Benefits	161,022	178,998	184,075	23,053	14.3%
Total	\$ 697,694	\$ 791,098	\$ 731,959	\$ 34,265	4.9%

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Meetings	\$ 3,000	\$ 1,500	\$ 3,000	\$ -	0.0%
Training & Conferences	8,000	5,000	8,000	-	0.0%
Total	\$ 11,000	\$ 6,500	\$ 11,000	\$ -	0.0%

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Equipment	\$ 1,250	\$ 1,000	\$ 1,000	\$ (250)	-20.0%
Data Services	3,000	2,000	2,400	(600)	-20.0%
Total	\$ 4,250	\$ 3,000	\$ 3,400	\$ (850)	-20.0%



President's Office

Budget 2021

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ 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	200	(200)	-50.0%
Other	1,000	-	1,000	-	0.0%
Total	\$ 8,200	\$ 7,000	\$ 8,000	\$ (200)	-2.4%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
PRESIDENT'S OFFICE - Dept 110							
Salaries and Benefits							
Salaries and Wages	100-110-5010-0000-10	531,465	536,672	612,100	547,884	11,212	2.1%
Employee Benefits - FICA	100-110-5020-0000-10	28,387	30,375	30,375	32,029	1,654	5.4%
Employee Benefits - TEC	100-110-5021-0000-10	(402)	360	548	576	216	60.0%
Employee Benefits - Retirement	100-110-5030-0000-10	69,067	61,549	76,149	72,591	11,042	17.9%
Employee Benefits - Insurance	100-110-5031-0000-10	62,114	68,039	71,437	78,335	10,296	15.1%
Employee Benefits - Workers Comp	100-110-5032-0000-10	281	699	489	544	(155)	-22.2%
		690,913	697,694	791,098	731,959	34,265	4.9%
Staff Development							
Meetings	100-110-5100-0000-10	1,052	3,000	1,500	3,000	-	0.0%
Training & Conferences	100-110-5120-0000-10	1,498	8,000	5,000	8,000	-	0.0%
		2,549	11,000	6,500	11,000	-	0.0%
Equipment Expense							
Equipment	100-110-5330-0000-10	-	1,250	1,000	1,000	(250)	-20.0%
Data Services	100-110-5335-0000-10	1,704	3,000	2,000	2,400	(600)	-20.0%
		1,704	4,250	3,000	3,400	(850)	-20.0%
Administrative Expense							
Supplies	100-110-5800-0000-10	795	1,200	1,200	1,200	-	0.0%
Dues & Subscriptions	100-110-5802-0000-10	5,217	5,600	5,600	5,600	-	0.0%
Mileage Reimbursement	100-110-5804-0000-10	82	400	200	200	(200)	-50.0%
Other	100-110-5899-0000-10	-	1,000	-	1,000	-	0.0%
		6,094	8,200	7,000	8,000	(200)	-2.4%
Total President's Office		701,260	721,144	807,598	754,359	33,215	4.6%

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2021 Legal Budget Plan



Mission

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.

Responsibilities

- Provide legal services to the Township, Board of Directors, President/General Manager, and staff as requested or necessary, including giving written and oral opinions on various matters.
- Prepare, review and negotiate contracts to which the Township is a party, including the review of non-standard and revision of standard form contracts.
- Prepare resolutions for adoption by the Board of Directors.
- Work with outside litigation, covenant enforcement, election, bond and other counsel.
- Attend Board meetings and the meetings of Board committees.
- Coordinate all litigation support and information requests with TML Intergovernmental Risk Pool.

2020 Accomplishments

- 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.
- 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.
- Coordinated responses for Incorporation Study legal issues and assisted in negotiating and drafting supporting foundational agreements for possible incorporation.
- Successfully implemented third party recovery (where liability clearly established and suit not necessary) and coordinated the successful collection of \$6,500 in unsecured debt (bad checks).

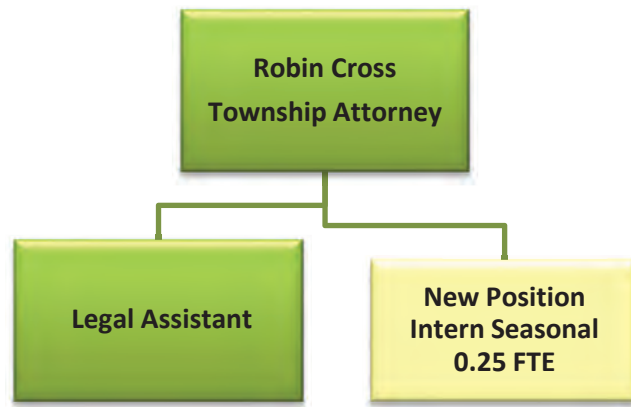
2021 Objectives

- 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 whenever possible and reducing risk to help ensure that The Woodlands Township incurs the least risk exposure possible. Develop new or enhance form agreements to expedite approval and reduce department time. Develop educational components to familiarize staff with contracting basics.
- 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.
- Proactively research and establish ownership of various Township properties.

2021 Legal Budget Plan



Organization Chart



STAFFING - FTE COUNT	Budget 2020	Budget 2021
Township Attorney	1.00	1.00
Legal Assistant	1.00	1.00
Intern Seasonal	0.00	0.25
TOTAL	2.00	2.25
Position(s) added in 2021 Budget	0.00	0.25



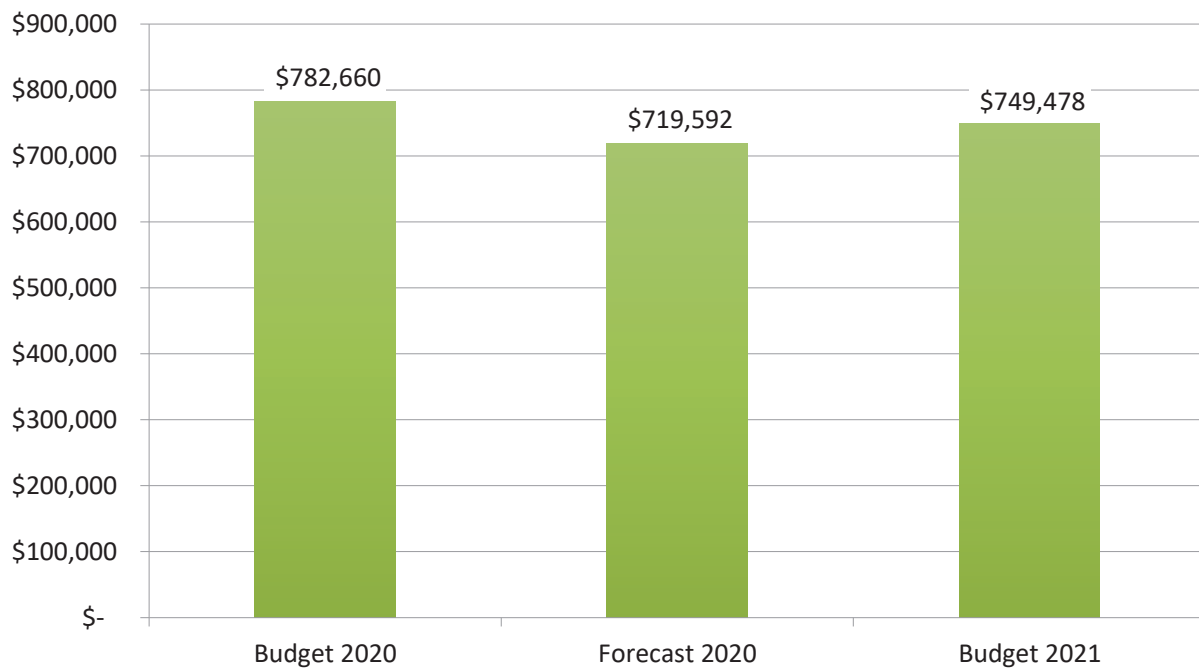
Legal Services

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 290,760	\$ 267,592	\$ 296,578	\$ 5,818	2.0%
Staff Development	6,300	2,700	3,200	(3,100)	-49.2%
Equipment Expense	1,900	1,500	1,900	-	0.0%
Contracted Services	472,500	437,000	437,000	(35,500)	-7.5%
Administrative Expense	11,200	10,800	10,800	(400)	-3.6%
Total	\$ 782,660	\$ 719,592	\$ 749,478	\$ (33,182)	-4.2%

Expenditures





Legal Services

Budget 2021

Analysis of Expenses by Category

Salaries & Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 229,411	\$ 211,537	\$ 236,716	\$ 7,305	3.2%
Benefits	61,349	56,055	59,862	(1,487)	-2.4%
Total	\$ 290,760	\$ 267,592	\$ 296,578	\$ 5,818	2.0%

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Meetings	\$ 300	\$ 200	\$ 200	\$ (100)	-33.3%
Training & Conferences	6,000	2,500	3,000	(3,000)	-50.0%
Total	\$ 6,300	\$ 2,700	\$ 3,200	\$ (3,100)	-49.2%

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Equipment	\$ 1,000	\$ 600	\$ 1,000	\$ -	0.0%
Data Services	900	900	900	-	0.0%
Total	\$ 1,900	\$ 1,500	\$ 1,900	\$ -	0.0%



Legal Services

Budget 2021

Contracted Services

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Filing Fees	\$ 2,500	\$ 2,000	\$ 2,000	\$ (500)	-20.0%
Legal	470,000	435,000	435,000	(35,000)	-7.4%
Total	\$ 472,500	\$ 437,000	\$ 437,000	\$ (35,500)	-7.5%

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Supplies	\$ 1,000	\$ 700	\$ 700	\$ (300)	-30.0%
Dues & Subscriptions	10,000	10,000	10,000	-	0.0%
Mileage Reimbursement	200	100	100	(100)	-50.0%
Total	\$ 11,200	\$ 10,800	\$ 10,800	\$ (400)	-3.6%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
LEGAL SERVICES - Dept 115							
Salaries and Benefits							
Salaries and Wages	100-115-5010-0000-10	211,843	226,411	210,737	235,516	9,105	4.0%
Overtime	100-115-5011-0000-10	289	3,000	800	1,200	(1,800)	-60.0%
Employee Benefits - FICA	100-115-5020-0000-10	13,438	14,864	13,368	15,766	902	6.1%
Employee Benefits - TEC	100-115-5021-0000-10	7	180	274	288	108	60.0%
Employee Benefits - Retirement	100-115-5030-0000-10	24,140	27,484	24,930	26,095	(1,389)	-5.1%
Employee Benefits - Insurance	100-115-5031-0000-10	17,231	18,498	17,257	17,462	(1,036)	-5.6%
Employee Benefits - Workers Comp	100-115-5032-0000-10	134	323	226	251	(72)	-22.3%
		267,082	290,760	267,592	296,578	5,818	2.0%
Staff Development							
Meetings	100-115-5100-0000-10	-	300	200	200	(100)	-33.3%
Training & Conferences	100-115-5120-0000-10	3,378	6,000	2,500	3,000	(3,000)	-50.0%
		3,378	6,300	2,700	3,200	(3,100)	-49.2%
Equipment Expense							
Equipment	100-115-5330-0000-10	-	1,000	600	1,000	-	0.0%
Data Services	100-115-5335-0000-10	640	900	900	900	-	0.0%
		640	1,900	1,500	1,900	-	0.0%
Contracted Services							
Filing Fees	100-115-5497-0000-10	112	2,500	2,000	2,000	(500)	-20.0%
Contract Labor	100-115-5407-0000-10	3,572	-	-	-	-	-
Legal	100-115-5402-0000-10	413,314	470,000	435,000	435,000	(35,000)	-7.4%
		416,998	472,500	437,000	437,000	(35,500)	-7.5%
Administrative Expense							
Supplies	100-115-5800-0000-10	468	1,000	700	700	(300)	-30.0%
Dues & Subscriptions	100-115-5802-0000-10	14,193	10,000	10,000	10,000	-	0.0%
Mileage Reimbursement	100-115-5804-0000-10	26	200	100	100	(100)	-50.0%
Other Admin	100-120-5899-0000-10	-	-	-	-	-	-
		14,686	11,200	10,800	10,800	(400)	-3.6%
Total Legal Services		702,784	782,660	719,592	749,478	(33,182)	-4.2%

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2021 Intergovernmental Relations Budget Plan



Mission

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.

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.

Responsibilities

- Works closely with stakeholder and partner organizations.
- Identify emerging legislative, regulatory or business issues.
- Advocate positions to governmental bodies as well as partner organizations, to favorably resolve issues.
- Participate in local and regional planning and advocacy efforts.
- Attend Board meetings and the meetings of Board committees.
- Monitor and report actions of State of Texas government branches, agencies and departments that impact community operation, values or quality of life.
- Monitor actions of local political subdivisions for impact on community values.
- Maintain and develop beneficial relationships with local government and private equities to advance legislative or regulatory agenda of the Township.
- Work with contract political consultant in support of legislative or regulatory initiatives.

2020 Accomplishments

- 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.
- Worked with local, state and federal elected officials on response and recovery efforts for novel coronavirus. Monitored state and federal orders and guidelines related to Township assets and operations.
- 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. Bills will be pre-filed for 2021 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.
- Served as liaison to the public regarding questions or concerns on governmental issues.
- 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.

2021 Intergovernmental Relations Budget Plan



- Attended monthly meetings of Woodlands Road Utility District No. 1 and reported agenda discussion and actions taken to Township General Manager. Monitored monthly Municipal Utility District meetings and reported on an exception basis to Township General Manager on significant issues.
- 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 -Houston legislative committee.
- 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.
- 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.

2021 Objectives

- Ensure that The Woodlands is represented and visible at governmental and legislative bodies (The Woodlands Township Strategic Plan Focus Area 4.2)
- Maintain and expand local, regional, state, and federal partnerships with other governmental entities and stakeholders (The Woodlands Township Strategic Plan Focus Area 4.3)
- If the Township Board of Directors determines a need to introduce legislation in the 2021 legislative session, the following actions will need to take place in 2020:
 - 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.
 - Work closely with Township legal and political consultants and attend/provide testimony at hearings at the Capitol supporting passage of proposed Township sponsored legislation.
- 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.

2021 Intergovernmental Relations Budget Plan



Organization Chart



STAFFING - FTE COUNT	Budget 2020	Budget 2021
Intergovernmental Relations Manager	1.00	1.00
TOTAL	1.00	1.00
Position(s) added in 2021 Budget	0.00	0.00

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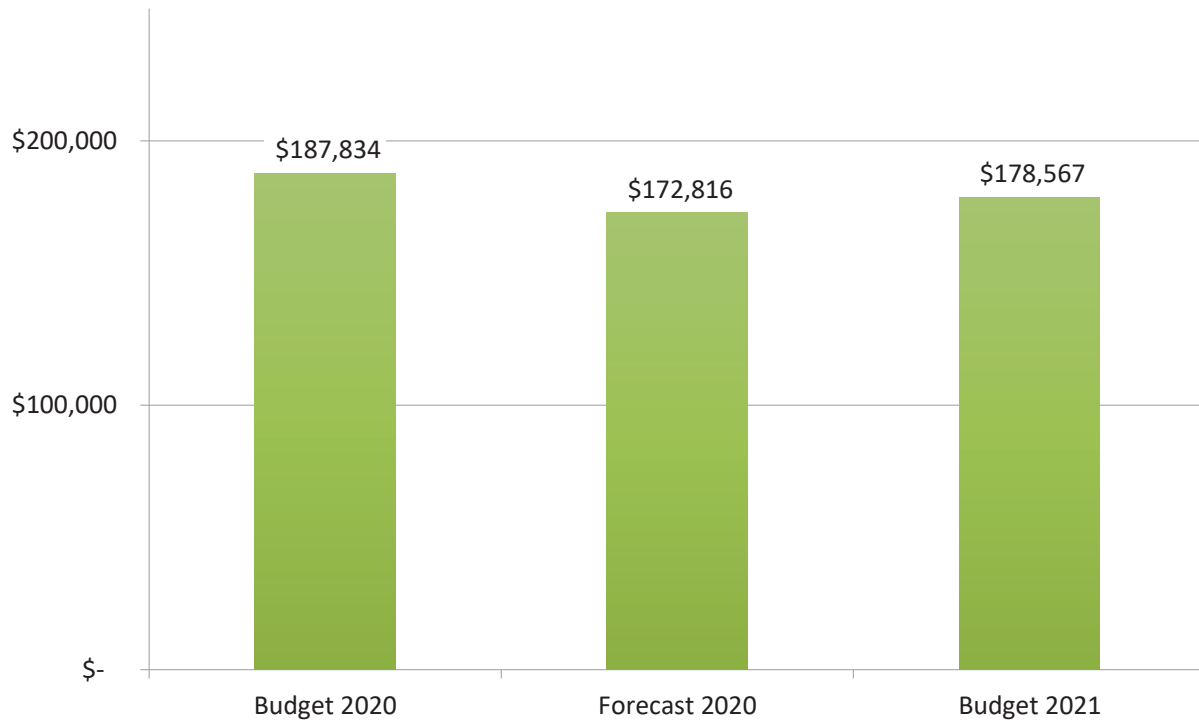
Intergovernmental Relations

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 147,534	\$ 145,616	\$ 150,367	\$ 2,833	1.9%
Staff Development	2,700	1,400	1,800	(900)	-33.3%
Equipment Expense	1,200	1,200	1,200	-	0.0%
Contracted Services	30,000	20,000	20,000	(10,000)	-33.3%
Administrative Expense	6,400	4,600	5,200	(1,200)	-18.8%
Total	\$ 187,834	\$ 172,816	\$ 178,567	\$ (9,267)	-4.9%

Expenditures





Intergovernmental Relations

Budget 2021

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 101,764	\$ 101,764	\$ 104,054	\$ 2,290	2.3%
Benefits	45,770	43,852	46,313	543	1.2%
Total	\$ 147,534	\$ 145,616	\$ 150,367	\$ 2,833	1.9%

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Meetings	\$ 1,200	\$ 600	\$ 800	\$ (400)	-33.3%
Training & Conferences	1,500	800	1,000	(500)	-33.3%
Total	\$ 2,700	\$ 1,400	\$ 1,800	\$ (900)	-33.3%

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Data Services	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	0.0%
Total	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	0.0%

Contracted Services

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Legal Fees	30,000	20,000	20,000	(10,000)	-33.3%
Total	\$ 30,000	\$ 20,000	\$ 20,000	\$ (10,000)	-33.3%



Intergovernmental Relations

Budget 2021

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Supplies	\$ 200	\$ 200	\$ 200	\$ -	0.0%
Dues & Subscriptions	3,000	2,800	2,800	(200)	-6.7%
Mileage Reimbursement	3,200	1,600	2,200	(1,000)	-31.3%
Total	\$ 6,400	\$ 4,600	\$ 5,200	\$ (1,200)	-18.8%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
INTERGOVERNMENTAL RELATIONS - Dept 120							
Salaries and Benefits							
Salaries and Wages	100-120-5010-0000-10	99,719	101,764	101,764	104,054	2,290	2.3%
Employee Benefits - FICA	100-120-5020-0000-10	7,133	7,785	7,785	7,960	175	2.2%
Employee Benefits - TEC	100-120-5021-0000-10	(60)	90	150	144	54	60.0%
Employee Benefits - Retirement	100-120-5030-0000-10	13,792	13,568	13,568	13,874	306	2.3%
Employee Benefits - Insurance	100-120-5031-0000-10	21,412	24,181	22,247	24,222	41	0.2%
Employee Benefits - Workers Comp	100-120-5032-0000-10	57	146	102	113	(33)	-22.8%
		142,053	147,534	145,616	150,367	2,833	1.9%
Staff Development							
Meetings	100-120-5100-0000-10	413	1,200	600	800	(400)	-33.3%
Training & Conferences	100-120-5120-0000-10	909	1,500	800	1,000	(500)	-33.3%
		1,322	2,700	1,400	1,800	(900)	-33.3%
Equipment Expense							
Data Services	100-120-5335-0000-10	1,093	1,200	1,200	1,200	-	0.0%
		1,093	1,200	1,200	1,200	-	0.0%
Contracted Services							
Legal	100-120-5402-0000-10	-	30,000	20,000	20,000	(10,000)	-33.3%
		-	30,000	20,000	20,000	(10,000)	-33.3%
Administrative Expense							
Supplies	100-120-5800-0000-10	232	200	200	200	-	0.0%
Dues & Subscriptions	100-120-5802-0000-10	2,560	3,000	2,800	2,800	(200)	-6.7%
Mileage Reimbursement	100-120-5804-0000-10	1,705	3,200	1,600	2,200	(1,000)	-31.3%
		4,498	6,400	4,600	5,200	(1,200)	-18.8%
		-	-	-	-	-	-
Total Intergovernmental Relations		148,965	187,834	172,816	178,567	(9,267)	-4.9%

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2021 Human Resources Department Budget Plan



Mission

The mission of the Human Resources Department is to support and attract a talented and innovative staff, while serving as a source of information and expertise that provides quality customer service for employees and their changing needs.

Responsibilities

- Hire and retain qualified employees who support the Township's vision, mission and customer service standards.
- Ensure compensation practices are competitive and in line with the organizational values.
- Maintain cost-effective health, welfare and retirement benefits for employees.
- Continue providing adequate and affordable benefits packages for employees
- Ensure compliance with federal, and state employment laws
- Provide training needs for all employees
- Administer performance evaluation process for all employees
- Maintain up-to-date Employee Policy Manual and Employee Handbook.

2020 Accomplishments

- Supported employees through the COVID-19 Pandemic. Implemented changes to health and welfare benefits to provide easy access for COVID-19 testing. Implemented the Families First Coronavirus Response Act and CARES Act changes in conjunction with Principal Financial. Translated messages for employees into Spanish and utilized RAVE Alert to notify employees who do not have email. Promoted EAP services and urged employees to take care of themselves. Assisted employees, supervisors and the organization as a whole in any way necessary during this unprecedented time.
- 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 did not increase in 2020, even though the national trend increase in health care costs is 6.5%. Dental insurance also remained flat, with no increase projected.
- Seventy-nine employees joined the Township in 2019, and fifty-nine employees received promotions. The Township enjoyed a turnover rate of 9.3%.
- Human Resources implemented PSPC's Final Compensation and Classification Study. Classification changes as well as compensation changes were communicated individually with each employee. Meetings were held with most departments to review the results of the study and answer questions.
- HR began utilizing Local Government University, an online training platform provided at no cost by TML-IRP. Employees and supervisors participated in nine different courses. COVID-19 for Local Government Personnel, Handling Difficult Customers, Workplace Stress Resiliency, and Ethical Behavior for Local Government are examples of the types of training provided. Additionally, Spanish-speaking employees were able to participate in Anti-Harassment Training provided in Spanish.
- Continued to utilize 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.

2021 Human Resources Department Budget Plan



- Assisted The Woodlands Firefighters Retirement System (TWFRS) 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.
- Coordinated the Employee Awards Breakfast during which employees with 5, 10, 15, 20, 25, 30 and 35 years of service were honored. Seventy-three employees with more than 855 combined years of service were recognized at this event.
- Coordinated a highly successful United Way Campaign. Coordinated two Adopt-a-Families and supported Interfaith's Toy Drive during the holiday season.

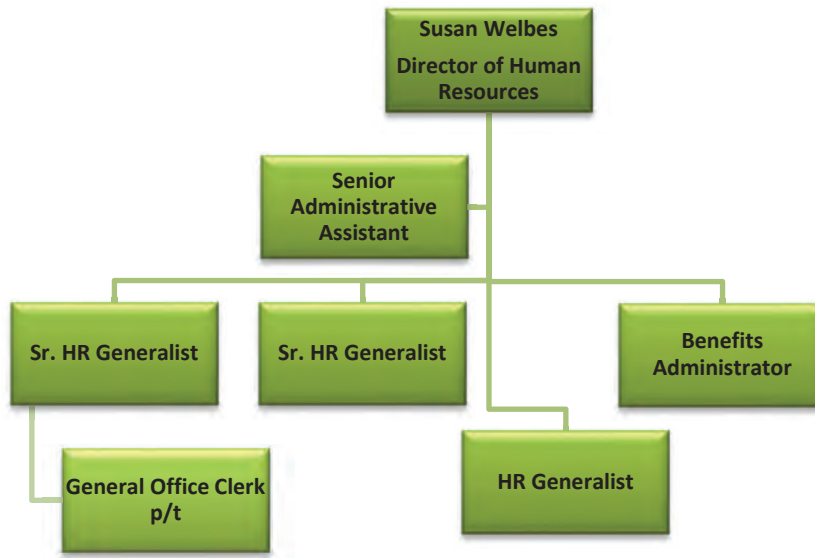
2021 Objectives

- 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 paperless recruiting and hiring process for qualified applicants.
- 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.
- Monitor job market to ensure competitiveness of our salary structure.
- Continue to ensure cost-effective health, welfare and retirement benefits are maintained for employees.
- 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.

2021 Human Resources Department Budget Plan



Organization Chart



STAFFING - FTE COUNT	Budget 2020	Budget 2021	Change
Director of Human Resources	1.00	1.00	0.00
Sr. HR Generalist	2.00	2.00	0.00
Benefits Administrator	1.00	1.00	0.00
HR Generalist	1.00	1.00	0.00
Senior Admin Assistant	1.00	1.00	0.00
General Office Clerk	0.25	0.25	0.00
TOTAL	6.25	6.25	0.00
Position(s) added in 2021 Budget	0.00	0.00	0.00

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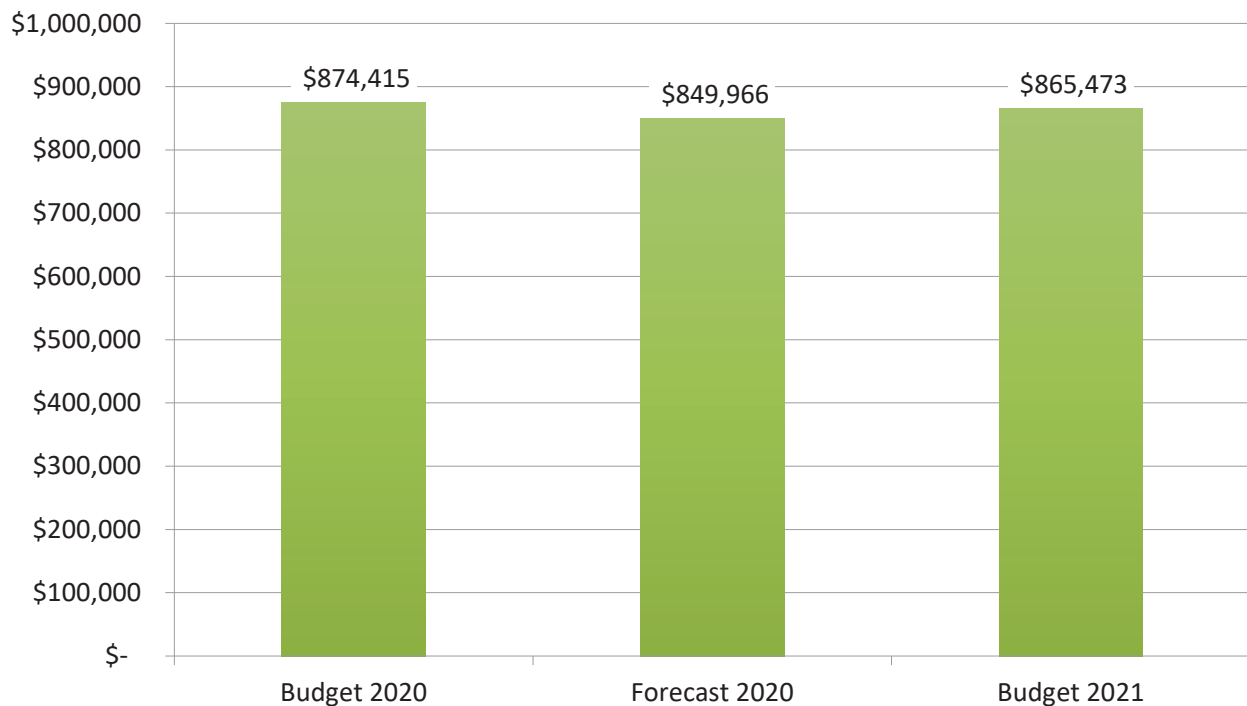
Human Resources

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 620,265	\$ 616,316	\$ 641,023	\$ 20,758	3.3%
Staff Development	55,600	39,600	30,400	(25,200)	-45.3%
Equipment Expense	2,850	2,050	2,050	(800)	-28.1%
Contracted Services	177,400	174,400	174,400	(3,000)	-1.7%
Public Education/Relations	6,000	6,000	6,000	-	0.0%
Administrative Expense	12,300	11,600	11,600	(700)	-5.7%
Total	\$ 874,415	\$ 849,966	\$ 865,473	\$ (8,942)	-1.0%

Expenditures





Human Resources

Budget 2021

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 452,503	\$ 452,503	\$ 466,658	\$ 14,155	3.1%
Benefits	167,762	163,813	174,365	6,603	3.9%
Total	\$ 620,265	\$ 616,316	\$ 641,023	\$ 20,758	3.3%

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Meetings	\$ 600	\$ 400	\$ 400	\$ (200)	-33.3%
Training & Conferences	26,000	14,000	9,000	(17,000)	-65.4%
Tuition Reimbursement	9,000	9,000	9,000	-	0.0%
Employee Events/Recognition	20,000	16,200	12,000	(8,000)	-40.0%
Total	\$ 55,600	\$ 39,600	\$ 30,400	\$ (25,200)	-45.3%

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Equipment	\$ 2,000	\$ 1,200	\$ 1,200	\$ (800)	-40.0%
Data Services	850	850	850	-	0.0%
Total	\$ 2,850	\$ 2,050	\$ 2,050	\$ (800)	-28.1%



Human Resources

Budget 2021

Contracted Services

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Legal - Employee Relations	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	0.0%
Contract Labor	3,000	3,000	3,000	-	0.0%
Recruiting	99,000	99,000	99,000	-	0.0%
Drug Testing	15,000	12,000	12,000	(3,000)	-20.0%
Other	45,400	45,400	45,400	-	0.0%
Total	\$ 177,400	\$ 174,400	\$ 174,400	\$ (3,000)	-1.7%

Public Education/Relations

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Advertising	\$ 6,000	\$ 6,000	\$ 6,000	\$ -	0.0%
Total	\$ 6,000	\$ 6,000	\$ 6,000	\$ -	0.0%

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Supplies	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.0%
Dues & Subscriptions	1,600	1,200	1,200	(400)	-25.0%
Printing	1,100	800	800	(300)	-27.3%
Affordable Care Tax	1,500	1,500	1,500	-	0.0%
Mileage Reimbursement	600	600	600	-	0.0%
Other Admin	5,000	5,000	5,000	-	0.0%
Total	\$ 12,300	\$ 11,600	\$ 11,600	\$ (700)	-5.7%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
HUMAN RESOURCES - Dept 130							
Salaries and Benefits							
Salaries and Wages	100-130-5010-0000-10	413,922	451,803	451,803	465,958	14,155	3.1%
Overtime	100-130-5011-0000-10	152	700	700	700	-	0.0%
Employee Benefits - FICA	100-130-5020-0000-10	28,452	33,038	33,038	34,486	1,448	4.4%
Employee Benefits - TEC	100-130-5021-0000-10	(225)	620	1,030	995	375	60.5%
Employee Benefits - Retirement	100-130-5030-0000-10	50,245	56,388	56,388	61,443	5,055	9.0%
Employee Benefits - Insurance	100-130-5031-0000-10	66,094	77,071	72,905	76,940	(131)	-0.2%
Employee Benefits - Workers Comp	100-130-5032-0000-10	243	645	452	501	(144)	-22.3%
		558,884	620,265	616,316	641,023	20,758	3.3%
Staff Development							
Meetings	100-130-5100-0000-10	-	600	400	400	(200)	-33.3%
Training & Conferences	100-130-5120-0000-10	11,751	26,000	14,000	9,000	(17,000)	-65.4%
Tuition Reimbursement	100-130-5140-0000-10	2,991	9,000	9,000	9,000	-	0.0%
Employee Events/Recognition	100-130-5150-0000-10	20,989	20,000	16,200	12,000	(8,000)	-40.0%
		35,731	55,600	39,600	30,400	(25,200)	-45.3%
Equipment Expense							
Equipment	100-130-5330-0000-10	849	2,000	1,200	1,200	(800)	-40.0%
Data Services	100-130-5335-0000-10	611	850	850	850	-	0.0%
		1,460	2,850	2,050	2,050	(800)	-28.1%
Contracted Services							
Legal - Employee Relations	100-130-5403-0000-10	7,715	15,000	15,000	15,000	-	0.0%
Contract Labor	100-130-5407-0000-10	7,740	3,000	3,000	3,000	-	0.0%
Recruiting Fees	100-130-5408-0000-10	125,738	99,000	99,000	99,000	-	0.0%
Drug Testing	100-130-5409-0000-10	9,094	15,000	12,000	12,000	(3,000)	-20.0%
Other	100-130-5499-0000-10	106,660	45,400	45,400	45,400	-	0.0%
		256,947	177,400	174,400	174,400	(3,000)	-1.7%
Public Education/Relations							
Advertising	100-130-5704-0000-10	5,152	6,000	6,000	6,000	-	0.0%
		5,152	6,000	6,000	6,000	-	0.0%
Administrative Expense							
Supplies	100-130-5800-0000-10	3,028	2,500	2,500	2,500	-	0.0%
Dues & Subscriptions	100-130-5802-0000-10	957	1,600	1,200	1,200	(400)	-25.0%
Printing	100-130-5803-0000-10	96	1,100	800	800	(300)	-27.3%
Mileage Reimbursement	100-130-5804-0000-10	1,403	600	600	600	-	0.0%
Affordable Care Tax	100-130-5810-0000-10	1,567	1,500	1,500	1,500	-	0.0%
Other Admin	100-130-5899-0000-10	5,080	5,000	5,000	5,000	-	0.0%
		12,130	12,300	11,600	11,600	(700)	-5.7%
Total Human Resources		870,305	874,415	849,966	865,473	(8,942)	-1.0%

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2021 Finance Department Budget Plan



Mission

The mission of the Finance Department is to use best practices in financial planning, policy development, and delivery of professional services in the areas of Finance Administration, Accounting, Budgeting, Capital Assets, Purchasing, Debt Management, and Grant Administration.

Responsibilities

- **Finance Administration:** Responsible for financial planning, policy development, cash management, daily operation compliance and the monitoring of effective internal controls.
- **Accounting:** Oversees the recording, processing and reporting for the Township's financial activities. This includes accurate processing of all receipts and disbursements of funds, reporting to the Board of Directors, performing payroll functions, maintaining general ledger accounts, and facilitating the annual audit and preparation of the Comprehensive Annual Financial Report (CAFR).
- **Budgeting:** Responsible for producing the annual operating and capital budgets. This involves coordinating, monitoring, and supporting the departmental budgets to align with the strategic objectives outlined by the Board of Directors while maintaining operational service levels. A five-year plan is produced to facilitate financial planning and policy development.
- **Capital Assets:** Accountable 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.
- **Purchasing:** The purchasing function obtains the requirements of all departments. This process includes determining service needs, specification standards, researching products and services, and obtaining bid quotations. Responsibilities also include the procurement card program and maintenance of the purchase order system.
- **Debt Management:** Responsible for maintaining an effective debt management strategy for the organization. This includes managing the Township's bonded debt as well as other obligations required by the debt covenants. Additional functions include maintaining productive working relationships with lending institutions, bond counsel, and credit rating agencies.
- **Grant Administration:** Accountable for monitoring, documenting, managing fiscal controls regarding rules and regulations for grant funding related to the passenger bus system, trolley system and transit planning.

2020 Accomplishments

- Continued high reporting standards and received the award for the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.
- Maintained the Township's bond ratings of "AA" from Standard & Poor's and a rating of "Aa1" from Moody's.
- Refinanced \$39.9 million of debt related to the Convention Center bonds and the 2010 bond issuance for park and fire department projects, resulting in \$2.7 million in interest expense savings.
- Received Distinguished Budget Presentation Award from the Government Finance Officers Association.
- Continued compliance reporting for the Township's triennial review audit with the Federal Transit Administration.

2021 Objectives

- Prepare an annual budget and five-year business plan to properly allocate resources and reports projecting financial activity in accordance with the Board's policies and strategic objectives.

2021 Finance Department Budget Plan

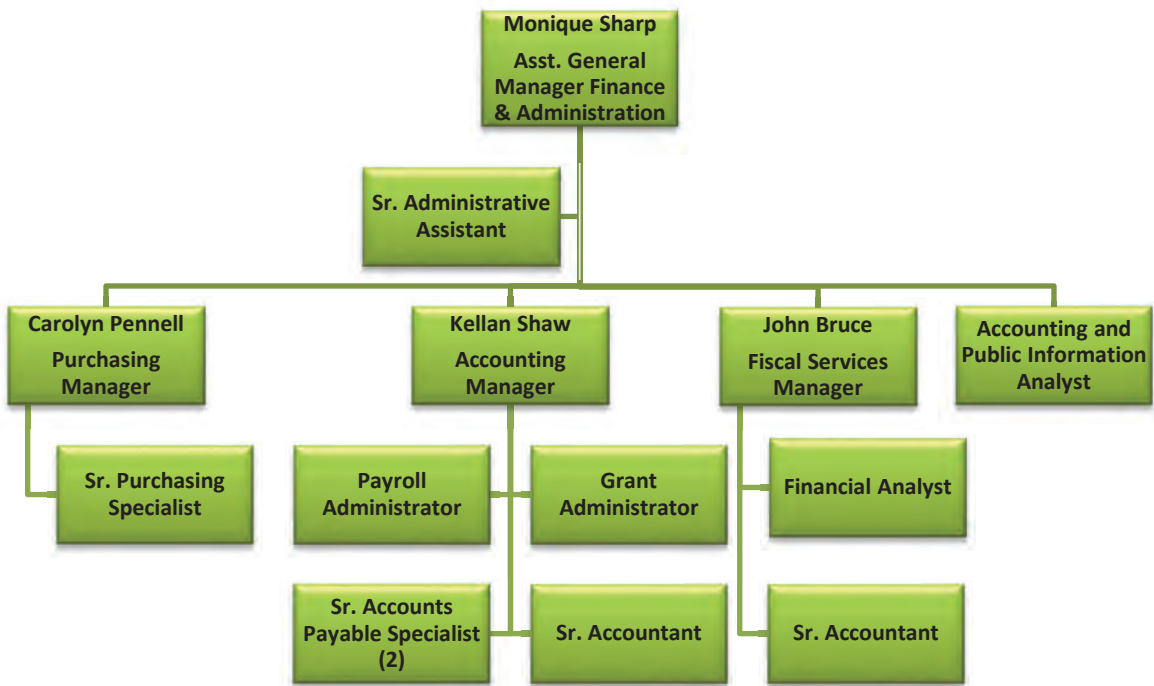


- Maintain current service levels while further automating processes.
- Receive the Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report.
- Receive the Distinguished Budget Presentation Award.
- Manage investments and monitor debt refinancing opportunities in compliance with the Township's policies.
- Update the Township's capital reserve study.
- Continue to work with all departments to ensure competitive purchasing practices to secure services and products at the best value for the taxpayer.

2021 Finance Department Budget Plan



Organization Chart



STAFFING - FTE COUNT	Budget 2020	Budget 2021
Assistant GM - Finance and Administration	1.00	1.00
Fiscal Services Manager	1.00	1.00
Accounting Manager	1.00	1.00
Financial Analyst	2.00	2.00
Purchasing Manager	1.00	1.00
Sr. Purchasing Specialist	1.00	1.00
Sr. Accountant	2.00	2.00
Accounting Analyst	1.00	1.00
Payroll Analyst	1.00	1.00
Sr. A/P Specialist	2.00	2.00
Sr. Admin Assistant	1.00	1.00
TOTAL	14.00	14.00
Position(s) added in 2021 Budget	0.00	0.00

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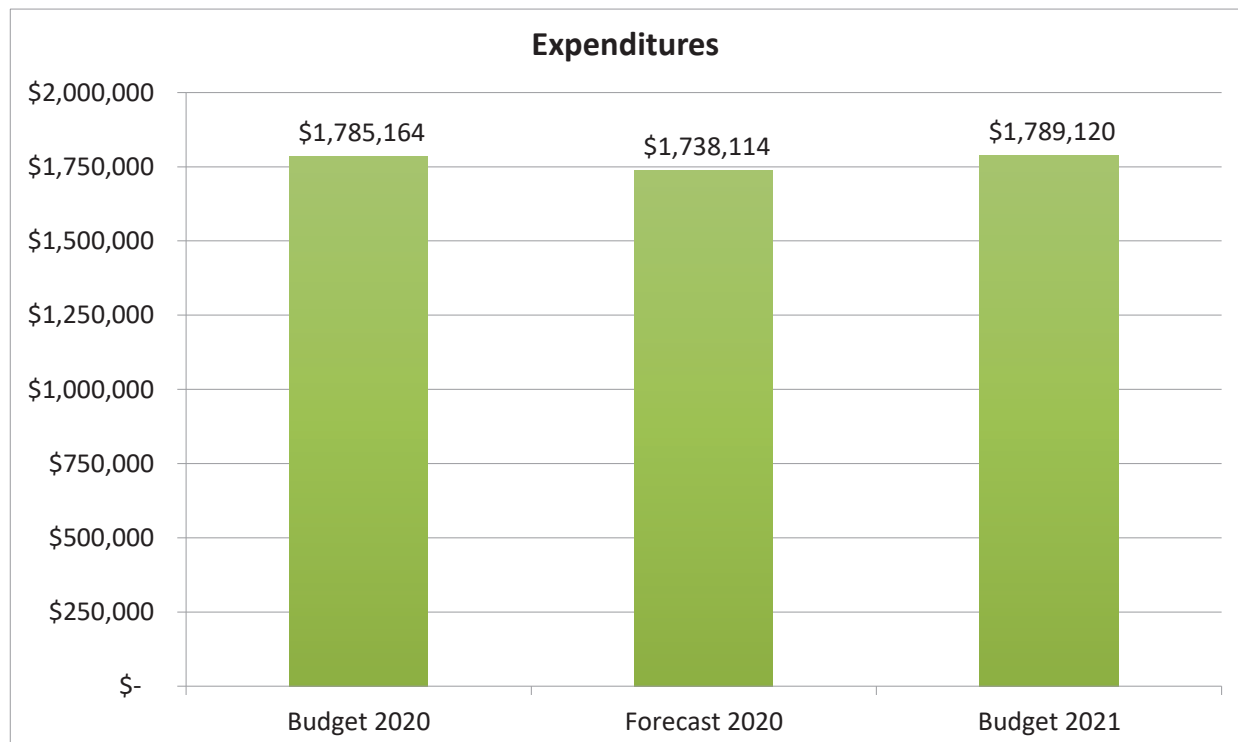


Finance

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 1,499,264	\$ 1,480,014	\$ 1,524,320	\$ 25,056	1.7%
Staff Development	7,500	3,300	4,300	(3,200)	-42.7%
Equipment Expense	3,600	2,400	3,200	(400)	-11.1%
Contracted Services	260,900	240,700	245,600	(15,300)	-5.9%
Administrative Expense	13,900	11,700	11,700	(2,200)	-15.8%
Total	\$ 1,785,164	\$ 1,738,114	\$ 1,789,120	\$ 3,956	0.2%





Finance

Budget 2021

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 1,098,993	\$ 1,097,493	\$ 1,132,741	\$ 33,748	3.1%
Benefits	400,271	382,521	391,579	(8,692)	-2.2%
Total	\$ 1,499,264	\$ 1,480,014	\$ 1,524,320	\$ 25,056	1.7%

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Meetings	\$ 500	\$ 300	\$ 300	\$ (200)	-40.0%
Training & Conferences	7,000	3,000	4,000	(3,000)	-42.9%
Total	\$ 7,500	\$ 3,300	\$ 4,300	\$ (3,200)	-42.7%

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Equipment	\$ 2,400	\$ 1,200	\$ 2,000	\$ (400)	-16.7%
Data Services	1,200	1,200	1,200	-	0.0%
Total	\$ 3,600	\$ 2,400	\$ 3,200	\$ (400)	-11.1%

Contracted Services

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Consulting	\$ 22,800	\$ 12,800	\$ 10,000	\$ (12,800)	-56.1%
Audit Fees	112,300	106,700	112,300	-	0.0%
Payroll Processing	117,800	119,200	121,300	3,500	3.0%
Contract Labor	8,000	2,000	2,000	(6,000)	-75.0%
Total	\$ 260,900	\$ 240,700	\$ 245,600	\$ (15,300)	-5.9%



Finance

Budget 2021

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Supplies	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	0.0%
Dues & Subscriptions	5,000	3,000	3,000	(2,000)	-40.0%
Mileage Reimbursement	400	200	200	(200)	-50.0%
Bank Fees	500	500	500	-	0.0%
Public Notices	1,000	1,000	1,000	-	0.0%
Total	\$ 13,900	\$ 11,700	\$ 11,700	\$ (2,200)	-15.8%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
FINANCE - Dept 140							
Salaries and Benefits							
Salaries and Wages	100-140-5010-0000-10	1,034,889	1,093,993	1,093,993	1,129,241	35,248	3.2%
Overtime	100-140-5011-0000-10	3,151	5,000	3,500	3,500	(1,500)	-30.0%
Employee Benefits - FICA	100-140-5020-0000-10	72,892	80,503	80,503	83,408	2,905	3.6%
Employee Benefits - TEC	100-140-5021-0000-10	(594)	1,260	1,874	2,016	756	60.0%
Employee Benefits - Retirement	100-140-5030-0000-10	120,519	136,971	132,577	137,584	613	0.4%
Employee Benefits - Insurance	100-140-5031-0000-10	162,727	179,961	166,464	167,348	(12,613)	-7.0%
Employee Benefits - Workers Comp	100-140-5032-0000-10	631	1,576	1,103	1,223	(353)	-22.4%
		1,394,216	1,499,264	1,480,014	1,524,320	25,056	1.7%
Staff Development							
Meetings	100-140-5100-0000-10	59	500	300	300	(200)	-40.0%
Training & Conferences	100-140-5120-0000-10	2,945	7,000	3,000	4,000	(3,000)	-42.9%
		3,004	7,500	3,300	4,300	(3,200)	-42.7%
Equipment Expense							
Equipment	100-140-5330-0000-10	1,891	2,400	1,200	2,000	(400)	-16.7%
Data Services	100-140-5335-0000-10	1,243	1,200	1,200	1,200	-	0.0%
		3,134	3,600	2,400	3,200	(400)	-11.1%
Contracted Services							
Consulting	100-140-5401-0000-10	2,500	22,800	12,800	10,000	(12,800)	-56.1%
Audit Fees	100-140-5404-0000-10	100,633	112,300	106,700	112,300	-	0.0%
Payroll Processing Fees	100-140-5405-0000-10	123,526	117,800	119,200	121,300	3,500	3.0%
Contract Labor	100-140-5407-0000-10	150	8,000	2,000	2,000	(6,000)	-75.0%
		226,809	260,900	240,700	245,600	(15,300)	-5.9%
Administrative Expense							
Supplies	100-140-5800-0000-10	7,557	7,000	7,000	7,000	-	0.0%
Dues & Subscriptions	100-140-5802-0000-10	2,799	5,000	3,000	3,000	(2,000)	-40.0%
Mileage Reimbursement	100-140-5804-0000-10	-	400	200	200	(200)	-50.0%
Bank Fees	100-140-5805-0000-10	-	500	500	500	-	0.0%
Public Notices	100-140-5895-0000-10	800	1,000	1,000	1,000	-	0.0%
		11,156	13,900	11,700	11,700	(2,200)	-15.8%
Total Finance		1,638,319	1,785,164	1,738,114	1,789,120	3,956	0.2%

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2021 Information Technology Department Budget Plan



Mission

The mission of the Information Technology (IT) Department is to support the design, development, implementation and management of computers and communications systems.

Responsibilities

- Data Management
- Networking
- Computer Support
- Telecommunications
- Geographic Information Systems (GIS)

2020 Accomplishments

- 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
- Upgraded network infrastructure
- Upgraded firewalls
- Standardized Facility Access Control across Township facilities
- Upgraded Townhall A/V Equipment
- Replaced Fire Department Mobile Data Computers
- Upgraded Emergency Training Center A/V Equipment
- Implemented Digital Signatures
- Implemented VDI Software
- Implement Microsoft Teams
- Implemented Remote Work Capabilities
- Implemented Zoom Board Meetings
- Implemented Park Amenities GIS Map
- Implemented Mosquito Testing GIS Application
- Upgraded Fire Department Portable Radios

2021 Objectives

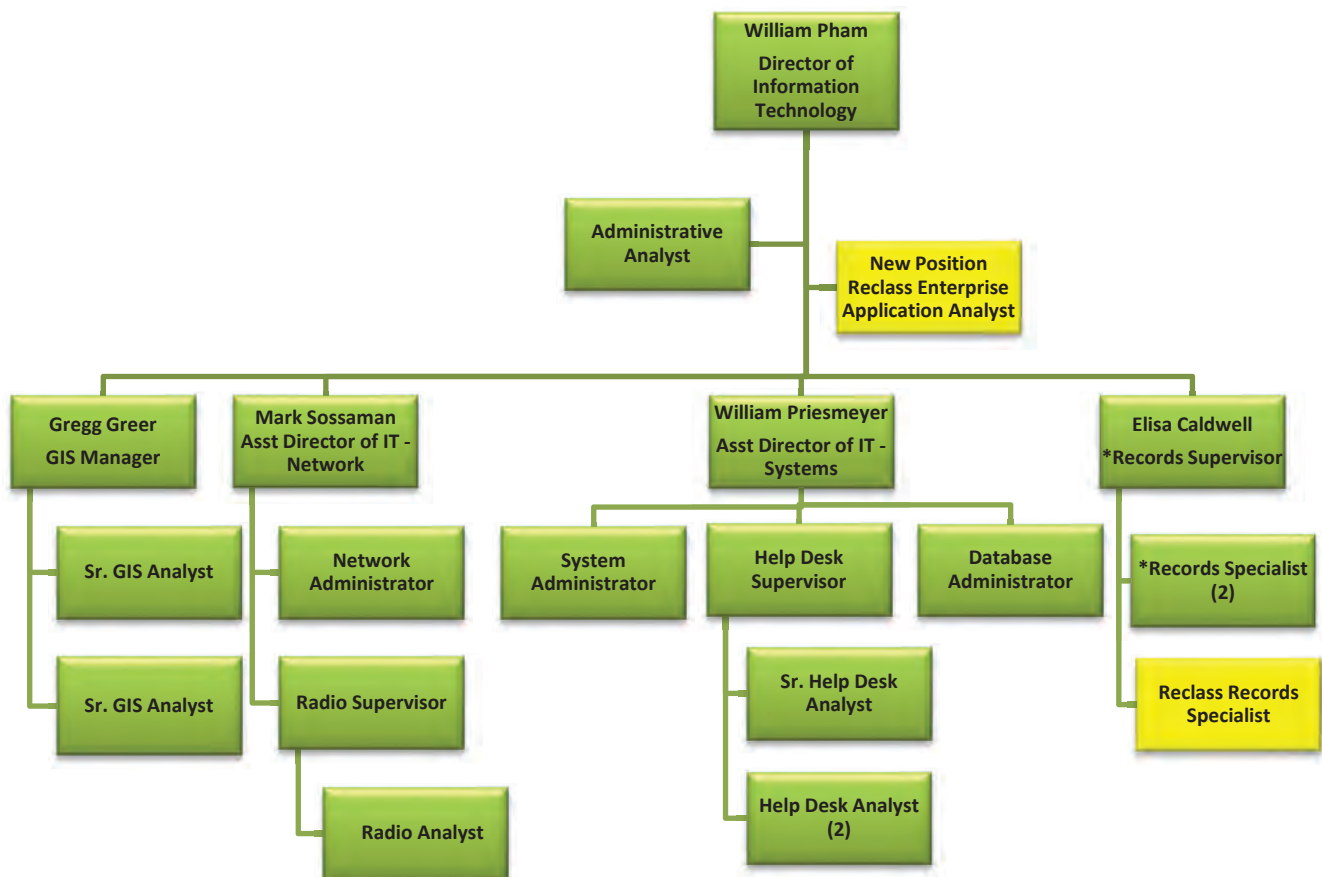
- Upgrade desktop and laptop computers
- Upgrade servers and software
- Upgrade network infrastructure
- Expand Storage Area Network
- Replace the Accela Asset Management System
- Replace the Accela Land Management System
- Replace Fire Department Mobile Data Computers
- Replace Parks Mobile Data Computers
- Upgrade network infrastructure

2021 Information Technology Department Budget Plan



- Upgrade Microsoft Office 365
- Upgrade Phone System
- Outfit replacement Fire Apparatus with Mobile Data Computers and Radio equipment.

Organization Chart



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

2021 Information Technology Department Budget Plan



STAFFING - FTE COUNT	Budget 2020	Budget 2021	Change
Director of Information Technology	1.00	1.00	0.00
Asst. Director of IT – Network	1.00	1.00	0.00
Asst. Director of IT – Systems	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	2.00	2.00	0.00
Radio Supervisor	1.00	1.00	0.00
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
Administrative Analyst	1.00	1.00	0.00
Enterprise Application Analyst	0.00	1.00	1.00
TOTAL	16.00	17.00	1.00
Position(s) added in 2021 Budget	0.00	1.00	1.00

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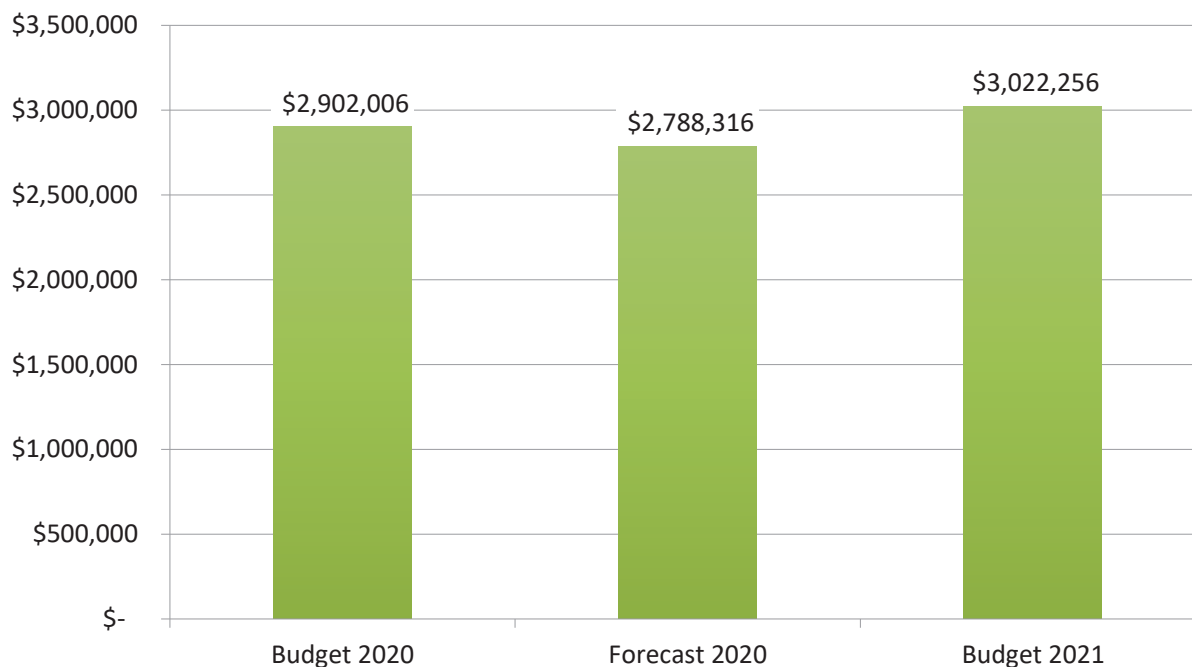
Information Technology

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 1,702,231	\$ 1,648,441	\$ 1,829,356	\$ 127,125	7.5%
Staff Development	36,600	18,400	24,400	(12,200)	-33.3%
Facility Expense	184,000	164,000	164,000	(20,000)	-10.9%
Equipment Expense	160,800	143,900	87,900	(72,900)	-45.3%
Contracted Services	815,075	811,075	914,100	99,025	12.1%
Administrative Expense	3,300	2,500	2,500	(800)	-24.2%
Total	\$ 2,902,006	\$ 2,788,316	\$ 3,022,256	\$ 120,250	4.1%

Expenditures





Information Technology

Budget 2021

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 1,267,527	\$ 1,245,220	\$ 1,361,729	\$ 94,202	7.4%
Benefits	434,704	403,221	467,627	32,923	7.6%
Total	\$ 1,702,231	\$ 1,648,441	\$ 1,829,356	\$ 127,125	7.5%

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Meetings	\$ 600	\$ 400	\$ 400	\$ (200)	-33.3%
Training & Conferences	36,000	18,000	24,000	(12,000)	-33.3%
Total	\$ 36,600	\$ 18,400	\$ 24,400	\$ (12,200)	-33.3%

Facility Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Telephones	\$ 184,000	\$ 164,000	\$ 164,000	\$ (20,000)	-10.9%
Total	\$ 184,000	\$ 164,000	\$ 164,000	\$ (20,000)	-10.9%

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Equipment	\$ 8,400	\$ 8,400	\$ 8,400	\$ -	0.0%
Equipment - Small Hardware	43,000	26,100	10,500	(32,500)	-75.6%
Equipment - Software	81,000	81,000	40,000	(41,000)	-50.6%
Data Services	16,400	16,400	17,000	600	3.7%
Equipment Repair & Maintenance	12,000	12,000	12,000	-	0.0%
Total	\$ 160,800	\$ 143,900	\$ 87,900	\$ (72,900)	-45.3%



Information Technology

Budget 2021

Contracted Services

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Computer Support	\$ 602,275	\$ 602,275	\$ 651,900	\$ 49,625	8.2%
Contract Labor	38,000	34,000	34,000	(4,000)	-10.5%
Other Contracted Services	174,800	174,800	228,200	53,400	30.5%
Total	\$ 815,075	\$ 811,075	\$ 914,100	\$ 99,025	12.1%

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Supplies	\$ 1,500	\$ 1,000	\$ 1,000	\$ (500)	-33.3%
Dues & Subscriptions	1,000	1,000	1,000	-	0.0%
Mileage Reimbursement	800	500	500	(300)	-37.5%
Total	\$ 3,300	\$ 2,500	\$ 2,500	\$ (800)	-24.2%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
INFORMATION TECHNOLOGY - Dept 150							
Salaries and Benefits							
Salaries and Wages	100-150-5010-0000-10	1,144,152	1,245,527	1,223,220	1,339,729	94,202	7.6%
Overtime	100-150-5011-0000-10	21,313	22,000	22,000	22,000	-	0.0%
Employee Benefits - FICA	100-150-5020-0000-10	85,053	95,667	90,873	103,242	7,575	7.9%
Employee Benefits - TEC	100-150-5021-0000-10	(632)	1,440	2,158	2,448	1,008	70.0%
Employee Benefits - Retirement	100-150-5030-0000-10	121,919	134,132	127,437	138,402	4,270	3.2%
Employee Benefits - Insurance	100-150-5031-0000-10	184,921	201,639	181,475	222,078	20,439	10.1%
Employee Benefits - Workers Comp	100-150-5032-0000-10	734	1,826	1,278	1,457	(369)	-20.2%
		1,557,459	1,702,231	1,648,441	1,829,356	127,125	7.5%
Staff Development							
Meetings	100-150-5100-0000-10	339	600	400	400	(200)	-33.3%
Training & Conferences	100-150-5120-0000-10	20,334	36,000	18,000	24,000	(12,000)	-33.3%
		20,673	36,600	18,400	24,400	(12,200)	-33.3%
Facility Expense							
Telephone	100-150-5210-0000-10	151,658	184,000	164,000	164,000	(20,000)	-10.9%
		151,658	184,000	164,000	164,000	(20,000)	-10.9%
Equipment Expense							
Equipment	100-150-5330-0000-10	3,771	8,400	8,400	8,400	-	0.0%
Equipment - Small Hardware	100-150-5330-9000-10	43,881	43,000	26,100	10,500	(32,500)	-75.6%
Equipment - Software	100-150-5330-9000-10	-	81,000	81,000	40,000	(41,000)	-50.6%
Data Services	100-150-5335-0000-10	14,114	16,400	16,400	17,000	600	3.7%
Equipment Repair & Maintenance	100-150-5365-0000-10	11,753	12,000	12,000	12,000	-	0.0%
		73,519	160,800	143,900	87,900	(72,900)	-45.3%
Contracted Services							
Computer Support	100-150-5400-0000-10	516,777	602,275	602,275	651,900	49,625	8.2%
Contract Labor	100-150-5407-0000-10	31,663	38,000	34,000	34,000	(4,000)	-10.5%
Other Contracted Services	100-150-5499-0000-10	167,915	174,800	174,800	228,200	53,400	30.5%
		716,355	815,075	811,075	914,100	99,025	12.1%
Administrative Expense							
Supplies	100-150-5800-0000-10	455	1,500	1,000	1,000	(500)	-33.3%
Dues & Subscriptions	100-150-5802-0000-10	745	1,000	1,000	1,000	-	0.0%
Mileage Reimbursement	100-150-5804-0000-10	192	800	500	500	(300)	-37.5%
		1,392	3,300	2,500	2,500	(800)	-24.2%
Total Information Technology		2,521,056	2,902,006	2,788,316	3,022,256	120,250	4.1%

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2021 Records Management Department Budget Plan



Mission

The mission of the Records Management Department is 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.

Responsibilities

- Maintenance of current property ownership, tenant information and general property data for over 36,000 properties within the Township's boundaries
- Maintenance of real estate documents contained in the property and land use database as they pertain to essential operations of the Covenant Administration, Parks and Recreation, Neighborhood Services and Environmental Services departments
- Maintenance of all easement rights and documents for park and pathway assets
- Perform document review and analysis of recorded real estate documents and maps
- Continue to be a GIS system partner and real estate data query resource
- Central records, archive and off-site storage

2020 Accomplishments

- Continued excellent response to all Public Information Requests from the public
- Implemented Laserfiche Forms
- Implemented Digital Signatures
- Implemented Open Records software
- Transferred Human Resource files into Laserfiche
- Completed Phase III of document digitizing project

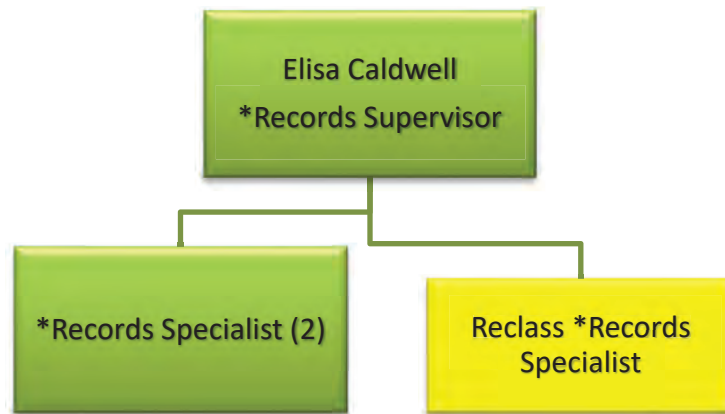
2021 Objectives

- 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
- Digitize historical records into the electronic records management system
- Streamline records management processes and workflows

2021 Records Management Department Budget Plan



Organization Chart



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

STAFFING - FTE COUNT	Budget 2020	Budget 2021	Change
Records Supervisor	1.00	1.00	0.00
Records Specialist	3.00	2.00	-1.00
TOTAL	4.00	3.00	-1.00
Position(s) added in 2021 Budget	0.00	-1.00	-1.00

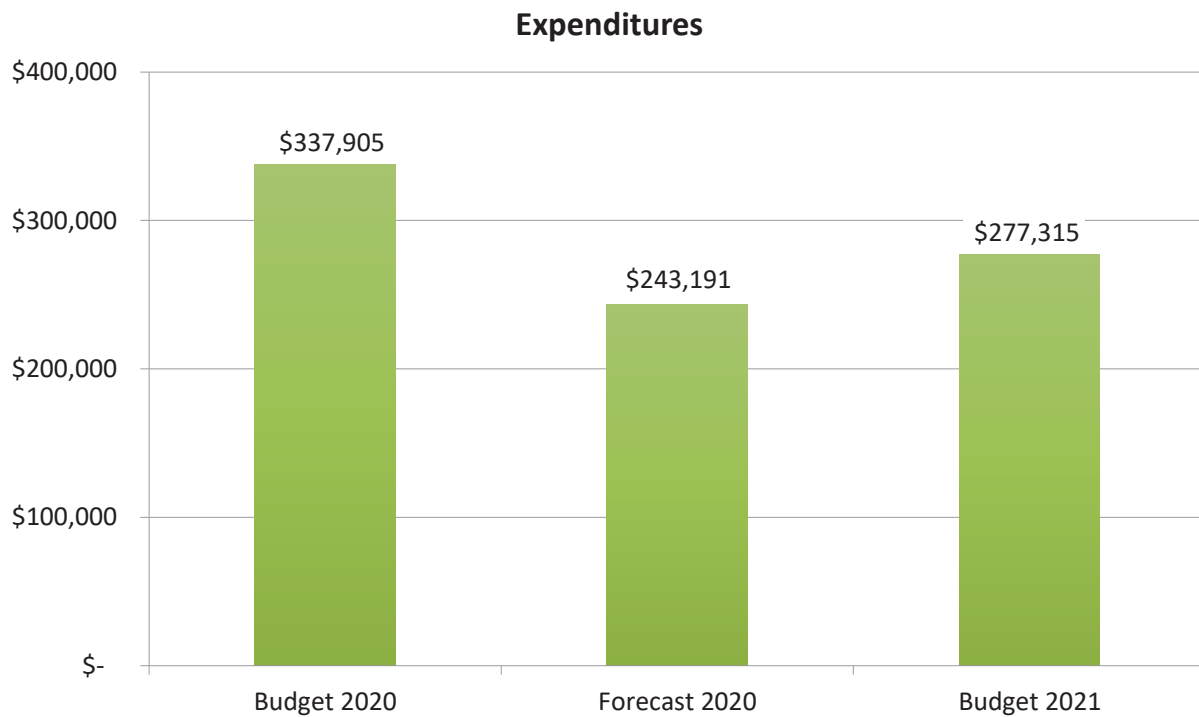


Records Management

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 277,805	\$ 223,091	\$ 220,915	\$ (56,890)	-20.5%
Staff Development	3,500	-	1,300	(2,200)	-62.9%
Equipment Expense	1,000	1,000	1,000	-	0.0%
Contracted Services	53,500	17,000	52,000	(1,500)	-2.8%
Administrative Expense	2,100	2,100	2,100	-	0.0%
Total	\$ 337,905	\$ 243,191	\$ 277,315	\$ (60,590)	-17.9%





Records Management

Budget 2021

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 203,075	\$ 159,475	\$ 163,362	\$ (39,713)	-19.6%
Benefits	74,730	63,616	57,553	(17,177)	-23.0%
Total	\$ 277,805	\$ 223,091	\$ 220,915	\$ (56,890)	-20.5%

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Meetings	\$ 100	\$ -	\$ 100	\$ -	0.0%
Training & Conferences	3,400	-	1,200	(2,200)	-64.7%
Total	\$ 3,500	\$ -	\$ 1,300	\$ (2,200)	-62.9%

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Equipment	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
Total	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%

Contracted Services

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Contract Labor	\$ 35,000	\$ -	\$ 35,000	\$ -	0.0%
Records Storage	12,000	12,000	12,000	-	0.0%
Other Contracted Svc.	6,500	5,000	5,000	(1,500)	-23.1%
Total	\$ 53,500	\$ 17,000	\$ 52,000	\$ (1,500)	-2.8%



Records Management

Budget 2021

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Supplies	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.0%
Dues & Subscriptions	500	500	500	-	0.0%
Mileage Reimbursement	100	100	100	-	0.0%
Total	\$ 2,100	\$ 2,100	\$ 2,100	\$ -	0.0%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
RECORDS/PROPERTY DATA MGMT - Dept 160							
Salaries and Benefits							
Salaries and Wages	100-160-5010-0000-10	149,710	200,075	157,075	160,362	(39,713)	-19.8%
Overtime	100-160-5011-0000-10	2,813	3,000	2,400	3,000	-	0.0%
Employee Benefits - FICA	100-160-5020-0000-10	10,785	15,535	12,200	12,497	(3,038)	-19.6%
Employee Benefits - TEC	100-160-5021-0000-10	(84)	360	600	432	72	20.0%
Employee Benefits - Retirement	100-160-5030-0000-10	15,049	16,633	15,458	11,270	(5,363)	-32.2%
Employee Benefits - Insurance	100-160-5031-0000-10	48,459	41,907	35,151	33,175	(8,732)	-20.8%
Employee Benefits - Workers Comp	100-160-5032-0000-10	119	295	207	179	(116)	-39.4%
		226,850	277,805	223,091	220,915	(56,890)	-20.5%
Staff Development							
Meetings	100-160-5100-0000-10	-	100	-	100	-	0.0%
Training & Conferences	100-160-5120-0000-10	1,200	3,400	-	1,200	(2,200)	-64.7%
		1,200	3,500	-	1,300	(2,200)	-62.9%
Equipment Expense							
Equipment	100-160-5330-0000-10	-	1,000	1,000	1,000	-	0.0%
		-	1,000	1,000	1,000	-	0.0%
Contracted Services							
Contract Labor	100-160-5407-0000-10	327,875	35,000	-	35,000	-	0.0%
Records Storage	100-160-5410-0000-10	10,508	12,000	12,000	12,000	-	0.0%
Other Contracted Services	100-160-5499-0000-10	3,684	6,500	5,000	5,000	(1,500)	-23.1%
		342,068	53,500	17,000	52,000	(1,500)	-2.8%
Administrative Expense							
Supplies	100-160-5800-0000-10	3,634	1,500	1,500	1,500	-	0.0%
Dues & Subscriptions	100-160-5802-0000-10	318	500	500	500	-	0.0%
Mileage Reimbursement	100-160-5804-0000-10	-	100	100	100	-	0.0%
		3,952	2,100	2,100	2,100	-	0.0%
Total Records/Property Data Mgmt		574,070	337,905	243,191	277,315	(60,590)	-17.9%

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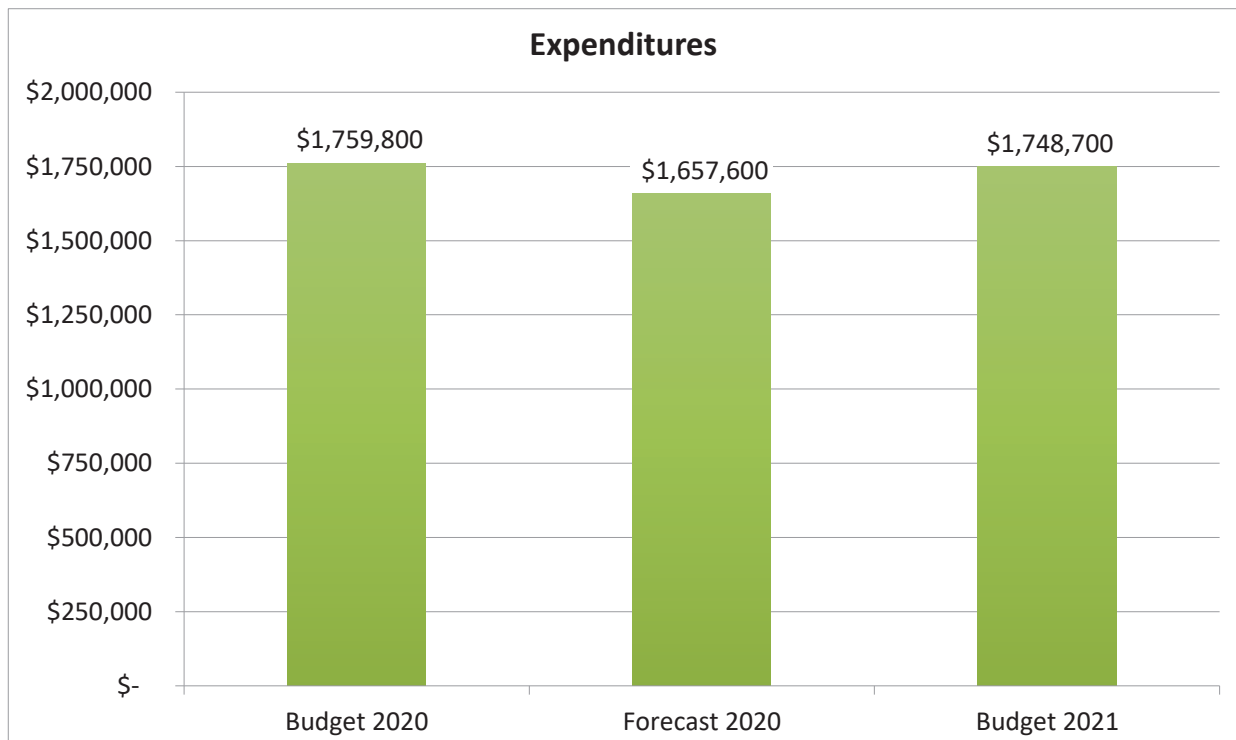


Non-Departmental

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Facility Expense	\$ 322,000	\$ 334,000	\$ 329,000	\$ 7,000	2.2%
Equipment Expense	114,400	110,400	114,400	-	0.0%
Contracted Services	580,200	521,500	580,100	(100)	0.0%
Administrative Expense	743,200	691,700	725,200	(18,000)	-2.4%
Total	\$ 1,759,800	\$ 1,657,600	\$ 1,748,700	\$ (11,100)	-0.6%





Non-Departmental

Budget 2021

Analysis of Expenses by Category

Facility Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Utilities	\$ 125,000	\$ 135,000	\$ 135,000	\$ 10,000	8.0%
Facility Repair & Maintenance	120,000	125,000	120,000	-	0.0%
Facility Supplies	25,000	22,000	22,000	(3,000)	-12.0%
Custodial Services	52,000	52,000	52,000	-	0.0%
Total	\$ 322,000	\$ 334,000	\$ 329,000	\$ 7,000	2.2%

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Copier Lease & Maintenance	\$ 103,200	\$ 99,200	\$ 103,200	\$ -	0.0%
Postage Equip/Supplies/ Maintenance	11,200	11,200	11,200	-	0.0%
Total	\$ 114,400	\$ 110,400	\$ 114,400	\$ -	0.0%

Contracted Services

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Consulting	\$ 16,200	\$ 16,200	\$ 16,200	\$ -	0.0%
Election Expense	95,000	58,000	95,000	-	0.0%
Property Tax Admin Fees	469,000	447,300	468,900	(100)	0.0%
Total	\$ 580,200	\$ 521,500	\$ 580,100	\$ (100)	0.0%



Non-Departmental

Budget 2021

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Supplies	\$ 37,500	\$ 37,500	\$ 37,500	\$ -	0.0%
Postage & Delivery	76,800	79,400	80,400	3,600	4.7%
Printing	8,000	8,000	8,000	-	0.0%
Insurance	615,900	561,800	594,300	(21,600)	-3.5%
Other Administration	5,000	5,000	5,000	-	0.0%
Total	\$ 743,200	\$ 691,700	\$ 725,200	\$ (18,000)	-2.4%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
NON-DEPARTMENTAL - Dept 190							
Facility Expense							
Utilities	100-190-5220-0000-10	165,803	125,000	135,000	135,000	10,000	8.0%
Facility Repair & Maintenance	100-190-5230-0000-10	124,268	120,000	125,000	120,000	-	0.0%
Facility Supplies	100-190-5240-0000-10	16,103	25,000	22,000	22,000	(3,000)	-12.0%
Custodial Services	100-190-5280-0000-10	53,124	52,000	52,000	52,000	-	0.0%
		359,298	322,000	334,000	329,000	7,000	2.2%
Equipment Expense							
Copier Lease & Maintenance	100-190-5340-0000-10	102,041	103,200	99,200	103,200	-	0.0%
Postage Equip/Supplies/Maint	100-190-5345-0000-10	10,599	11,200	11,200	11,200	-	0.0%
		112,640	114,400	110,400	114,400	-	0.0%
Contracted Services							
Consulting	100-190-5401-0000-10	16,200	16,200	16,200	16,200	-	0.0%
Election Expense	100-190-5411-0000-10	51,932	95,000	58,000	95,000	-	0.0%
Property Tax Admin Fees	100-190-5412-0000-10	511,628	469,000	447,300	468,900	(100)	0.0%
		579,761	580,200	521,500	580,100	(100)	0.0%
Administrative Expense							
Supplies	100-190-5800-0000-10	40,598	37,500	37,500	37,500	-	0.0%
Postage and Delivery	100-190-5801-0000-10	78,366	76,800	79,400	80,400	3,600	4.7%
Printing	100-190-5803-0000-10	6,775	8,000	8,000	8,000	-	0.0%
Insurance	100-190-5808-0000-10	563,528	615,900	561,800	594,300	(21,600)	-3.5%
Other Admin	100-190-5899-0000-10	6,220	5,000	5,000	5,000	-	0.0%
		695,487	743,200	691,700	725,200	(18,000)	-2.4%
Total Non-Departmental		1,747,186	1,759,800	1,657,600	1,748,700	(11,100)	-0.6%

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2021 Law Enforcement Services Department Budget Plan



Mission

The mission of the Law Enforcement Services Department is to support the highest quality of life for its residents, businesses and visitors. Through traditional values of “Public Safety First” in The Woodlands Township which includes the practice of community-oriented and tourism-oriented policing philosophy in partnership with law enforcement agencies.

Responsibilities

- Law Enforcement
- Mounted Patrol
- Neighborhood Services - The Woodlands Township Neighborhood Watch
 - Detailed in separate budget

2020 Accomplishments

- Montgomery County Sheriff's Office - Patrol, The Woodlands Township Division, employed eighty-eight contract personnel which includes the Crime Prevention Unit.
- 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 686 crime prevention outreach programs, presentations or meetings that reached out to over 48,000.
- Continued community and tourism oriented policing initiatives.

2021 Objectives

- 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.

2021 Law Enforcement Services Department Budget Plan



Organization Chart



*Note – These positions also provide support to the Neighborhood Services Department.

STAFFING - FTE COUNT	Budget 2020	Budget 2021	Change
Director of Law Enforcement	1.00	1.00	0.00
Sr. Administrative Assistant	1.00	1.00	0.00
TOTAL	2.00	2.00	0.00
Position(s) added in 2021 Budget	0.00	0.00	0.00



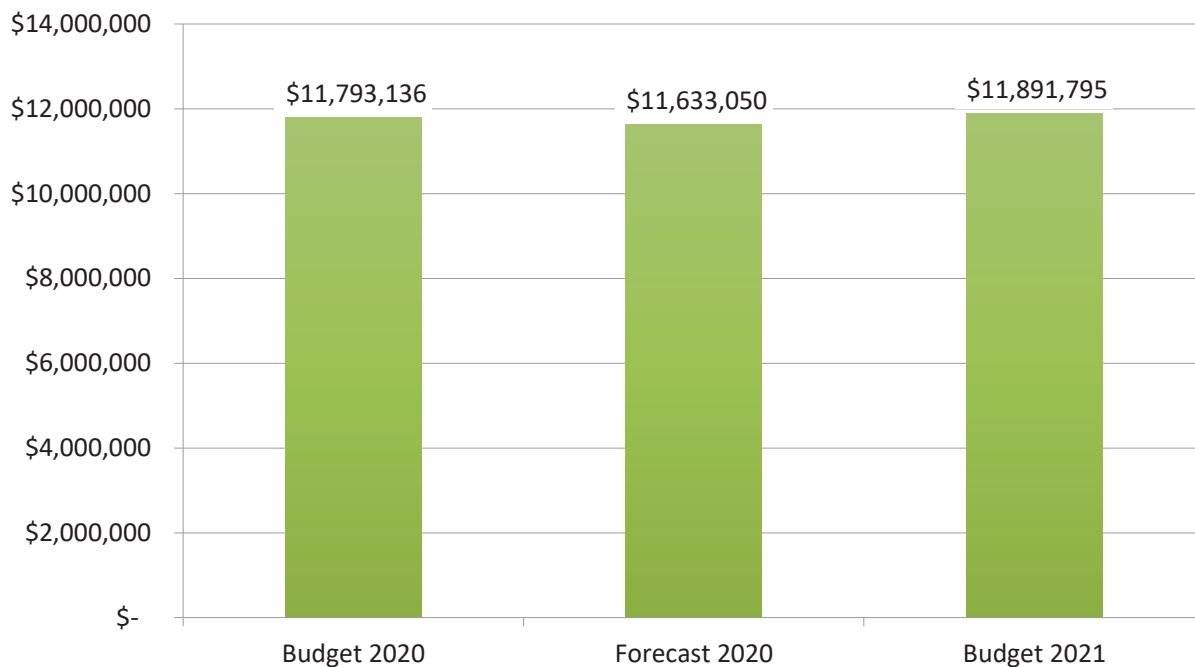
Law Enforcement Services

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 212,369	\$ 214,853	\$ 220,974	\$ 8,605	4.1%
Staff Development	70,100	64,500	5,100	(65,000)	-92.7%
Equipment Expense	44,920	45,000	45,000	80	0.2%
Contracted Services	11,449,947	11,306,097	11,606,121	156,174	1.4%
Public Education/Relations	12,000	-	12,000	-	0.0%
Administrative Expense	3,800	2,600	2,600	(1,200)	-31.6%
Total	\$ 11,793,136	\$ 11,633,050	\$ 11,891,795	\$ 98,659	0.8%

Expenditures





Law Enforcement Services

Budget 2021

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 156,089	\$ 159,415	\$ 163,616	\$ 7,527	4.8%
Benefits	56,280	55,438	57,358	1,078	1.9%
Total	\$ 212,369	\$ 214,853	\$ 220,974	\$ 8,605	4.1%

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Meetings	\$ 2,100	\$ 500	\$ 2,100	\$ -	0.0%
Training & Conferences	68,000	64,000	3,000	(65,000)	-95.6%
Total	\$ 70,100	\$ 64,500	\$ 5,100	\$ (65,000)	-92.7%

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Data Services	\$ 720	\$ 800	\$ 800	\$ 80	11.1%
Equipment Repair & Maintenance	44,200	44,200	44,200	-	0.0%
Total	\$ 44,920	\$ 45,000	\$ 45,000	\$ 80	0.2%



Law Enforcement Services

Budget 2021

Contracted Services

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
City of Shenandoah	\$ 261,025	\$ 261,025	\$ 261,907	\$ 882	0.3%
Constable Pct. 3 Internet Crimes	106,150	102,300	104,502	(1,648)	-1.6%
Harris County Constable	1,297,200	1,267,200	1,349,088	51,888	4.0%
MCSO/Constable Pct. 3 Safe Harbor	311,872	311,872	315,835	3,963	1.3%
JP Pct. 3 Clerk	61,100	61,100	62,189	1,089	1.8%
MCSO Personnel	8,116,800	8,016,800	8,116,800	-	0.0%
MCSO Overtime	999,600	999,600	1,099,600	100,000	10.0%
MCSO Vehicle Fuel	291,200	281,200	291,200	-	0.0%
Other Private Security	5,000	5,000	5,000	-	0.0%
Total	\$ 11,449,947	\$ 11,306,097	\$ 11,606,121	\$ 156,174	1.4%

Public Education/Relations

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Public Safety Relations	\$ 2,000	\$ -	\$ 2,000	\$ -	0.0%
Public Safety Training Programs	10,000	-	10,000	-	0.0%
Total	\$ 12,000	\$ -	\$ 12,000	\$ -	0.0%



Law Enforcement Services

Budget 2021

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Supplies	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
Dues & Subscriptions	200	200	200	-	0.0%
Printing	2,000	1,000	1,000	(1,000)	-50.0%
Mileage Reimbursement	600	400	400	(200)	-33.3%
Total	\$ 3,800	\$ 2,600	\$ 2,600	\$ (1,200)	-31.6%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
LAW ENFORCEMENT SERVICES - Dept 200							
Salaries/Benefits - Administration							
Salaries and Wages	100-200-5010-0000-10	151,848	154,889	158,215	162,416	7,527	4.9%
Overtime	100-200-5011-0000-10	1,924	1,200	1,200	1,200	-	0.0%
Employee Benefits - FICA	100-200-5020-0000-10	10,681	11,941	12,195	12,517	576	4.8%
Employee Benefits - TEC	100-200-5021-0000-10	(35)	180	269	288	108	60.0%
Employee Benefits - Retirement	100-200-5030-0000-10	18,519	18,693	19,342	20,800	2,107	11.3%
Employee Benefits - Insurance	100-200-5031-0000-10	23,003	25,241	23,474	23,575	(1,666)	-6.6%
Employee Benefits - Workers Comp	100-200-5032-0000-10	90	225	158	178	(47)	-20.8%
		206,030	212,369	214,853	220,974	8,605	4.1%
Staff Development							
Meetings	100-200-5100-0000-10	2,004	2,100	500	2,100	-	0.0%
Training & Conferences	100-200-5120-0000-10	-	68,000	64,000	3,000	(65,000)	-95.6%
		2,004	70,100	64,500	5,100	(65,000)	-92.7%
Equipment Expense							
Expensed Vehicles/Equipment	100-200-5330-9000-10	650,069	-	-	-	-	
Data Services	100-200-5335-0000-10	761	720	800	800	80	11.1%
Equipment Repair & Maintenance	100-200-5365-0000-10	52,024	44,200	44,200	44,200	-	0.0%
		702,853	44,920	45,000	45,000	80	0.2%
Contracted Services							
City of Shenandoah	100-200-5415-5002-10	265,196	261,025	261,025	261,907	882	0.3%
Constable Pct 3 Internet Crimes	100-200-5415-5011-10	98,312	106,150	102,300	104,502	(1,648)	-1.6%
Harris County Constable	100-200-5415-5020-10	1,207,450	1,297,200	1,267,200	1,349,088	51,888	4.0%
MCSO/Constable Pct 3 Safe Harbor	100-200-5415-5025-10	285,351	311,872	311,872	315,835	3,963	1.3%
JP Pct 3 Clerk	100-200-5415-5030-10	58,236	61,100	61,100	62,189	1,089	1.8%
MCSO Personnel	100-200-5415-5040-10	7,410,653	8,116,800	8,016,800	8,116,800	-	0.0%
MCSO Overtime	100-200-5415-5041-10	1,230,179	999,600	999,600	1,099,600	100,000	10.0%
MCSO Vehicle Fuel	100-200-5415-5042-10	270,799	291,200	281,200	291,200	-	0.0%
Other Private Security	100-200-5416-0000-10	-	5,000	5,000	5,000	-	0.0%
		10,826,175	11,449,947	11,306,097	11,606,121	156,174	1.4%
Public Education/Relations							
Public Safety Relations	100-200-5700-0000-10	871	2,000	-	2,000	-	0.0%
Public Safety Training Programs	100-200-5701-0000-10	-	10,000	-	10,000	-	0.0%
		871	12,000	-	12,000	-	0.0%
Administrative Expense							
Supplies	100-200-5800-0000-10	1,191	1,000	1,000	1,000	-	0.0%
Dues & Subscriptions	100-200-5802-0000-10	35	200	200	200	-	0.0%
Printing	100-200-5803-0000-10	51	2,000	1,000	1,000	(1,000)	-50.0%
Mileage Reimbursement	100-200-5804-0000-10	356	600	400	400	(200)	-33.3%
		1,633	3,800	2,600	2,600	(1,200)	-31.6%
Total Law Enforcement Services		11,739,567	11,793,136	11,633,050	11,891,795	98,659	0.8%

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2021 Neighborhood Services Department Budget Plan



Mission

The mission of the Neighborhood Services Department is to create a sense of community a safe community through education and partnerships.

Responsibilities

- Develop, promote, facilitate or support crime prevention outreach programs, presentations or meetings for residents and businesses of The Woodlands, including The Woodlands Township Neighborhood Watch, Get Ready – The Woodlands, National Night Out, and more.
- Act as a point of contact for residents with any issue or question they may have.
- Provide a link between the Township and the Village Associations.
- Provide internal mail services for all Township buildings.

2020 Accomplishments

- 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 - Facebook to promote all programming, increasing the Neighborhood Watch social media outreach with 3,541 followers/subscribers (includes Facebook Likes, Followers, Calendar Subscribers, Calendar Text Subscribers).
- 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 26,127 members from throughout the community.
- 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 686 crime prevention outreach programs, presentations or meetings that reached over 48,046 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.
- Facilitated the National Night Out Project 365 - Distracted Driving - Village Challenge.
- Continued excellent customer service and communication efforts for The Woodlands Township.

2021 Neighborhood Services Department Budget Plan



2021 Objectives

- 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.
- 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 through the Neighborhood Watch Facebook page and website calendar subscriber.
- 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.

2021 Neighborhood Services Department Budget Plan



Organization Chart



*Note – The Director of Law Enforcement and Neighborhood Services and the Senior Administrative Assistant are budgeted under Law Enforcement but also provide support to the Neighborhood Services Department

STAFFING - FTE COUNT	Budget 2020	Budget 2021	Change
Neighborhood Services Coordinator	3.00	3.00	0.00
Neighborhood Services Specialist	3.00	3.00	0.00
Mail Clerk	1.00	1.00	0.00
Intern	0.25	0.00	-0.25
TOTAL	7.25	7.00	-0.25
Position(s) added in 2021 Budget	0.00	-0.25	-0.25

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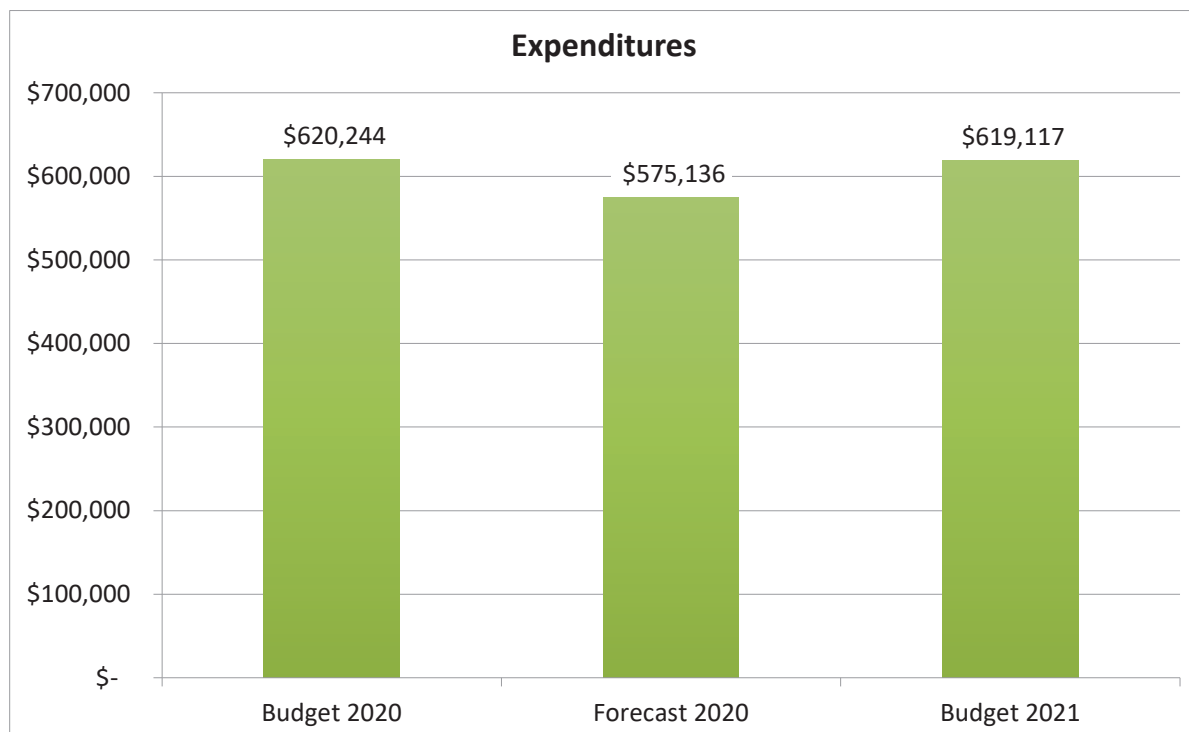


Neighborhood Services

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 483,444	\$ 469,136	\$ 485,917	\$ 2,473	0.5%
Staff Development	3,700	1,500	2,700	(1,000)	-27.0%
Equipment Expense	7,500	7,000	7,900	400	5.3%
Program Expense	106,400	83,900	105,400	(1,000)	-0.9%
Administrative Expense	19,200	13,600	17,200	(2,000)	-10.4%
Total	\$ 620,244	\$ 575,136	\$ 619,117	\$ (1,127)	-0.2%





Neighborhood Services

Budget 2021

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 348,206	\$ 337,858	\$ 344,259	\$ (3,947)	-1.1%
Benefits	135,238	131,278	141,658	6,420	4.7%
Total	\$ 483,444	\$ 469,136	\$ 485,917	\$ 2,473	0.5%

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Meetings	\$ 700	\$ 500	\$ 700	\$ -	0.0%
Training & Conferences	2,000	-	1,000	(1,000)	-50.0%
Uniforms	1,000	1,000	1,000	-	0.0%
Total	\$ 3,700	\$ 1,500	\$ 2,700	\$ (1,000)	-27.0%

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Equipment	\$ 3,000	\$ 2,500	\$ 3,000	\$ -	0.0%
Data Services	4,500	4,500	4,900	400	8.9%
Total	\$ 7,500	\$ 7,000	\$ 7,900	\$ 400	5.3%



Neighborhood Services

Budget 2021

Program Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Community Involvement	\$ 2,000	\$ 1,000	\$ 1,000	\$ (1,000)	-50.0%
Hurricane Preparedness	4,500	3,000	4,500	-	0.0%
National Night Out	24,400	14,400	24,400	-	0.0%
Watch Programs	25,500	15,500	25,500	-	0.0%
Public Safety Heroes	50,000	50,000	50,000	-	0.0%
Total	\$ 106,400	\$ 83,900	\$ 105,400	\$ (1,000)	-0.9%

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Supplies	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
Dues & Subscriptions	300	300	300	-	0.0%
Printing	9,400	4,900	7,400	(2,000)	-21.3%
Mileage Reimbursement	7,500	6,400	7,500	-	0.0%
Total	\$ 19,200	\$ 13,600	\$ 17,200	\$ (2,000)	-10.4%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
NEIGHBORHOOD SERVICES - Dept 210							
Salaries and Benefits							
Salaries and Wages	100-210-5010-0000-10	333,514	345,406	335,258	341,659	(3,747)	-1.1%
Overtime	100-210-5011-0000-10	2,574	2,800	2,600	2,600	(200)	-7.1%
Employee Benefits - FICA	100-210-5020-0000-10	24,230	26,638	25,831	26,336	(302)	-1.1%
Employee Benefits - TEC	100-210-5021-0000-10	(157)	896	1,168	1,296	400	44.6%
Employee Benefits - Retirement	100-210-5030-0000-10	41,601	41,714	41,714	42,294	580	1.4%
Employee Benefits - Insurance	100-210-5031-0000-10	66,573	65,488	62,214	71,358	5,870	9.0%
Employee Benefits - Workers Comp	100-210-5032-0000-10	199	502	351	374	(128)	-25.4%
		<u>468,534</u>	<u>483,444</u>	<u>469,136</u>	<u>485,917</u>	<u>2,473</u>	<u>0.5%</u>
Staff Development							
Meetings	100-210-5100-0000-10	798	700	500	700	-	0.0%
Training & Conferences	100-210-5120-0000-10	330	2,000	-	1,000	(1,000)	-50.0%
Uniforms	100-210-5130-0000-10	-	1,000	1,000	1,000	-	0.0%
		<u>1,127</u>	<u>3,700</u>	<u>1,500</u>	<u>2,700</u>	<u>(1,000)</u>	<u>-27.0%</u>
Equipment Expense							
Equipment	100-210-5330-0000-10	2,464	3,000	2,500	3,000	-	0.0%
Data Services	100-210-5335-0000-10	4,364	4,500	4,500	4,900	400	8.9%
		<u>6,828</u>	<u>7,500</u>	<u>7,000</u>	<u>7,900</u>	<u>400</u>	<u>5.3%</u>
Program Expense							
Community Involvement	100-210-5605-3401-10	-	2,000	1,000	1,000	(1,000)	-50.0%
Hurricane Preparedness	100-210-5605-3406-10	5,427	4,500	3,000	4,500	-	0.0%
National Night Out	100-210-5605-3409-10	24,969	24,400	14,400	24,400	-	0.0%
Watch Programs	100-210-5605-3414-10	23,491	25,500	15,500	25,500	-	0.0%
Public Safety Heroes Event	100-210-5612-3504-10	52,742	50,000	50,000	50,000	-	0.0%
		<u>106,630</u>	<u>106,400</u>	<u>83,900</u>	<u>105,400</u>	<u>(1,000)</u>	<u>-0.9%</u>
Administrative Expense							
Supplies	100-210-5800-0000-10	1,762	2,000	2,000	2,000	-	0.0%
Dues & Subscriptions	100-210-5802-0000-10	105	300	300	300	-	0.0%
Printing	100-210-5803-0000-10	7,006	9,400	4,900	7,400	(2,000)	-21.3%
Mileage Reimbursement	100-210-5804-0000-10	8,005	7,500	6,400	7,500	-	0.0%
		<u>16,877</u>	<u>19,200</u>	<u>13,600</u>	<u>17,200</u>	<u>(2,000)</u>	<u>-10.4%</u>
Total Neighborhood Services		<u>599,997</u>	<u>620,244</u>	<u>575,136</u>	<u>619,117</u>	<u>(1,127)</u>	<u>-0.2%</u>

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2021 Parks & Recreation Department Budget Plan



Mission

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.

Responsibilities

The Parks & Recreation Department currently consists of nine (9) divisions: Park Operations, Park Planning, Aquatics, Recreation, Development, Town Center Operations, Streetscapes, Environmental Services and the Resident Care Center, that operate and maintain:

- 4,445 acres of open space
- 220 miles of hike and bike pathways
- 220 miles of streetscapes
- 150 community parks containing various amenities
- 90 playgrounds
- 78 tennis courts
- 68 pavilions
- 63 lakes and ponds
- 46 sportsfields
- 37 basketball and volleyball courts
- 30 pickleball courts (overlaid on tennis courts)
- 20+ miles of nature trails in the George Mitchell Preserve
- 14 community swimming pools
- 8 wheel-friendly areas
- 6 off-leash dog areas
- 5 spraygrounds
- 2 Boat Houses
- 2 BMX areas
- 2 disc golf courses
- 2 Recreation Centers offering numerous programs annually
- 1 skate park
- 1 adventure course
- More than 60 annual special events

2020 Accomplishments

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)
- On-boarded multiple landscape maintenance contractors (sports fields, fire stations) to enhance service standard compliance. (In accordance with Strategic Plan Item #1.1.5)
- Ensured all maintenance contracts (parks, pathways, cul-de-sac, 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)

2021 Parks & Recreation Department Budget Plan



- 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)
- Modified operations, as required, to be in compliance with State Declarations for park operations due to Covid-19. (In accordance with Strategic Plan Item #1.1.5, 1.1.6, 1.2)

Park Planning

- Continued the implementation of components of the Bear Branch Park Phase II Renovation, as funded. (In accordance with Strategic Plan Item # 2.1.4, 8.1.1)
- Continued 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

- Hired, trained, and continuously evaluated approximately 180 staff including Lifeguards (150), Lifeguard Instructors and Water Safety Instructors (30). (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 2020 season to make the 50% cost recovery goals more sustainable. (In accordance with Strategic Plan Item #8.1.5)
- Developed new recreation-based aquatics programming to expand programming beyond swim teams and swim lessons. (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)
- Modified operations, as required, to be in compliance with State Declarations due to Covid-19. (In accordance with Strategic Plan Item #1.1.5, 1.1.6, 1.2)

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 awareness of the Division's programs throughout the community. (In accordance with Strategic Plan Item #2.1)
- Continued 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)
- Continued the implementation of the Texas TreeVentures 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)

2021 Parks & Recreation Department Budget Plan



- Modified operations, as required, to be in compliance with State Declarations due to Covid-19. (In accordance with Strategic Plan Item #1.1.5, 1.1.6, 1.2)

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.)
- Retained existing sponsors and secured new sponsors for 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)
- Modified operations, as required, to be in compliance with State Declarations due to Covid-19. (In accordance with Strategic Plan Item #1.1.5, 1.1.6, 1.2)

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 Boat Houses. (In accordance with Strategic Plan Item #1.2.4/1.2.5)
- Managed the kayak storage area at Northshore Park 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)
- Modified operations, as required, to be in compliance with State Declarations due to Covid-19. (In accordance with Strategic Plan Item #1.1.5, 1.1.6, 1.2)

Streetscape

- Ensured streetscape maintenance contract was being performed to specifications. (In accordance with Strategic Plan Item #1.1.5)

Environmental Services

- Continued to expand programming within core areas: mosquito, sustainable landscapes, recycling and water conservation. (In accordance with Strategic Plan Item #1.2.4/1.2.5)
- Ensured solid waste/recycling and textile recycling agreements were being performed to specifications. (In accordance with Strategic Plan Item #1.1.5)
- Coordinated environmental education materials/information through Township publications, blogs, Facebook, and in person meetings. (In accordance with Strategic Plan Item #2.1)
- Modified operations, as required, to be in compliance with State Declarations due to Covid-19. (In accordance with Strategic Plan Item #1.1.5, 1.1.6, 1.2)

2021 Parks & Recreation Department Budget Plan



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)

2021 Objectives

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, pathway, 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)
- Identify alternative methods of maintenance and operations to identify if further economies of scale exist. (In accordance with Strategic Plan Item #7.2.4)
- Continue to 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)
- Modify operations, if needed, to be in compliance with State Declarations due to Covid-19. (In accordance with Strategic Plan Item #1.1.5, 1.1.6, 1.2)

Park Planning

- 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, IV and V 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 Council of Accreditation of Parks and Recreation Agencies. (In accordance with Strategic Plan Item #1.2)

Aquatics

- Coordinate the development of Splash Guide 2021, 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)
- Implement the 2020-2021 Aquatics Division Business and Operational Plan. (In accordance with Strategic Plan Item #8.1.5)

2021 Parks & Recreation Department Budget Plan



- 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)
- Modify operations, if needed, to be in compliance with State Declarations due to Covid-19. (In accordance with Strategic Plan Item #1.1.5, 1.1.6, 1.2)

Recreation

- Revise and update the Recreation Division Business and Operational Plan, inclusive of Texas TreeVentures. (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 2020 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)
- Increase awareness of the Division's programs throughout the community. (In accordance with Strategic Plan Item #2.1)
- Modify operations, if needed, to be in compliance with State Declarations due to Covid-19. (In accordance with Strategic Plan Item #1.1.5, 1.1.6, 1.2)

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)
- Modify operations, if needed, to be in compliance with State Declarations due to Covid-19. (In accordance with Strategic Plan Item #1.1.5, 1.1.6, 1.2)

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)

2021 Parks & Recreation Department Budget Plan



- 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)
- Modify operations, if needed, to be in compliance with State Declarations due to Covid-19. (In accordance with Strategic Plan Item #1.1.5, 1.1.6, 1.2)

Streetscape

- Ensure streetscape maintenance contract was being performed to specifications. (In accordance with Strategic Plan Item #1.1.5)
- Develop documents for the 2022 Streetscape Maintenance Bid and develop cost analysis for the implementation of select components of the program in house. (In accordance with Strategic Plan Item #1.1.5)

Environmental Services

- Continue to expand programming within core areas: mosquito, sustainable landscapes, recycling and water conservation. (In accordance with Strategic Plan Item #1.2.4/1.2.5)
- Ensure solid waste/recycling and textile recycling agreements were being performed to specifications. (In accordance with Strategic Plan Item #1.1.5)
- Coordinate environmental education materials/information through Township Publications, blogs, Facebook, and in person meetings. (In accordance with Strategic Plan Item #2.1)
- Modify operations, if needed, to be in compliance with State Declarations due to Covid-19. (In accordance with Strategic Plan Item #1.1.5, 1.1.6, 1.2)

Resident Care Center

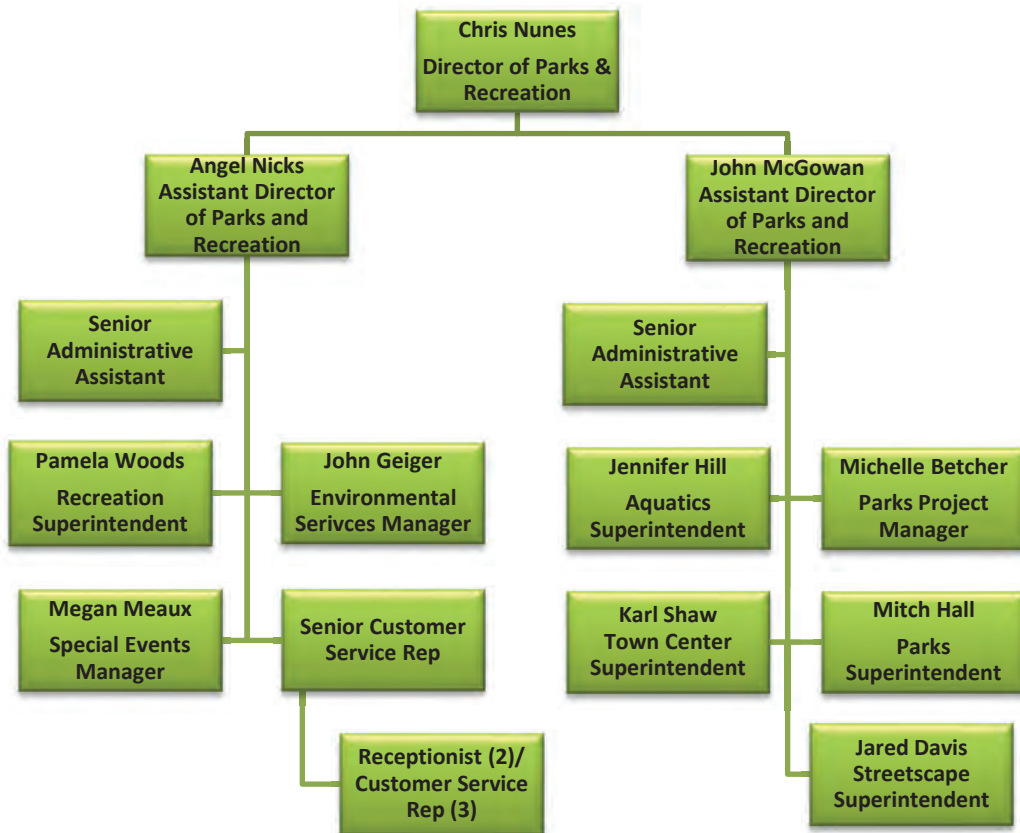
- Provide a high level of customer service daily for visitors to Town Hall, individuals requesting information over the phone and through email communication. (Focus area 1.1)

2021 Parks & Recreation Department Budget Plan

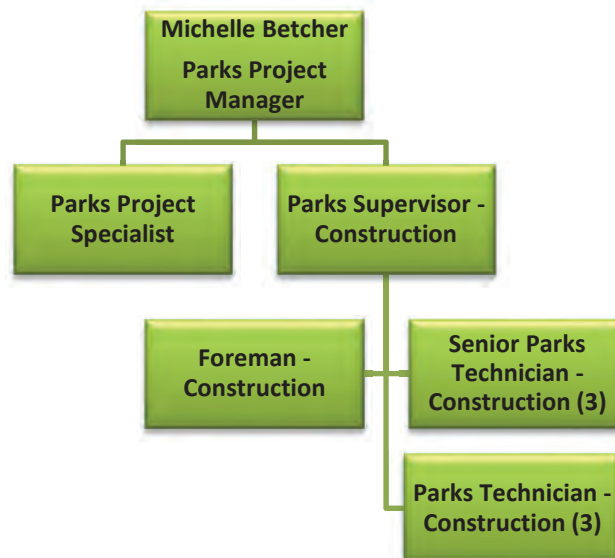


ORGANIZATION CHARTS

Parks Administration



Parks Planning



2021 Parks & Recreation Department Budget Plan

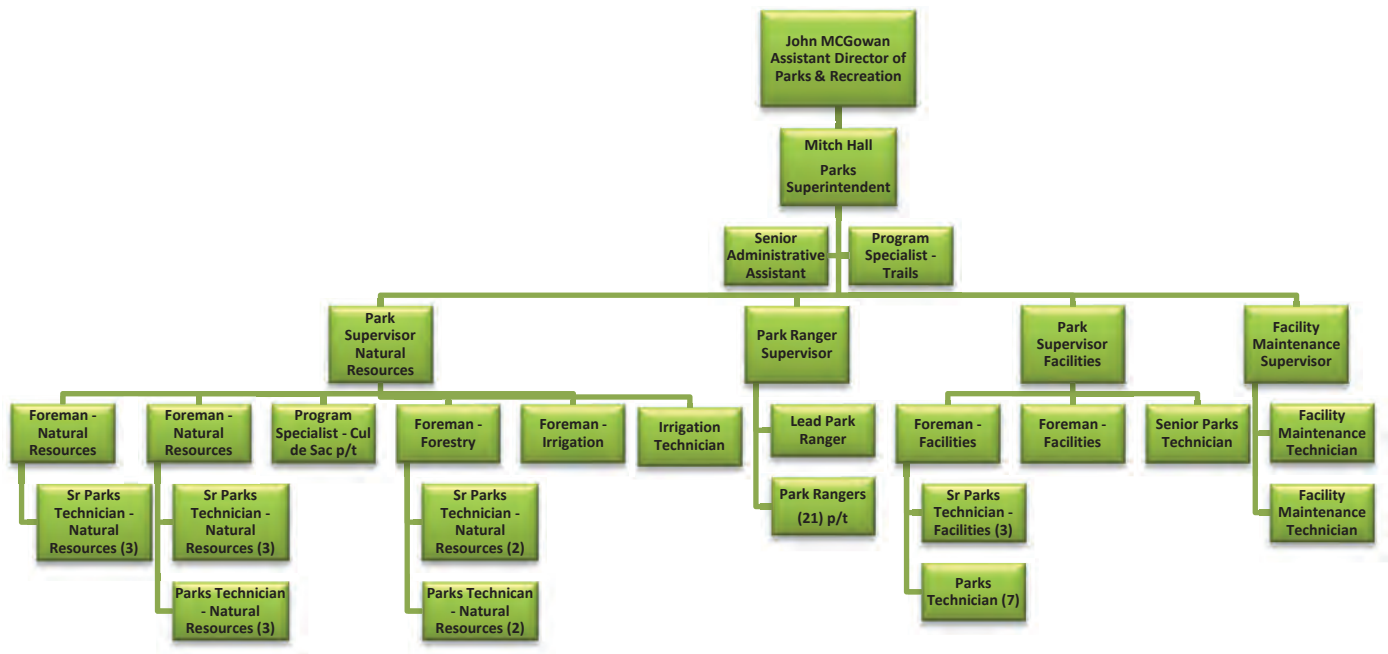


STAFFING - FTE COUNT	Budget 2020	Budget 2021	Change
Director of Parks and Recreation	1.00	1.00	0.00
Assistant Director - Parks and Recreation	2.00	2.00	0.00
Senior Customer Service Representative	1.00	1.00	0.00
Customer Service Representative	3.00	3.00	0.00
Parks Project Manager	1.00	1.00	0.00
Parks Project Specialist	1.00	1.00	0.00
Parks Supervisor - Construction	1.00	1.00	0.00
Foreman - Construction	1.00	1.00	0.00
Senior Parks Technician - Construction	3.00	3.00	0.00
Parks Technician - Construction	3.00	3.00	0.00
Senior Administrative Assistant	2.00	2.00	0.00
Receptionist	2.00	2.00	0.00
TOTAL	21.00	21.00	0.00
Position(s) added in 2021 Budget	0.00	0.00	0.00

2021 Parks & Recreation Department Budget Plan



Park Operations



2021 Parks & Recreation Department Budget Plan

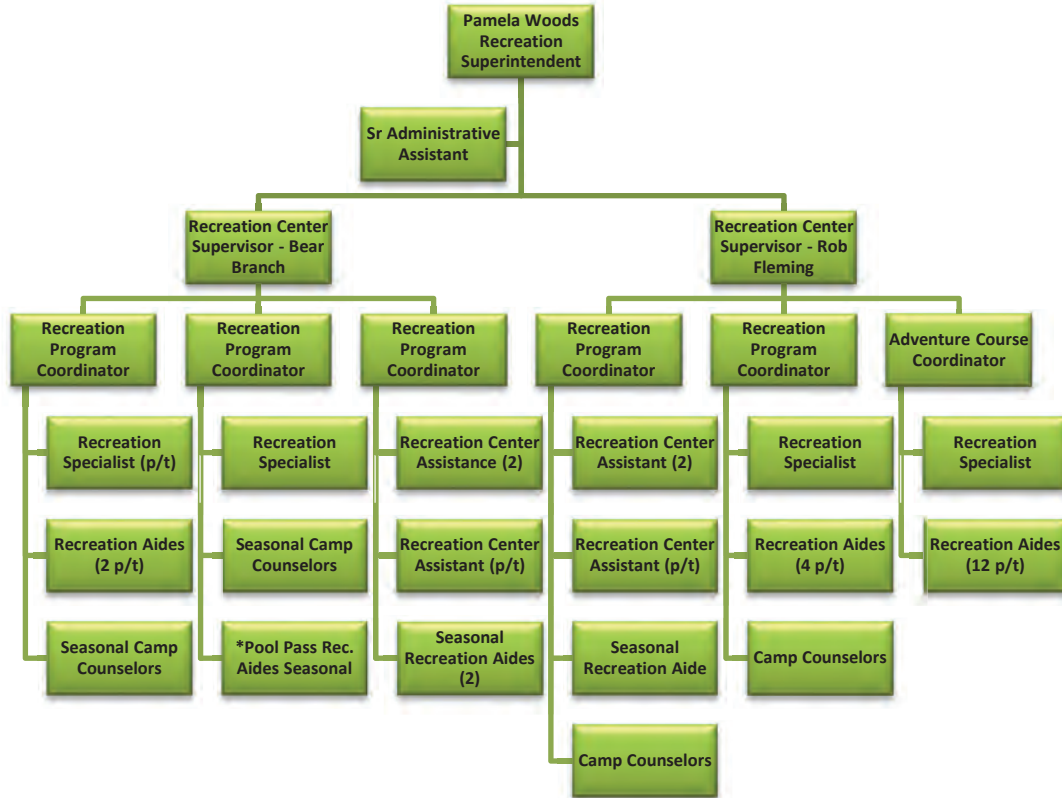


STAFFING - FTE COUNT	Budget 2020	Budget 2021	Change
Park Superintendent	1.00	1.00	0.00
Parks Supervisor - Facilities	1.00	1.00	0.00
Foreman - Facilities	2.00	2.00	0.00
Senior Parks Technician - Facilities	4.00	4.00	0.00
Parks Technician - Facilities	7.00	7.00	0.00
Parks Supervisor - Natural Resources	1.00	1.00	0.00
Foreman - Natural Resources	2.00	2.00	0.00
Senior Parks Technician - Natural Resources	8.00	8.00	0.00
Parks Technician - Natural Resources	5.00	5.00	0.00
Foreman - Forestry	1.00	1.00	0.00
Program Specialist - Cul-de-sac	0.50	0.50	0.00
Program Specialist - Trails	0.50	0.50	0.00
Foreman - Irrigation	1.00	1.00	0.00
Irrigation Technician	1.00	1.00	0.00
Facility Maintenance Supervisor	1.00	1.00	0.00
Facility Maintenance Technician	2.00	2.00	0.00
Pool Technician	1.00	1.00	0.00
Park Ranger Supervisor	1.00	1.00	0.00
Lead Park Ranger	1.00	1.00	0.00
Park Ranger - Part-time	10.00	10.00	0.00
TOTAL	51.00	51.00	0.00
Position(s) added in 2021 Budget	0.00	0.00	0.00

2021 Parks & Recreation Department Budget Plan



Recreation



*Note – Pool Pass Recreation Aides (Seasonal) report to Recreation but are budgeted under Aquatics.

2021 Parks & Recreation Department Budget Plan

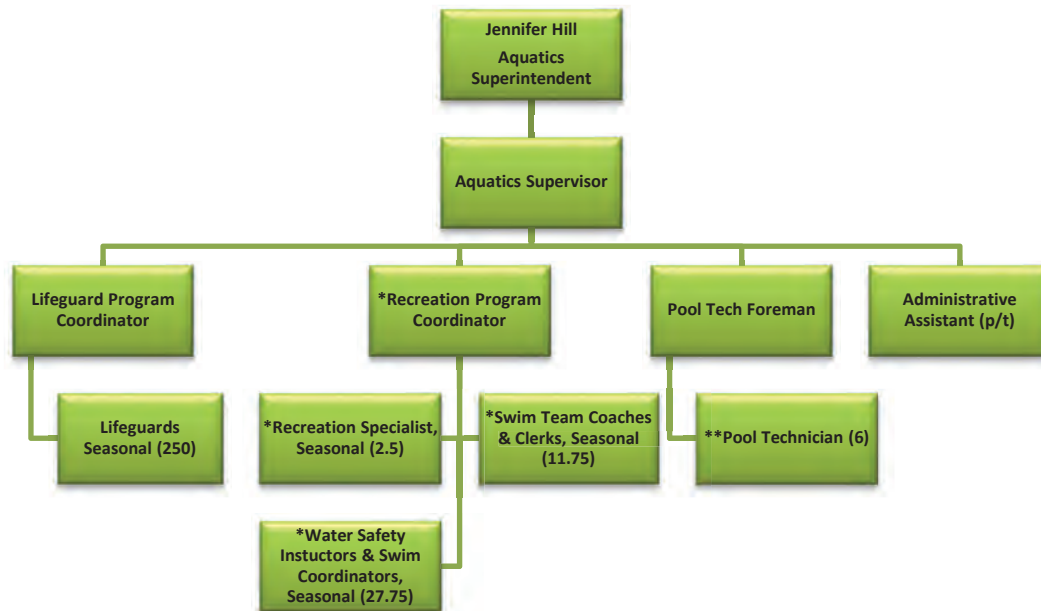


STAFFING - FTE COUNT	Budget 2020	Budget 2021	Change
Recreation Superintendent	1.00	1.00	0.00
Senior Administrative Assistant	1.00	1.00	0.00
Recreation Center Supervisor - Bear Branch	1.00	1.00	0.00
Recreation Program Coordinator - Bear Branch	3.00	3.00	0.00
Recreation Specialist - Bear Branch	2.50	2.50	0.00
Recreation Aide - Bear Branch	1.00	1.00	0.00
Recreation Center Assistant - Bear Branch	2.50	2.50	0.00
Camp Leader (Seasonal) - Bear Branch	0.50	0.50	0.00
Camp Counselor (Seasonal) - Bear Branch	2.00	2.00	0.00
Recreation Coordinator - Boat House	1.00	1.00	0.00
Recreation Specialist - Boat House	0.00	1.00	1.00
Recreation Aide - Boat House	3.75	3.25	-0.50
Recreation Program Coordinator - Aquatics	1.00	1.00	0.00
Swim Team Recreation Specialist	1.20	1.20	0.00
Learn to Swim Coordinator (Seasonal)	0.25	0.25	0.00
Water Safety Instructor (Seasonal)	3.50	3.50	0.00
Swim Coach (Seasonal)	2.00	2.00	0.00
Recreation Center Supervisor - Rob Fleming	1.00	1.00	0.00
Recreation Program Coordinator - Rob Fleming	2.00	2.00	0.00
Recreation Specialist - Rob Fleming	1.00	1.00	0.00
Recreation Aide - Rob Fleming	1.50	1.50	0.00
Recreation Center Assistant - Rob Fleming	2.00	2.00	0.00
Camp Counselor (Seasonal) - Rob Fleming	3.75	3.75	0.00
Adventure Course Coordinator	1.00	1.00	0.00
Adventure Course Specialist	1.00	1.00	0.00
Adventure Course Recreation Aide	6.00	6.00	0.00
Adventure Course Recreation Aide (Seasonal)	1.00	1.00	0.00
TOTAL	47.45	47.95	0.50
Position(s) added in 2021 Budget	0.00	0.50	0.50

2021 Parks & Recreation Department Budget Plan



Aquatics



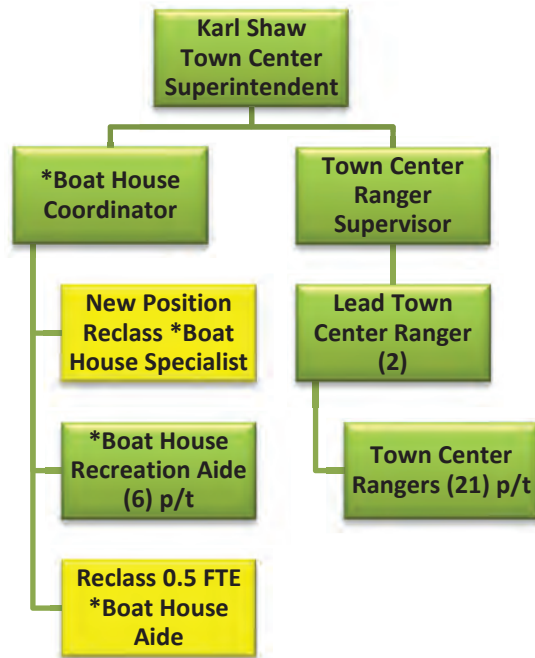
*Note – Recreation Program Coordinator, Recreation Specialist, Swim Team Coaches/Clerks, and Water Safety Instructors report to Aquatics but are budgeted under Recreation. **Note – 6.0 FTE Pool Technicians report to Aquatics but 1.0 FTE is budgeted under Town Center Facilities & Operations and 1.0 FTE is budgeted under Park Operations.

STAFFING - FTE COUNT	Budget 2020	Budget 2021	Change
Aquatics Superintendent	1.00	1.00	0.00
Aquatics Supervisor	1.00	1.00	0.00
Lifeguard Coordinator	1.00	1.00	0.00
Foreman - Pool Technician	1.00	1.00	0.00
Pool Technician	4.00	4.00	0.00
Lifeguard - Seasonal	60.50	60.50	0.00
Recreation Aide - Seasonal	1.00	1.00	0.00
Administrative Assistant	0.50	0.50	0.00
TOTAL	70.00	70.00	0.00
Position(s) added in 2021 Budget	0.00	0.00	0.00

2021 Parks & Recreation Department Budget Plan



Town Center Facilities & Operations



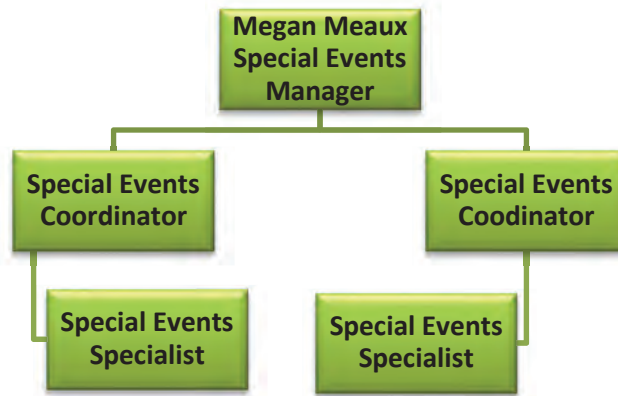
*Note – Boat House Coordinator and Aides report to Town Center Facilities & Operations but are budgeted under Recreation.

STAFFING - FTE COUNT	Budget 2020	Budget 2021	Change
Town Center Superintendent	1.00	1.00	0.00
Town Center Ranger Supervisor	1.00	1.00	0.00
Lead Town Center Ranger	2.00	2.00	0.00
Town Center Ranger - Part-time	10.50	10.50	0.00
Senior Administrative Assistant	1.00	1.00	0.00
*Pool Technician	1.00	1.00	0.00
TOTAL	16.50	16.50	0.00
Position(s) added in 2021 Budget	0.00	0.00	0.00

2021 Parks & Recreation Department Budget Plan



Township Events



STAFFING - FTE COUNT	Budget 2020	Budget 2021	Change
Special Events 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
Position(s) added in 2021 Budget	0.00	0.00	0.00

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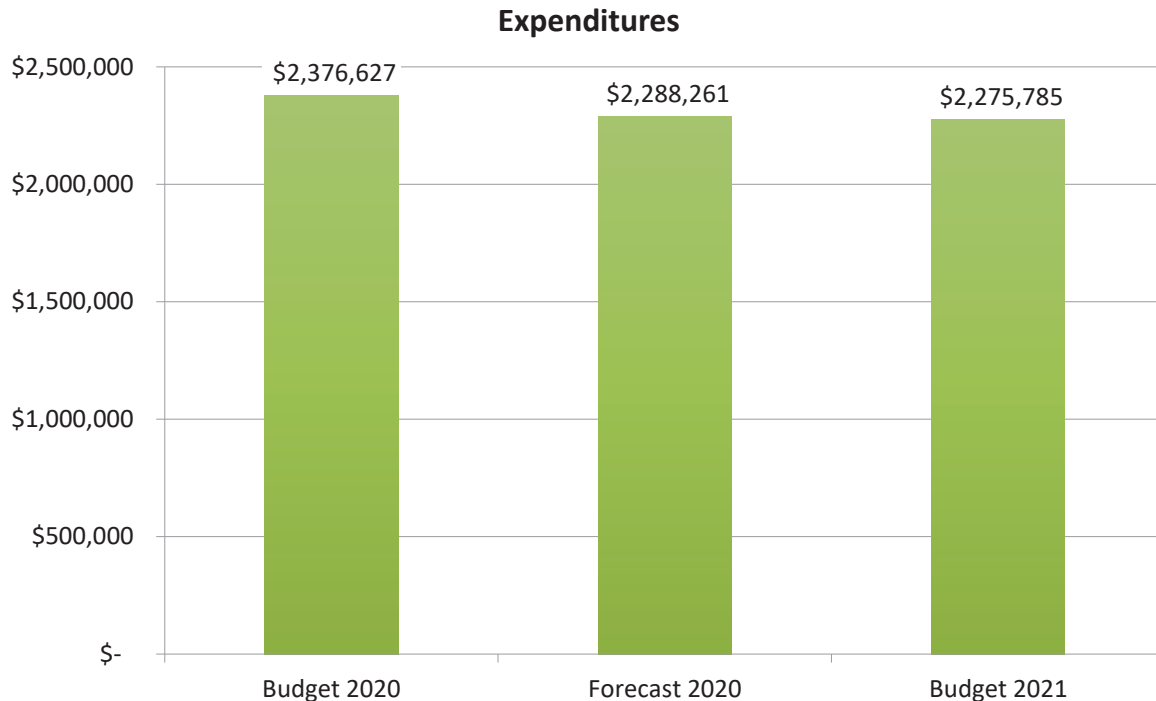


Parks & Recreation Administration and Planning

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 1,621,427	\$ 1,572,061	\$ 1,662,385	\$ 40,958	2.5%
Staff Development	50,600	42,100	55,300	4,700	9.3%
Facility Expense	131,200	117,400	127,000	(4,200)	-3.2%
Equipment Expense	343,200	334,200	358,900	15,700	4.6%
Contracted Services	195,000	187,000	37,000	(158,000)	-81.0%
Administrative Expense	35,200	35,500	35,200	-	0.0%
Total	\$ 2,376,627	\$ 2,288,261	\$ 2,275,785	\$ (100,842)	-4.2%





Parks & Recreation Administration and Planning

Budget 2021

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 1,124,658	\$ 1,092,050	\$ 1,156,072	\$ 31,414	2.8%
Benefits	496,769	480,011	506,313	9,544	1.9%
Total	\$ 1,621,427	\$ 1,572,061	\$ 1,662,385	\$ 40,958	2.5%

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Meetings	\$ 600	\$ 100	\$ 300	\$ (300)	-50.0%
Training & Conferences	18,000	10,000	18,000	-	0.0%
Uniforms	32,000	32,000	37,000	5,000	15.6%
Total	\$ 50,600	\$ 42,100	\$ 55,300	\$ 4,700	9.3%

Facility Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Telephone	\$ 20,000	\$ 17,000	\$ 18,000	\$ (2,000)	-10.0%
Utilities	35,000	30,400	33,000	(2,000)	-5.7%
Facility Maintenance	50,200	46,000	46,000	(4,200)	-8.4%
Facility Supplies	26,000	24,000	30,000	4,000	15.4%
Total	\$ 131,200	\$ 117,400	\$ 127,000	\$ (4,200)	-3.2%



Parks & Recreation Administration and Planning

Budget 2021

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Equipment	\$ 30,000	\$ 24,000	\$ 26,000	\$ (4,000)	-13.3%
Data Services	70,800	70,800	72,500	1,700	2.4%
Leased Vehicles	62,400	62,400	62,400	-	0.0%
Vehicle Fuel	97,000	88,000	97,000	-	0.0%
Equipment Repair & Maintenance	4,000	2,000	2,000	(2,000)	-50.0%
Vehicle Repairs & Maintenance	79,000	87,000	99,000	20,000	25.3%
Total	\$ 343,200	\$ 334,200	\$ 358,900	\$ 15,700	4.6%

Contracted Services

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Consulting	\$ 160,000	\$ 160,000	\$ 10,000	\$ (150,000)	-93.8%
Contract Labor	19,000	19,000	19,000	\$ -	0.0%
Other Contracted Services	16,000	8,000	8,000	\$ (8,000)	-50.0%
Total	\$ 195,000	\$ 187,000	\$ 37,000	\$ (158,000)	-81.0%

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Supplies	\$ 9,000	\$ 9,000	\$ 9,000	\$ -	0.0%
Dues & Subscriptions	6,500	6,000	6,500	\$ -	0.0%
Printing	1,200	2,000	1,200	\$ -	0.0%
Mileage Reimbursement	14,000	14,000	14,000	\$ -	0.0%
Other Admin	4,500	4,500	4,500	\$ -	0.0%
Total	\$ 35,200	\$ 35,500	\$ 35,200	\$ -	0.0%

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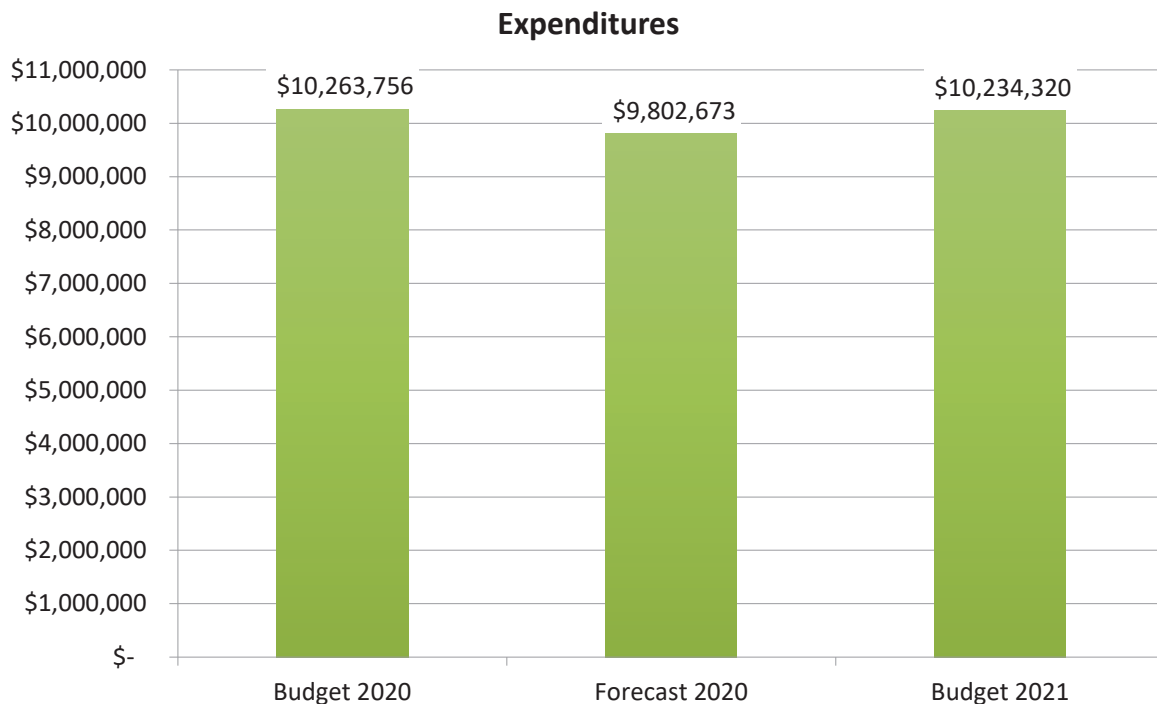


Park and Pathway Operations

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 3,163,906	\$ 3,084,773	\$ 3,221,370	\$ 57,464	1.8%
Staff Development	8,000	4,000	8,000	-	0.0%
Facility Expense	752,100	667,100	678,100	(74,000)	-9.8%
Equipment Expense	95,000	77,000	91,000	(4,000)	-4.2%
Contracted Services	5,346,250	5,130,800	5,138,850	(207,400)	-3.9%
Maintenance Expense	823,500	787,000	1,022,000	198,500	24.1%
Program Expense	75,000	52,000	75,000	-	0.0%
Total	\$ 10,263,756	\$ 9,802,673	\$ 10,234,320	\$ (29,436)	-0.3%





Park and Pathway Operations

Budget 2021

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 2,212,506	\$ 2,212,506	\$ 2,310,332	\$ 97,826	4.4%
Benefits	951,400	872,267	911,038	(40,362)	-4.2%
Total	\$ 3,163,906	\$ 3,084,773	\$ 3,221,370	\$ 57,464	1.8%

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Training & Conferences	\$ 8,000	\$ 4,000	\$ 8,000	\$ -	0.0%
Total	\$ 8,000	\$ 4,000	\$ 8,000	\$ -	0.0%

Facility Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Utilities	\$ 752,100	\$ 667,100	\$ 678,100	\$ (74,000)	-9.8%
Total	\$ 752,100	\$ 667,100	\$ 678,100	\$ (74,000)	-9.8%

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Equipment & Materials	\$ 48,000	\$ 32,000	\$ 36,000	\$ (12,000)	-25.0%
Rental	37,000	37,000	45,000	8,000	21.6%
Equipment Repairs & Maint.	10,000	8,000	10,000	-	0.0%
Total	\$ 95,000	\$ 77,000	\$ 91,000	\$ (4,000)	-4.2%



Park and Pathway Operations

Budget 2021

Contracted Services

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Parks and Pathway Maintenance	\$ 3,571,800	\$ 3,516,800	\$ 3,350,900	\$ (220,900)	-6.2%
Lake Management	180,700	162,700	184,200	3,500	1.9%
Pest Control	15,000	17,000	17,000	2,000	13.3%
Tree Removal	591,500	541,500	566,500	(25,000)	-4.2%
Forest Management	446,500	396,500	446,500	-	0.0%
Sign Maintenance	40,000	30,000	40,000	-	0.0%
Restroom Cleaning	128,750	116,300	121,750	(7,000)	-5.4%
Electrical Repairs & Maint.	360,000	340,000	400,000	40,000	11.1%
Other Contracted Services	12,000	10,000	12,000	-	0.0%
Total	\$ 5,346,250	\$ 5,130,800	\$ 5,138,850	\$ (207,400)	-3.9%

Maintenance Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Parks Maintenance	\$ 444,600	\$ 444,600	\$ 444,600	\$ -	0.0%
Pathway Maintenance	51,300	51,300	51,300	-	0.0%
Lake Maintenance	52,000	40,000	52,000	-	0.0%
Lake Woodlands	45,200	32,200	35,200	(10,000)	-22.1%
Wildlife Management	2,000	500	500	(1,500)	-75.0%
Landscaping	51,200	51,200	171,200	120,000	234.4%
Turf Maintenance & Irrigation	130,200	130,200	230,200	100,000	76.8%
Sign Maintenance	47,000	37,000	37,000	(10,000)	-21.3%
Total	\$ 823,500	\$ 787,000	\$ 1,022,000	\$ 198,500	24.1%



Park and Pathway Operations

Budget 2021

Program Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Lake Woodlands Bridge	\$ 20,000	\$ -	\$ 20,000	\$ -	0.0%
George Mitchell Preserve	55,000	52,000	55,000	-	0.0%
Total	\$ 75,000	\$ 52,000	\$ 75,000	\$ -	0.0%



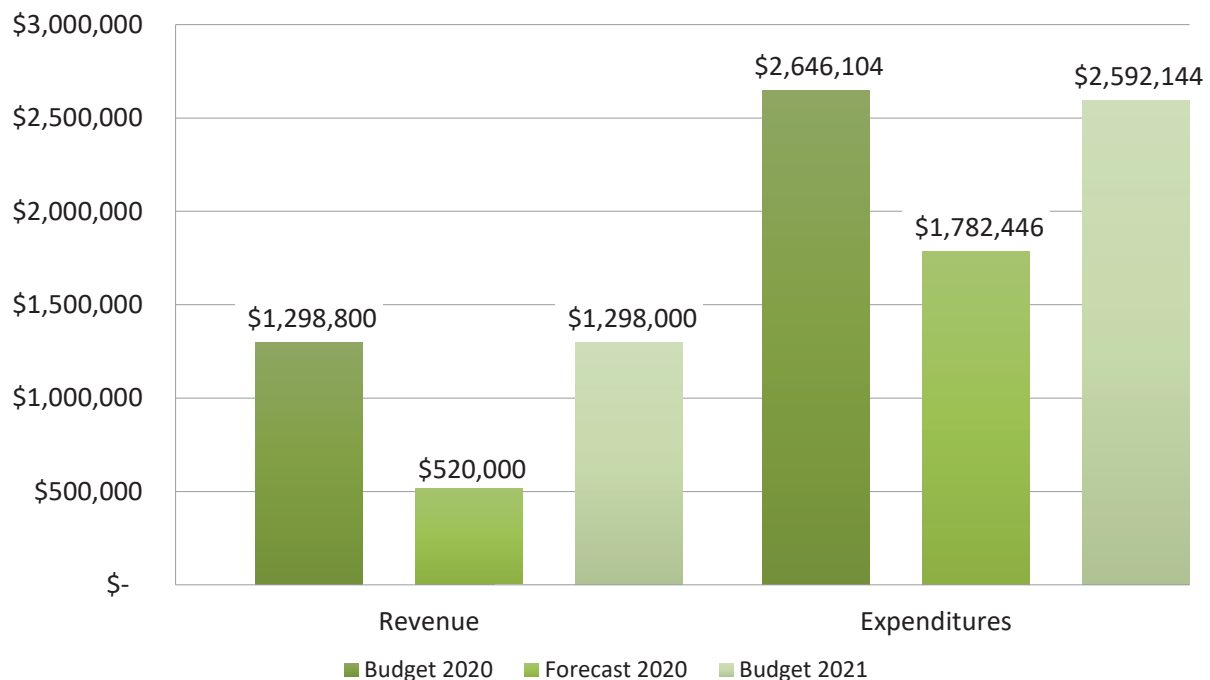
Aquatics

Budget 2021

Budget Summary

Revenue	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Pool Fees	\$ 1,298,800	\$ 520,000	\$ 1,298,000	\$ (800)	-0.1%

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 1,860,404	\$ 1,100,746	\$ 1,847,944	\$ (12,460)	-0.7%
Staff Development	21,500	13,500	17,500	(4,000)	-18.6%
Facility Expense	633,000	547,000	593,000	(40,000)	-6.3%
Equipment Expense	93,000	90,000	93,000	-	0.0%
Contracted Services	15,000	15,000	18,500	3,500	23.3%
Administrative Expense	23,200	16,200	22,200	(1,000)	-4.3%
Total	\$ 2,646,104	\$ 1,782,446	\$ 2,592,144	\$ (53,960)	-2.0%



Expense Recovery	Budget 2020	Forecast 2020	Budget 2021
Revenue to Expense %	49.1%	29.2%	50.1%



Aquatics

Budget 2021

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 1,599,532	\$ 913,102	\$ 1,597,907	\$ (1,625)	-0.1%
Benefits	260,872	187,644	250,037	(10,835)	-4.2%
Total	\$ 1,860,404	\$ 1,100,746	\$ 1,847,944	\$ (12,460)	-0.7%

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Meetings	\$ 4,500	\$ 3,500	\$ 4,500	\$ -	0.0%
Training & Conferences	8,000	4,000	4,000	(4,000)	-50.0%
Uniforms	9,000	6,000	9,000	-	0.0%
Total	\$ 21,500	\$ 13,500	\$ 17,500	\$ (4,000)	-18.6%

Facility Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Telephone	\$ 18,000	\$ 17,000	\$ 18,000	\$ -	0.0%
Utilities	430,000	360,000	390,000	(40,000)	-9.3%
Facility Repair & Maintenance	80,000	80,000	80,000	-	0.0%
Treating Chemicals	105,000	90,000	105,000	-	0.0%
Total	\$ 633,000	\$ 547,000	\$ 593,000	\$ (40,000)	-6.3%



Aquatics

Budget 2021

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Equipment	\$ 48,000	\$ 48,000	\$ 48,000	\$ -	0.0%
Lifeguard Equipment	10,000	10,000	10,000	-	0.0%
Equipment Repair & Maintenance	35,000	32,000	35,000	-	0.0%
Total	\$ 93,000	\$ 90,000	\$ 93,000	\$ -	0.0%

Contracted Services

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Other Contracted Services	\$ 15,000	\$ 15,000	\$ 18,500	\$ 3,500	23.3%
Total	\$ 15,000	\$ 15,000	\$ 18,500	\$ 3,500	23.3%

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Supplies	\$ 2,200	\$ 2,200	\$ 2,200	\$ -	0.0%
Printing	7,000	5,000	7,000	-	0.0%
Mileage Reimbursement	13,000	9,000	13,000	-	0.0%
Other Admin	1,000	-	-	(1,000)	-100.0%
Total	\$ 23,200	\$ 16,200	\$ 22,200	\$ (1,000)	-4.3%

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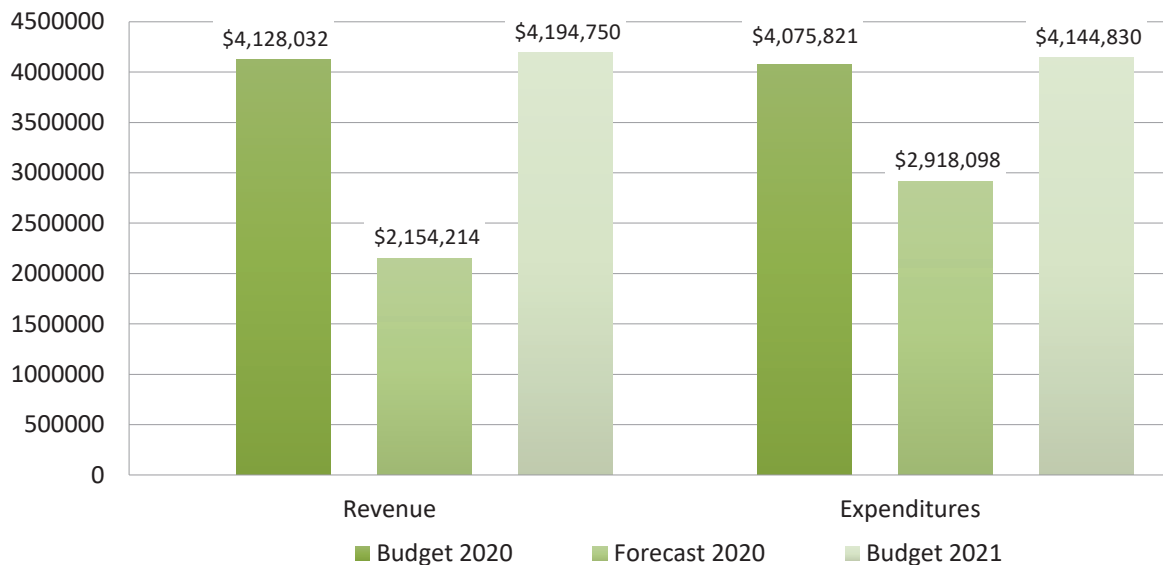
Recreation

Budget 2021

Budget Summary

Revenue	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Program Revenue	\$ 4,128,032	\$ 2,154,214	\$ 4,194,750	\$ 66,718	1.6%

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 2,000,220	\$ 1,631,638	\$ 2,064,730	\$ 64,510	3.2%
Staff Development	33,600	28,600	33,600	-	0.0%
Facility Expense	219,800	195,500	213,500	(6,300)	-2.9%
Equipment Expense	105,400	85,400	102,700	(2,700)	-2.6%
Contracted Services	205,000	170,000	215,000	10,000	4.9%
Program Expense	1,450,401	773,560	1,457,800	7,399	0.5%
Administrative Expense	61,400	33,400	57,500	(3,900)	-6.4%
Total	\$ 4,075,821	\$ 2,918,098	\$ 4,144,830	\$ 69,009	1.7%



Expense Recovery	Budget 2020	Forecast 2020	Budget 2021
Revenue to Expense %	101.3%	73.8%	101.2%



Recreation

Budget 2021

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 1,584,096	\$ 1,271,677	\$ 1,629,907	\$ 45,811	2.9%
Benefits	416,124	359,961	434,823	18,699	4.5%
Total	\$ 2,000,220	\$ 1,631,638	\$ 2,064,730	\$ 64,510	3.2%

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Meetings	\$ 600	\$ 600	\$ 600	\$ -	0.0%
Training & Conferences	12,000	8,500	12,000	-	0.0%
Adventure Course Training	15,000	15,000	15,000	-	0.0%
Uniforms	6,000	4,500	6,000	-	0.0%
Total	\$ 33,600	\$ 28,600	\$ 33,600	\$ -	0.0%

Facility Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Telephone	\$ 40,000	\$ 44,000	\$ 44,000	\$ 4,000	10.0%
Utilities	57,000	42,000	50,000	(7,000)	-12.3%
Facility Repair & Maintenance	60,000	54,000	62,000	2,000	3.3%
Facility Supplies	7,500	7,500	7,500	-	0.0%
Janitorial	55,300	48,000	50,000	(5,300)	-9.6%
Total	\$ 219,800	\$ 195,500	\$ 213,500	\$ (6,300)	-2.9%



Recreation

Budget 2021

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Equipment	\$ 34,000	\$ 24,000	\$ 28,000	\$ (6,000)	-17.6%
Equipment - Boat House	35,000	28,000	35,000	-	0.0%
Equipment - Adventure Course	15,000	13,000	15,000	-	0.0%
Data Services	13,400	16,400	18,700	5,300	39.6%
Equipment Repair & Maintenance	8,000	4,000	6,000	(2,000)	-25.0%
Total	\$ 105,400	\$ 85,400	\$ 102,700	\$ (2,700)	-2.6%

Contracted Services

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Credit Card Fees	\$ 190,000	\$ 155,000	\$ 200,000	\$ 10,000	5.3%
Other Contracted Services	15,000	15,000	15,000	-	0.0%
Total	\$ 205,000	\$ 170,000	\$ 215,000	\$ 10,000	4.9%

Program Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Aquatic Programs	\$ 81,000	\$ 37,600	\$ 87,000	\$ 6,000	7.4%
Athletics Programs	816,000	427,945	827,250	11,250	1.4%
Boat House	24,300	11,000	20,300	(4,000)	-16.5%
Adventure Course	68,351	52,500	64,500	(3,851)	0.0%
Recreation Programs	452,750	240,215	452,750	-	0.0%
Advertising	8,000	4,300	6,000	(2,000)	-25.0%
Total	\$ 1,450,401	\$ 773,560	\$ 1,457,800	\$ 7,399	0.5%



Recreation

Budget 2021

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Supplies	\$ 10,000	\$ 7,400	\$ 10,000	\$ -	0.0%
Dues & Subscriptions	1,400	1,400	2,500	1,100	78.6%
Printing	40,000	20,400	40,000	-	0.0%
Mileage Reimbursement	8,500	4,200	5,000	(3,500)	-41.2%
Other Admin	1,500	-	-	(1,500)	-100.0%
Total	\$ 61,400	\$ 33,400	\$ 57,500	\$ (3,900)	-6.4%

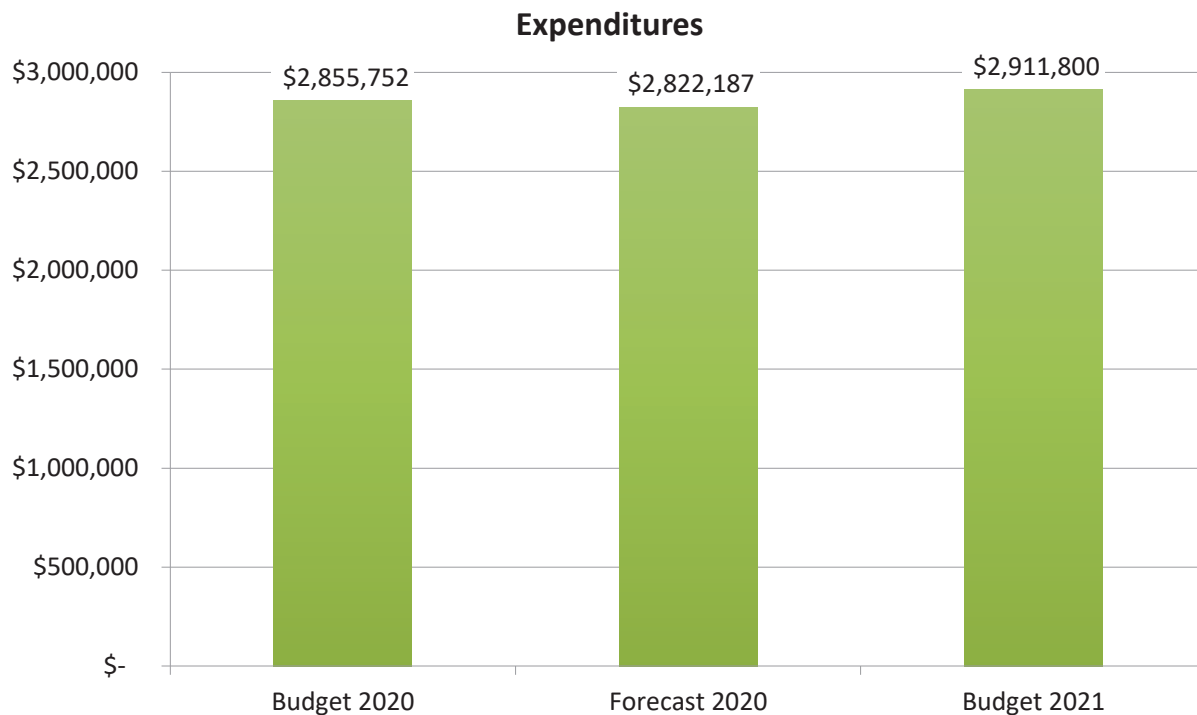


Town Center Facilities and Operations

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 923,902	\$ 917,537	\$ 939,050	\$ 15,148	1.6%
Staff Development	20,000	17,000	17,000	(3,000)	-15.0%
Facility Expense	336,000	310,500	314,500	(21,500)	-6.4%
Equipment Expense	27,000	25,000	25,000	(2,000)	-7.4%
Contracted Services	1,234,100	1,300,900	1,368,000	133,900	10.9%
Maintenance Expense	50,500	38,000	44,000	(6,500)	-12.9%
Program Expense	259,000	210,000	201,000	(58,000)	-22.4%
Administrative Expense	5,250	3,250	3,250	(2,000)	-38.1%
Total	\$ 2,855,752	\$ 2,822,187	\$ 2,911,800	\$ 56,048	2.0%





Town Center Facilities and Operations

Budget 2021

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 707,097	\$ 704,097	\$ 721,468	\$ 14,371	2.0%
Benefits	216,805	213,440	217,582	777	0.4%
Total	\$ 923,902	\$ 917,537	\$ 939,050	\$ 15,148	1.6%

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Training & Conferences	\$ 5,000	\$ 2,000	\$ 2,000	\$ (3,000)	-60.0%
Uniforms	15,000	15,000	15,000	-	0.0%
Total	\$ 20,000	\$ 17,000	\$ 17,000	\$ (3,000)	-15.0%

Facility Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Utilities - Waterway	\$ 155,000	\$ 137,000	\$ 140,000	\$ (15,000)	-9.7%
Utilities - Riva Row Park	1,000	1,000	1,000	-	0.0%
Utilities - Town Green Park	25,000	22,000	23,000	(2,000)	-8.0%
Utilities - Town Center	11,000	11,000	11,000	-	0.0%
Utilities - Waterway Square	32,000	24,500	32,000	-	0.0%
Utilities - Hughes Landing	15,000	12,000	15,000	-	0.0%
Lease/Rent 20 - Waterway	97,000	103,000	92,500	(4,500)	-4.6%
Total	\$ 336,000	\$ 310,500	\$ 314,500	\$ (21,500)	-6.4%



Town Center Facilities and Operations

Budget 2021

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Ranger Equipment	\$ 17,000	\$ 17,000	\$ 17,000	\$ -	0.0%
Data Services	10,000	8,000	8,000	(2,000)	-20.0%
Total	\$ 27,000	\$ 25,000	\$ 25,000	\$ (2,000)	-7.4%

Contracted Services

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Sign Maintenance - Town Center	\$ 23,200	\$ 12,200	\$ 10,000	\$ (13,200)	-56.9%
Maintenance - Waterway	640,000	760,000	780,000	140,000	21.9%
Maintenance - Riva Row Park	42,000	30,000	30,000	(12,000)	-28.6%
Maintenance - Town Green Park	166,200	136,000	160,000	(6,200)	-3.7%
Maintenance - Waterway Square	179,700	154,700	166,000	(13,700)	-7.6%
Maintenance - Hughes Landing	63,000	88,000	102,000	39,000	61.9%
Streetlight Maintenance	120,000	120,000	120,000	-	0.0%
Total	\$ 1,234,100	\$ 1,300,900	\$ 1,368,000	\$ 133,900	10.9%

Maintenance Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Maintenance - Riva Row Park	\$ 5,000	\$ 4,000	\$ 4,000	\$ (1,000)	-20.0%
Maintenance - Town Green Park	10,000	10,000	10,000	-	0.0%
Maintenance - Waterway Square	15,500	12,000	14,000	(1,500)	-9.7%
Maintenance - Hughes Landing	10,000	6,000	8,000	(2,000)	-20.0%
Streetlight Maintenance	10,000	6,000	8,000	(2,000)	-20.0%
Total	\$ 50,500	\$ 38,000	\$ 44,000	\$ (6,500)	-12.9%



Town Center Facilities and Operations

Budget 2021

Program Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Tree Lighting	\$ 175,000	\$ 145,000	\$ 136,000	\$ (39,000)	-22.3%
Art Benches	35,000	16,000	16,000	(19,000)	-54.3%
Seasonal Lighting	49,000	49,000	49,000	-	0.0%
Total	\$ 259,000	\$ 210,000	\$ 201,000	\$ (58,000)	-22.4%

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Supplies	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
Dues & Subscriptions	250	250	250	-	0.0%
Mileage Reimbursement	4,000	2,000	2,000	(2,000)	-50.0%
Total	\$ 5,250	\$ 3,250	\$ 3,250	\$ (2,000)	-38.1%



Township Events

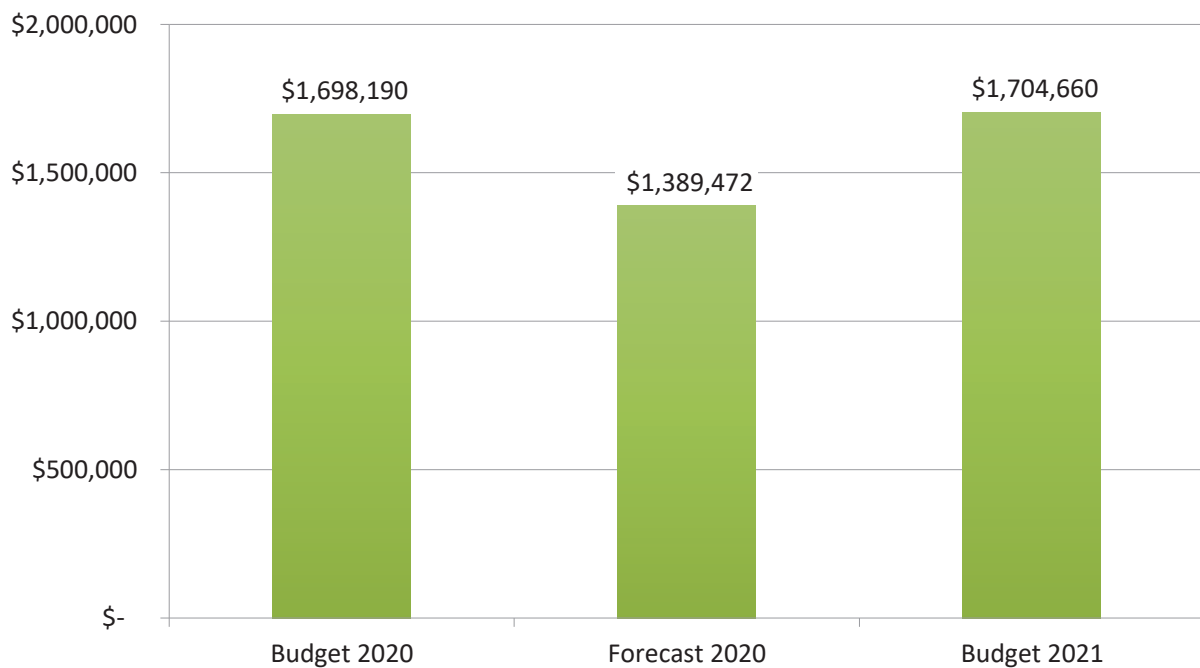
Budget 2021

Budget Summary

Revenue	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Program Revenue	\$ 738,500	\$ 636,000	\$ 718,900	\$ (19,600)	-2.7%

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 357,890	\$ 344,772	\$ 374,360	\$ 16,470	4.6%
Equipment Expense	5,800	5,800	5,800	-	0.0%
Program Expense	1,334,500	1,038,900	1,324,500	(10,000)	-0.7%
Total	\$ 1,698,190	\$ 1,389,472	\$ 1,704,660	\$ 6,470	0.4%

Expenditures





Township Events

Budget 2021

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 256,559	\$ 251,400	\$ 257,350	\$ 791	0.3%
Benefits	101,331	93,372	117,010	15,679	15.5%
Total	\$ 357,890	\$ 344,772	\$ 374,360	\$ 16,470	4.6%

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Data Services	\$ 5,800	\$ 5,800	\$ 5,800	-	0.0%
Total	\$ 5,800	\$ 5,800	\$ 5,800	\$ -	0.0%



Township Events

Budget 2021

Program Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Event Advertising	\$ 136,200	\$ 94,200	\$ 126,200	(10,000)	-7.3%
Sponsorship Expense	2,000	1,000	2,000	-	0.0%
Concerts in the Park	33,600	16,500	33,600	-	0.0%
Arts in the Park	19,000	12,200	19,000	-	0.0%
Hughes Landing	27,000	24,400	27,000	-	0.0%
Red, Hot & Blue	304,000	176,000	304,000	-	0.0%
Lighting of the Doves	156,500	156,500	156,500	-	0.0%
Ice Rink	410,000	410,000	410,000	-	0.0%
Winter Wonderland	50,000	50,000	50,000	-	0.0%
Waterway Nights	32,500	10,800	32,500	-	0.0%
Memorial Day Event	48,900	-	48,900	-	0.0%
Labor Day Event	26,500	26,500	26,500	-	0.0%
Trick or Treat Trail Event	35,000	35,000	35,000	-	0.0%
Miscellaneous Expense	9,600	8,800	9,600	-	0.0%
Arbor Day	5,000	5,000	5,000	-	0.0%
Bike the Woodlands	6,700	-	6,700	-	0.0%
South County 4th of July Parade	20,000	-	20,000	-	0.0%
Wildflower Festival	12,000	12,000	12,000	-	0.0%
Total	\$ 1,334,500	\$ 1,038,900	\$ 1,324,500	\$ (10,000)	-0.7%

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The Woodlands Township
Revenue Budget Detail
(in whole dollars)

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
REVENUES							
Program Revenues							
Aquatic Program - Hurricane Swim Team	100-330-4100-3000-10	49,943	49,000	-	49,000	-	0.0%
Aquatic Program - Rip Tides Swim Team	100-330-4100-3001-10	25,767	26,000	-	26,000	-	0.0%
Aquatic Program - Waves Swim Team	100-330-4100-3002-10	45,170	45,000	-	45,000	-	0.0%
Aquatic Program - Misc	100-330-4100-3099-10	256,155	275,000	138,324	270,000	(5,000)	-1.8%
Athletic Program - Basketball	100-330-4101-3100-10	11,095	11,000	5,991	13,000	2,000	18.2%
Athletic Program - Soccer	100-330-4101-3103-10	102,141	100,000	55,156	100,000	-	0.0%
Athletic Program - Softball	100-330-4101-3104-10	77,860	45,000	42,044	60,000	15,000	33.3%
Athletic Program - Tennis Leagues	100-330-4101-3105-10	49,106	45,000	26,517	50,000	5,000	11.1%
Athletic Program - Tennis Group Lessons	100-330-4101-3106-10	343,279	325,000	185,371	325,000	-	0.0%
Athletic Program - Tennis Individ. Lesson	100-330-4101-3107-10	298,293	275,000	161,078	275,000	-	0.0%
Athletic Program - Misc	100-330-4101-3199-10	24,065	35,000	12,995	30,000	(5,000)	-14.3%
Athletic Program - Muddy Fest	100-330-4102-3200-10	33,428	39,000	-	39,000	-	0.0%
Athletic Program - Ten for Texas	100-330-4102-3202-10	107,903	123,000	54,000	123,000	-	0.0%
Athletic Program - Triathlon	100-330-4102-3203-10	86,183	119,000	-	119,000	-	0.0%
Recreation Program - Boat House	100-330-4103-3301-10	4,775	5,000	3,000	5,500	500	10.0%
Recreation Program - D&D Dinner Dance	100-330-4103-3303-10	40,551	45,000	40,000	45,000	-	0.0%
Recreation Program - Day Camps	100-330-4103-3304-10	561,060	500,000	190,000	500,000	-	0.0%
Recreation Program - Family Camps	100-330-4103-3305-10	13,970	20,000	3,000	20,000	-	0.0%
Recreation Program - Contractor Camps	100-330-4103-3315-10	72,527	80,000	39,165	80,000	-	0.0%
Recreation Program - Fitness	100-330-4103-3308-10	57,445	35,000	18,900	35,000	-	0.0%
Recreation Program - Gorilla Hole	100-330-4103-3309-10	8,495	9,000	4,587	9,000	-	0.0%
Recreation Program - Haunting	100-330-4103-3310-10	42,057	35,000	15,000	35,000	-	0.0%
Recreation Program - Preschool	100-330-4103-3311-10	174,841	130,000	94,414	130,000	-	0.0%
Recreation Program - Crush/Teen	100-330-4103-3312-10	18,822	25,000	5,458	25,000	-	0.0%
Recreation Program - Outdoor Adventure	100-330-4103-3318-10	25,617	20,000	13,833	20,000	-	0.0%
Recreation Program - Misc	100-330-4103-3399-10	139,001	150,000	75,061	150,000	-	0.0%
Vendor Fees	100-330-4104-0000-10	279	-	-	-	-	-
Concessions - Boat House	100-330-4104-3630-10	10,292	11,000	7,000	11,000	-	0.0%
Concessions - Contracts	100-330-4104-3632-10	23,395	18,500	3,360	18,500	-	0.0%
Concessions - Adventure Course	100-330-4104-3634-10	2,931	16,364	1,583	8,000	(8,364)	-51.1%
Rental - Boat House	100-330-4105-3620-10	393,827	427,118	330,000	487,000	59,882	14.0%
Rental - Facility	100-330-4105-3622-10	56,492	45,000	30,506	45,000	-	0.0%
Rental - Field	100-330-4105-3623-10	404,692	325,000	175,000	325,000	-	0.0%
Rental - Pavilion	100-330-4105-3624-10	103,478	90,000	55,878	90,000	-	0.0%
Rental - RF Indoor Rentals	100-330-4105-3628-10	46,830	35,000	25,288	35,000	-	0.0%
Rental - RF Outdoor Rentals	100-330-4105-3629-10	3,790	7,000	2,047	7,000	-	0.0%
Rental - Northshore Kayak Storage	100-330-4105-3633-10	10,751	4,800	9,000	7,500	2,700	56.3%
Memberships - Recreation Center	100-330-4106-3612-10	52,163	50,000	28,168	50,000	-	0.0%
Guest Fees - Recreation Center	100-330-4107-3602-10	954	1,000	515	1,000	-	0.0%
Guest Fees - Adventure Course Daily Pass	100-330-4107-3634-10	230,530	282,250	152,415	282,250	-	0.0%
Guest Fees - Adventure Course(Group Sales	100-330-4107-3635-10	58,292	125,000	67,500	125,000	-	0.0%
Sponsorships - Muddy Trails	100-330-4108-3200-10	10,410	22,000	7,010	22,000	-	0.0%
Sponsorships - Ten for Texas	100-330-4108-3202-10	32,247	39,000	27,000	39,000	-	0.0%
Sponsorships - Triathlon	100-330-4108-3203-10	46,600	55,000	40,050	55,000	-	0.0%
Sponsorships - Haunting	100-330-4108-3310-10	-	5,000	5,000	5,000	-	0.0%
Sponsorships - Misc	100-330-4108-3399-10	1,500	3,000	3,000	3,000	-	0.0%
Sponsorships - Arts in the Park	100-350-4108-3300-10	2,000	2,500	1,000	2,500	-	0.0%
Sponsorships - Concerts in the Park	100-350-4108-3302-10	1,150	5,000	5,000	5,000	-	0.0%
Sponsorships - Hughes Landing	100-350-4108-3317-10	-	4,500	4,500	4,500	-	0.0%
Sponsorships - Red, Hot & Blue	100-350-4108-4001-10	34,000	40,000	-	40,000	-	0.0%
Sponsorships - LOTD	100-350-4108-4002-10	15,000	25,000	25,000	25,000	-	0.0%
Sponsorships - Ice Rink	100-350-4108-4003-10	11,500	50,000	25,000	25,000	(25,000)	-50.0%
Sponsorships - Waterway	100-350-4108-4013-10	1,500	2,500	1,500	2,500	-	0.0%
Sponsorships - Bike The Woodlands	100-350-4108-4018-10	2,500	-	-	-	-	-
Sponsorships - Memorial Day	100-350-4108-4008-10	3,750	5,500	-	5,500	-	0.0%
Sponsorships - Labor Day	100-350-4108-4009-10	2,250	6,000	6,000	6,000	-	0.0%
Sponsorships - Trick or Treat Trail	100-350-4108-4011-10	5,000	7,500	7,500	7,500	-	0.0%
Sales Income - Arts in the Park	100-350-4109-3300-10	2,112	2,000	1,000	2,000	-	0.0%
Sales Income - Red, Hot & Blue	100-350-4109-4001-10	21,725	25,000	-	25,000	-	0.0%
Sales Income - LOTD	100-350-4109-4002-10	22,833	25,000	25,000	25,000	-	0.0%
Sales Income - Memorial Day	100-350-4109-4008-10	7,673	3,500	-	3,500	-	0.0%
Sales Income - Ice Rink	100-350-4109-4003-10	537,806	530,000	530,000	535,000	5,000	0.9%
Sales Income - Trick or Treat Trail	100-350-4109-4011-10	4,936	4,500	4,500	4,900	400	8.9%
Sales Income - Bike The Woodlands	100-350-4109-4018-10	150	-	-	-	-	-
		4,834,886	4,866,532	2,790,214	4,913,650	47,118	1.0%
Pool Fees							
Concessions - Pool	100-320-4104-3631-10	22,000	23,000	-	23,000	-	0.0%
Guest Fees - Pool	100-320-4107-3601-10	612,601	583,000	200,000	600,000	17,000	2.9%
Memberships - Pool	100-320-4106-3611-10	455,892	500,000	250,000	490,000	(10,000)	-2.0%
Rental - Pool	100-320-4105-3621-10	144,483	192,800	70,000	185,000	(7,800)	-4.0%
		1,234,975	1,298,800	520,000	1,298,000	(800)	-0.1%
TOTAL PARKS & RECREATION REVENUES		6,069,861	6,165,332	3,310,214	6,211,650	46,318	0.8%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
PARKS & REC ADMIN / PLANNING - Dept 300/305							
Salaries and Benefits							
Salaries and Wages	100-300-5010-0000-10	1,060,541	1,094,658	1,071,400	1,134,072	39,414	3.6%
Overtime	100-300-5011-0000-10	18,641	30,000	20,650	22,000	(8,000)	-26.7%
Employee Benefits - FICA	100-300-5020-0000-10	77,537	85,410	83,542	87,773	2,363	2.8%
Employee Benefits - TEC	100-300-5021-0000-10	(581)	1,980	3,010	3,168	1,188	60.0%
Employee Benefits - Retirement	100-300-5030-0000-10	117,910	125,144	125,144	128,406	3,262	2.6%
Employee Benefits - Insurance	100-300-5031-0000-10	276,200	276,691	263,411	281,148	4,457	1.6%
Employee Benefits - Workers Comp	100-300-5032-0000-10	3,015	7,544	4,904	5,818	(1,726)	-22.9%
		1,553,263	1,621,427	1,572,061	1,662,385	40,958	2.5%
Staff Development							
Meetings	100-300-5100-0000-10	82	600	100	300	(300)	-50.0%
Training & Conferences	100-300-5120-0000-10	25,115	18,000	10,000	18,000	-	0.0%
Uniforms	100-300-5130-0000-10	31,260	32,000	32,000	37,000	5,000	15.6%
		56,457	50,600	42,100	55,300	4,700	9.3%
Facility Expense							
Telephone	100-300-5210-0000-10	15,842	20,000	17,000	18,000	(2,000)	-10.0%
Utilities	100-300-5220-0000-10	25,243	35,000	30,400	33,000	(2,000)	-5.7%
Facility Maintenance	100-300-5230-0000-10	39,131	50,200	46,000	46,000	(4,200)	-8.4%
Facility Supplies	100-300-5240-0000-10	30,110	26,000	24,000	30,000	4,000	15.4%
		110,326	131,200	117,400	127,000	(4,200)	-3.2%
Equipment Expense							
Equipment	100-300-5330-0000-10	20,137	30,000	24,000	26,000	(4,000)	-13.3%
Data Services	100-300-5335-0000-10	61,752	70,800	70,800	72,500	1,700	2.4%
Leased Vehicles	100-300-5355-0000-10	54,743	62,400	62,400	62,400	-	0.0%
Vehicle Fuel	100-300-5360-0000-10	94,534	97,000	88,000	97,000	-	0.0%
Equipment Repair & Maintenance	100-300-5365-0000-10	-	4,000	2,000	2,000	(2,000)	-50.0%
Vehicle Repair & Maintenance	100-300-5365-0000-10	109,273	79,000	87,000	99,000	20,000	25.3%
		340,439	343,200	334,200	358,900	15,700	4.6%
Contracted Services							
Consulting	100-300-5401-0000-10	9,700	160,000	160,000	10,000	(150,000)	-93.8%
Contract Labor	100-300-5407-0000-10	18,082	19,000	19,000	19,000	-	0.0%
Other Contracted Services	100-300-5499-0000-10	6,103	16,000	8,000	8,000	(8,000)	-50.0%
		33,884	195,000	187,000	37,000	(158,000)	-81.0%
Program Expense							
Park Openings & Dedications	100-300-5605-3503-10	4,808	-	-	-	-	-
		4,808	-	-	-	-	-
Administrative Expense							
Supplies	100-300-5800-0000-10	9,386	9,000	9,000	9,000	-	0.0%
Dues & Subscriptions	100-300-5802-0000-10	5,765	6,500	6,000	6,500	-	0.0%
Printing	100-300-5803-0000-10	174	1,200	2,000	1,200	-	0.0%
Mileage Reimbursement	100-300-5804-0000-10	15,753	14,000	14,000	14,000	-	0.0%
Other Admin	100-300-5899-0000-10	11,566	4,500	4,500	4,500	-	0.0%
		42,643	35,200	35,500	35,200	-	0.0%
Total PARD Admin/Planning		2,141,820	2,376,627	2,288,261	2,275,785	(100,842)	-4.2%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
PARKS AND PATHWAYS OPERATIONS - Dept 310							
Salaries and Benefits							
Salaries and Wages	100-310-5010-0000-10	2,096,290	2,122,506	2,122,506	2,220,332	97,826	4.6%
Overtime	100-310-5011-0000-10	105,484	90,000	90,000	90,000	-	0.0%
Employee Benefits - FICA	100-310-5020-0000-10	159,865	169,257	169,257	176,740	7,483	4.4%
Employee Benefits - TEC	100-310-5021-0000-10	(958)	5,580	9,000	8,928	3,348	60.0%
Employee Benefits - Retirement	100-310-5030-0000-10	219,357	206,304	206,304	213,012	6,708	3.3%
Employee Benefits - Insurance	100-310-5031-0000-10	403,638	532,625	461,363	482,760	(49,865)	-9.4%
Employee Benefits - Workers Comp	100-310-5032-0000-10	15,267	37,634	26,344	29,598	(8,036)	-21.4%
		2,998,942	3,163,906	3,084,773	3,221,370	57,464	1.8%
Staff Development							
Training & Conferences	100-310-5120-0000-10	7,746	8,000	4,000	8,000	-	0.0%
		7,746	8,000	4,000	8,000	-	0.0%
Facility Expense							
Utilities	100-310-5220-0000-10	653,587	752,100	667,100	678,100	(74,000)	-9.8%
		653,587	752,100	667,100	678,100	(74,000)	-9.8%
Equipment Expense							
Equipment & Materials	100-310-5330-0000-10	21,746	48,000	32,000	36,000	(12,000)	-25.0%
Rental	100-310-5350-0000-10	52,563	37,000	37,000	45,000	8,000	21.6%
Equipment Repair & Maintenance	100-310-5365-0000-10	8,183	10,000	8,000	10,000	-	0.0%
		82,492	95,000	77,000	91,000	(4,000)	-4.2%
Contracted Services							
Park and Pathway Maintenance	100-310-5420-0000-10	3,209,026	3,571,800	3,516,800	3,350,900	(220,900)	-6.2%
Lake Management	100-310-5421-0000-10	154,219	180,700	162,700	184,200	3,500	1.9%
Pest Control	100-310-5422-0000-10	15,293	15,000	17,000	17,000	2,000	13.3%
Tree Removal	100-310-5423-0000-10	349,832	591,500	541,500	566,500	(25,000)	-4.2%
Forest Management	100-310-5424-0000-10	499,773	446,500	396,500	446,500	-	0.0%
Sign Maintenance	100-310-5425-0000-10	20,071	40,000	30,000	40,000	-	0.0%
Restroom Cleaning	100-310-5427-0000-10	112,269	128,750	116,300	121,750	(7,000)	-5.4%
Electrical Repairs & Maintenance	100-310-5428-0000-10	415,093	360,000	340,000	400,000	40,000	11.1%
Other Contracted Services	100-310-5499-0000-10	9,515	12,000	10,000	12,000	-	0.0%
		4,785,091	5,346,250	5,130,800	5,138,850	(207,400)	-3.9%
Maintenance Expense							
Parks Maintenance	100-310-5519-0000-10	485,437	444,600	444,600	444,600	-	0.0%
Pathway Maintenance	100-310-5520-0000-10	53,839	51,300	51,300	51,300	-	0.0%
Lake Maintenance	100-310-5521-0000-10	28,610	52,000	40,000	52,000	-	0.0%
Lake Woodlands	100-310-5527-0000-10	21,931	45,200	32,200	35,200	(10,000)	-22.1%
Wildlife Management	100-310-5522-0000-10	116	2,000	500	500	(1,500)	-75.0%
Landscaping	100-310-5523-0000-10	94,281	51,200	51,200	171,200	120,000	234.4%
Turf Maintenance & Irrigation	100-310-5524-0000-10	155,726	130,200	130,200	230,200	100,000	76.8%
Sign Maintenance	100-310-5525-0000-10	18,385	47,000	37,000	37,000	(10,000)	-21.3%
		858,326	823,500	787,000	1,022,000	198,500	24.1%
Program Expense							
Bridge Painting	100-310-5647-0000-10	17,446	20,000	-	20,000	-	0.0%
George Mitchell Preserve	100-310-5644-0000-10	46,472	55,000	52,000	55,000	-	0.0%
		63,917	75,000	52,000	75,000	-	0.0%
Total Parks and Pathways Operations		9,450,103	10,263,756	9,802,673	10,234,320	(29,436)	-0.3%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
AQUATICS - Dept 320							
Salaries and Benefits							
Salaries and Wages	100-320-5010-0000-10	1,355,391	1,583,532	904,102	1,584,907	1,375	0.1%
Overtime	100-320-5011-0000-10	12,011	16,000	9,000	13,000	(3,000)	-18.8%
Employee Benefits - FICA	100-320-5020-0000-10	103,069	122,364	69,852	122,240	(124)	-0.1%
Employee Benefits - TEC	100-320-5021-0000-10	839	2,601	2,576	4,161	1,560	60.0%
Employee Benefits - Retirement	100-320-5030-0000-10	18,914	24,167	24,167	24,957	790	3.3%
Employee Benefits - Insurance	100-320-5031-0000-10	70,025	90,211	81,190	81,372	(8,839)	-9.8%
Employee Benefits - Workers Comp	100-320-5032-0000-10	7,882	21,529	9,859	17,307	(4,222)	-19.6%
		<u>1,568,130</u>	<u>1,860,404</u>	<u>1,100,746</u>	<u>1,847,944</u>	<u>(12,460)</u>	<u>-0.7%</u>
Staff Development							
Meetings	100-320-5100-0000-10	5,694	4,500	3,500	4,500	-	0.0%
Training & Conferences	100-320-5120-0000-10	2,137	8,000	4,000	4,000	(4,000)	-50.0%
Uniforms	100-320-5130-0000-10	8,256	9,000	6,000	9,000	-	0.0%
		<u>16,087</u>	<u>21,500</u>	<u>13,500</u>	<u>17,500</u>	<u>(4,000)</u>	<u>-18.6%</u>
Facility Expense							
Telephone	100-320-5210-0000-10	16,251	18,000	17,000	18,000	-	0.0%
Utilities	100-320-5220-0000-10	350,030	430,000	360,000	390,000	(40,000)	-9.3%
Facility Repairs & Maintenance	100-320-5230-0000-10	69,494	80,000	80,000	80,000	-	0.0%
Treating Chemicals	100-320-5270-0000-10	101,954	105,000	90,000	105,000	-	0.0%
		<u>537,729</u>	<u>633,000</u>	<u>547,000</u>	<u>593,000</u>	<u>(40,000)</u>	<u>-6.3%</u>
Equipment Expense							
Equipment	100-320-5330-0000-10	48,557	48,000	48,000	48,000	-	0.0%
Lifeguard Equipment	100-320-5331-0000-10	9,563	10,000	10,000	10,000	-	0.0%
Equipment Repair & Maintenance	100-320-5365-0000-10	32,279	35,000	32,000	35,000	-	0.0%
		<u>90,399</u>	<u>93,000</u>	<u>90,000</u>	<u>93,000</u>	<u>-</u>	<u>0.0%</u>
Contracted Services							
Other Contracted Services	100-320-5499-0000-10	14,116	15,000	15,000	18,500	3,500	23.3%
		<u>14,116</u>	<u>15,000</u>	<u>15,000</u>	<u>18,500</u>	<u>3,500</u>	<u>23.3%</u>
Administrative Expense							
Supplies	100-320-5800-0000-10	1,286	2,200	2,200	2,200	-	0.0%
Printing	100-320-5803-0000-10	5,785	7,000	5,000	7,000	-	0.0%
Mileage Reimbursement	100-320-5804-0000-10	13,790	13,000	9,000	13,000	-	0.0%
Other Admin	100-320-5899-0000-10	322	1,000	-	-	(1,000)	-100.0%
		<u>21,183</u>	<u>23,200</u>	<u>16,200</u>	<u>22,200</u>	<u>(1,000)</u>	<u>-4.3%</u>
Total Aquatics		<u>2,247,645</u>	<u>2,646,104</u>	<u>1,782,446</u>	<u>2,592,144</u>	<u>(53,960)</u>	<u>-2.0%</u>

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
RECREATION - Dept 330							
Salaries and Benefits							
Salaries and Wages	100-330-5010-0000-10	1,506,393	1,562,096	1,249,677	1,607,907	45,811	2.9%
Overtime	100-330-5011-0000-10	37,261	22,000	22,000	22,000	-	0.0%
Employee Benefits - FICA	100-330-5020-0000-10	113,934	121,183	97,283	124,688	3,505	2.9%
Employee Benefits - TEC	100-330-5021-0000-10	62	5,793	6,373	8,612	2,819	48.7%
Employee Benefits - Retirement	100-330-5030-0000-10	41,663	45,618	40,494	58,553	12,935	28.4%
Employee Benefits - Insurance	100-330-5031-0000-10	140,116	226,699	204,029	229,066	2,367	1.0%
Employee Benefits - Workers Comp	100-330-5032-0000-10	6,615	16,831	11,782	13,904	(2,927)	-17.4%
		1,846,044	2,000,220	1,631,638	2,064,730	64,510	3.2%
Staff Development							
Meetings	100-330-5100-0000-10	875	600	600	600	-	0.0%
Training & Conferences	100-330-5120-0000-10	17,262	12,000	8,500	12,000	-	0.0%
Adventure Course Training	100-330-5120-3320-10	6,553	15,000	15,000	15,000	-	0.0%
Uniforms	100-330-5130-0000-10	6,898	6,000	4,500	6,000	-	0.0%
		31,588	33,600	28,600	33,600	-	0.0%
Facility Expense							
Telephone	100-330-5210-0000-10	43,690	40,000	44,000	44,000	4,000	10.0%
Utilities	100-330-5220-0000-10	45,058	57,000	42,000	50,000	(7,000)	-12.3%
Facility Repair & Maintenance	100-330-5230-0000-10	62,212	60,000	54,000	62,000	2,000	3.3%
Facility Supplies	100-330-5240-0000-10	8,067	7,500	7,500	7,500	-	0.0%
Janitorial	100-330-5280-0000-10	54,470	55,300	48,000	50,000	(5,300)	-9.6%
		213,497	219,800	195,500	213,500	(6,300)	-2.9%
Equipment Expense							
Equipment	100-330-5330-0000-10	11,363	34,000	24,000	28,000	(6,000)	-17.6%
Equipment - Boat House	100-330-5330-3301-10	28,593	35,000	28,000	35,000	-	0.0%
Equipment - Adventures Course	100-330-5330-3320-10	18,582	15,000	13,000	15,000	-	0.0%
Data Services	100-330-5335-0000-10	18,320	13,400	16,400	18,700	5,300	39.6%
Equipment Repair & Maintenance	100-330-5365-0000-10	3,772	8,000	4,000	6,000	(2,000)	-25.0%
		80,630	105,400	85,400	102,700	(2,700)	-2.6%
Contracted Services							
Credit Card Fees	100-330-5406-0000-10	203,157	190,000	155,000	200,000	10,000	5.3%
Other Contracted Services	100-330-5499-0000-10	15,184	15,000	15,000	15,000	-	0.0%
		218,341	205,000	170,000	215,000	10,000	4.9%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
Program Expense							
Aquatic Program - Hurricane Swim Team	100-330-5600-3000-10	13,524	16,000	2,100	16,000	-	0.0%
Aquatic Program - Rip Tides Swim Team	100-330-5600-3001-10	9,481	13,000	1,600	13,000	-	0.0%
Aquatic Program - Waves Swim Team	100-330-5600-3002-10	12,462	16,000	1,200	16,000	-	0.0%
Aquatic Program - Misc	100-330-5600-3099-10	60,535	36,000	32,700	42,000	6,000	16.7%
Athletic Program - Soccer	100-330-5601-3103-10	58,199	60,000	31,500	60,000	-	0.0%
Athletic Program - Softball	100-330-5601-3104-10	58,388	33,750	31,500	45,000	11,250	33.3%
Athletic Program - Tennis Leagues	100-330-5601-3105-10	-	2,000	-	2,000	-	0.0%
Athletic Program - Tennis Group Lessons	100-330-5601-3106-10	248,139	227,500	134,000	227,500	-	0.0%
Athletic Program - Tennis Individ. Lessons	100-330-5601-3107-10	260,374	233,750	140,600	233,750	-	0.0%
Athletic Program - Misc	100-330-5601-3199-10	-	2,000	-	2,000	-	0.0%
Athletic Program - Muddy Fest	100-330-5602-3200-10	49,655	57,000	3,145	57,000	-	0.0%
Athletic Program - Ten for Texas	100-330-5602-3202-10	87,752	101,000	60,000	101,000	-	0.0%
Athletic Program - Triathlon	100-330-5602-3203-10	74,689	99,000	27,200	99,000	-	0.0%
Boat House - Marketing	100-330-5603-3301-10	8,572	16,000	8,000	14,000	(2,000)	-12.5%
Boat House - Programs	100-330-5603-3301-10	-	5,500	2,000	3,500	(2,000)	-36.4%
Boat House - Concessions	100-330-5603-3630-10	2,786	2,800	1,000	2,800	-	0.0%
Adventure Course - Expense	100-330-5603-3320-10	6,484	60,000	50,000	60,000	-	0.0%
Adventure Course - Concessions	100-330-5603-3634-10	1,617	8,351	2,500	4,500	(3,851)	-46.1%
Recreation Program - D&D Dinner Dance	100-330-5603-3303-10	44,033	40,000	40,000	40,000	-	0.0%
Recreation Program - Day Camps	100-330-5603-3304-10	93,379	100,000	32,300	100,000	-	0.0%
Recreation Program - Family Camps	100-330-5603-3305-10	8,718	12,000	1,500	12,000	-	0.0%
Recreation Program - Contractor Camps	100-330-5603-3315-10	65,879	56,000	27,415	56,000	-	0.0%
Recreation Program - Fitness	100-330-5603-3308-10	32,416	22,750	17,500	22,750	-	0.0%
Recreation Program - Gorilla Hole	100-330-5603-3309-10	4,175	5,500	2,300	5,500	-	0.0%
Recreation Program - Haunting	100-330-5603-3310-10	12,857	13,000	6,500	13,000	-	0.0%
Recreation Program - Preschool	100-330-5603-3311-10	117,456	84,500	63,400	84,500	-	0.0%
Recreation Program - Crush/Teen	100-330-5603-3312-10	3,859	7,500	2,000	7,500	-	0.0%
Recreation Program - Outdoor Adventure	100-330-5603-3318-10	9,481	14,000	5,100	14,000	-	0.0%
Recreation Program - Misc	100-330-5603-3399-10	78,164	97,500	42,200	97,500	-	0.0%
Advertising	100-330-5704-0000-10	3,607	8,000	4,300	6,000	(2,000)	-25.0%
		<u>1,426,682</u>	<u>1,450,401</u>	<u>773,560</u>	<u>1,457,800</u>	<u>7,399</u>	<u>0.5%</u>
Administrative Expense							
Supplies	100-330-5800-0000-10	9,464	10,000	7,400	10,000	-	0.0%
Dues & Subscriptions	100-330-5802-0000-10	684	1,400	1,400	2,500	1,100	78.6%
Printing	100-330-5803-0000-10	37,674	40,000	20,400	40,000	-	0.0%
Mileage Reimbursement	100-330-5804-0000-10	3,882	8,500	4,200	5,000	(3,500)	-41.2%
Other Admin	100-330-5899-0000-10	-	1,500	-	-	(1,500)	-100.0%
		<u>51,704</u>	<u>61,400</u>	<u>33,400</u>	<u>57,500</u>	<u>(3,900)</u>	<u>-6.4%</u>
Total Recreation		<u>3,868,485</u>	<u>4,075,821</u>	<u>2,918,098</u>	<u>4,144,830</u>	<u>69,009</u>	<u>1.7%</u>

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
TOWN CENTER FACILITIES AND OPERATIONS - Dept 340							
Salaries and Benefits							
Salaries and Wages	100-340-5010-0000-10	736,536	695,097	695,097	709,468	14,371	2.1%
Overtime	100-340-5011-0000-10	11,503	12,000	9,000	12,000	-	0.0%
Employee Benefits - FICA	100-340-5020-0000-10	54,994	54,093	53,863	55,193	1,100	2.0%
Employee Benefits - TEC	100-340-5021-0000-10	(256)	2,430	3,734	3,888	1,458	60.0%
Employee Benefits - Retirement	100-340-5030-0000-10	64,616	52,345	55,345	56,540	4,195	8.0%
Employee Benefits - Insurance	100-340-5031-0000-10	102,569	96,243	92,312	93,491	(2,752)	-2.9%
Employee Benefits - Workers Comp	100-340-5032-0000-10	4,687	11,694	8,186	8,470	(3,224)	-27.6%
		974,648	923,902	917,537	939,050	15,148	1.6%
Staff Development							
Training & Conferences	100-340-5120-0000-10	1,739	5,000	2,000	2,000	(3,000)	-60.0%
Uniforms	100-340-5130-0000-10	16,292	15,000	15,000	15,000	-	0.0%
		18,031	20,000	17,000	17,000	(3,000)	-15.0%
Facility Expense							
Utilities - Waterway	100-340-5220-3801-10	130,017	155,000	137,000	140,000	(15,000)	-9.7%
Utilities - Riva Row Park	100-340-5220-3800-10	1,047	1,000	1,000	1,000	-	0.0%
Utilities - Town Green Park	100-340-5220-3802-10	20,242	25,000	22,000	23,000	(2,000)	-8.0%
Utilities - Town Center	100-340-5220-3803-10	10,563	11,000	11,000	11,000	-	0.0%
Utilities - Waterway Square	100-340-5220-3804-10	21,702	32,000	24,500	32,000	-	0.0%
Utilities - Hughes Landing	100-340-5220-3805-10	7,710	15,000	12,000	15,000	-	0.0%
Lease/Rent 20 -Waterway	100-340-5204-0000-10	118,140	97,000	103,000	92,500	(4,500)	-4.6%
		309,420	336,000	310,500	314,500	(21,500)	-6.4%
Equipment Expense							
Ranger Equipment	100-340-5330-0000-10	13,976	17,000	17,000	17,000	-	0.0%
Data Services	100-340-5335-0000-10	7,106	10,000	8,000	8,000	(2,000)	-20.0%
		21,082	27,000	25,000	25,000	(2,000)	-7.4%
Contracted Services							
Sign Maintenance - Town Center	100-340-5425-0000-10	2,686	23,200	12,200	10,000	(13,200)	-56.9%
Maintenance - Waterway	100-340-5426-3801-10	771,903	640,000	760,000	780,000	140,000	21.9%
Maintenance - Riva Row Park	100-340-5426-3800-10	24,356	42,000	30,000	30,000	(12,000)	-28.6%
Maintenance - Town Green Park	100-340-5426-3802-10	107,925	166,200	136,000	160,000	(6,200)	-3.7%
Maintenance - Waterway Square	100-340-5426-3804-10	137,148	179,700	154,700	166,000	(13,700)	-7.6%
Maintenance - Hughes Landing	100-340-5426-3805-10	79,264	63,000	88,000	102,000	39,000	61.9%
Streetlight Maintenance	100-340-5440-0000-10	112,133	120,000	120,000	120,000	-	0.0%
		1,235,416	1,234,100	1,300,900	1,368,000	133,900	10.9%
Maintenance Expense							
Maintenance - Riva Row Park	100-340-5526-3800-10	2,163	5,000	4,000	4,000	(1,000)	-20.0%
Maintenance - Town Green Park	100-340-5526-3802-10	9,529	10,000	10,000	10,000	-	0.0%
Maintenance - Waterway Square	100-340-5526-3804-10	8,096	15,500	12,000	14,000	(1,500)	-9.7%
Maintenance - HL Waterway Canal Bridge	100-340-5526-3805-10	3,046	10,000	6,000	8,000	(2,000)	-20.0%
Streetlight Maintenance	100-340-5540-0000-10	2,980	10,000	6,000	8,000	(2,000)	-20.0%
		25,814	50,500	38,000	44,000	(6,500)	-12.9%
Program Expense							
Tree Lighting	100-340-5643-0000-10	148,087	175,000	145,000	136,000	(39,000)	-22.3%
Art Benches	100-340-5648-0000-10	-	35,000	16,000	16,000	(19,000)	-54.3%
Seasonal Lighting	100-340-5642-0000-10	44,531	49,000	49,000	49,000	-	0.0%
		192,618	259,000	210,000	201,000	(58,000)	-22.4%
Administrative Expense							
Supplies	100-340-5800-0000-10	727	1,000	1,000	1,000	-	0.0%
Dues & Subscriptions	100-340-5802-0000-10	45	250	250	250	-	0.0%
Mileage Reimbursement	100-340-5804-0000-10	1,458	4,000	2,000	2,000	(2,000)	-50.0%
		2,230	5,250	3,250	3,250	(2,000)	-38.1%
Total Town Center Facilities and Operations		2,779,259	2,855,752	2,822,187	2,911,800	56,048	2.0%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
TOWNSHIP EVENTS - Dept 350							
Salaries and Benefits							
Salaries and Wages	100-350-5010-0000-10	228,009	256,559	251,400	257,350	791	0.3%
Overtime	100-350-5011-0000-10	13,155	12,400	10,800	12,400	-	0.0%
Employee Benefits - FICA	100-350-5020-0000-10	17,722	20,575	20,058	20,636	61	0.3%
Employee Benefits - TEC	100-350-5021-0000-10	(145)	450	685	720	270	60.0%
Employee Benefits - Retirement	100-350-5030-0000-10	21,166	24,698	18,698	16,417	(8,281)	-33.5%
Employee Benefits - Insurance	100-350-5031-0000-10	45,353	42,821	42,821	66,496	23,675	55.3%
Employee Benefits - Workers Comp	100-350-5032-0000-10	159	387	310	341	(46)	-11.9%
		<u>325,419</u>	<u>357,890</u>	<u>344,772</u>	<u>374,360</u>	<u>16,470</u>	<u>4.6%</u>
Equipment Expense							
Data Services	100-350-5335-0000-10	4,557	5,800	5,800	5,800	-	0.0%
		<u>4,557</u>	<u>5,800</u>	<u>5,800</u>	<u>5,800</u>	<u>-</u>	<u>0.0%</u>
Program Expense							
Event Advertising	100-350-5611-0000-10	118,286	136,200	94,200	126,200	(10,000)	-7.3%
Sponsorship Expense	100-350-5605-3599-10	1,105	2,000	1,000	2,000	-	0.0%
Concerts in the Park							
Event Production	100-350-5610-3302-10	41,338	33,600	16,500	33,600	-	0.0%
Arts in the Park							
Event Production	100-350-5610-3300-10	-	19,000	12,200	19,000	-	0.0%
Hughes Landing							
Event Production	100-350-5610-3317-10	21,733	27,000	24,400	27,000	-	0.0%
Red, Hot & Blue							
Event Production	100-350-5610-4001-10	255,927	248,000	120,000	248,000	-	0.0%
Event Public Safety	100-350-5612-4001-10	58,765	56,000	56,000	56,000	-	0.0%
Lighting of the Doves							
Event Production	100-350-5610-4002-10	141,808	138,500	138,500	138,500	-	0.0%
Event Public Safety	100-350-5612-4002-10	18,685	18,000	18,000	18,000	-	0.0%
Ice Rink							
Event Production	100-350-5610-4003-10	393,664	410,000	410,000	410,000	-	0.0%
Winter Wonderland							
Event Production	100-350-5610-4004-10	40,375	50,000	50,000	50,000	-	0.0%
Waterway Nights							
Event Production	100-350-5610-4013-10	26,251	28,500	9,700	28,500	-	0.0%
Event Public Safety	100-350-5612-4013-10	1,320	4,000	1,100	4,000	-	0.0%
Memorial Day Event							
Event Production	100-350-5610-4008-10	35,000	39,000	-	39,000	-	0.0%
Event Public Safety	100-350-5612-4008-10	7,305	9,900	-	9,900	-	0.0%
Labor Day Event							
Event Production	100-350-5610-4009-10	21,811	22,500	22,500	22,500	-	0.0%
Event Public Safety	100-350-5612-4009-10	4,075	4,000	4,000	4,000	-	0.0%
Trick or Treat Trail Event							
Event Production	100-350-5610-4011-10	28,662	30,000	30,000	30,000	-	0.0%
Event Public Safety	100-350-5612-4011-10	6,560	5,000	5,000	5,000	-	0.0%
Bike The Woodlands							
Event Production	100-350-5610-4018-10	5,881	6,700	-	6,700	-	0.0%
Miscellaneous Events							
Event	100-350-5613-0000-10	9,133	9,600	8,800	9,600	-	0.0%
Arbor Day							
Event	100-350-5613-4101-10	13,000	5,000	5,000	5,000	-	0.0%
Run Thru the Woods							
Event	100-350-5613-4104-10	12,000	-	-	-	-	-
South County 4th of July Parade							
Event	100-350-5613-4105-10	20,000	20,000	-	20,000	-	0.0%
Wildflower Festival							
Event	100-350-5613-4107-10	12,400	12,000	12,000	12,000	-	0.0%
		<u>1,295,085</u>	<u>1,334,500</u>	<u>1,038,900</u>	<u>1,324,500</u>	<u>(10,000)</u>	<u>-0.7%</u>
Total Township Events		<u>1,625,060</u>	<u>1,698,190</u>	<u>1,389,472</u>	<u>1,704,660</u>	<u>6,470</u>	<u>0.4%</u>

2021 Covenant Administration Department Budget Plan



Mission

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.

Responsibilities

- Deed restriction administration and enforcement
- Maintenance of all property records as well as Accela data base for all residential and WCA commercial properties
- Staff support for nine village Residential Design Review Committees (RDRCs)
- Staff support for Development Standards Committee
- Staff support for WCA, TWA and WCOA Commercial Properties
- Staff support for Revitalization Program in all Villages
- Staff support for all incoming applications and technical plan review

2019 Accomplishments

- 6,444 property improvement applications processed, compared to 6,140 for 2018
- 44,610 property files managed, compared to 44,310 in 2018
- 18,190 covenant violation cases opened and processed, compared to 18,700 for 2018
- 35,000 site visits conducted for violations and improvement applications, compared to 35,800 in 2018
- 129 property maintenance liens recorded totaling \$41,435 – 29% increase in number filed over 2018
- 22 property maintenance liens removed, collecting \$51,015, compared to 33 liens removed, collecting \$18,887 in 2018; (The bulk of the collection was from the 3 Rain Fern settlement)
- 88 Interfaith Serving our Seniors and Serving our Neighbors projects related to Covenant Enforcement, compared to 80 in 2018
- 7 Involvement Days related to Covenant Administration, compared to 8 in 2018
- 975 volunteer hours served by RDRC and DSC committee members, compared to 1,000 hours in 2018
- Conducted an orientation meeting for all newly elected RDRC members and newly appointed DSC members
- Converted property files from paper to electronic document access. This provides for more timely review and access of property records. This was completed in January 2020.
- Revised current residential standards to keep up with trends in materials, new home designs and allowances for RDRC review, and approval of items heard by the DSC in the past. Made allowances for staff approvals, which provides for improved customer service.
- Reviewed legislation regarding use of personal property for short-term rentals and created new standards to regulate what is permitted when issuing a permit for such use. The application forms and Memorandum of Agreement were also incorporated.
- Provided ongoing training for all new employees that included: Residential Standards revisions, Accela enhancements, Commercial property enforcement and applications processing.
- Community Revitalization program accomplishments:
 - Interfaith Serving our Seniors & Serving our Neighbors: 88
 - Maintenance Liens Filed: 129 totaling \$41,435
 - Maintenance Liens Paid: 22 totaling \$51,015
 - Total Monies Spent +- \$75,600.00

2021 Covenant Administration Department Budget Plan



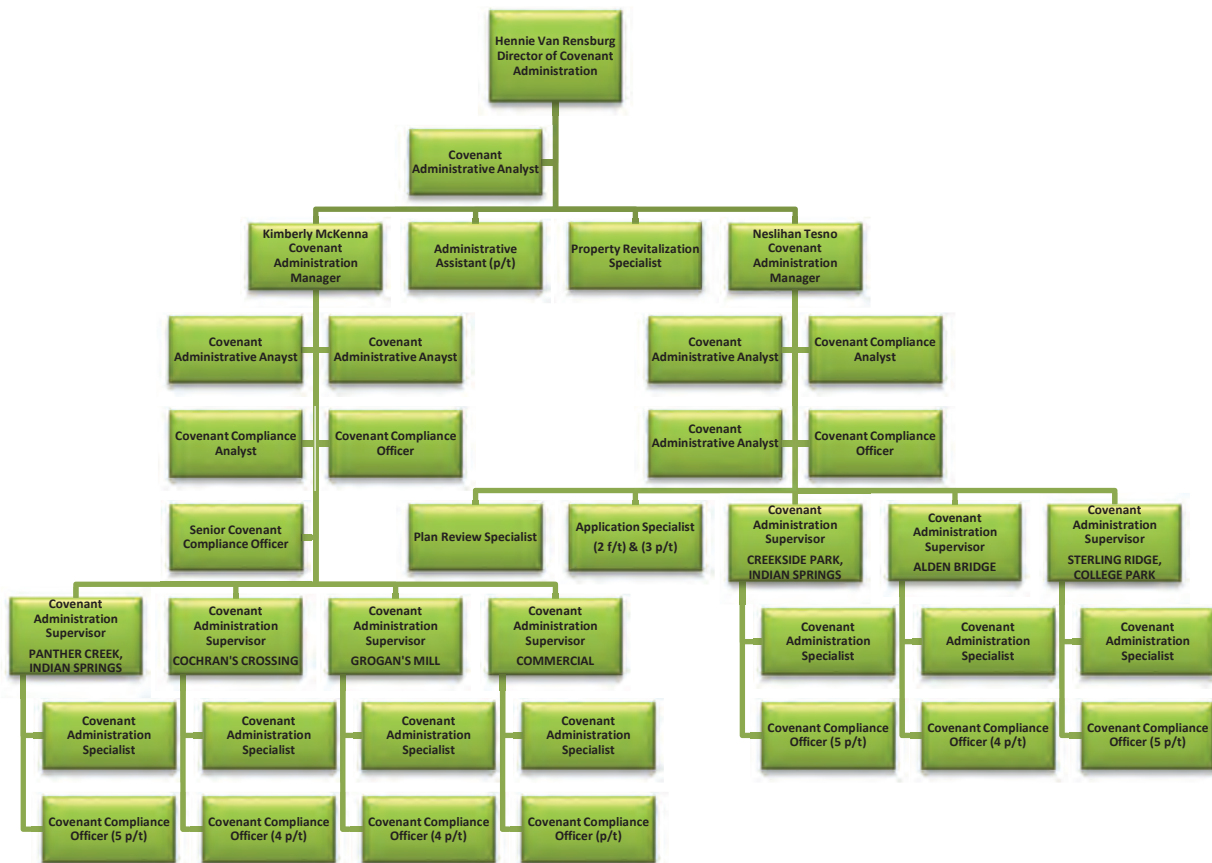
2021 Objectives

- Provide for additional enforcement in the older villages for ageing homes and maintenance.
- Increase monitoring for demolition of older homes and tree preservation. Provide for more scheduled routine site visits for stages of redevelopment of older homes in WCA villages.
- Implement technical review of Commercial Applications into plan review Specialist duties.
- Require additional inspections during construction, increase amount for compliance deposits and implement fees for new home construction permits to offset cost for architectural review.
- Focus on enforcement of commercial property violations and maintenance as well as application review.
- Ongoing input for revisions to current Commercial Planning and Design Standards.
- Work with I.T. to establish a future database for Covenant Administration with a focus on remote monitoring, processing documents in the field and electronic application and permitting.
- Create electronic resident and contractor application and approval processes to provide electronic submittal and approval for all applications, including inspector related improvements.
- Improve capability of Laserfiche to access large documents in the database immediately, improve search capabilities, and look for new database modules that will be compatible with Laserfiche.
- 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.
- Provide enforcement, maintenance of property records for residential and commercial properties, and administrative support for the Residential Design Review Committees, Development Standards Committee, Development Review Committee and Community Standards Committee via the Delegation Agreement.

2021 Covenant Administration Department Budget Plan



Organization Chart



STAFFING - FTE COUNT	Budget 2020	Budget 2021	Change
Director of Covenant Administration	1.00	1.00	0.00
Covenant Administration Manager	2.00	2.00	0.00
Covenant Administration Supervisor	7.00	7.00	0.00
Property Revitalization Specialist	1.00	1.00	0.00
Covenant Administration Specialist	7.00	7.00	0.00
Covenant Compliance Analyst	3.00	3.00	0.00
Covenant Administrative Analyst	4.00	4.00	0.00
Plan Review Specialist	0.50	0.50	0.00
Administrative Assistant	0.50	0.50	0.00
Application Specialist	3.50	3.50	0.00
Senior Covenant Compliance Officer	1.00	1.00	0.00
Covenant Compliance Officer – p/t	15.00	15.00	0.00
TOTAL	45.50	45.50	0.00
Position(s) added in 2021 Budget	0.00	0.00	0.00

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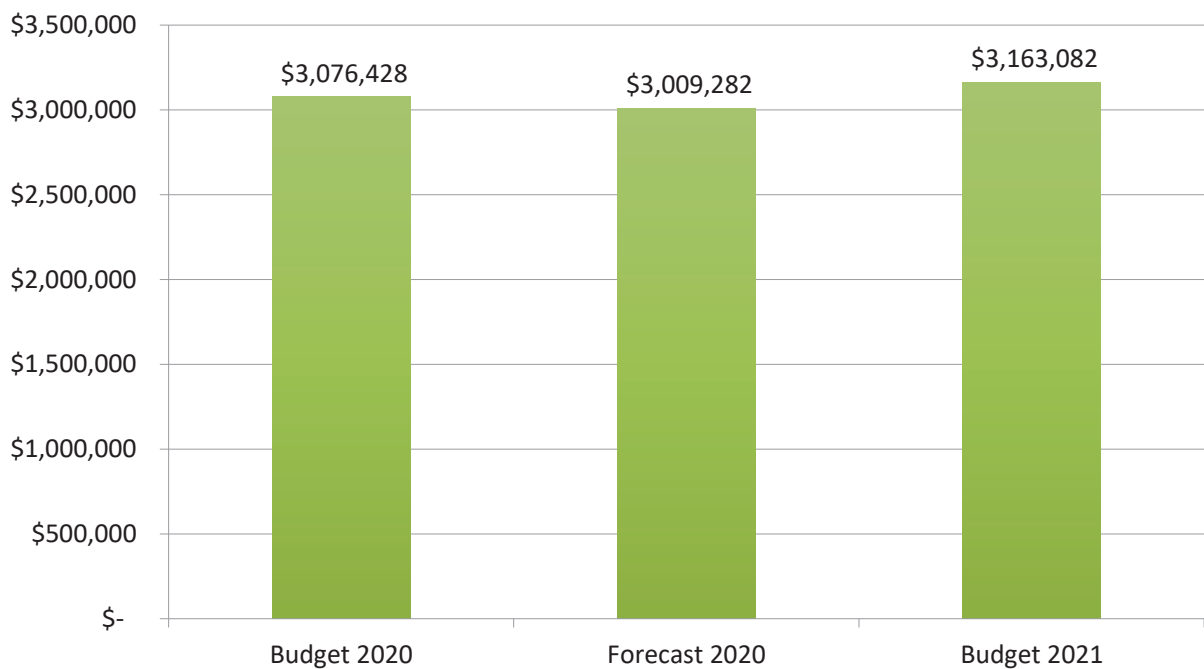
Covenant Administration

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 2,851,428	\$ 2,807,582	\$ 2,952,182	\$ 100,754	3.5%
Staff Development	11,000	4,000	4,000	(7,000)	-63.6%
Equipment Expense	42,000	39,000	42,000	-	0.0%
Contracted Services	24,000	24,000	24,000	-	0.0%
Program Expense	75,000	75,000	75,000	-	0.0%
Public Education/Relations	6,000	3,000	4,000	(2,000)	-33.3%
Administrative Expense	67,000	56,700	61,900	(5,100)	-7.6%
Total	\$ 3,076,428	\$ 3,009,282	\$ 3,163,082	\$ 86,654	2.8%

Expenditures





Covenant Administration

Budget 2021

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 2,178,596	\$ 2,155,596	\$ 2,260,191	\$ 81,595	3.7%
Benefits	672,832	651,986	691,991	19,159	2.8%
Total	\$ 2,851,428	\$ 2,807,582	\$ 2,952,182	\$ 100,754	3.5%

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Meetings	\$ 500	\$ -	\$ -	\$ (500)	-100.0%
Training & Conferences	6,500	2,000	2,000	(4,500)	-69.2%
Uniforms	4,000	2,000	2,000	(2,000)	-50.0%
Total	\$ 11,000	\$ 4,000	\$ 4,000	\$ (7,000)	-63.6%

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Equipment	\$ 3,500	\$ 3,500	\$ 3,500	\$ -	0.0%
Data Services	38,500	35,500	38,500	-	0.0%
Total	\$ 42,000	\$ 39,000	\$ 42,000	\$ -	0.0%

Contracted Services

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Contract Labor	\$ 24,000	\$ 24,000	\$ 24,000	\$ -	0.0%
Total	\$ 24,000	\$ 24,000	\$ 24,000	\$ -	0.0%



Covenant Administration

Budget 2021

Program Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Community Education/ Revitalization	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	0.0%
Total	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	0.0%

Public Education/Relations

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Public Relations	\$ 6,000	\$ 3,000	\$ 4,000	\$ (2,000)	-33.3%
Total	\$ 6,000	\$ 3,000	\$ 4,000	\$ (2,000)	-33.3%

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Supplies	\$ 3,600	\$ 2,600	\$ 2,800	\$ (800)	-22.2%
Dues & Subscriptions	800	500	500	(300)	-37.5%
Printing	6,000	3,000	3,000	(3,000)	-50.0%
Mileage Reimbursement	52,000	47,500	52,000	-	0.0%
Committee Meetings	3,600	3,100	3,600	-	0.0%
Other Admin	1,000	-	-	(1,000)	-100.0%
Total	\$ 67,000	\$ 56,700	\$ 61,900	\$ (5,100)	-7.6%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
COVENANT ADMINISTRATION - Dept 410							
Salaries and Benefits							
Salaries and Wages	100-410-5010-0000-10	2,076,709	2,157,596	2,137,596	2,239,191	81,595	3.8%
Overtime	100-410-5011-0000-10	24,238	21,000	18,000	21,000	-	0.0%
Employee Benefits - FICA	100-410-5020-0000-10	155,485	166,663	164,903	172,905	6,242	3.7%
Employee Benefits - TEC	100-410-5021-0000-10	(920)	5,670	8,665	9,072	3,402	60.0%
Employee Benefits - Retirement	100-410-5030-0000-10	208,049	205,932	208,932	214,571	8,639	4.2%
Employee Benefits - Insurance	100-410-5031-0000-10	257,577	291,447	267,302	292,998	1,551	0.5%
Employee Benefits - Workers Comp	100-410-5032-0000-10	1,250	3,120	2,184	2,445	(675)	-21.6%
		2,722,388	2,851,428	2,807,582	2,952,182	100,754	3.5%
Staff Development							
Meetings	100-410-5100-0000-10	-	500	-	-	(500)	-100.0%
Training & Conferences	100-410-5120-0000-10	635	6,500	2,000	2,000	(4,500)	-69.2%
Uniforms	100-410-5130-0000-10	-	4,000	2,000	2,000	(2,000)	-50.0%
		635	11,000	4,000	4,000	(7,000)	-63.6%
Equipment Expense							
Equipment	100-410-5330-0000-10	10,778	3,500	3,500	3,500	-	0.0%
Data Services	100-410-5335-0000-10	27,928	38,500	35,500	38,500	-	0.0%
		38,706	42,000	39,000	42,000	-	0.0%
Contracted Services							
Contract Labor	100-410-5407-0000-10	19,099	24,000	24,000	24,000	-	0.0%
		19,099	24,000	24,000	24,000	-	0.0%
Program Expense							
Community Education/Revitalization	100-410-5650-0000-10	75,686	75,000	75,000	75,000	-	0.0%
		75,686	75,000	75,000	75,000	-	0.0%
Public Education/Relations							
Public Relations	100-410-5700-0000-10	540	6,000	3,000	4,000	(2,000)	-33.3%
		540	6,000	3,000	4,000	(2,000)	-33.3%
Administrative Expense							
Supplies	100-410-5800-0000-10	2,576	3,600	2,600	2,800	(800)	-22.2%
Dues & Subscriptions	100-410-5802-0000-10	232	800	500	500	(300)	-37.5%
Printing	100-410-5803-0000-10	720	6,000	3,000	3,000	(3,000)	-50.0%
Mileage Reimbursement	100-410-5804-0000-10	53,669	52,000	47,500	52,000	-	0.0%
Committee Meetings	100-410-5809-0000-10	3,662	3,600	3,100	3,600	-	0.0%
Other Admin	100-410-5899-0000-10	-	1,000	-	-	(1,000)	-100.0%
		60,858	67,000	56,700	61,900	(5,100)	-7.6%
Total Covenant Administration		2,917,912	3,076,428	3,009,282	3,163,082	86,654	2.8%

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2021 Environmental Services Budget Plan



Mission

The mission of The Woodlands Township Environmental Services Department is to empower informed choices for the sustained health of our community and environment. The department coordinates a wide variety of programs that provide information and resources for healthy, sustainable living.

Responsibilities

- Monitor the Waste Management contract, providing an integrated residential solid waste plan for the community. Services include once-per-week curbside collection of garbage, recyclables and yard trimmings. In addition, the department oversees The Woodlands Recycling Center, located at 5310 Research Forest Drive.
- Water Conservation education offering free events, classes, and seminars for residents to learn tips on incorporating conservation habits into daily routines.
- Mosquito surveillance and education supporting South Montgomery County Mosquito Abatement and Harris County Mosquito Control District and in preventing the spread of mosquito-borne disease.
- Public education and outreach on organic gardening, sustainable landscaping, native flora and fauna and pollinator support.
- Litter reduction and green-up programs including Great American CleanUp and America Recycles Day.
- Administering community gardens at Bear Branch Sports fields, Alden Bridge Sportsfields and Wendtwoods Park.

2020 Accomplishments

- Adopt-A-Path
 - Adopt-A-Path: 61 Active groups, 923 community service hours, and 6,730 gal of litter collected. Focus Areas 1.2.3, 7.1.3
 - Maintained Good Standing status with Keep Texas Beautiful. Focus Areas 1.1.3, 1.2.3, 7.2.2, 7.1.3, 7.1.2
- Communications
 - Published 29 press releases, 49 magazine articles, 95 Facebook posts, and 61 Blog posts. Focus Areas 2.1.6, 2.1.7, 2.1.8, 7.1.2
 - Responded to 1,837 resident requests for information on ES-related matters. Focus Areas 2.1.6, 2.1.7, 2.1.8, 7.1.2
 - Delivered outreach at 123 events (26% increase over 2019), contacting 11,565 residents for a total of 12,965 contact hours. Focus Areas 2.1.6, 2.1.7, 2.1.8, 7.1.2
- Community Gardens
 - Supported Community Garden Eagle Scout projects: garden benches at Alden Bridge and Bear Branch; pollinator bed at Bear Branch. Focus areas 1.2.2, 7.1.3
 - Facilitated 4 Gardening Seminars for 247 participants, 8 compost classes for 198 residents and sold 89 compost bins, helping to reduce landfill contributions and improve local soil conditions. Focus Areas 1.2.5, 7.1.2, 7.1.3
 - Leased all 141 community garden plots with waiting lists. Focus Areas 1.2.4
- Mosquito Surveillance and Education
 - Provided resident education at 14 events. Focus Areas 1.1.3, 1.5.1, 7.1.2
 - Set 1,816 traps (a 20% increase over 2019); responded to 36 requests for surveillance by Township residents. Focus Areas 1.1.3, 1.5.1

2021 Environmental Services Budget Plan



- o Presented JoJo Mosquito Show for 875 third grade students. Focus Area 7.1.2
 - o Presented Mosquito Identification for the Masses to the Texas Mosquito Control Association Annual Conference – 80 contacts. Focus Areas 3.1.2
- Pollinator Support
 - o Installed pollinator gardens at Reedy Pond, Spindle Tree Ponds Park, Woodlands Prep and Footbridge Path Park. Focus Area 7.1.3, 7.3.1
 - o Coordinated 5 Pollinator Habitat half-day workshops – 238 resident participants. Focus Areas 7.1.3, 7.3.1
 - o Expanded emphasis on Pollinators at Woodlands Landscaping Solutions. Focus Areas 7.1.3, 7.3.1
 - o Provided outreach at 15 community events. Focus Areas 7.1.3, 7.3.1
 - o Created Milkweed for Monarchs partnership with Nature’s Way Resources and Texas Master Naturalists to propagate and distribute over 14,000 native milkweed seedlings to the community; involved 360 volunteer hours. Focus Areas 7.1.3, 7.3.1
 - o Registered 57 Pollinator Gardens - program for homeowners to promote backyard habitat development. Focus Areas 7.1.3, 7.3.1
- Solid Waste, Recycling and Waste Minimization
 - o Managed the Waste Management contract to control costs and provide excellent customer service. Focus Areas 1.3, 7.1.3, 7.2.5
 - o Diverted 10,339 tons of recycling, textiles and compost from the landfill in 2019, equivalent to conserving 2.7 million gallons of gasoline. Focus Areas 1.3, 7.1.3, 7.2.5
 - o 3R Bazaar: 810 participants (1% decrease from 2019); collected 4,642 lbs. of batteries, 805 pairs of eyeglasses, 97 lbs. of oral care products, 1,007 lbs. of textiles, 4 tons of document shredding and recycling, 850 lbs. of food and \$1,485 for the Interfaith Food Bank. Focus Areas 1.3, 1.2.5, 7.1.2, 7.1.3, 7.2.5
 - o Earth Day GreenUp community-wide litter clean-up and outreach event: 1,077 participants (44% increase over 2019), 4,308 volunteer hours, and 8,676 gallons of litter collected. Focus Areas 1.3, 1.2.5, 7.1.2, 7.1.3, 7.2.5
 - o 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
 - o Walk in the Woods Nature Lecture series – 6 programs and 388 participants. Focus Areas 1.2.4, 1.2.5, 7.1.2, 7.3.1, 7.3.2
 - o Coordinated weekly volunteer workdays at PARDES and Wendtwoods Conservation Garden – 65 volunteer hours. Focus Areas 7.1.3, 7.3.1
 - o (2) Native and Invasive Plant Workshops – 90 participants. Focus Areas 7.1.3, 7.3.1
 - o Community Tree Planting at Spindle Tree Ponds Park – 319 participants (76% increase over 2019) and 11,105 plantings. Focus Areas 7.1.3, 7.3.1
 - o Woodlands Landscaping Solutions – 1,050 participants attendees (596% increase over 2019). Focus Areas 1.2.5, 7.1.2, 7.1.3, 7.1.4, 7.3.1, 7.3.2
 - o Invasive Plants Task Force – 83 trained volunteers, 22 workdays and 542 volunteer hours. Focus Areas 7.1.3, 7.3.1

2021 Environmental Services Budget Plan



- Volunteer Coordination
 - In total, Environmental Services coordinated 6,080 volunteer hours (54% increase over 2019) valued at a total of \$152,608, based on Independent Sector's Texas 2018 volunteer hourly value of \$25.10. Focus areas 2.2.6, 7.1.3
- Walk to School
 - Facilitated Walk to School at 12 schools (same as 2019) for over 8,900 students and family members. Focus Areas 1.2.5, 7.1.2
- Water Conservation
 - Facilitated (5) half-day Water Conservation Seminars for 295 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 10 community events including Village Association meetings and events, Farmers Markets, Community Group meetings and Involvement Days – 429 resident contacts. Focus Areas 1.2.5, 7.1.2, 7.1.3
 - Delivered 5 Public School Train the Teacher Workshops - 64 teachers. Focus areas 7.1.2, 7.1.3
 - Provided 4 In-School Student Education Presentations to 398 students. Focus Area 7.1.2
 - Coordinated 13 day-long Water Conservation Field Studies for intermediate school students at Bear Branch Recreation Center for 1159 students (313% increase over 2019). Focus Area 7.1.2
 - Coordinated Water-Wise Village Challenge with 649 households (50% increase over 2019). Focus Areas 7.1.2, 7.1.3
 - Disseminated 3,200 water-saving devices to residents (faucet aerators, hose-end timers, hand spray nozzles). Focus Areas 7.1.2, 7.1.3

2021 Objectives

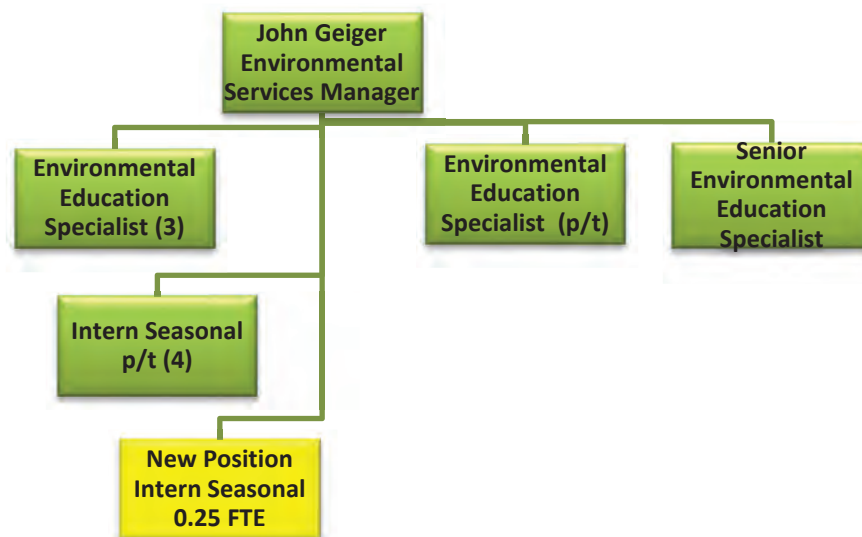
- Community Gardens
 - Enhance accessibility features in the three existing community gardens. *Focus Area 1.2.2*
- Mosquito Surveillance and Education
 - Employ software tools to visualize, analyze and interpret mosquito surveillance data to better understand trends in arbovirus risk and effectively 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 add capacity for source reduction. *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 on residential, commercial and open space lots. Focus Areas 7.1.2, 7.1.3, 7.3.1
 - Promote education on alternatives to pesticides for homeowners and land managing authorities. Focus Areas 7.1.2, 7.1.3, 7.3.1
 - Complete certification as National Wildlife Federation Monarch Champion City. Focus Areas 7.1.2, 7.1.3, 7.3.1
- Solid Waste, Recycling and Waste Minimization
 - Enhance recycling opportunities for multi-unit housing complexes. Focus Areas 1.3, 7.1.3, 7.2
 - Reduce recycling contamination through targeted public education outreach. Focus Areas 1.3, 7.1.2,

2021 Environmental Services Budget Plan



- 7.2.5
 - o Develop curriculum and teacher workshops for recycling education in schools. Focus Areas 1.3, 7.1.3, 7.2
- Sustainable Landscapes
 - o Grow Woodlands Landscaping Solutions; re-brand and add elements to attract a broader demographic and continue to highlight pollinator support. *Focus Areas 1.2.5, 7.1.2, 7.1.3, 7.1.4, 7.3.1, 7.3.2*
 - o Meet the high demand for gardening education by adding an additional gardening class and by growing the pool of quality gardening presenters. Focus Areas 7.1.2
- Water Conservation
 - o Advance school-based education through teacher workshops, classroom presentations and hands-on, field-based programs. Focus area 7.1.2
 - o Promote Watershed Project to train residents as Environmental Services volunteers on projects/programs related to water conservation. Focus Areas 2.1.3, 7.1.1, 7.1.2, 7.1.3
 - o Grow Water-Wise Village Challenge by 25% over 2019. *Focus Areas 7.1.2, 7.1.3, 7.3.1*

Organization Chart



STAFFING - FTE COUNT	Budget 2020	Budget 2021	Change
Environmental Services Manager	1.00	1.00	0.00
Senior Environmental Education Specialist	1.00	1.00	0.00
Environmental Education Specialist	3.50	3.50	0.00
Intern	1.00	1.25	0.25
TOTAL	6.50	6.75	0.25
Position(s) added in 2021 Budget	0.00	0.25	0.25

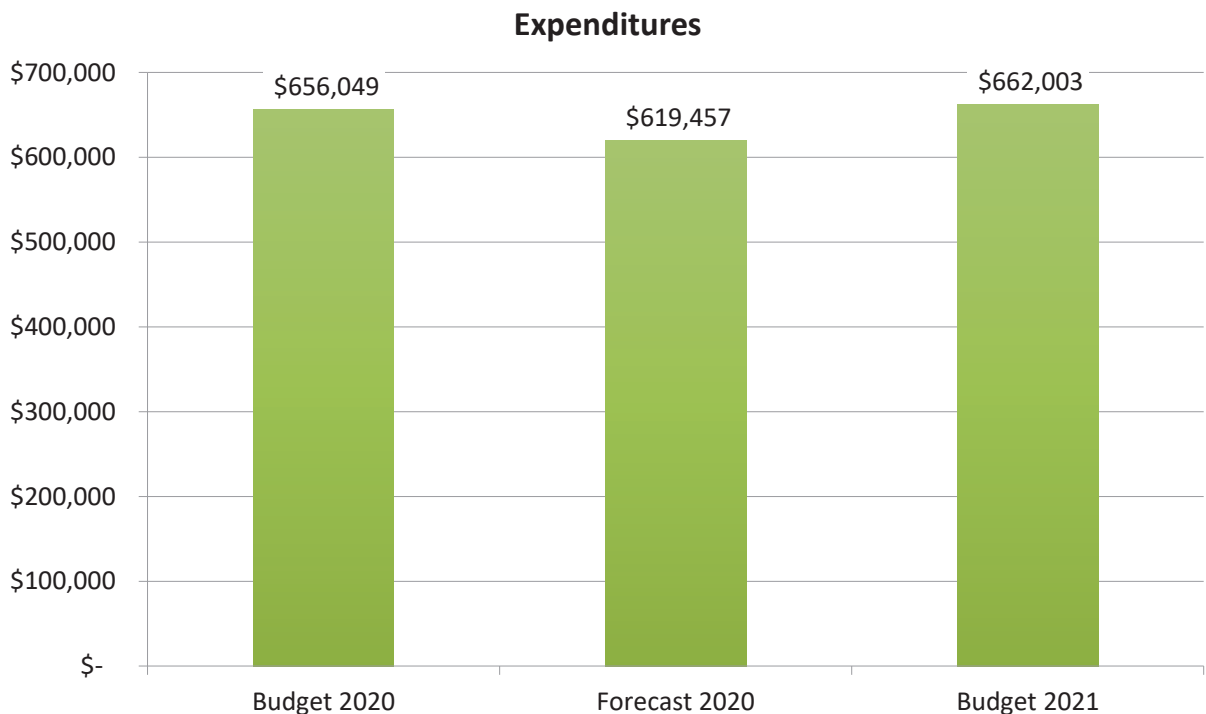


Environmental Services

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 446,949	\$ 444,057	\$ 457,503	\$ 10,554	2.4%
Staff Development	7,500	3,300	5,300	(2,200)	-29.3%
Equipment Expense	5,300	6,500	7,200	1,900	35.8%
Contracted Services	4,500	3,000	10,500	6,000	133.3%
Program Expense	184,000	156,500	174,500	(9,500)	-5.2%
Administrative Expense	7,800	6,100	7,000	(800)	-10.3%
Total	\$ 656,049	\$ 619,457	\$ 662,003	\$ 5,954	0.9%





Environmental Services

Budget 2021

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 340,967	\$ 342,955	\$ 357,344	\$ 16,377	4.8%
Benefits	105,982	101,102	100,159	(5,823)	-5.5%
Total	\$ 446,949	\$ 444,057	\$ 457,503	\$ 10,554	2.4%

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Meetings	\$ 200	\$ 100	\$ 100	\$ (100)	-50.0%
Training & Conferences	7,000	3,000	5,000	(2,000)	-28.6%
Uniforms	300	200	200	(100)	-33.3%
Total	\$ 7,500	\$ 3,300	\$ 5,300	\$ (2,200)	-29.3%

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Equipment	\$ 1,800	\$ 1,200	\$ 1,400	\$ (400)	-22.2%
Data Services	3,500	5,300	5,800	2,300	65.7%
Total	\$ 5,300	\$ 6,500	\$ 7,200	\$ 1,900	35.8%

Contracted Services

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Contract Labor	\$ 4,500	\$ 3,000	\$ 10,500	\$ 6,000	133.3%
Total	\$ 4,500	\$ 3,000	\$ 10,500	\$ 6,000	133.3%



Environmental Services

Budget 2021

Program Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Other Programs	\$ 68,500	\$ 50,000	\$ 61,000	\$ (7,500)	-10.9%
Landscape Solutions	26,500	26,500	26,500	-	0.0%
Water Conservation	16,000	12,000	14,000	(2,000)	-12.5%
Pollinator Support Program	5,000	5,000	5,000	-	0.0%
Recycling, HHW & Solid Waste	36,000	36,000	36,000	-	0.0%
Walk-to-School/ Bike-to-Work	5,000	5,000	5,000	-	0.0%
Mosquito Awareness	27,000	22,000	27,000	-	0.0%
Total	\$ 184,000	\$ 156,500	\$ 174,500	\$ (9,500)	-5.2%

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Supplies	\$ 1,200	\$ 1,400	\$ 1,400	\$ 200	16.7%
Dues & Subscriptions	2,600	2,000	2,200	(400)	-15.4%
Printing	1,000	500	1,000	-	0.0%
Mileage Reimbursement	3,000	2,200	2,400	(600)	-20.0%
Total	\$ 7,800	\$ 6,100	\$ 7,000	\$ (800)	-10.3%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
ENVIRONMENTAL SERVICES - Dept 420							
Salaries and Benefits							
Salaries and Wages	100-420-5010-0000-10	324,504	330,467	328,455	347,144	16,677	5.0%
Overtime	100-420-5011-0000-10	14,743	10,500	14,500	10,200	(300)	-2.9%
Employee Benefits - FICA	100-420-5020-0000-10	25,128	26,084	26,236	27,337	1,253	4.8%
Employee Benefits - TEC	100-420-5021-0000-10	(127)	720	1,060	1,256	536	74.4%
Employee Benefits - Retirement	100-420-5030-0000-10	30,048	36,004	34,218	31,219	(4,785)	-13.3%
Employee Benefits - Insurance	100-420-5031-0000-10	37,703	42,683	39,268	39,982	(2,701)	-6.3%
Employee Benefits - Workers Comp	100-420-5032-0000-10	185	491	319	365	(126)	-25.7%
		432,184	446,949	444,057	457,503	10,554	2.4%
Staff Development							
Meetings	100-420-5100-0000-10	-	200	100	100	(100)	-50.0%
Training & Conferences	100-420-5120-0000-10	7,692	7,000	3,000	5,000	(2,000)	-28.6%
Uniforms	100-420-5130-0000-10	-	300	200	200	(100)	-33.3%
		7,692	7,500	3,300	5,300	(2,200)	-29.3%
Equipment Expense							
Equipment	100-420-5330-0000-10	479	1,800	1,200	1,400	(400)	-22.2%
Data Services	100-420-5335-0000-10	5,113	3,500	5,300	5,800	2,300	65.7%
		5,592	5,300	6,500	7,200	1,900	35.8%
Contracted Services							
Contract Labor	100-420-5407-0000-10	31,836	4,500	3,000	10,500	6,000	133.3%
		31,836	4,500	3,000	10,500	6,000	133.3%
Program Expense							
Other Programs	100-420-5605-3403-10	56,792	68,500	50,000	61,000	(7,500)	-10.9%
Sustainable Landscapes	100-420-5605-3407-10	28,361	26,500	26,500	26,500	-	0.0%
Water Conservation	100-420-5605-3415-10	11,573	16,000	12,000	14,000	(2,000)	-12.5%
Pollinator Support Program	100-420-5605-3416-10	4,305	5,000	5,000	5,000	-	0.0%
Solid Waste, Recycling & Waste Min	100-420-5605-3410-10	30,635	36,000	36,000	36,000	-	0.0%
Walk-to-School	100-420-5605-3413-10	4,306	5,000	5,000	5,000	-	0.0%
Mosquito Surveillance	100-420-5605-3408-10	13,558	27,000	22,000	27,000	-	0.0%
		149,530	184,000	156,500	174,500	(9,500)	-5.2%
Administrative Expense							
Supplies	100-420-5800-0000-10	1,629	1,200	1,400	1,400	200	16.7%
Dues & Subscriptions	100-420-5802-0000-10	2,021	2,600	2,000	2,200	(400)	-15.4%
Printing	100-420-5803-0000-10	-	1,000	500	1,000	-	0.0%
Mileage Reimbursement	100-420-5804-0000-10	2,170	3,000	2,200	2,400	(600)	-20.0%
		5,820	7,800	6,100	7,000	(800)	-10.3%
Total Environmental Services		632,655	656,049	619,457	662,003	5,954	0.9%

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2021 Streetlighting Budget Plan



Mission

The mission of the Streetlight department is to provide funding for utility costs as associated with illuminating public road ways throughout the existing and future developing portions of The Woodlands Township.

Responsibilities

- Ensure compliance of new streetlights with spacing standards.
- Acquire and pay streetlight utility accounts.
- Regularly inspect town-wide roads and collector streets for street light malfunctions and report these problems to the responsible utility company. There are currently 6,327 street lights within the Township of which 5,357 are serviced by Entergy and 970 by Centerpoint.

2020 Accomplishments

- Improved reporting and tracking of malfunctioning streetlights utilizing My Woodlands 311 app.

2021 Objectives

- Continue improvements to repair response rates.
- Work with Entergy Texas and Montgomery County to remove tree branches impacting streetlight illumination patterns.

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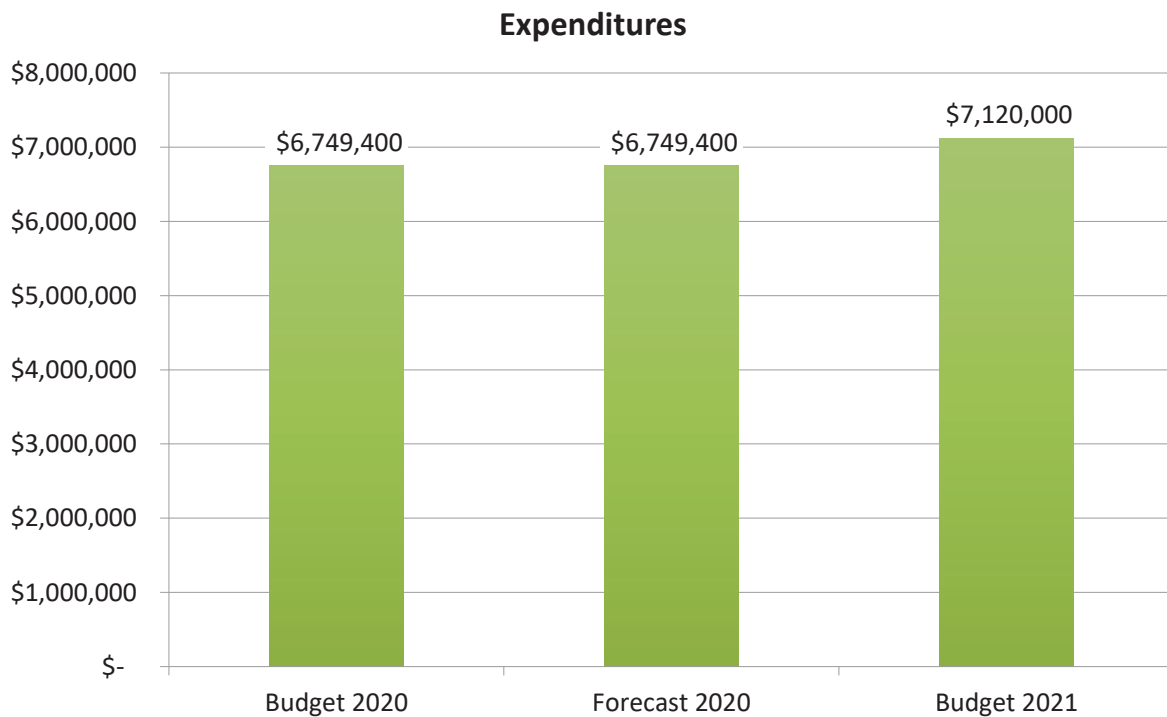


Solid Waste Services

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Streetlighting	\$ 6,749,400	\$ 6,749,400	\$ 7,120,000	\$ 370,600	5.5%
Total	\$ 6,749,400	\$ 6,749,400	\$ 7,120,000	\$ 370,600	5.5%



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2021 Solid Waste Budget Plan



Mission

The mission of the Streetlight department is to provide funding for 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.

Responsibilities

- Provide a contract for The Woodlands Township that 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.

2020 Accomplishments

- Delivered environmental education outreach at 123 events (26% increase over 2019), contacting 11,565 residents.
- Published 49 magazine articles, 95 Facebook posts, 61 Blog posts and 29 press releases.
- Managed the Solid Waste and Recycling Services Contract: Diverted 10,339 tons of recycling, textiles and compost from the landfill in 2018, equivalent to conserving 2.7 million gallons of gasoline.

2021 Objectives

- Reduce recycling contamination rate to below 25%.
- Increase recycling diversion rate by 5%
- Increase textile recycling rate by 10%

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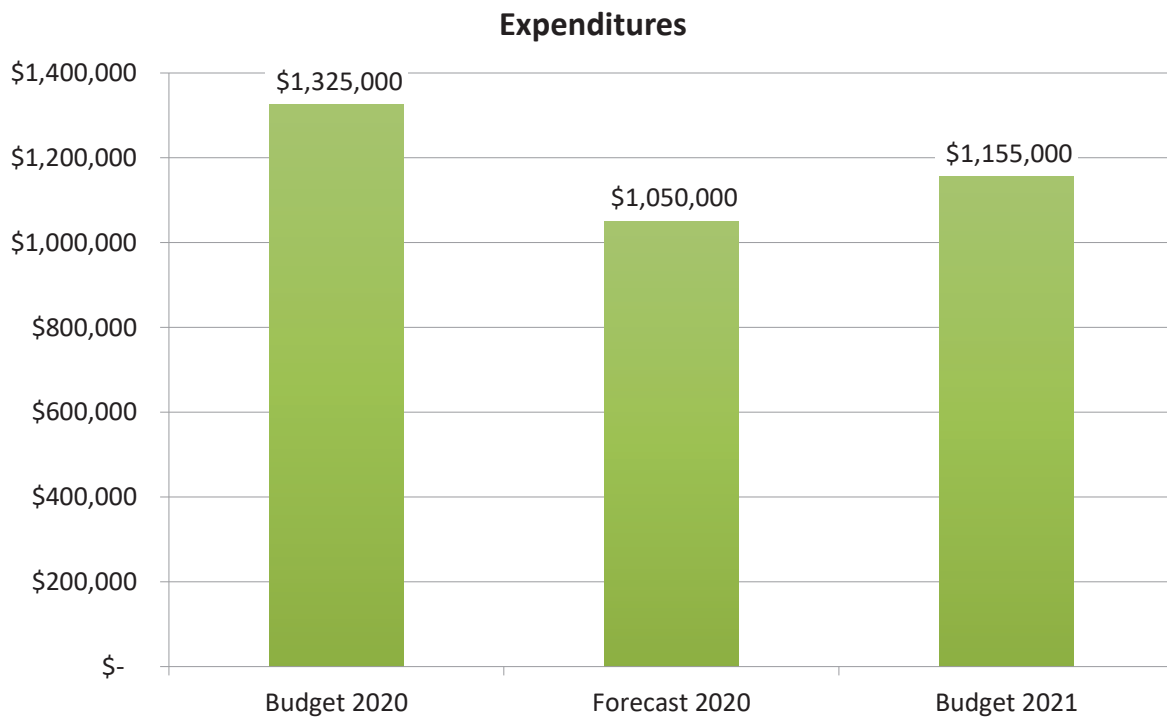


Streetlighting

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Streetlighting	\$ 1,325,000	\$ 1,050,000	\$ 1,155,000	\$ (170,000)	-12.8%
Total	\$ 1,325,000	\$ 1,050,000	\$ 1,155,000	\$ (170,000)	-12.8%



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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
OTHER COMMUNITY SERVICES - Dept 430							
Streetlighting	100-430-5440-0000-10	802,127	1,325,000	1,050,000	1,155,000	(170,000)	-12.8%
Solid Waste Services	100-430-5442-0000-10	5,248,313	6,749,400	6,749,400	7,120,000	370,600	5.5%
Total Other Community Services		6,050,440	8,074,400	7,799,400	8,275,000	200,600	2.5%

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2021 Streetscape Operations Budget Plan



Mission

Streetscape Operations 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.

Responsibilities

- Roadside maintenance including trash removal, mowing, edging, irrigation, sweeping, planting, and tree pruning

2020 Accomplishments

- Assumed management and administrative support of the contracted services from The Woodlands Development Company

2021 Objectives

- Identify budget needs to meet contract expectations
- Identify costs for maintenance services
- Establish budget line items, and individualized accounts
- Re-define billing format for ease of processing through accounting department

Organization Chart



STAFFING - FTE COUNT	Budget 2020	Budget 2021	Change
Streetscape Superintendent	1.00	1.00	0.00
Senior Administrative Assistant	1.00	1.00	0.00
TOTAL	2.00	2.00	0.00
Position(s) added in 2021 Budget	0.00	0.00	0.00

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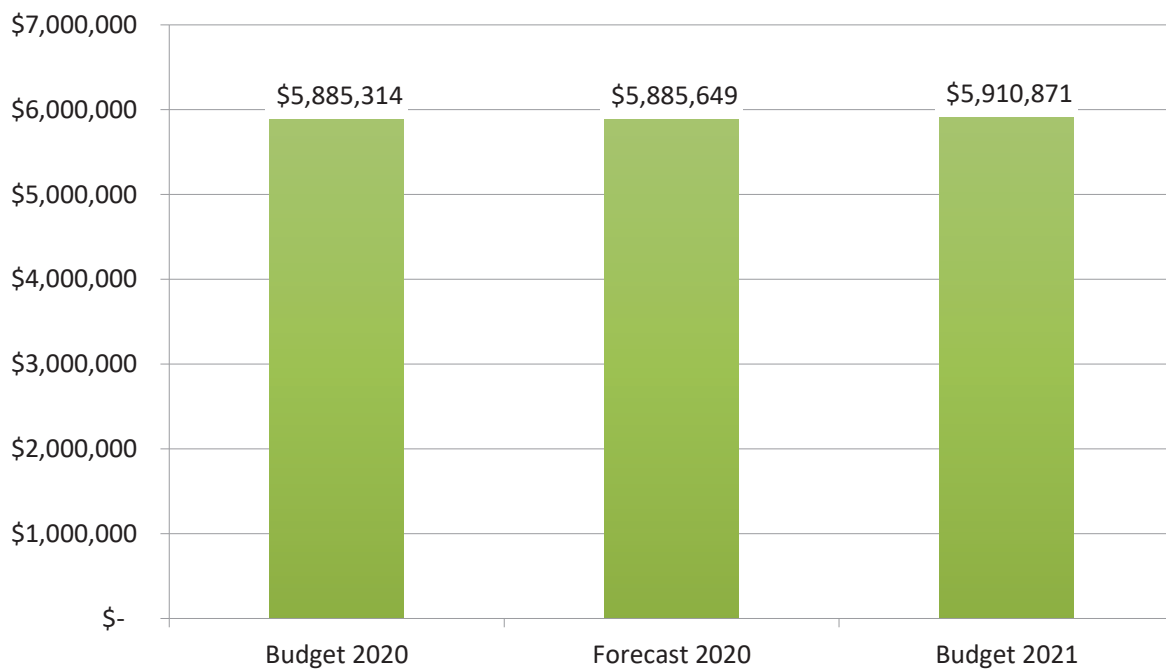
Streetscape Operations

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 142,962	\$ 143,297	\$ 153,519	\$ 10,557	7.4%
Contracted Services	5,702,352	5,702,352	5,717,352	15,000	0.3%
Program Expense	40,000	40,000	40,000	-	0.0%
Total	\$ 5,885,314	\$ 5,885,649	\$ 5,910,871	\$ 25,557	0.4%

Expenditures





Streetscape Operations

Budget 2021

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 103,428	\$ 103,428	\$ 111,263	\$ 7,835	7.6%
Benefits	39,534	39,869	42,256	2,722	6.9%
Total	\$ 142,962	\$ 143,297	\$ 153,519	\$ 10,557	7.4%

Contracted Services

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Streetscape Maintenance	\$ 4,210,500	\$ 4,210,500	\$ 4,225,500	\$ 15,000	0.4%
Streetscape Maintenance - Developer	1,000,000	1,000,000	1,000,000	-	0.0%
Streetscape Maintenance - Enhanced	491,852	491,852	491,852	-	0.0%
Total	\$ 5,702,352	\$ 5,702,352	\$ 5,717,352	\$ 15,000	0.3%

Program Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Wildflowers	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	0.0%
Total	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	0.0%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
STREETSCAPE OPERATIONS - Dept 435							
Salaries and Benefits							
Salaries and Wages	100-435-5010-0000-10	-	103,428	103,428	111,263	7,835	7.6%
Employee Benefits - FICA	100-435-5020-0000-10	-	7,912	7,912	8,512	600	7.6%
Employee Benefits - TEC	100-435-5021-0000-10	-	180	230	288	108	60.0%
Employee Benefits - Retirement	100-435-5030-0000-10	-	12,411	14,411	15,577	3,166	25.5%
Employee Benefits - Insurance	100-435-5031-0000-10	-	17,204	16,220	16,764	(440)	-2.6%
Employee Benefits - Workers Comp	100-435-5032-0000-10	-	1,827	1,096	1,115	(712)	-39.0%
		-	142,962	143,297	153,519	10,557	7.4%
Contracted Services							
Streetscape Maintenance	100-435-5441-0000-10	5,483,517	4,210,500	4,210,500	4,225,500	15,000	0.4%
Streetscape Maintenance - Developer		-	1,000,000	1,000,000	1,000,000	-	0.0%
Streetscape Maintenance - Enhanced	100-435-5441-5600-10	-	491,852	491,852	491,852	-	0.0%
		5,483,517	5,702,352	5,702,352	5,717,352	15,000	0.3%
Program Expense							
Wildflowers	100-435-5646-0000-10	44,975	40,000	40,000	40,000	-	0.0%
		44,975	40,000	40,000	40,000	-	0.0%
Total Streetscape Operations		5,528,492	5,885,314	5,885,649	5,910,871	25,557	0.4%

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2021 Community Services Department Budget Plan



Mission

The mission of the Community Services department is to enhance the quality of life for all Township residents with regard to recreational, leisure, community maintenance, property maintenance, public safety, public transportation and resident services.

Responsibilities

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.

2020 Accomplishments

- 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 COVID-19 response efforts, including managing the suspension of operations and services, modifications to facilities and disinfecting protocols, acquisition of PPE and other supplies, prepared the Return to Work Plan and provided oversight to the Reopening The Woodlands Plan.
- Assisted with The Woodlands Marathon and with the rescheduling of the Memorial Hermann Ironman Texas, IronKids, Waterway Arts Festival and Inspire Film Festival events and managed the related 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.
- Coordinated regional efforts for feral hog management, education and abatement.
- Assisted with the development and updates to the Township website to inform residents on traffic and construction projects.
- Assisted Visit The Woodlands with the transition of Film Commission functions for 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.
- Assisted with Ice Rink operations and coordinated the joint use with Cynthia Woods Mitchell Pavilion.
- Managed the reduction in operating and capital projects budgets.
- Coordinated transition of trolley service operations from contracted to in-house.
- Served as Emergency Action Plan Coordinator for Township facilities including plan revisions and training.

2021 Objectives

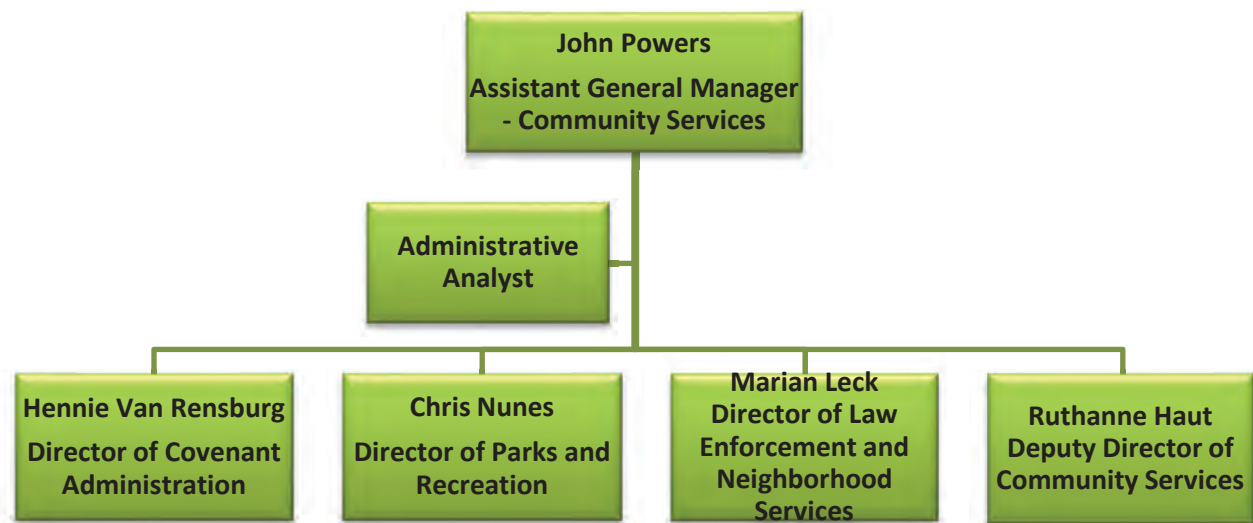
- Provide support to the President's Office, Departments and Committees.
- Resolve resident issues and concerns and complete all service requests within 14 days.
- Increase public satisfaction with Township services.
- Respond quickly to growth of the community, particularly in the Town Center and commercial areas, to provide public safety and community services.
- Implement energy efficiency and conservation programs.

2021 Community Services Department Budget Plan



- Improve Covenant enforcement violation process and property owner compliance.
- Ensure Township compliance with local, state and federal requirements related to Community Service departments' operations.

Organization Chart



STAFFING - FTE COUNT	Budget 2020	Budget 2021	Change
Assistant General Manager – Community Services	1.00	1.00	0.00
Administrative Analyst	1.00	1.00	0.00
TOTAL	2.00	2.00	0.00
Position(s) added in 2021 Budget	0.00	0.00	0.00



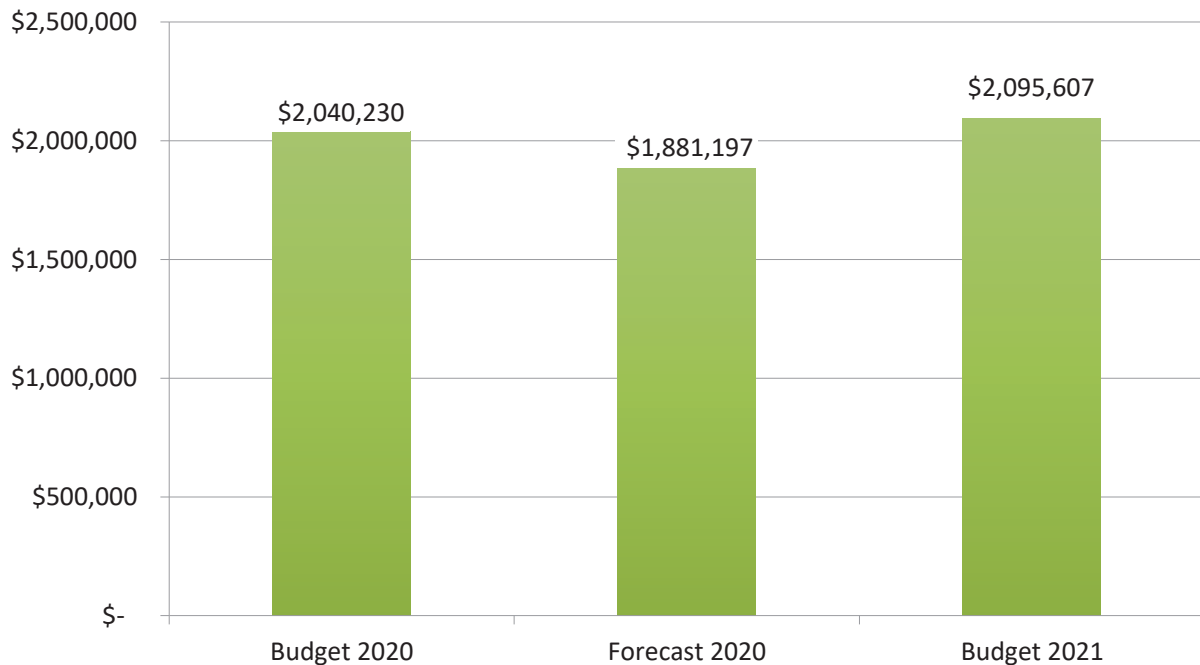
Community Services

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 305,530	\$ 303,397	\$ 311,840	\$ 6,310	2.1%
Staff Development	1,200	-	600	(600)	-50.0%
Equipment Expense	2,000	1,600	1,600	(400)	-20.0%
Contracted Services	1,728,900	1,575,900	1,780,767	51,867	3.0%
Administrative Expense	2,600	300	800	(1,800)	-69.2%
Total	\$ 2,040,230	\$ 1,881,197	\$ 2,095,607	\$ 55,377	2.7%

Expenditures





Community Services

Budget 2021

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 232,853	\$ 232,853	\$ 239,480	\$ 6,627	2.8%
Benefits	72,677	70,544	72,360	(317)	-0.4%
Total	\$ 305,530	\$ 303,397	\$ 311,840	\$ 6,310	2.1%

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Meetings	\$ 100	\$ -	\$ -	\$ (100)	-100.0%
Training & Conferences	1,000	-	500	(500)	-50.0%
Uniforms	100	-	100	-	0.0%
Total	\$ 1,200	\$ -	\$ 600	\$ (600)	-50.0%

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Cell Phones	\$ 2,000	\$ 1,600	\$ 1,600	\$ (400)	-20.0%
Total	\$ 2,000	\$ 1,600	\$ 1,600	\$ (400)	-20.0%



Community Services

Budget 2021

Contracted Services

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Mounted Patrol	\$ 1,728,900	\$ 1,575,900	\$ 1,780,767	\$ 51,867	3.0%
Total	\$ 1,728,900	\$ 1,575,900	\$ 1,780,767	\$ 51,867	3.0%

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Supplies	\$ 400	\$ 100	\$ 100	\$ (300)	-75.0%
Dues & Subscriptions	1,200	200	200	(1,000)	-83.3%
Other Admin	1,000	-	500	(500)	-50.0%
Total	\$ 2,600	\$ 300	\$ 800	\$ (1,800)	-69.2%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
COMMUNITY SERVICES ADMIN - Dept 400							
Salaries and Benefits							
Salaries and Wages	100-400-5010-0000-10	230,013	232,353	232,353	238,980	6,627	2.9%
Overtime	100-400-5011-0000-10	496	500	500	500	-	0.0%
Employee Benefits - FICA	100-400-5020-0000-10	14,374	14,235	14,235	14,972	737	5.2%
Employee Benefits - TEC	100-400-5021-0000-10	(139)	180	246	288	108	60.0%
Employee Benefits - Retirement	100-400-5030-0000-10	29,912	31,675	31,675	32,581	906	2.9%
Employee Benefits - Insurance	100-400-5031-0000-10	22,194	26,261	24,160	24,266	(1,995)	-7.6%
Employee Benefits - Workers Comp	100-400-5032-0000-10	130	326	228	253	(73)	-22.5%
		296,980	305,530	303,397	311,840	6,310	2.1%
Staff Development							
Meetings	100-400-5100-0000-10	-	100	-	-	(100)	-100.0%
Training & Conferences	100-400-5120-0000-10	480	1,000	-	500	(500)	-50.0%
Uniforms	100-400-5130-0000-10	-	100	-	100	-	0.0%
		480	1,200	-	600	(600)	-50.0%
Equipment Expense							
Data Services	100-400-5335-0000-10	1,093	2,000	1,600	1,600	(400)	-20.0%
		1,093	2,000	1,600	1,600	(400)	-20.0%
Contracted Services							
Mounted Patrol	100-400-5416-0000-10	1,597,503	1,728,900	1,575,900	1,780,767	51,867	3.0%
		1,597,503	1,728,900	1,575,900	1,780,767	51,867	3.0%
Administrative Expense							
Supplies	100-400-5800-0000-10	75	400	100	100	(300)	-75.0%
Dues & Subscriptions	100-400-5802-0000-10	1,217	1,200	200	200	(1,000)	-83.3%
Other Admin	100-400-5899-0000-10	1,032	1,000	-	500	(500)	-50.0%
		2,324	2,600	300	800	(1,800)	-69.2%
Total Community Services Admin		1,898,380	2,040,230	1,881,197	2,095,607	55,377	2.7%

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2021 Community Relations Budget Plan



Mission

The Woodlands Community Relations Department focuses on awareness of The Woodlands Township and how it serves the general public with its programs. The department works with the Township's Board of Directors and staff, residents and businesses, media entities, government entities, for-profit and nonprofit associations. 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.

Methods to promote The Woodlands Township and The Woodlands Township Board of Directors include the 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 2018 Resident Survey.

Responsibilities

- Promote The Woodlands Township by providing accurate and timely communication to residents and businesses via printed and electronic communications as well as other methods as needed.
- Communicate accomplishments and work by the Township's Board of Directors.
- Monthly production of The Woodlands Community Magazine.
- Produce weekly Talk of the Township eNewsletter.
- Monitor social media for Township issues and respond to resident complaints and inquiries via social media.
- Write, post and distribute Township press releases.
- Design, create and produce advertising for The Woodlands Township Parks and Recreation events.

2020 Accomplishments

- Managed and maintained the Township website, which continues to prove its value with 1,029,811 unique visitors and 1,568,561 visits in 2019, along with 14,765 updates made by staff in 2019.
- 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, Parks and Pathways map, Volunteer Recognition event, various invitations and others, including signage and collateral for the Ice Rink and new Rodeo Shuttle service on The Woodlands Express.
- Maintained and cultivated positive media relations, including partnership with KSTAR Country 99.7 as the official Emergency Broadcast Radio Station for The Woodlands Township.
- Created, produced and placed advertising for The Woodlands Township (89 ads designed and placed in 2019).
- Produced department newsletters, calendar listings, emergency alerts and other notifications with over 28,000+ total subscribers in the first half of 2020 and growing. (Total subscribers encompass Talk of the Township, Neighborhood Watch Enewsletter, Newsflash, Bids, Community-wide Emergency Alerts, Transit Alerts and Calendar updates.) Talk of the Township/COVID-19 Subscribers: 4,442 (An increase of

2021 Community Relations Budget Plan



almost 400 new subscribers since December 31, 2019, as of May 2020). Communitywide Emergency Notifications subscribers: 7,049.

- Crossed 20,000 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.
- In response to the Coronavirus pandemic, the Community Relations Department composed, posted and distributed comprehensive press releases and newsletters seven days a week while also continually updating information on the Township's website and social media accounts. The department used new information as available from local and national agencies, elected officials, partners, and the state of Texas to ensure residents stayed up to date with the most current information. The department also created numerous graphic designs for communications, public relations campaigns and website use, photography, videography and more.
- March 10 to May 5, 2020 Coronavirus-Related Communications
 - 130+ Township Press Releases
 - 60+ COVID-19 Daily E-newsletters by mid-May
 - 180+ Partner Agency Releases
 - 100+ Graphic designs created for use in e-newsletters, press releases, webpages, campaigns, etc.
- Coronavirus website section created, including:
 - Help Our Heroes Page
 - Community Resources Page
 - Township Together Page
 - Setrac/Hospital Capacity Webpage
 - Special Event Permit Modifications
 - Links to local, state and federal agencies

2020 Objectives

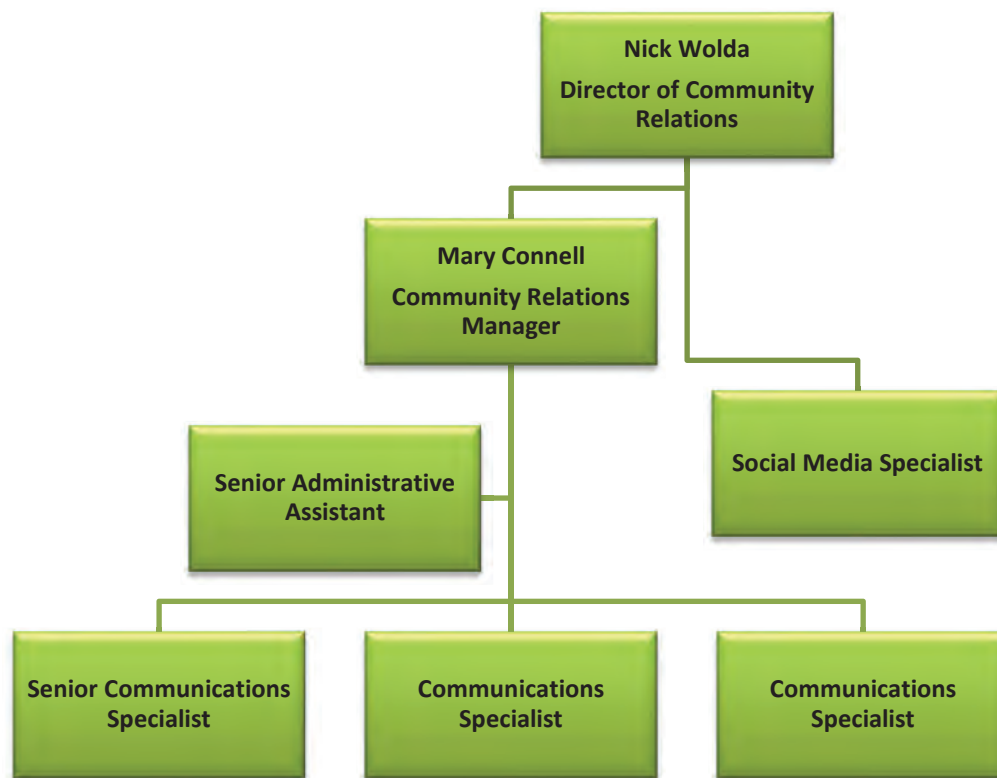
- The objectives and goals of the 2021 Community Relations Plan center on growth and awareness of The Woodlands Township and how it serves The Woodlands residents and businesses.
- Continue to educate the general public and business community on the entire scope of The Woodlands Township.
- Continue 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:

2021 Community Relations Budget 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.

2021 Community Relations Budget Plan



STAFFING - FTE COUNT	Budget 2020	Budget 2021
Community Relations Manager	1.00	1.00
Senior Communications Specialist	1.00	1.00
Communications Specialist	2.00	2.00
Social Media Specialist	1.00	1.00
Senior Administrative Assistant	1.00	1.00
TOTAL	6.00	6.00
Position(s) added in 2021 Budget	0.00	0.00



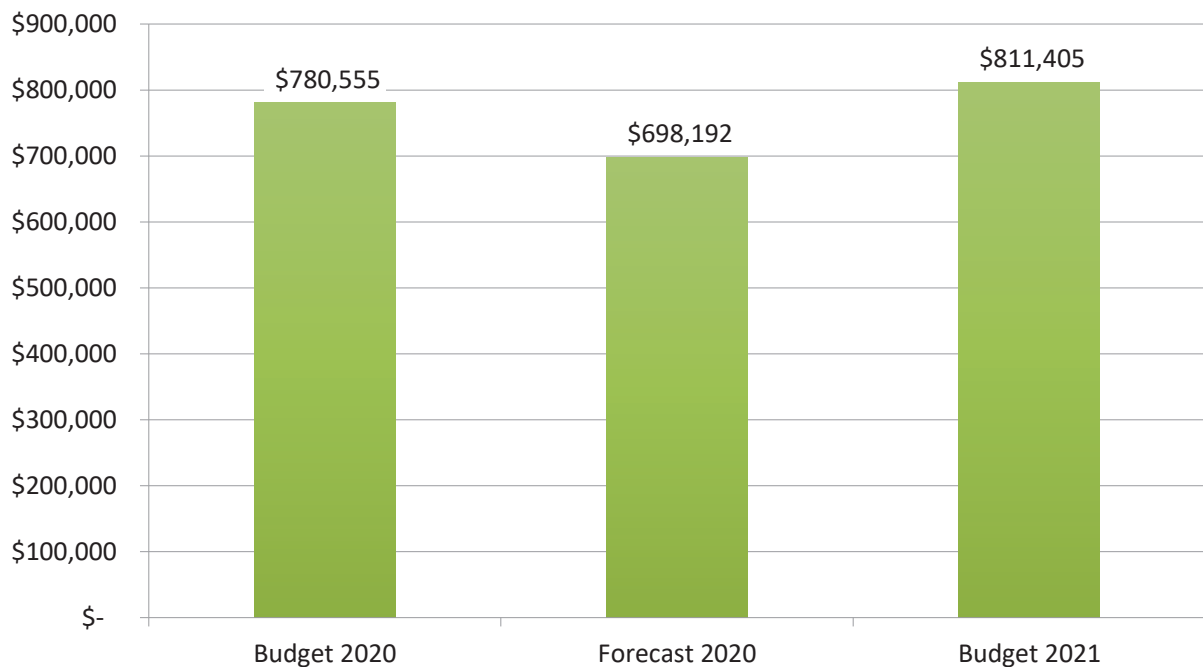
Community Relations

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 567,905	\$ 565,142	\$ 591,155	\$ 23,250	4.1%
Staff Development	5,400	1,000	3,900	(1,500)	-27.8%
Equipment Expense	7,000	5,000	7,800	800	11.4%
Contracted Services	126,450	82,950	148,450	22,000	17.4%
Program Expense	1,500	900	900	(600)	-40.0%
Public Education/Relations	49,000	28,000	41,000	(8,000)	-16.3%
Administrative Expense	23,300	15,200	18,200	(5,100)	-21.9%
Total	\$ 780,555	\$ 698,192	\$ 811,405	\$ 30,850	4.0%

Expenditures





Community Relations

Budget 2021

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 435,901	\$ 437,101	\$ 448,986	\$ 13,085	3.0%
Benefits	132,004	128,041	142,169	10,165	7.7%
Total	\$ 567,905	\$ 565,142	\$ 591,155	\$ 23,250	4.1%

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Meetings	\$ 400	\$ -	\$ 400	\$ -	0.0%
Training & Conferences	5,000	1,000	3,500	(1,500)	-30.0%
Total	\$ 5,400	\$ 1,000	\$ 3,900	\$ (1,500)	-27.8%

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Equipment	\$ 3,000	\$ 1,000	\$ 3,000	\$ -	0.0%
Data Services	4,000	4,000	4,800	800	20.0%
Total	\$ 7,000	\$ 5,000	\$ 7,800	\$ 800	11.4%

Contracted Services

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Computer Support	\$ 17,000	\$ 5,000	\$ 5,000	\$ (12,000)	-70.6%
Contract Labor	24,000	-	13,000	(11,000)	-45.8%
Website	70,450	70,450	70,450	-	0.0%
Video Production	15,000	7,500	15,000	-	0.0%
Total	\$ 126,450	\$ 82,950	\$ 148,450	\$ 22,000	17.4%



Community Relations

Budget 2021

Program Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Holiday Lighting Contest	\$ 1,500	\$ 900	\$ 900	\$ (600)	-40.0%
Total	\$ 1,500	\$ 900	\$ 900	\$ (600)	-40.0%

Public Education/Relations

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Community Relations	\$ 18,000	\$ 8,000	\$ 12,000	\$ (6,000)	-33.3%
Specialty Supplies	14,000	7,000	12,000	(2,000)	-14.3%
Advertising	17,000	13,000	17,000	-	0.0%
Total	\$ 49,000	\$ 28,000	\$ 41,000	\$ (8,000)	-16.3%

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Supplies	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.0%
Dues & Subscriptions	6,500	5,500	6,500	-	0.0%
Printing	15,000	8,000	10,000	(5,000)	-33.3%
Mileage Reimbursement	300	200	200	(100)	-33.3%
Total	\$ 23,300	\$ 15,200	\$ 18,200	\$ (5,100)	-21.9%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
COMMUNITY RELATIONS - Dept 500							
Salaries and Benefits							
Salaries and Wages	100-500-5010-0000-10	420,826	433,901	433,901	446,986	13,085	3.0%
Overtime	100-500-5011-0000-10	2,195	2,000	3,200	2,000	-	0.0%
Employee Benefits - FICA	100-500-5020-0000-10	30,012	29,938	30,046	30,863	925	3.1%
Employee Benefits - TEC	100-500-5021-0000-10	(186)	540	792	864	324	60.0%
Employee Benefits - Retirement	100-500-5030-0000-10	45,888	49,197	49,197	51,034	1,837	3.7%
Employee Benefits - Insurance	100-500-5031-0000-10	26,006	51,707	47,570	58,926	7,219	14.0%
Employee Benefits - Workers Comp	100-500-5032-0000-10	244	622	435	482	(140)	-22.5%
[Includes Allocated Cost (30% Director Comm Relations)]		524,986	567,905	565,142	591,155	23,250	4.1%
Staff Development							
Meetings	100-500-5100-0000-10	275	400	-	400	-	0.0%
Training & Conferences	100-500-5120-0000-10	3,534	5,000	1,000	3,500	(1,500)	-30.0%
		3,808	5,400	1,000	3,900	(1,500)	-27.8%
Equipment Expense							
Equipment	100-500-5330-0000-10	2,868	3,000	1,000	3,000	-	0.0%
Data Services	100-500-5335-0000-10	3,642	4,000	4,000	4,800	800	20.0%
		6,510	7,000	5,000	7,800	800	11.4%
Contracted Services							
Computer Support	100-500-5400-0000-10	4,344	17,000	5,000	5,000	(12,000)	-70.6%
Contract Labor	100-500-5407-0000-10	-	24,000	-	13,000	(11,000)	-45.8%
Website	100-500-5470-0000-10	61,560	70,450	70,450	70,450	-	0.0%
Video Production	100-500-5471-0000-10	4,125	15,000	7,500	15,000	-	0.0%
Public Opinion Surveys	100-500-5499-0000-10	2,383	-	-	45,000	45,000	
		72,411	126,450	82,950	148,450	22,000	17.4%
Program Expense							
Holiday Lighting Contest	100-500-5605-3405-10	567	1,500	900	900	(600)	-40.0%
		567	1,500	900	900	(600)	-40.0%
Public Education/Relations							
Community Relations	100-500-5700-0000-10	6,254	18,000	8,000	12,000	(6,000)	-33.3%
Specialty Supplies	100-500-5702-0000-10	6,546	14,000	7,000	12,000	(2,000)	-14.3%
Advertising	100-500-5704-0000-10	12,925	17,000	13,000	17,000	-	0.0%
		25,725	49,000	28,000	41,000	(8,000)	-16.3%
Administrative Expense							
Supplies	100-500-5800-0000-10	1,272	1,500	1,500	1,500	-	0.0%
Dues & Subscriptions	100-500-5802-0000-10	4,223	6,500	5,500	6,500	-	0.0%
Printing	100-500-5803-0000-10	2,457	15,000	8,000	10,000	(5,000)	-33.3%
Mileage Reimbursement	100-500-5804-0000-10	136	300	200	200	(100)	-33.3%
		8,088	23,300	15,200	18,200	(5,100)	-21.9%
Total Community Relations		642,096	780,555	698,192	811,405	30,850	4.0%

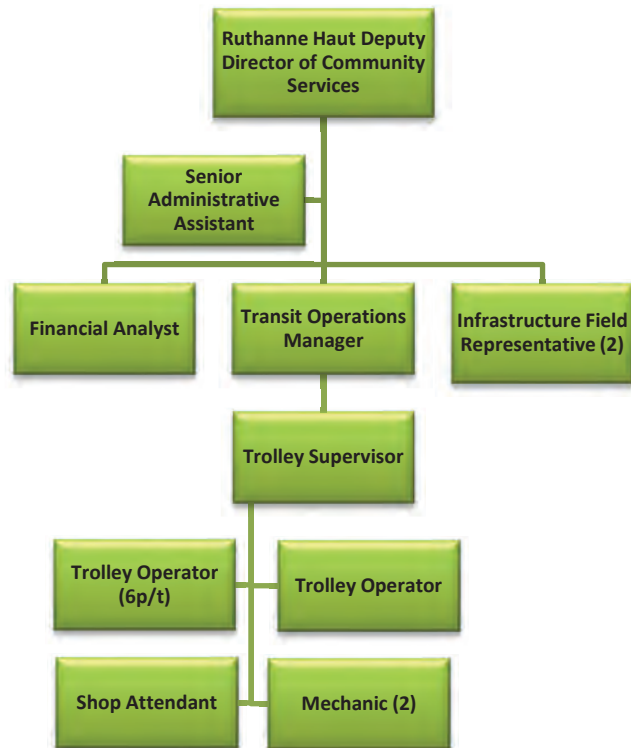
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2021 Transportation Budget Plan



Organization Chart



STAFFING - FTE COUNT	Budget 2020	Budget 2021	Change
Deputy Director of Community Services	1.00	1.00	0.00
Transit Operations Manager	1.00	1.00	0.00
Financial Analyst	1.00	1.00	0.00
Infrastructure Field Representative	2.00	2.00	0.00
Trolley Supervisor	1.00	1.00	0.00
Trolley Operator	1.00	1.00	0.00
Trolley Operator (6 p/t)	6.00	6.00	0.00
Mechanics	2.00	2.00	0.00
Shop Attendant	1.00	1.00	0.00
Sr. Administrative Assistant	1.00	1.00	0.00
TOTAL	17.00	17.00	0.00
Position(s) added in 2021 Budget	0.00	0.00	0.00

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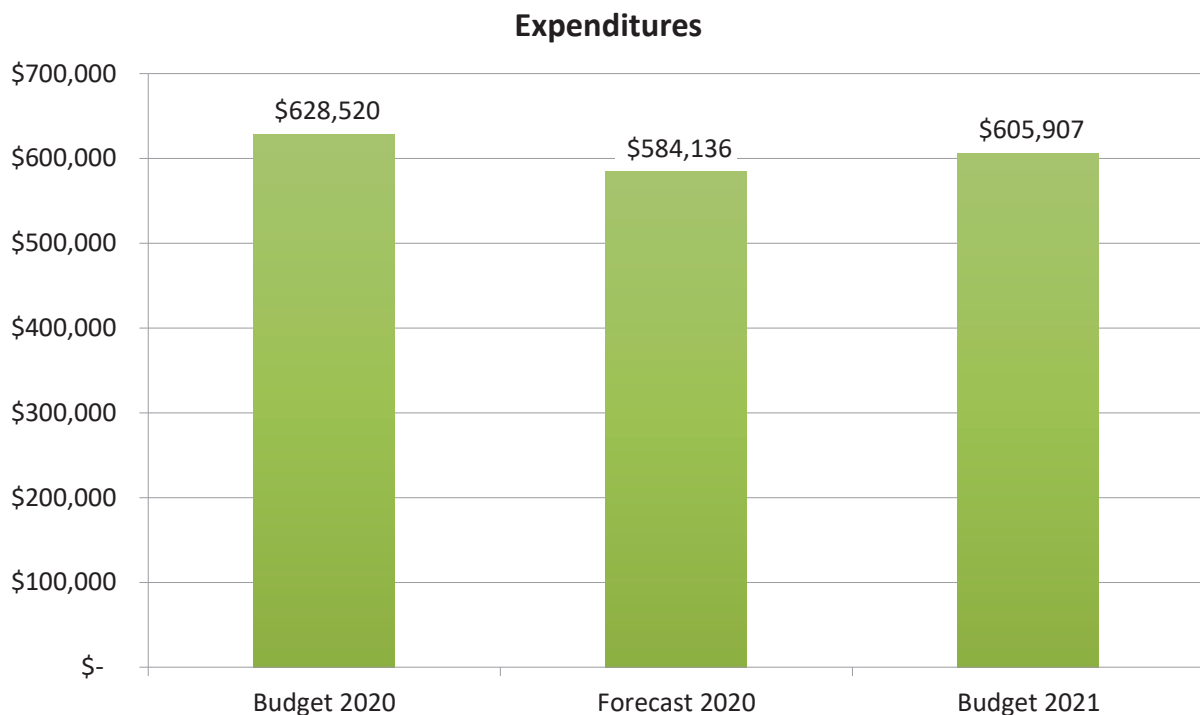


Transportation and Infrastructure

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 594,920	\$ 557,236	\$ 573,907	\$ (21,013)	-3.5%
Staff Development	6,600	3,600	6,500	(100)	-1.5%
Equipment Expense	5,800	5,100	5,300	(500)	-8.6%
Administrative Expense	21,200	18,200	20,200	(1,000)	-4.7%
Total	\$ 628,520	\$ 584,136	\$ 605,907	\$ (22,613)	-3.6%





Transportation and Infrastructure

Budget 2021

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 443,479	\$ 423,685	\$ 435,908	\$ (7,571)	-1.7%
Benefits	151,441	133,551	137,999	(13,442)	-8.9%
Total	\$ 594,920	\$ 557,236	\$ 573,907	\$ (21,013)	-3.5%

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Meetings	\$ 300	\$ 200	\$ 200	\$ (100)	-33.3%
Training & Conferences	6,000	3,100	6,000	-	0.0%
Uniforms	300	300	300	-	0.0%
Total	\$ 6,600	\$ 3,600	\$ 6,500	\$ (100)	-1.5%

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Equipment	\$ 1,500	\$ 500	\$ 700	\$ (800)	-53.3%
Data Services	4,300	4,600	4,600	300	7.0%
Total	\$ 5,800	\$ 5,100	\$ 5,300	\$ (500)	-8.6%

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Supplies	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	0.0%
Dues & Subscriptions	8,000	\$ 7,000	\$ 7,000	(1,000)	-12.5%
Mileage Reimbursement	12,000	\$ 10,000	\$ 12,000	-	0.0%
Total	\$ 21,200	\$ 18,200	\$ 20,200	\$ (1,000)	-4.7%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
TRANSPORTATION - Dept 600							
Salaries and Benefits							
Salaries and Wages	100-600-5010-0000-10	363,407	440,479	420,685	432,908	(7,571)	-1.7%
Overtime	100-600-5011-0000-10	3,002	3,000	3,000	3,000	-	0.0%
Employee Benefits - FICA	100-600-5020-0000-10	27,179	33,926	32,412	33,347	(579)	-1.7%
Employee Benefits - TEC	100-600-5021-0000-10	(285)	540	802	864	324	60.0%
Employee Benefits - Retirement	100-600-5030-0000-10	36,021	48,500	39,650	40,987	(7,513)	-15.5%
Employee Benefits - Insurance	100-600-5031-0000-10	55,979	67,837	60,240	62,312	(5,525)	-8.1%
Employee Benefits - Workers Comp	100-600-5032-0000-10	259	638	447	489	(149)	-23.4%
		<u>485,562</u>	<u>594,920</u>	<u>557,236</u>	<u>573,907</u>	<u>(21,013)</u>	<u>-3.5%</u>
Staff Development							
Meetings	100-600-5100-0000-10	-	300	200	200	(100)	-33.3%
Training & Conferences	100-600-5120-0000-10	6,173	6,000	3,100	6,000	-	0.0%
Uniforms	100-600-5130-0000-10	-	300	300	300	-	0.0%
		<u>6,173</u>	<u>6,600</u>	<u>3,600</u>	<u>6,500</u>	<u>(100)</u>	<u>-1.5%</u>
Equipment Expense							
Equipment	100-600-5330-0000-10	247	1,500	500	700	(800)	-53.3%
Data Services	100-600-5335-0000-10	<u>4,510</u>	<u>4,300</u>	<u>4,600</u>	<u>4,600</u>	<u>300</u>	<u>7.0%</u>
		<u>4,757</u>	<u>5,800</u>	<u>5,100</u>	<u>5,300</u>	<u>(500)</u>	<u>-8.6%</u>
Administrative Expense							
Supplies	100-600-5800-0000-10	741	1,200	1,200	1,200	-	0.0%
Dues & Subscriptions	100-600-5802-0000-10	6,813	8,000	7,000	7,000	(1,000)	-12.5%
Mileage Reimbursement	100-600-5804-0000-10	<u>12,506</u>	<u>12,000</u>	<u>10,000</u>	<u>12,000</u>	<u>-</u>	<u>0.0%</u>
		<u>20,059</u>	<u>21,200</u>	<u>18,200</u>	<u>20,200</u>	<u>(1,000)</u>	<u>-4.7%</u>
Total Transportation		<u>516,551</u>	<u>628,520</u>	<u>584,136</u>	<u>605,907</u>	<u>(22,613)</u>	<u>-3.6%</u>

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2021 Economic Development Budget Plan



Mission

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. Maintaining a strong economic development program will be an essential driver of tax revenues to meet the financial obligations of the Township. This plan moves forward with economic development goals anticipated by The Woodlands Township in 2021 and its legislative purpose.

Responsibilities

- Promote job creation
- Support corporate relocation
- Advance business recruitment
- Encourage business retention and expansion
- Participate in regional and local member activity
- Participate in board and committee memberships

Accomplishments

- The Woodlands Area Economic Development Partnership (EDP) for fiscal year 2019-20, provided economic development services to The Woodlands Township through business recruitment and business retention efforts. The EDP's fiscal year runs from September 1, 2019 to August 31, 2020. The following report includes activity through September 1, 2019 through May 7, 2020. The Township continues to be a major partner to the EDP.
 - Project Free Flow – represents approximately 85 medical industry jobs
 - Project Foss – represents approximately 120 energy industry jobs
 - Project Juliet – represents approximately 200 jobs
 - Project Robe - represents approximately 85 medical industry jobs
 - Project Software – represents approximately 25 software engineer jobs
- Greater Houston Partnership (GHP) business recruitment activity in San Francisco, CA, and London, England.
- Business recruitment ad hoc activity:
 - Commercial real estate reception – connect with local allies
 - Asian Chamber of Commerce – toured the Woodlands
 - Texas Economic Development Council – employment opportunities in Texas
 - The Cannon
 - Business Ballerup
 - Aberdeen-Houston Gateway – provides support to Scottish businesses to grow
- Business retention and expansion
 - Alight Solutions – new development approximately \$30 million in capital investment
 - Western Midstream – moved to occupy 133,948 square-footage of office space in November 2020
 - Economic and Community Impact Roundtable - The EDP supported The Center for Houston's Future in planning and promoting a business roundtable discussion to be facilitated by a nationally known immigration policy expert from the Bipartisan Policy Center, a Washington, D.C think tank.
- Covid-19 related efforts

2021 Economic Development Budget Plan



- o Request for PPE supplies for medical institutions
 - o Major Employer Business Impact Survey
 - o Business Barometer Survey
 - o EDP “Thank you” Campaign
- Regional level activity – members include; Greater Houston Partnership (GHP), Human Resource Management Association, Houston Regional Economic Development Alliance, Society for Human Resource Management, and U.S. – Mexico Chamber of Commerce.
- Board and committee activity; GHP’s Regional Economic Development Advisory Committee, GHP’s Economic Development Council, Greater Houston Women’s Chamber of Commerce, Texas Gulf Coast Economic Development District Board of Directors, Texas Gulf Coast Workforce Board of Directors.
- Organizational events
 - o Board of Director Meetings, Partner Executive Briefings and Special Presenters
 - o EDP Partner Networking Socials
 - o Quarterly Partner Lunch
 - o Elected Officials Reception
 - o New Partner Orientations
 - o Rice University School of Business
 - o Virtual Teleconference with U.S. Senator John Cornyn and the U.S. SBA
- Marketing and communications
 - o Released 6 Press Releases to local and regional media.
 - o Marketing campaign included advertising in local, regional, national, and international publications.
 - o Increased engagement on Twitter, Facebook, and LinkedIn
 - o Engaged with EDP Partners on Social Media and promoted Partner’s success
 - o Promoted local and regional growth with information on business, retail & restaurant
- Center For Houston’s Future (CHF)
 - o Founded in 2000, the Center for Houston’s Future celebrates an important milestone in 2020, the 20th Anniversary. Since the Center’s founding, the focus has remained constant: to look “over the horizon” at global, national and local trends that will shape the future of Houston and the region.
- The Woodlands Township Support
 - o The Center 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 Center revenues come from tuition from Business/Civic Leadership Forums. The Woodlands Township’s support ensures that the Center continues building on the outcomes of the last 20 years of intensive work to drive lasting civic change for the region. CHF will continue to give The Woodlands Township recognition. CHF will seek to engage leaders in The Woodlands with opportunities to connect the foremost forward-thinking leaders in business and community sectors across the 9-county region.
- Leadership Montgomery County (LMC)
 - o Signature Class Program
- Cultural Arts Study
 - o 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 2020 include Dr. Ann Snyder as Chairman of the

2021 Economic Development Budget Plan



Committee, Bruce Rieser and John A. Brown. This is a working committee of the Board; all policy, procedural and budget authority is reserved to The Woodlands Township Board of Directors.

- o In May of 2019, representatives from The Woodlands Township Board of Directors, staff, and Gensler presented the Cultural Arts Center project to The Pavilion Board of Directors. This presentation and ensuing discussion resulted in the decision to draft a non-binding Memorandum of Understanding to evaluate the viability of the project. In January of 2020, this Memorandum of Understanding between The Township and The Pavilion was executed. As part of the MOU, The Woodlands Township agreed to perform a Traffic Impact Study and Parking Demand and Capacity Analysis to understand impacts that the proposed project may have and propose recommendations. Walter P. Moore was contracted by Gensler to perform the Traffic and Parking analysis under the Phase Three scope. Currently, \$102,875 has been invoiced for the Phase Three scope of the approved \$175,000. Current obligations include \$37,250 for
 - o Walter P. Moore for the Traffic and Parking analysis, and an additional estimated \$7,000-\$10,000 by Gensler for anticipated coordination and presentations related to the ongoing studies.
- The Waterway Arts District
 - o The Woodlands Township, through its exploration of a Cultural Arts Feasibility Study, has recognized the importance of cultural arts in The Woodlands and how the arts have economic benefit for the residents and visitors of The Woodlands. Numerous arts groups, organizations and facilities attract hundreds of thousands of visitors each year with creative, artistic programming. Some examples include The Cynthia Woods Mitchell Pavilion, Glade Cultural Center, The Woodlands Waterway Arts Festival, Inspire Film Festival, among others.
 - o At the October 8, 2018, the Economic Development Committee determined a need for funding for naming and branding of the Cultural Arts District, and creative material development such as signage, marketing, and promotions. On October 18, 2018, the Township Board approved a request for \$10,000 to be funded from the Events and Admissions Tax account.

2021 Objectives

- 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.

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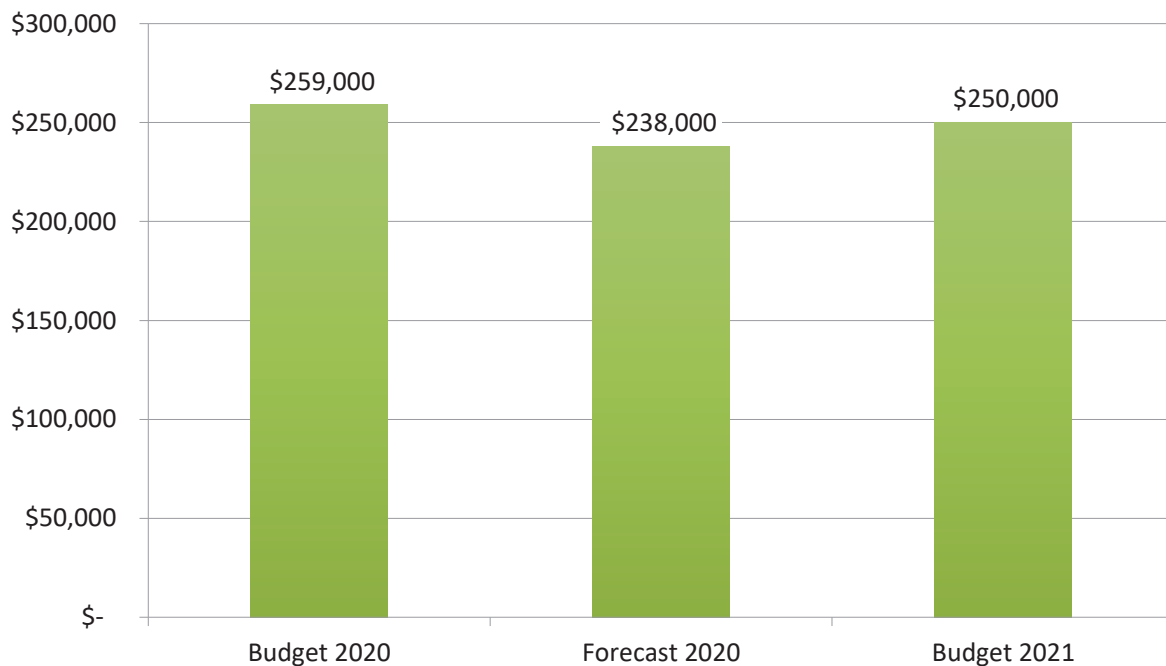
Economic Development

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Staff Development	\$ 4,000	\$ -	\$ -	\$ (4,000)	-100.0%
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	20,000	30,000	(5,000)	-14.3%
Administrative Expense	5,000	3,000	5,000	-	0.0%
Total	\$ 259,000	\$ 238,000	\$ 250,000	\$ (9,000)	-3.5%

Expenditures





Economic Development

Budget 2021

Analysis of Expenses by Category

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Training & Conferences	\$ 4,000	\$ -	\$ -	\$ (4,000)	-100.0%
Total	\$ 4,000	\$ -	\$ -	\$ (4,000)	-100.0%

Contracted Services

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Economic Development Partnership	\$ 175,000	\$ 175,000	\$ 175,000	\$ -	0.0%
Total	\$ 175,000	\$ 175,000	\$ 175,000	\$ -	0.0%

Program Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ 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%

Public Education/Relations

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Gov't'l. Rep & Strategic Partnerships	\$ 35,000	\$ 20,000	\$ 30,000	\$ (5,000)	-14.3%
Total	\$ 35,000	\$ 20,000	\$ 30,000	\$ (5,000)	-14.3%



Economic Development

Budget 2021

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Dues & Subscriptions	\$ 5,000	\$ 3,000	\$ 5,000	\$ -	0.0%
Total	\$ 5,000	\$ 3,000	\$ 5,000	\$ -	0.0%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
ECONOMIC DEVELOPMENT - Dept 700							
Staff Development							
Training & Conferences	100-700-5120-0000-10	-	4,000	-	-	(4,000)	-100.0%
		-	4,000	-	-	(4,000)	-100.0%
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%
		40,000	40,000	40,000	40,000	-	0.0%
Public Education/Relations							
Gov't'l Rep & Strategic Partnerships	100-700-5705-0000-10	15,730	35,000	20,000	30,000	(5,000)	-14.3%
		15,730	35,000	20,000	30,000	(5,000)	-14.3%
Administrative Expense							
Dues & Subscriptions	100-700-5802-0000-10	2,715	5,000	3,000	5,000	-	0.0%
		2,715	5,000	3,000	5,000	-	0.0%
Total Economic Development		233,445	259,000	238,000	250,000	(9,000)	-3.5%

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2021 Woodlands Fire Department Budget Plan



Mission

The Woodlands Fire Department is committed to providing superior emergency service and life safety education to the community, utilizing a highly-skilled, professional workforce demonstrating care for our citizens and each other.

Responsibilities

The Woodlands Fire Department is staffed with full-time, commissioned firefighters/emergency medical technicians that are on duty 24 hours a day, seven days a week. The Department has teams who are fully-trained to respond to a wide variety of emergencies including:

- Collapse Rescue
- Fires
- Hazardous Materials Emergencies
- High-Angle Rescue
- Medical Calls
- Swiftwater Rescue
- Trench Rescue

2020 Accomplishments

- Placed new Fire Engine into service at Station 7
- Placed new Heavy Rescue unit in service at Station 6
- Placed a new fleet services vehicle in service
- Purchased and distributed a second set of bunker gear for each suppression member
- Conducted new hire testing and hired 5 firefighters. Two were new FTE's
- Expanded the new firefighter accountability software in Dispatch and on Field Units
- Responded and mitigated 11,108 emergency incidents in 2019
- Dispatched 44066 calls for emergency service within Montgomery and Harris Counties
- Recertified 147 personnel, holding over 600 certifications through the Texas Commission of Fire Protection
- Maintained 147 personnel on Texas Department of State Health Services, Emergency Medical Service (EMS) certifications
- Completed over 28,000 training hours for fire suppression personnel
- Conducted annual medical physicals on all uniformed personnel
- Launched GPS Opticom Upgrade Program
- Conducted annual medical physicals on all uniformed personnel
- Replaced the HVAC Chiller at the Emergency Training Center
- Conducted in house preventive maintenance on the entire fleet
- Completed aerial and ground ladder safety inspections
- Credentialed 6 paramedic first responders
- Renewed Certified Training Facility in 13 separate disciplines with the Texas Commission on Fire Protection
- Renewed EMS Continuing Education program credentials with the Texas Department of State Health Services

2021 Woodlands Fire Department Budget Plan



- Renewed Advanced Life Support First Responder program with the Texas Department of State Health Services
- 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
- 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

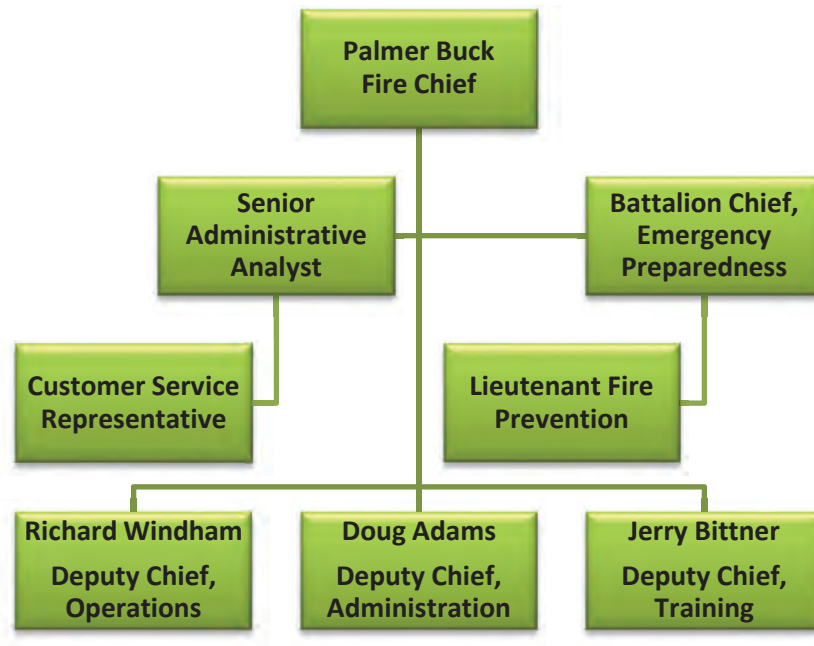
2021 Objectives

- 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
- Respond to and mitigate approximately 13,000 emergency incidents
- Lead the Township's efforts to respond and mitigate the threat of COVID-19

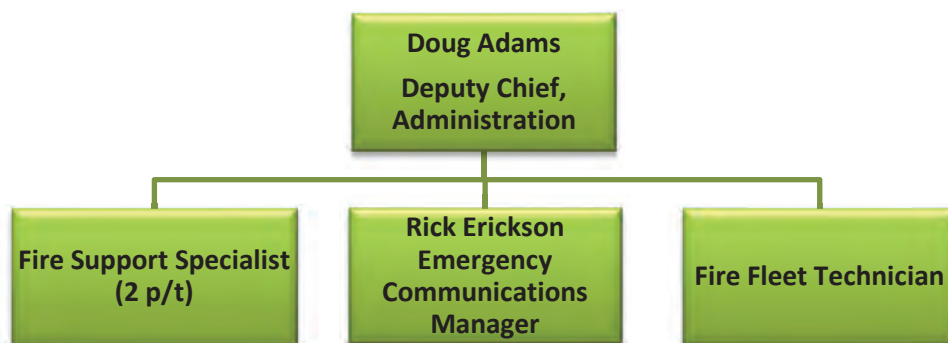
2021 Woodlands Fire Department Budget Plan



Organization Chart Fire and EMS Management



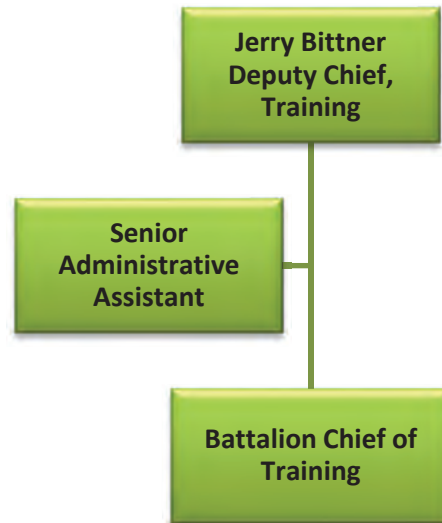
Fire Administration



2021 Woodlands Fire Department Budget Plan



Training

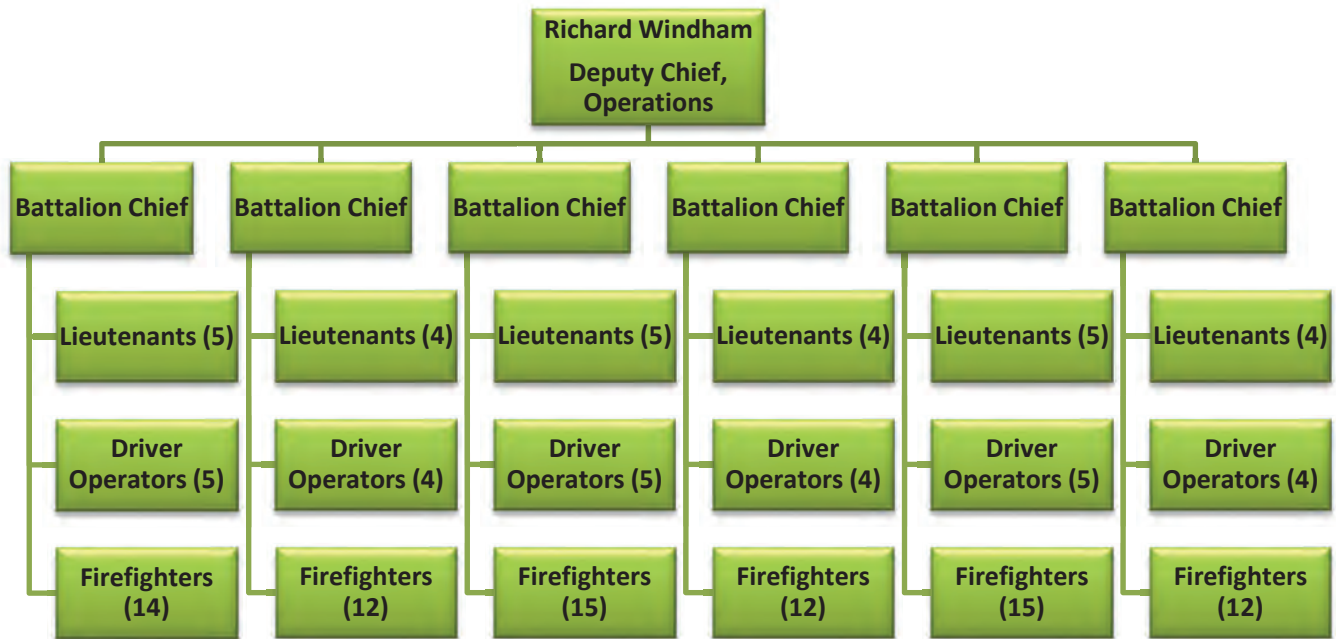


STAFFING - FTE COUNT	Budget 2020	Budget 2021	Change
Fire Chief	1.00	1.00	0.00
Deputy Chief – Administration	1.00	1.00	0.00
Deputy Chief – Operations	1.00	1.00	0.00
Deputy Chief – Training	1.00	1.00	0.00
Battalion Chief – Training	1.00	1.00	0.00
Battalion Chief-Emergency Preparedness	1.00	1.00	0.00
Lieutenant – Fire Prevention	1.00	1.00	0.00
Senior Administrative Analyst	1.00	1.00	0.00
Customer Service Representative	1.00	1.00	0.00
Senior Administrative Assistant	1.00	1.00	0.00
Fire Support Specialist – Two Part-time	1.00	1.00	0.00
Fire Fleet Technician	1.00	1.00	0.00
TOTAL	12.00	12.00	0.00
Position(s) added in 2021 Budget	0.00	0.00	0.00

2021 Woodlands Fire Department Budget Plan



Fire Protection

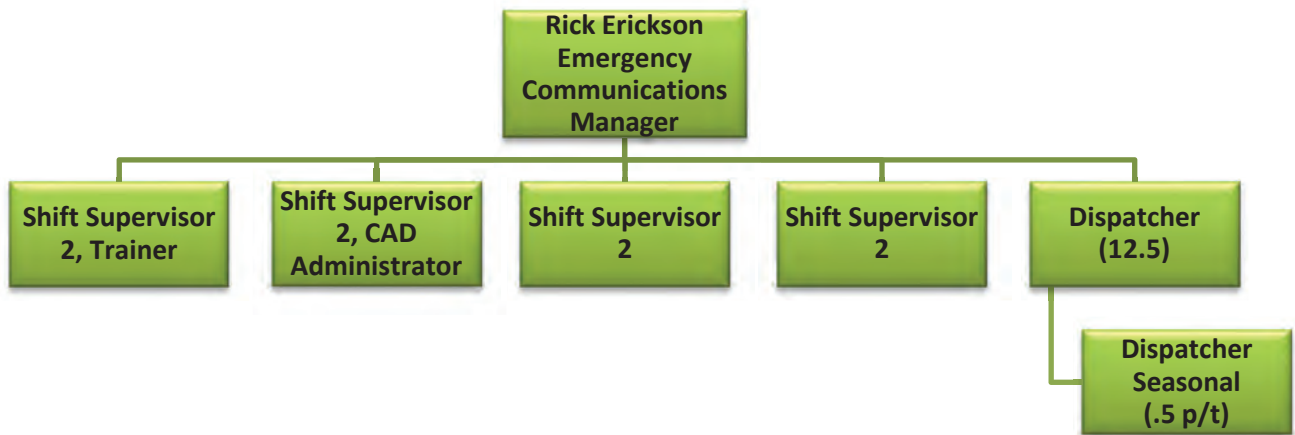


STAFFING - FTE COUNT	Budget 2020	Budget 2021	Change
Battalion Chief	6.00	6.00	0.00
Lieutenant	27.00	27.00	0.00
Driver/Operator	27.00	27.00	0.00
Firefighter	80.00	80.00	0.00
TOTAL	140.00	140.00	0.00
Position(s) added in 2021 Budget	0.00	0.00	0.00

2021 Woodlands Fire Department Budget Plan



Dispatch



STAFFING - FTE COUNT	Budget 2020	Budget 2021	Change
Emergency Communications Manager	1.00	1.00	0.00
Shift Supervisor	4.00	4.00	0.00
Dispatcher	12.50	12.50	0.00
Dispatcher – Seasonal	0.50	0.50	0.00
TOTAL	18.00	18.00	0.00
Position(s) added in 2021 Budget	0.00	0.00	0.00



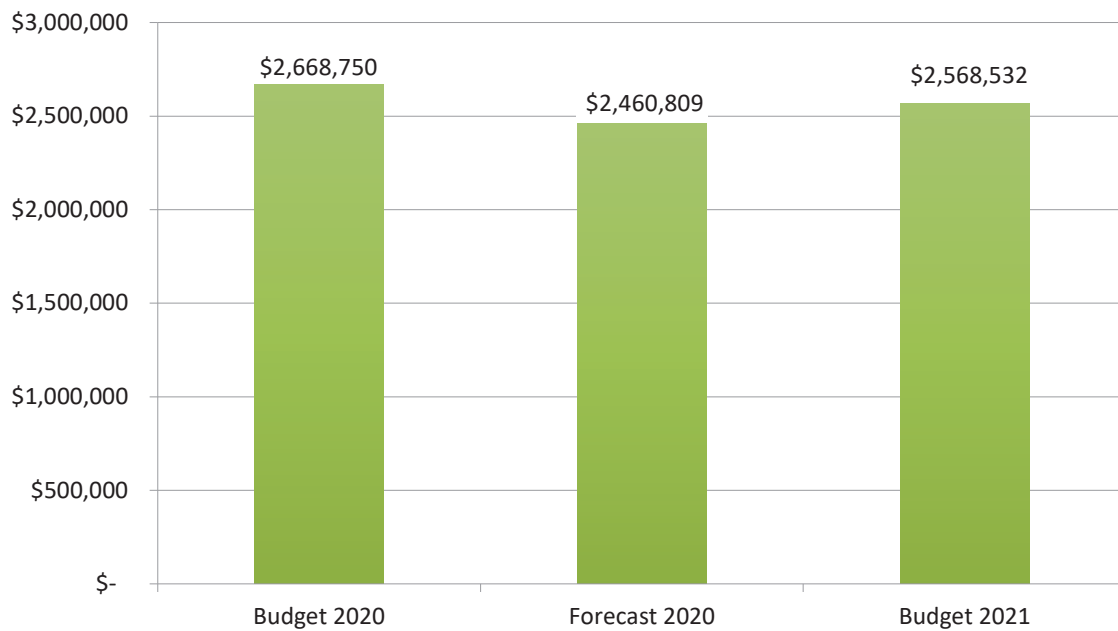
Fire Department - Fire and EMS Management

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 1,607,950	\$ 1,575,709	\$ 1,653,232	\$ 45,282	2.8%
Staff Development	51,200	39,000	53,000	1,800	3.5%
Equipment Expense	100,300	97,300	104,000	3,700	3.7%
Contracted Services	833,300	683,300	683,300	(150,000)	-18.0%
Program Expense	26,000	21,000	26,000	-	0.0%
Public Education/Relations	8,100	5,600	8,100	-	0.0%
Administrative Expense	41,900	38,900	40,900	(1,000)	-2.4%
Total	\$ 2,668,750	\$ 2,460,809	\$ 2,568,532	\$ (100,218)	-3.8%

Expenditures





Fire Department - Fire and EMS Management

Budget 2021

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 1,186,480	\$ 1,180,480	\$ 1,218,103	\$ 31,623	2.7%
Benefits	421,470	395,229	435,129	13,659	3.2%
Total	\$ 1,607,950	\$ 1,575,709	\$ 1,653,232	\$ 45,282	2.8%

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Meetings	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
Training & Conferences	20,000	10,000	20,000	-	0.0%
Uniforms	6,200	8,000	8,000	1,800	29.0%
Tuition Reimbursement	12,000	8,000	12,000	-	0.0%
Awards Ceremony	10,000	10,000	10,000	-	0.0%
Total	\$ 51,200	\$ 39,000	\$ 53,000	\$ 1,800	3.5%

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Equipment	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	0.0%
Data Services	34,500	34,500	38,200	3,700	10.7%
Vehicle Fuel	25,800	22,800	25,800	-	0.0%
Equipment Repair & Maintenance	28,000	28,000	28,000	-	0.0%
Total	\$ 100,300	\$ 97,300	\$ 104,000	\$ 3,700	3.7%



Fire Department - Fire and EMS Management

Budget 2021

Contracted Services

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Computer Support	\$ 373,300	\$ 363,300	\$ 373,300	\$ -	0.0%
Consulting	130,000	110,000	30,000	(100,000)	-76.9%
Medical Support Services	190,000	120,000	190,000	-	0.0%
Other Contracted Services	40,000	40,000	40,000	-	0.0%
Employee Relations Professional Svcs	100,000	50,000	50,000	(50,000)	0.0%
Total	\$ 833,300	\$ 683,300	\$ 683,300	\$ (150,000)	-18.0%

Program Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Fire and Life Safety Education	\$ 16,000	\$ 16,000	\$ 16,000	\$ -	0.0%
Emergency Preparedness	10,000	5,000	10,000	-	0.0%
Total	\$ 26,000	\$ 21,000	\$ 26,000	\$ -	0.0%

Public Education/Relations

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Training Aids	\$ 6,500	\$ 4,000	\$ 6,500	\$ -	0.0%
Advertising	600	600	600	-	0.0%
Fire Investigation	1,000	1,000	1,000	-	0.0%
Total	\$ 8,100	\$ 5,600	\$ 8,100	\$ -	0.0%



Fire Department - Fire and EMS Management

Budget 2021

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Supplies	\$ 17,000	\$ 17,000	\$ 17,000	\$ -	0.0%
Postage and Delivery	2,100	2,100	2,100	-	0.0%
Dues & Subscriptions	10,000	8,000	10,000	-	0.0%
Printing	2,800	1,800	1,800	(1,000)	-35.7%
Other Admin	10,000	10,000	10,000	-	0.0%
Total	\$ 41,900	\$ 38,900	\$ 40,900	\$ (1,000)	-2.4%

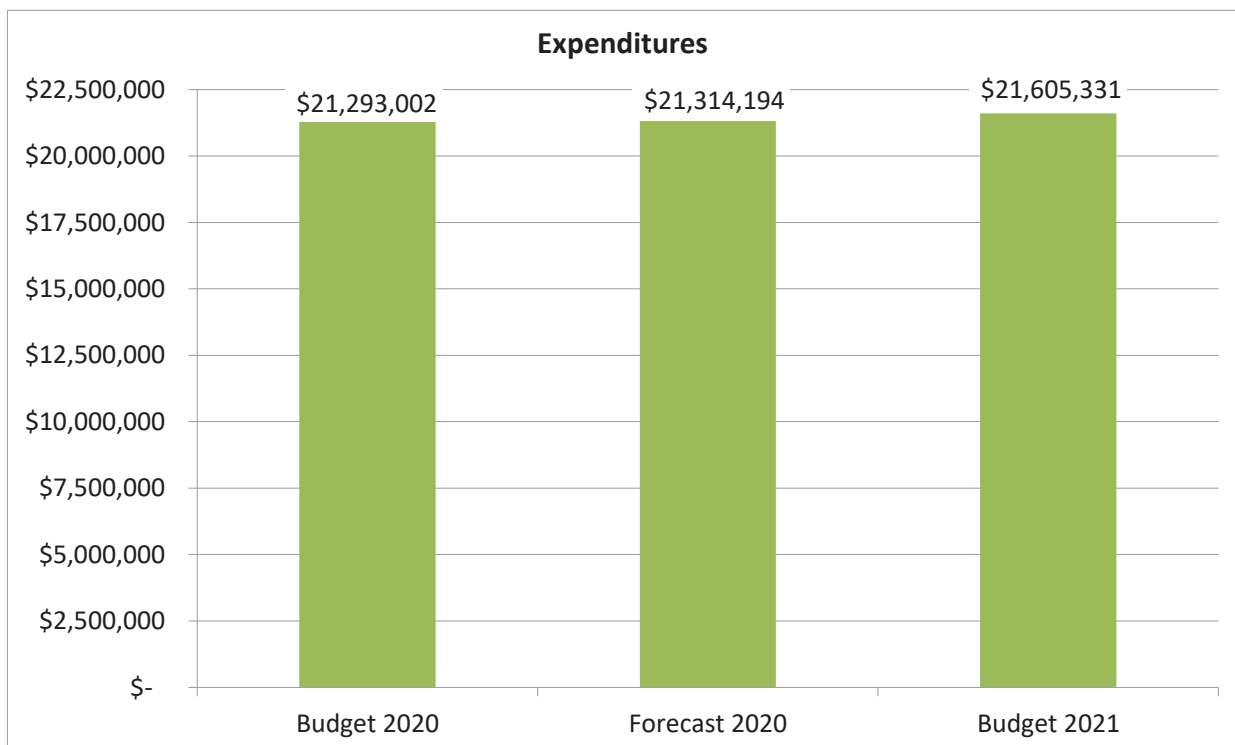


Fire Department - Fire Protection

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 18,759,702	\$ 18,878,094	\$ 18,920,931	\$ 161,229	0.9%
Staff Development	264,000	244,000	264,000	-	0.0%
Facility Expense	960,000	1,010,000	1,060,000	100,000	10.4%
Equipment Expense	1,309,300	1,182,100	1,360,400	51,100	3.9%
Total	\$ 21,293,002	\$ 21,314,194	\$ 21,605,331	\$ 312,329	1.5%





Fire Department - Fire Protection

Budget 2021

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 13,438,126	\$ 13,755,804	\$ 13,739,776	\$ 301,650	2.2%
Benefits	5,321,576	5,122,290	5,181,155	(140,421)	-2.6%
Total	\$ 18,759,702	\$ 18,878,094	\$ 18,920,931	\$ 161,229	0.9%

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Training & Conferences	\$ 130,000	\$ 110,000	\$ 130,000	\$ -	0.0%
Uniforms	110,000	110,000	110,000	-	0.0%
Training Materials	24,000	24,000	24,000	-	0.0%
Total	\$ 264,000	\$ 244,000	\$ 264,000	\$ -	0.0%

Facility Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Telephone	\$ 340,000	\$ 380,000	\$ 380,000	\$ 40,000	11.8%
Utilities	225,000	185,000	185,000	(40,000)	-17.8%
Facility Repairs & Maintenance	280,000	330,000	380,000	100,000	35.7%
Facility Materials & Supplies	115,000	115,000	115,000	-	0.0%
Total	\$ 960,000	\$ 1,010,000	\$ 1,060,000	\$ 100,000	10.4%



Fire Department - Fire Protection

Budget 2021

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Vehicle Fuel	\$ 128,000	\$ 115,200	\$ 128,000	\$ -	0.0%
Equipment Repair & Maint.	345,000	345,000	345,000	-	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	92,900	85,000	85,000	(7,900)	-8.5%
Equipment - SCBA	22,200	22,200	22,200	-	0.0%
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	30,000	40,000	-	0.0%
Special Ops Materials & Supplies	52,000	52,000	52,000	-	0.0%
EMS Materials & Supplies	25,000	40,000	25,000	-	0.0%
Compliance Testing	61,000	61,000	120,000	59,000	0.0%
Other Leases & Rentals	305,200	193,700	305,200	-	0.0%
Total	\$ 1,309,300	\$ 1,182,100	\$ 1,360,400	\$ 51,100	3.9%

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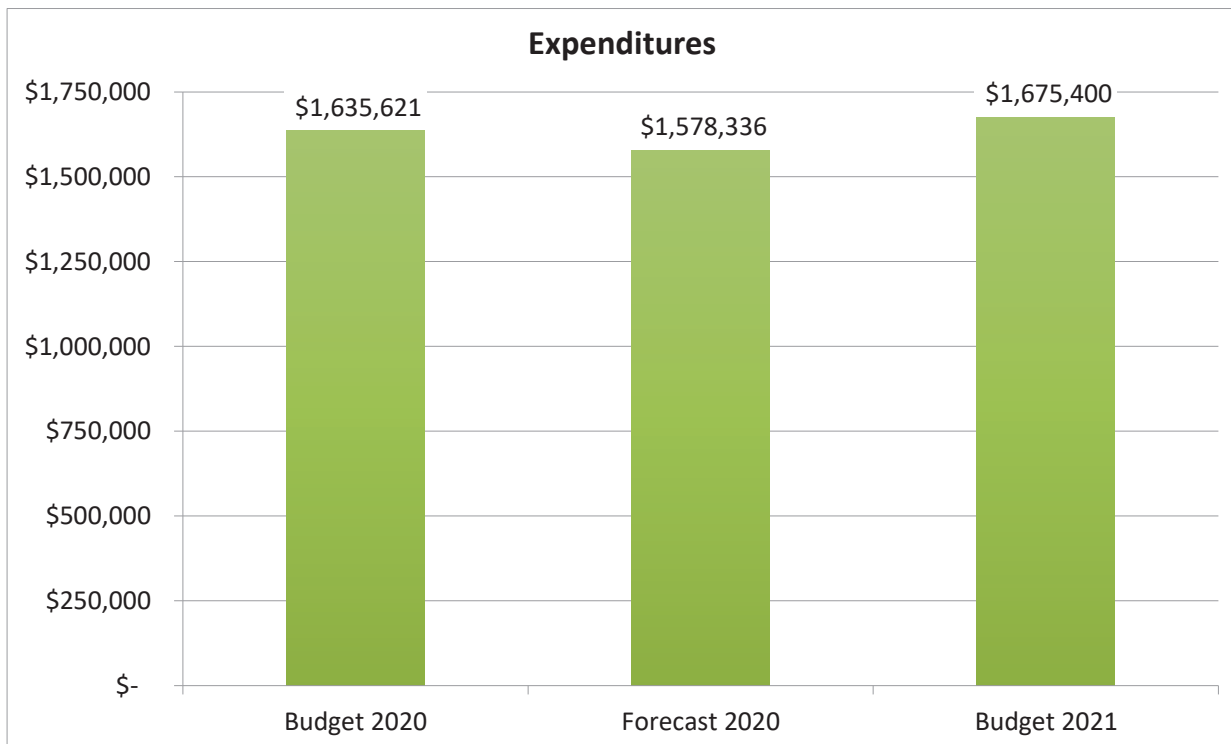


Fire Department - Dispatch

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries and Benefits	\$ 1,563,121	\$ 1,524,236	\$ 1,600,900	\$ 37,779	2.4%
Staff Development	29,500	28,500	32,500	3,000	10.2%
Equipment Expense	42,000	24,600	41,000	(1,000)	-2.4%
Administrative Expense	1,000	1,000	1,000	-	0.0%
Total	\$ 1,635,621	\$ 1,578,336	\$ 1,675,400	\$ 39,779	2.4%





Fire Department - Dispatch

Budget 2021

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Salaries	\$ 1,114,101	\$ 1,102,591	\$ 1,165,104	\$ 51,003	4.6%
Benefits	449,020	421,645	435,796	(13,224)	-2.9%
Total	\$ 1,563,121	\$ 1,524,236	\$ 1,600,900	\$ 37,779	2.4%

Staff Development

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Training & Conferences	\$ 20,000	\$ 20,000	\$ 23,000	\$ 3,000	15.0%
Uniforms	8,000	7,000	8,000	-	0.0%
Training Materials	1,500	1,500	1,500	-	0.0%
Total	\$ 29,500	\$ 28,500	\$ 32,500	\$ 3,000	10.2%

Equipment Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Equipment	\$ 5,000	\$ 3,000	\$ 5,000	\$ -	0.0%
Other Leases & Rentals	37,000	21,600	36,000	(1,000)	-2.7%
Total	\$ 42,000	\$ 24,600	\$ 41,000	\$ (1,000)	-2.4%

Administrative Expense

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Other Admin	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
Total	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
FIRE AND EMS MANAGEMENT - Dept 810							
Salaries and Benefits							
Salaries and Wages	100-810-5010-0000-10	1,080,562	1,162,480	1,162,480	1,200,103	37,623	3.2%
Overtime	100-810-5011-0000-10	14,845	24,000	18,000	18,000	(6,000)	-25.0%
Employee Benefits - FICA	100-810-5020-0000-10	81,128	87,747	87,747	91,345	3,598	4.1%
Employee Benefits - TEC	100-810-5021-0000-10	(693)	1,170	1,789	1,872	702	60.0%
Employee Benefits - Retirement	100-810-5030-0000-10	120,901	140,119	128,874	138,348	(1,771)	-1.3%
Employee Benefits - Insurance	100-810-5031-0000-10	166,705	181,712	168,992	194,601	12,889	7.1%
Employee Benefits - Workers Comp	100-810-5032-0000-10	4,347	10,722	7,827	8,963	(1,759)	-16.4%
		1,467,795	1,607,950	1,575,709	1,653,232	45,282	2.8%
Staff Development							
Meetings	100-810-5100-0000-10	3,411	3,000	3,000	3,000	-	0.0%
Training & Conferences	100-810-5120-0000-10	26,294	20,000	10,000	20,000	-	0.0%
Uniforms	100-810-5130-0000-10	10,624	6,200	8,000	8,000	1,800	29.0%
Tuition Reimbursement	100-810-5140-0000-10	6,139	12,000	8,000	12,000	-	0.0%
Awards Ceremony	100-810-5150-0000-10	7,243	10,000	10,000	10,000	-	0.0%
		53,711	51,200	39,000	53,000	1,800	3.5%
Equipment Expense							
Equipment	100-810-5330-0000-10	8,961	12,000	12,000	12,000	-	0.0%
Data Services	100-810-5335-0000-10	29,701	34,500	34,500	38,200	3,700	10.7%
Vehicle Fuel	100-810-5360-0000-10	22,095	25,800	22,800	25,800	-	0.0%
Equipment Repair & Maintenance	100-810-5365-0000-10	16,267	28,000	28,000	28,000	-	0.0%
		77,025	100,300	97,300	104,000	3,700	3.7%
Contracted Services							
Computer Support	100-810-5400-0000-10	216,313	373,300	363,300	373,300	-	0.0%
Consulting	100-810-5401-0000-10	6,200	130,000	110,000	30,000	(100,000)	-76.9%
Medical Support Services	100-810-5480-0000-10	97,341	190,000	120,000	190,000	-	0.0%
Other Contracted Services	100-810-5499-0000-10	25,860	40,000	40,000	40,000	-	0.0%
Employee Relations Professional Svcs	100-810-5496-0000-10	6,650	100,000	50,000	50,000	(50,000)	-50.0%
		352,363	833,300	683,300	683,300	(150,000)	-18.0%
Program Expense							
Fire and Life Safety Education	100-810-5605-3404-10	13,742	16,000	16,000	16,000	-	0.0%
Emergency Preparedness	100-810-5605-3417-10	82	10,000	5,000	10,000	-	0.0%
		13,824	26,000	21,000	26,000	-	0.0%
Public Education/Relations							
Training Aids	100-810-5701-0000-10	(5,065)	6,500	4,000	6,500	-	0.0%
Advertising	100-810-5704-0000-10	334	600	600	600	-	0.0%
Fire Investigation	100-810-5706-0000-10	99	1,000	1,000	1,000	-	0.0%
		(4,631)	8,100	5,600	8,100	-	0.0%
Administrative Expense							
Supplies	100-810-5800-0000-10	14,672	17,000	17,000	17,000	-	0.0%
Postage and Delivery	100-810-5801-0000-10	2,026	2,100	2,100	2,100	-	0.0%
Dues & Subscriptions	100-810-5802-0000-10	8,405	10,000	8,000	10,000	-	0.0%
Printing	100-810-5803-0000-10	205	2,800	1,800	1,800	(1,000)	-35.7%
Other Admin	100-810-5899-0000-10	11,952	10,000	10,000	10,000	-	0.0%
		37,261	41,900	38,900	40,900	(1,000)	-2.4%
Total Fire and EMS Management		1,997,346	2,668,750	2,460,809	2,568,532	(100,218)	-3.8%

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

	<u>Budget Code</u>	<u>Actual 2019</u>	<u>Budget 2020</u>	<u>Forecast 2020</u>	<u>Budget 2021</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
FIRE PROTECTION - Dept 811							
Salaries and Benefits							
Salaries and Wages	100-811-5010-0000-10	10,754,096	11,544,556	11,544,556	11,828,540	283,984	2.5%
Overtime	100-811-5011-0000-10	2,265,017	1,843,570	2,161,248	1,933,262	89,692	4.9%
Ride Up Pay	100-811-5013-0000-10	54,043	50,000	50,000	50,000	-	0.0%
Employee Benefits - FICA	100-811-5020-0000-10	952,788	1,023,190	1,043,667	1,052,780	29,590	2.9%
Employee Benefits - TEC	100-811-5021-0000-10	(7,187)	12,600	18,725	20,160	7,560	60.0%
Employee Benefits - Retirement	100-811-5030-0000-10	1,381,196	1,611,159	1,643,280	1,656,122	44,963	2.8%
Employee Benefits - Insurance	100-811-5031-0000-10	2,171,385	2,537,006	2,334,046	2,366,732	(170,274)	-6.7%
Employee Benefits - Workers Comp	100-811-5032-0000-10	54,585	137,621	82,573	97,689	(39,932)	-29.0%
		<u>17,625,921</u>	<u>18,759,702</u>	<u>18,878,094</u>	<u>19,005,285</u>	<u>245,583</u>	<u>1.3%</u>
Staff Development							
Training & Conferences	100-811-5120-0000-10	131,034	130,000	110,000	130,000	-	0.0%
Uniforms	100-811-5130-0000-10	101,593	110,000	110,000	110,000	-	0.0%
Training Materials	100-811-5160-0000-10	31,961	24,000	24,000	24,000	-	0.0%
		<u>264,587</u>	<u>264,000</u>	<u>244,000</u>	<u>264,000</u>	<u>-</u>	<u>0.0%</u>
Facility Expense							
Telephone	100-811-5210-0000-10	379,268	340,000	380,000	380,000	40,000	11.8%
Utilities	100-811-5220-0000-10	179,451	225,000	185,000	185,000	(40,000)	-17.8%
Facility Repair & Maintenance	100-811-5230-0000-10	362,701	280,000	330,000	380,000	100,000	35.7%
Facility Materials & Supplies	100-811-5240-0000-10	96,640	115,000	115,000	115,000	-	0.0%
		<u>1,018,061</u>	<u>960,000</u>	<u>1,010,000</u>	<u>1,060,000</u>	<u>100,000</u>	<u>10.4%</u>
Equipment Expense							
Vehicle Fuel	100-811-5360-0000-10	94,129	128,000	115,200	128,000	-	0.0%
Equipment Repair & Maintenance	100-811-5365-0000-10	443,663	345,000	345,000	345,000	-	0.0%
Equipment	100-811-5330-0000-10	123,760	95,000	95,000	95,000	-	0.0%
Equipment - Firefighting Tools	100-811-5330-9000-10	199,283	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	-	92,900	85,000	85,000	(7,900)	-8.5%
Equipment - SCBA	100-811-5330-9000-10	-	22,200	22,200	22,200	-	0.0%
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	30,000	40,000	-	0.0%
Special Operations Materials & Supplies	100-811-5370-0000-10	51,198	52,000	52,000	52,000	-	0.0%
EMS Materials & Supplies	100-811-5371-0000-10	16,194	25,000	40,000	25,000	-	0.0%
Compliance Testing	100-811-5372-0000-10	-	61,000	61,000	120,000	59,000	96.7%
Other Leases & Rentals	100-811-5350-0000-10	95,023	305,200	193,700	305,200	-	0.0%
		<u>1,023,249</u>	<u>1,309,300</u>	<u>1,182,100</u>	<u>1,360,400</u>	<u>51,100</u>	<u>3.9%</u>
Administrative Expense							
Other Admin	100-811-5899-0000-10	35	-	-	-	-	-
		<u>35</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Fire Protection		<u>19,931,854</u>	<u>21,293,002</u>	<u>21,314,194</u>	<u>21,689,685</u>	<u>396,683</u>	<u>1.9%</u>

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

	<u>Budget Code</u>	<u>Actual 2019</u>	<u>Budget 2020</u>	<u>Forecast 2020</u>	<u>Budget 2021</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
DISPATCH - Dept 812							
Salaries and Benefits							
Salaries and Wages	100-812-5010-0000-10	929,601	969,268	962,377	1,013,640	44,372	4.6%
Overtime	100-812-5011-0000-10	130,680	144,833	140,214	151,464	6,631	4.6%
Employee Benefits - FICA	100-812-5020-0000-10	76,217	85,229	84,119	89,130	3,901	4.6%
Employee Benefits - TEC	100-812-5021-0000-10	(647)	1,740	2,640	2,766	1,026	59.0%
Employee Benefits - Retirement	100-812-5030-0000-10	92,623	101,741	95,489	98,466	(3,275)	-3.2%
Employee Benefits - Insurance	100-812-5031-0000-10	237,570	258,768	238,318	244,218	(14,550)	-5.6%
Employee Benefits - Workers Comp	100-812-5032-0000-10	595	1,542	1,079	1,216	(326)	-21.2%
		<u>1,466,639</u>	<u>1,563,121</u>	<u>1,524,236</u>	<u>1,600,900</u>	<u>37,779</u>	<u>2.4%</u>
Staff Development							
Training & Conferences	100-812-5120-0000-10	19,237	20,000	20,000	23,000	3,000	15.0%
Uniforms	100-812-5130-0000-10	5,090	8,000	7,000	8,000	-	0.0%
Training Materials	100-812-5160-0000-10	-	1,500	1,500	1,500	-	0.0%
		<u>24,327</u>	<u>29,500</u>	<u>28,500</u>	<u>32,500</u>	<u>3,000</u>	<u>10.2%</u>
Equipment Expense							
Equipment	100-812-5330-0000-10	457	5,000	3,000	5,000	-	0.0%
Other Leases & Rentals	100-812-5350-0000-10	-	37,000	21,600	36,000	(1,000)	-2.7%
		<u>457</u>	<u>42,000</u>	<u>24,600</u>	<u>41,000</u>	<u>(1,000)</u>	<u>-2.4%</u>
Administrative Expense							
Other Admin	100-812-5899-0000-10	741	1,000	1,000	1,000	-	0.0%
		<u>741</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>-</u>	<u>0.0%</u>
Total Dispatch		<u>1,492,164</u>	<u>1,635,621</u>	<u>1,578,336</u>	<u>1,675,400</u>	<u>39,779</u>	<u>2.4%</u>

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Other Expenditures

Budget 2021

Budget Summary

Expenditures	Budget 2020	Forecast 2020	Budget 2021	\$ Change	% Change
Incorporation Study	\$ 290,750	\$ 290,750	\$ -	\$ (290,750)	-100.0%
Regional Participation	1,745,842	1,553,174	1,720,255	(25,587)	-1.5%
Funding Request - YMCA Youth Program	80,000	80,000	80,000	-	0.0%
Carlton Woods Assoc Service Fee	408,440	400,173	411,100	2,660	0.7%
Village Associations	100,000	100,000	100,000	-	0.0%
Cynthia Woods Events Tax	1,294,997	620,377	1,261,755	(33,242)	-2.6%
Sales Tax Rebate	301,648	295,448	302,680	1,032	0.3%
Drainage Engineering Svs	-	45,000	-	-	
Covid-19 Expense	-	639,100	-	-	
Township Secretary's Office	-	-	121,500	121,500	
Total	\$ 4,221,677	\$ 4,024,022	\$ 3,997,290	\$ (224,387)	-5.3%

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

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
OTHER EXPENDITURES - Dept 190							
Incorporation							
Incorporation Study	100-190-7001-0000-10	415,022	290,750	290,750	-	(290,750)	-100.0%
		415,022	290,750	290,750	-	(290,750)	-100.0%
Regional Participation							
Conroe RPA	100-190-7010-0000-10	56,239	54,095	48,036	54,095	-	0.0%
Houston RPA	100-190-7010-0000-10	1,653,161	1,691,747	1,505,137	1,666,160	(25,587)	-1.5%
		1,709,400	1,745,842	1,553,174	1,720,255	(25,587)	-1.5%
Other Expenditures							
Funding Request - YMCA Youth Prog	100-190-7020-0000-10	80,000	80,000	80,000	80,000	-	0.0%
Carlton Woods Assoc Svc Fee	100-190-7030-0000-10	259,869	263,300	262,000	266,100	2,800	1.1%
Carlton Woods Creekside Svc Fee	100-190-7031-0000-10	131,365	145,140	138,173	145,000	(140)	-0.1%
Village Association Contributions	100-190-7033-0000-10	100,000	100,000	100,000	100,000	-	0.0%
Cynthia Woods Mitchell Pavilion Events	100-190-7034-0000-10	1,201,674	1,294,997	620,377	1,261,755	(33,242)	-2.6%
Sales Tax Rebate	100-190-7037-0000-10	318,610	301,648	295,448	302,680	1,032	0.3%
Drainage Engineering Services	100-190-7042-0000-10	16,625	-	45,000	-	-	-
Waterway Arts District	100-190-7044-0000-10	6,402	-	-	-	-	-
Covid-19 Expense	100-190-7045-0000-10	-	-	639,100	-	-	0.0%
Township Secretary's Office	100-190-7046-0000-10	-	-	-	121,500	121,500	0.0%
		2,114,545	2,185,085	2,180,098	2,277,035	91,950	4.2%
Transfers Out							
CPF - Tax Funded Capital	100-190-8800-8010-10	2,409,813	1,535,220	1,113,920	452,800	(1,082,420)	-70.5%
CPF - Capital/Econ Dev Reserves	100-190-8800-8020-10	11,590,731	5,516,307	5,986,144	6,247,395	731,088	13.3%
The Woodlands CVB	100-190-8800-8080-10	954,233	973,535	771,231	690,060	(283,475)	-29.1%
Transportation Fund	100-190-8800-8095-10	1,476,916	1,616,145	790,607	429,937	(1,186,208)	-73.4%
Bond Redemption Reserve	100-190-8800-8099-10	500,000	-	-	-	-	0.0%
		16,931,693	9,641,207	8,661,902	7,820,192	(1,821,015)	-18.9%
Total Other Expenditures		21,170,659	13,862,884	12,685,924	11,817,482	(2,045,402)	-14.8%

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The Woodlands Convention & Visitors Bureau



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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.

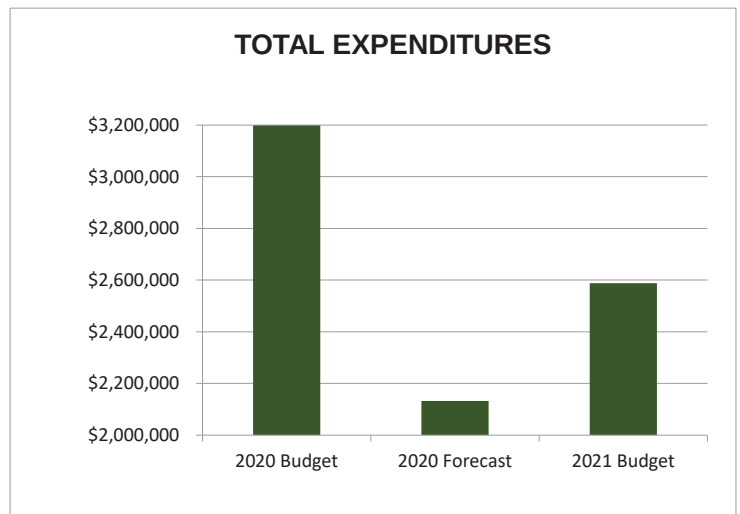
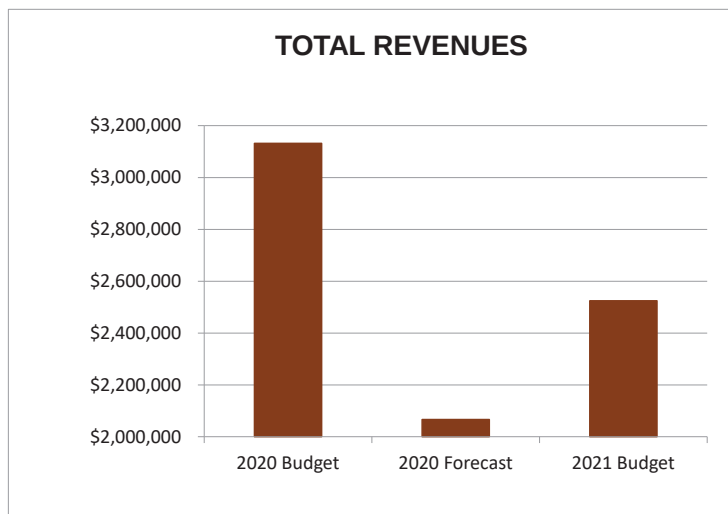
The primary source of funding for the CVB's 2021 Budget is a 2% supplemental hotel occupancy tax. Remaining funding requirements come from revenue generated by The Woodlands Township's base 7% hotel occupancy tax, but only to the extent that the Township's debt service obligations on outstanding revenue 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.

	2020 Budget	2020 Forecast	2021 Budget	\$ Inc/(Dec)	% Inc/(Dec)
TOTAL REVENUES/TRANSFERS IN (A)	\$ 3,131,319	\$ 2,066,101	\$ 2,524,251	\$ (607,068)	-19.4%
TOTAL EXPENDITURES/TRANSFERS OUT (B)	3,198,136	2,132,918	2,588,509	(609,627)	-19.1%
REVENUES OVER/(UNDER) EXPENDITURES	(66,817)	(66,817)	(64,258)	2,559	-3.8%
TRANSFERS OUT	-	-	-	-	-
BEGINNING FUND BALANCE	1,395,679	1,395,679	1,328,862	(66,817)	-4.8%
ENDING FUND BALANCE (C)	\$ 1,328,862	\$ 1,328,862	\$ 1,264,604	\$ (64,258)	-4.8%

(A) The decrease in revenues is due to a decrease in budgeted hotel occupancy tax proceeds for 2021 due to economic impacts of the COVID-19 pandemic. The 2020 forecast for hotel occupancy tax has been reduced by 40% of the budgeted amount. For 2021, hotel occupancy tax revenues are estimated to recover to 85% of the 2020 budgeted amount.

(B) The decrease in expenditures is primarily due to decreases in marketing contracted services (\$170,000), program expense (\$300,000) and advertising (\$114,000). The lower expenses are in response to lower available revenues as a result of the economic impacts of the COVID-19 pandemic.

(C) The decrease in fund balance of \$64,258 from the 2020 Budget to the 2021 Budget is due to the funding of a position added to staff in 2020 that is being funded for two years by CVB fund balance.



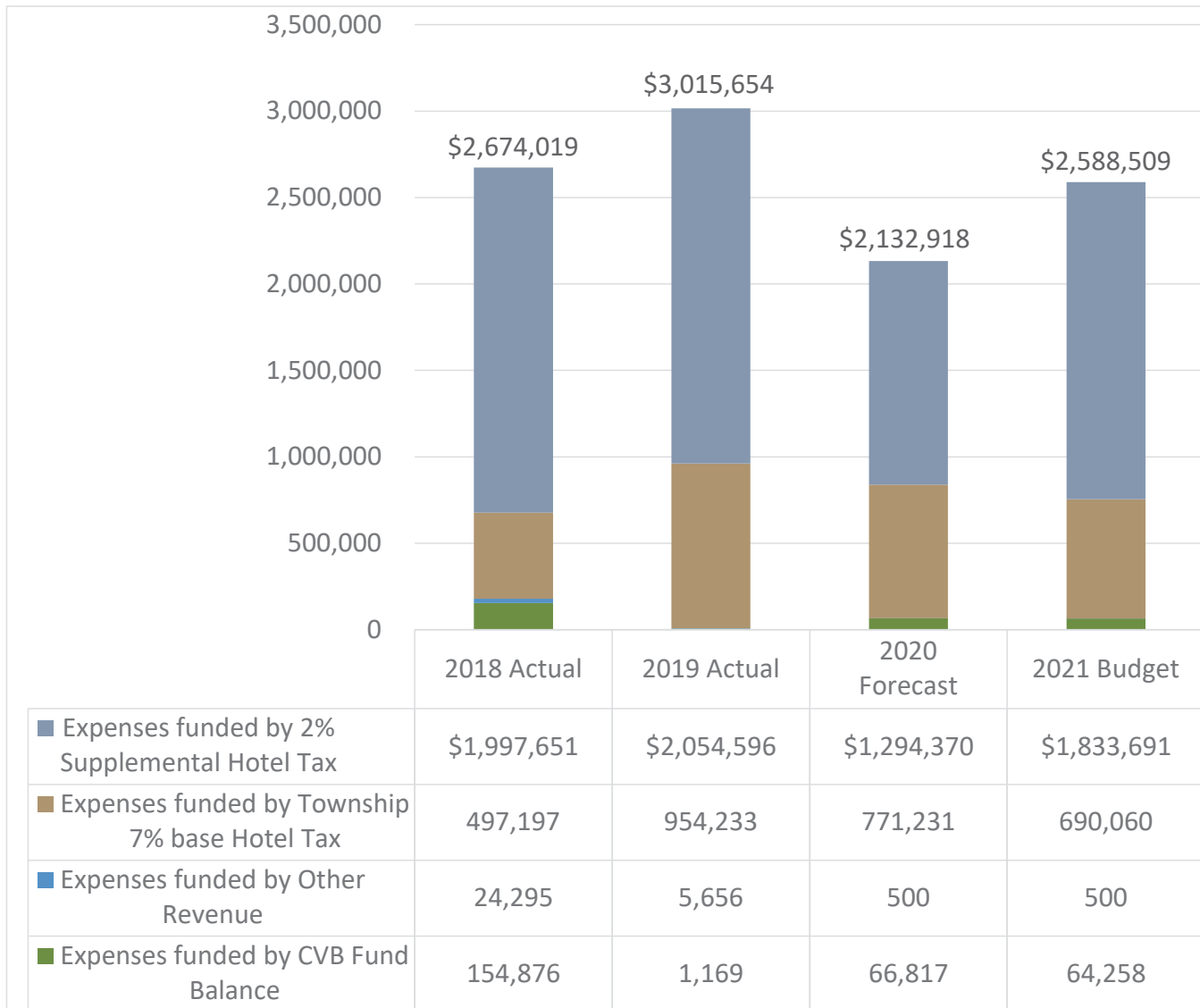
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THE WOODLANDS CONVENTION & VISITORS BUREAU
Statement of Revenues, Expenditures & Changes in Fund Balance
(in whole dollars)

	2020 Budget	2020 Forecast	2021 Budget	\$ Inc/(Dec)	% Inc/(Dec)
REVENUES					
Supplemental Hotel Tax	\$ 2,157,284	\$ 1,294,370	\$ 1,833,691	\$ (323,593)	-15.0%
Interest Income	500	500	500	-	0.0%
Transfers In (General Fund - HOT)	973,535	771,231	690,060	(283,475)	-29.1%
TOTAL REVENUES	\$ 3,131,319	\$ 2,066,101	\$ 2,524,251	\$ (607,068)	-19.4%
EXPENDITURES					
General					
Contracted Township Salaries and Benefits	885,136	824,406	866,909	(18,227)	-2.1%
Staff Development	69,500	24,119	69,500	-	0.0%
Facility Expense	69,350	69,350	69,350	-	0.0%
Equipment Expense	12,750	9,750	12,750	-	0.0%
Contracted Services	51,000	48,500	51,000	-	0.0%
Public Education/Relations	47,900	32,036	35,000	(12,900)	-26.9%
Administrative	36,500	22,800	31,500	(5,000)	-13.7%
	1,172,136	1,030,961	1,136,009	(36,127)	-3.1%
Strategic Partnerships					
Contracted Services	65,500	65,500	65,500	-	0.0%
Community Festivals & Events	171,000	61,000	185,000	14,000	8.2%
Public Education/Relations	78,500	61,137	35,000	(43,500)	-55.4%
	315,000	187,637	285,500	(29,500)	-9.4%
Marketing					
Contracted Services	405,000	264,838	235,000	(170,000)	-42.0%
Program Expense	880,000	447,500	580,000	(300,000)	-34.1%
Public Education/Relations	134,000	46,045	20,000	(114,000)	-85.1%
Administrative	5,000	136	5,000	-	0.0%
	1,424,000	758,519	840,000	(584,000)	-41.0%
Convention Sales					
Staff Development	125,000	49,845	125,000	-	0.0%
Contracted Services	17,000	17,000	17,000	-	0.0%
Program Expense	120,000	66,456	160,000	40,000	33.3%
Public Education/Relations	25,000	22,500	25,000	-	0.0%
	287,000	155,801	327,000	40,000	13.9%
TOTAL EXPENDITURES	\$ 3,198,136	\$ 2,132,918	\$ 2,588,509	\$ (609,627)	-19.1%
REVENUE OVER/(UNDER) EXPENDITURES	(66,817)	(66,817)	(64,258)	2,559	-3.8%
NET TRANSFERS	-	-	-		
BEGINNING FUND BALANCE	1,395,679	1,395,679	1,328,862	(66,817)	-4.8%
ENDING FUND BALANCE	\$ 1,328,862	\$ 1,328,862	\$ 1,264,604	\$ (64,258)	-4.8%

The Woodlands Convention & Visitors Bureau Analysis of Funding Sources for Expenditures



The Convention & Visitors Bureau's operating expenditures have decreased from \$2.7 million in 2018 to a projected total of \$2.6 million for 2021, a reduction of \$0.1 million or 3.3% over the three-year period. This reduction is due to the impact of the COVID-19 pandemic on hotel occupancy tax revenue.

Revenues generated by the 2% supplemental hotel occupancy tax fund approximately 71% of CVB's total expenditures annually, and revenues from the Township's 7% base hotel tax fund 27%. Occasionally, certain defined expenses are paid from CVB's existing fund balance. Recent examples of these expenses include costs related to the new staff position approved in the 2020 budget, the Waterway Cruisers program and the office space expansion project.

Revenues from the 2% supplemental hotel tax have decreased from \$1.998 million in 2018 to a projected total of \$1.834 million for 2021, which is a decrease of \$0.164 million or 8.2%. During the same time period, funding required by the CVB from the Township's 7% base hotel tax revenues has increased from \$0.497 million to \$0.690 million, or 38.8%.

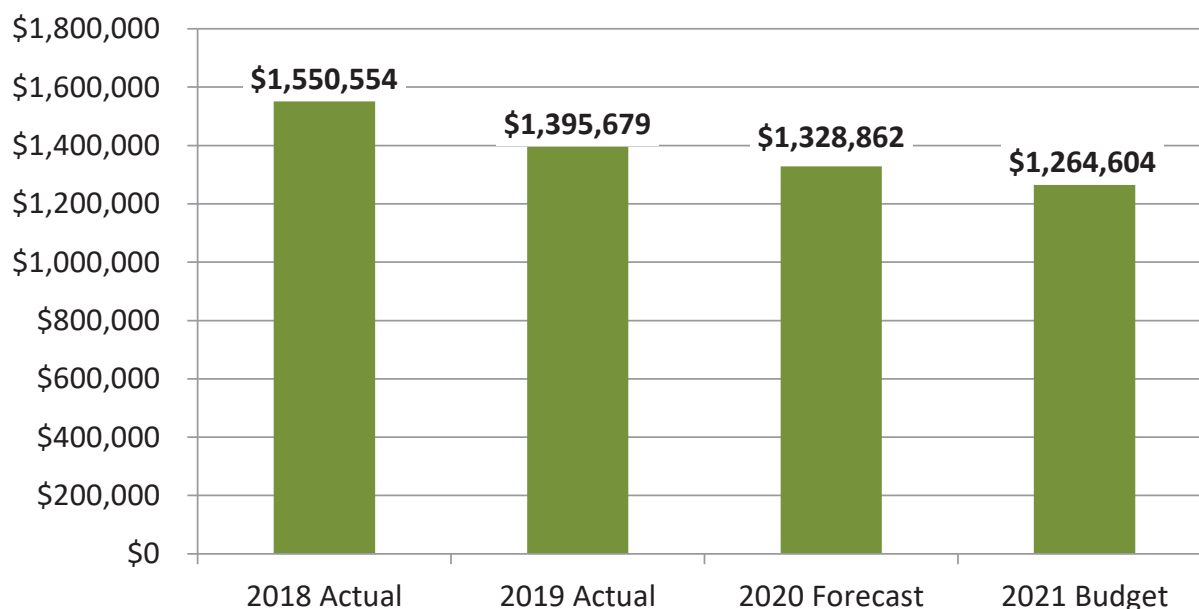
The Woodlands Convention & Visitors Bureau Fund Balance Analysis

	2018 Actual	2019 Actual	2020 Forecast	2021 Budget
Revenues				
2% Supplemental Hotel Tax	\$1,997,651	\$2,054,596	\$1,294,370	\$1,833,691
Allocation from Township Hotel Tax	497,197	954,233	771,231	\$690,060
Interest Income/Other	24,295	5,656	500	500
Total Revenues	\$2,519,143	\$3,014,485	\$2,066,101	\$2,524,251
Expenditures				
General	\$1,028,118	\$992,273	\$1,030,961	\$1,136,009
Strategic Partnerships	206,576	306,791	187,637	285,500
Marketing	1,176,505	1,400,761	758,519	840,000
Convention Sales	107,943	314,660	155,801	327,000
Waterway Cruisers, net (A)	126,821	1,169	0	0
Transfers Out (B)	28,055	0	0	0
Total Expenditures	\$2,674,018	\$3,015,654	\$2,132,918	\$2,588,509
Increase/(Decrease) in Fund Balance	(\$154,875)	(\$1,169)	(\$66,817)	(\$64,258)

(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 and 2019 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



The \$154,876 decrease in fund balance from 2018 to 2019 is due to funding the remaining costs for the expansion of CVB office space (\$28,055) and Waterway Cruiser analysis and disposition costs (\$126,821).

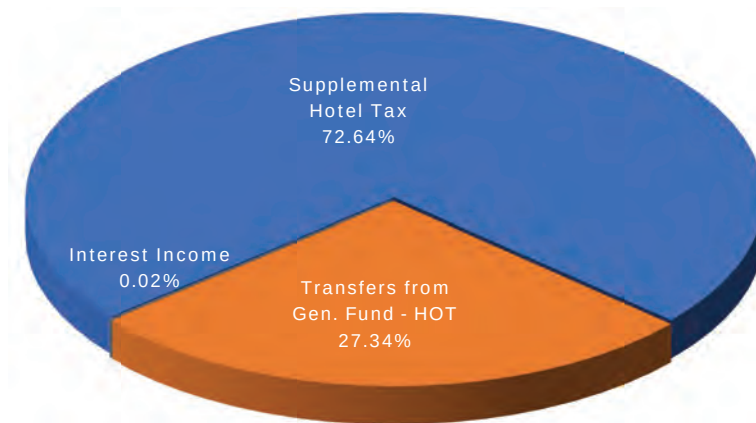
The decrease in fund balance of \$66,817 from 2019 to 2020 and \$64,258 from 2020 to 2021 is for expenses related to a new staff position. Beginning in 2022, the position will be funded by hotel tax revenue similar to other personnel costs.

REVENUES BY TYPE

Revenues	2020 Budget	2020 Forecast	2021 Budget	2020 Budget to 2021 Budget	
				\$ Change	% Change
Supplemental Hotel Tax	\$ 2,157,284	\$ 1,294,370	\$ 1,833,691	\$ (323,593)	-15.0%
Sponsorships	-	-	-	-	-
Interest Income	500	500	500	-	0.0%
Transfers from Gen. Fund - HOT	973,535	771,231	690,060	(283,475)	-29.1%
Total Revenues	\$ 3,131,319	\$ 2,066,101	\$ 2,524,251	\$ (607,068)	-19.4%

% of Total	2020 Budget	2020 Forecast	2021 Budget
Supplemental Hotel Tax	68.89%	62.65%	72.64%
Interest Income	0.02%	0.02%	0.02%
Transfers from General Fund - HOT	31.09%	37.33%	27.34%
Total	100.00%	100.00%	100.00%

2021 BUDGET % of TOTAL REVENUES

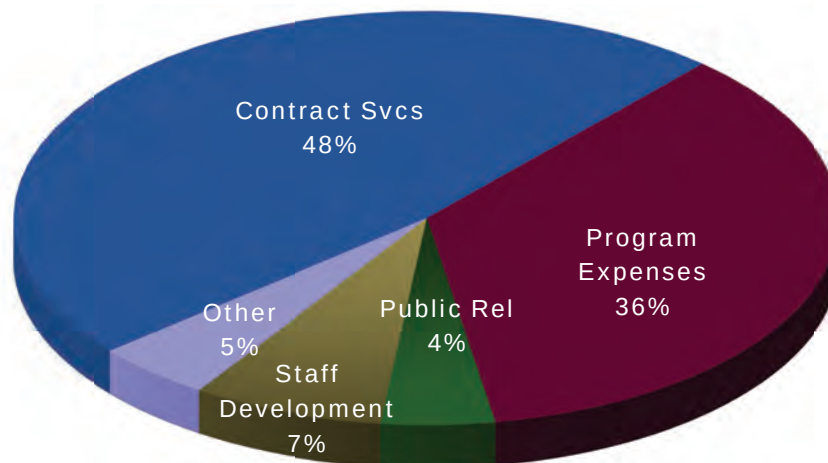


EXPENDITURES BY TYPE

Expenditures	2020 Budget	2020 Forecast	2021 Budget	2020 Budget to 2021 Budget	
				\$ Change	% Change
Staff Development	\$ 194,500	\$ 73,964	\$ 194,500	\$ -	0.0%
Facility Expense	69,350	69,350	69,350	-	0.0%
Equipment Expense	12,750	9,750 -	12,750	-	0.0%
Contracted Services	1,423,636	1,220,244	1,235,409	(188,227)	-13.2%
Program Expense	1,171,000	574,956	925,000	(246,000)	-21.0%
Public Relations	285,400	161,718 -	115,000	(170,400)	-59.7%
Administrative Expense	41,500	22,936 -	36,500	(5,000)	-12.0%
Total Expenditures	\$ 3,198,136	\$ 2,132,918	\$ 2,588,509	\$ (609,627)	-19.1%

% of Total	2020 Budget	2020 Forecast	2021 Budget
Contracted Services	44.5%	57.2%	47.7%
Program Expense	36.6%	27.0%	35.7%
Public Relations	8.9%	7.6%	4.4%
Staff Development	6.1%	3.5%	7.5%
Facility Expense	2.2%	3.3%	2.7%
Administrative Expense	1.3%	1.1%	1.4%
Equipment Expense	0.4%	0.5%	0.5%
Total	100.0%	100.0%	100.0%

2021 BUDGET % of TOTAL EXPENDITURES



**THE WOODLANDS CONVENTION & VISITORS BUREAU
EXPENDITURE ANALYSIS**

Expense Category	2020 Budget	2021 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Staff Development	\$194,500	\$194,500	\$0	0.0%

Meeting Expenses	\$12,500	\$12,500	\$0	0.0%
Staff Training & Conferences	55,000	55,000	0	0.0%
Sales Missions & Tradeshows	\$125,000	\$125,000	0	0.0%
Uniforms	2,000	2,000	0	0.0%
Total Staff Development	\$194,500	\$194,500	\$0	0.0%

Summary of Significant Increases/(Decreases)

No change from 2020 Budget to 2021 Budget

Expense Category	2020 Budget	2021 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 2020 Budget to 2021 Budget

Expense Category	2020 Budget	2021 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Equipment Expense	\$12,750	\$12,750	\$0	0.0%

Equipment	\$2,500	\$2,500	\$0	0.0%
Data Services	10,250	10,250	0	0.0%
Total Equipment Expense	\$12,750	\$12,750	\$0	0.0%

Summary of Significant Increases/(Decreases)

No change from 2020 Budget to 2021 Budget

**THE WOODLANDS CONVENTION & VISITORS BUREAU
EXPENDITURE ANALYSIS**

Expense Category	2020 Budget	2021 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Contracted Services	\$1,423,636	\$1,235,409	(\$188,227)	-13.2%

Contracted Staff Services	\$885,136	\$866,909	(\$18,227) (a)	-2.1%
Video Production	55,000	25,000	(30,000) (b)	-54.5%
Computer Support	17,000	17,000	0	0.0%
Visitor Services	65,500	65,500	0	0.0%
Website	100,000	85,000	(15,000) (c)	-15.0%
Public Relations	50,000	25,000	(25,000) (d)	-50.0%
Professional Services	200,000	100,000	(100,000) (e)	-50.0%
Account Services	-	-	0	0.0%
Photography	-	-	0	100.0%
Legal	46,000	46,000	0	0.0%
Contract Labor	5,000	5,000	0	0.0%
Total Contracted Services	\$1,423,636	\$1,235,409	(\$188,227)	-13.2%

Summary of Significant Increases/(Decreases)

(a) Contracted Staff Services	<u>(\$18,227)</u> Decrease due to adjustments to benefits selected by CVB staff
(b) Video Production	<u>(\$30,000)</u> Decrease due to less need for services in 2021
(c) Website	<u>(\$15,000)</u> Decrease in response to lower available revenues due to COVID-19
(d) Public Relations	<u>(\$25,000)</u> Decrease in response to lower available revenues due to COVID-19
(e) Production	<u>(\$100,000)</u> Decrease in response to lower available revenues due to COVID-19

**THE WOODLANDS CONVENTION & VISITORS BUREAU
EXPENDITURE ANALYSIS**

Expense Category	2020 Budget	2021 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Program Expense	\$1,171,000	\$925,000	(\$246,000)	-21.0%
Festivals/Special Events	116,000	145,000	\$29,000 (a)	25.0%
Tourism/Leisure Initiatives	20,000	20,000	0	
Advocacy & Business Development	35,000	20,000	(15,000) (b)	
Leisure Advertising	505,000	350,000	(155,000) (c)	-30.7%
International Advertising	35,000	15,000	(20,000) (d)	-57.1%
Cooperative Advertising	25,000	15,000	(10,000) (e)	-40.0%
Meetings Advertising	315,000	200,000	(115,000) (f)	-36.5%
Incentives	45,000	50,000	5,000 (g)	11.1%
RFP Bid Proposals/Fulfillment	50,000	85,000	35,000 (h)	100.0%
Trade Show Sponsorships	25,000	25,000	0	100.0%
Total Program Expense	\$1,171,000	\$925,000	(\$246,000)	-21.0%

Summary of Significant Increases/(Decreases)

(a) Festivals/Special Events	<u>\$29,000</u> Increase to generate hotel and sales tax revenues
(b) Advocacy & Business Development	<u>(\$15,000)</u> Decrease in response to lower available revenues due to COVID-19
(c) Leisure Advertising	<u>(\$155,000)</u> Decrease in response to lower available revenues due to COVID-19
(d) International Advertising	<u>(\$20,000)</u> Decrease in response to lower available revenues due to COVID-19
(e) Cooperative Advertising	<u>(\$10,000)</u> Decrease in response to lower available revenues due to COVID-19
(f) Meetings Advertising	<u>(\$115,000)</u> Decrease in response to lower available revenues due to COVID-19
(g) Incentives	<u>\$5,000</u> Increase to generate hotel and sales tax revenues
(h) RFP Bid Proposals/Fulfillment	<u>\$35,000</u> Increase to generate hotel and sales tax revenues

**THE WOODLANDS CONVENTION & VISITORS BUREAU
EXPENDITURE ANALYSIS**

Expense Category	2020 Budget	2021 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Public Relations	\$285,400	\$115,000	(\$170,400)	-59.7%
Marketing Collateral	\$94,000	\$10,000	(\$84,000) (a)	-89.4%
Current Newsletter	-	-	-	0.0%
Market Research	78,500	35,000	(43,500) (b)	-55.4%
Promotional Supplies	47,900	35,000	(12,900) (c)	-26.9%
Meeting Planner Guide	-	-	-	0.0%
Other Advertising	40,000	10,000	(30,000) (d)	-75.0%
Tear-off Maps	-	-	-	0.0%
Site Tours/FAM Tours	25,000	25,000	0	100.0%
Total Public Relations	\$285,400	\$115,000	(\$170,400)	-59.7%

Summary of Significant Increases/(Decreases)

- (a) Marketing Collateral (\$84,000)
Decrease in response to lower available revenues due to COVID-19
- (b) Market Research (\$43,500)
Decrease in response to lower available revenues due to COVID-19
- (c) Promotional Supplies (\$12,900)
Decrease in response to lower available revenues due to COVID-19
- (d) Other Advertising (\$30,000)
Decrease in response to lower available revenues due to COVID-19

Expense Category	2020 Budget	2021 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Administrative Expense	\$41,500	\$36,500	(\$5,000)	-12.0%
Printing	\$5,000	\$5,000	\$0	0.0%
Postage & Delivery	5,000	5,000	0	0.0%
Supplies	7,500	7,500	0	0.0%
Dues & Subscriptions	20,000	15,000	(5,000) (a)	-25.0%
Mileage Reimbursement	4,000	4,000	0	0.0%
Total Administrative Expense	\$41,500	\$36,500	(\$5,000)	-12.0%

Summary of Significant Increases/(Decreases)

- (a) Dues & Subscriptions (\$5,000)
Decrease in response to lower available revenues due to COVID-19

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2021 The Woodlands CVB Budget Plan



Mission

The Woodlands Convention and Visitors Bureau 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. The Bureau works with the community to create and maintain productive public and private partnerships while serving as a reliable and credible source for The Woodlands Township tourism industry. To establish The Woodlands, Texas as a beautiful, lively, and welcoming destination recognized regionally, nationally and internationally for first-class business, convention and leisure travel. 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.

Responsibilities

- 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.
- 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.

2020 Accomplishments

- **Launched New Website** – As Visit The Woodlands' primary marketing tool, the website plays a key role in fulfilling both the organization's mission and goals. The new website, which launched in June of 2020, showcases The Woodlands as a regionally, nationally & internationally recognized destination. It positions Visit The Woodlands as a leader in the DMO industry with cutting-edge design and technology, while allowing for innovative growth. The new website inspires and educates while also driving demand for hotel and retail sales tax collections.
- **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 print and digital campaigns targeted at both leisure travelers and meeting planners. The Marketing Department continues to track media placement via: website



landing pages for both the leisure and meetings markets, vanity URLs, Google Analytics, Adara and attribution reporting.

- **Marketing Collateral** – In an effort to establish Visit The Woodlands as an authority, both inside and outside of the market, The Marketing Department continues to evaluate VTW marketing tools for content, relevance and brand standards. All printed materials are updated on a regular schedule in addition to new projects being researched for viability. Current projects that fall under the Marketing Department are as follows:
 - **Visitors Guide** – A resource for visitors and meeting planners alike, the 23-page visitors guide highlights attractions, hotels, events and experiences in The Woodlands. Sections include Outdoors & Nature, Arts & Culture, Live Music & Nightlife, Dining, Shopping, Celebrations and Accommodations. The guide is updated and printed on an annual basis.
 - **Meeting Planner Guide** – As the primary sales tool for the Sales Department, the Meeting Planner Guide includes key information meeting planners need when making a decision on where to host their next meeting. The 23-page publication includes hotel profiles & meeting space layouts, unique meeting venues, VTW servicing, team building activities, group-dining options and more. The guide is updated and printed on an annual basis.
 - **Tear Off Maps** – A portable and cost-efficient map that features local attractions, hotels, shopping destinations, The Waterway Trolley route and a list of recommendations for things to see and do while in town. The map is distributed to visitors at the Market Street Visitor Services kiosk as well as the 14 hotel properties within The Woodlands. The guide is updated and printed on a quarterly basis.
 - **Current Newsletter** – Used as a tool to inform local stakeholders & industry partners on Visit The Woodlands sales and marketing efforts, the Current Newsletter is produced & distributed quarterly.
 - **Insider's Guide** – Designed for leisure and business travelers, the Insider's Guide is used to inspire people to travel to The Woodlands and entice them to visit VTW digital outlets – website, social media, e-newsletters, etc. This visitor newsletter is produced and distributed quarterly.
 - **Postcards** – Repurposing artwork from the Insider's Guide each quarter, the Marketing Department develops postcards that are used as a promotional item and a sales tool.
- **Media & Public Relations Efforts** – 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 with coverage in CNN Latinoamérica, Houston Chronicle, KPRC, *ConventionSouth*, *ABC13*, *Texas Meetings+Events*, *Smart Meetings & Houstonia* and many others.
- **Digital Marketing Efforts** – Visit The Woodlands 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. The department continues to produce monthly eNewsletters for both the leisure and meetings markets as well as host of custom website and video content, which is promoted via social media, email marketing and advertising.
- **Digital Asset Manager** – To support the growing need to store, manage and share digital assets, Visit The Woodlands implemented a Digital Asset Manager (DAM). This allows the organization to manage photo, video, audio and document assets and their associated usage rights, credit information and other key details. The software also allows Visit The Woodlands to easily share these files with media and other key stakeholders. This project was pursued at the direction of the Visit The Woodlands Marketing Committee.

2021 The Woodlands CVB Budget Plan



- **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. These organizations include:
 - **TTIA & TACVB** – Visit The Woodlands continues its membership with the Texas Travel Industry Association (TTIA) in which President Nick Wolda serves on the board and the Texas Association of Convention & Visitor Bureaus (TACVB) which Executive Director, Elizabeth Eddins, serves on the board. This involvement increases awareness of issues affecting the travel industry.
 - **Around Houston** – 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 program includes full marketing and media strategy for the 14 participating destinations surrounding Houston.
 - **Destinations International** – Visit The Woodlands continues its membership with Destinations International which is the premier education and advocacy association for travel and tourism with members across the world.
- **Sales Trade Show Participation** – To continue its mission to bring meetings business to The Woodlands, the Sales Department planned to participate in several trade shows in 2020 including: PCMA Convening Leaders Convention, TACVB Austin Sales Blitz, Smart Meetings Southwest, Cvent Connect 2020, Connect Marketplace, IMEX America, TSAE New Ideas Conference, Connect Texas, Destination Texas, and MPI PYM Houston. In light of the Covid-19 pandemic, the 2020 Travel and Tradeshow participation will be affected with the hope to still attend Smart Meetings Southwest, Cvent Connect 2020, Connect Marketplace, and Connect Texas, with the possibility of additional shows depending on the budget availability.
- **Quarterly Local Partner & Stakeholder Meetings** – Visit The Woodlands continues to hold quarterly committee and partner meetings to allow the team to discuss group sales and marketing initiatives with local partners. These partner and stakeholder meetings include the Quarterly Marketing Committee Meetings, Quarterly Sales Advisory Committee Meetings, and Quarterly All Hotel Partner Meetings, plus many more partnership-based meetings.
- **Copa Rayados Soccer Tournament** – In 2016, The Woodlands Township and Visit The Woodlands successfully enticed the Copa Rayados Internacional Soccer Tournament to relocate from the San Antonio, TX area to The Woodlands. The soccer tournament was contracted to bring in between 160-200 soccer teams over the Thanksgiving week for a 3-year agreement beginning in 2016 through 2018. In 2018, another 3-year agreement was signed with additional requirements to ensure beneficial room utilization within The Woodlands properties. In 2016, the tournament brought in 483 hotel rooms nights to The Woodlands hotels; in 2017, the tournament brought in 440 hotel rooms nights; in 2018, 1,385 hotel rooms nights were utilized; in 2019, 1,407 hotel rooms were utilized. Looking towards the 2020 Copa event, the goal is to hit 1,407 hotel rooms nights or exceed this goal. In light of the 2020 Covid-19 pandemic, staff will reassess if this is possible.
- **Connect Texas 2021 Win for The Woodlands** – The Visit The Woodlands sales department set aside funds within the approved 2020 budget to place more emphasis on welcoming meeting planners and event professionals to come and experience The Woodlands firsthand through FAM trips and site visits. With an emphasis on bringing qualified event professionals to The Woodlands, Visit The Woodlands was able to successfully book Connect Texas to The Woodlands for the 2021 event. This two- and half-day trade show brings in 75+qualified meeting professionals who specifically book business in Texas along with 75+ industry vendors.
Connect Marketplace and Connect Texas are shows attended by Visit The Woodlands sales staff on an annual basis in an effort to spread the word about The Woodlands as an ideal meetings destination and to

2021 The Woodlands CVB Budget Plan



capture new and beneficial business. In order to host Connect Texas, Visit the Woodlands is responsible for hosting the closing reception at the 2020 event and fully hosting the opening night reception for the 2021 event in The Woodlands. The Visit The Woodlands Board of Directors approved the costs associated with booking this large-scale FAM event in The Woodlands for 2021. There will be an emphasis on Connect shows and participation in 2021 to be able to accommodate the requirements as host.

- **Helmsbriscoe Partner FAM Event** – HelmsBriscoe is one of the nation’s leading third party planning companies and their associates represent many companies’ events. In 2018, Visit The Woodlands hosted the first “Meeting Planner FAM in The Woodlands” event, that brought in the Houston area HelmsBriscoe associates to experience The Woodlands and to build relationships. Over the last two years there have been many new additions to their team; and for this reason in 2020 the goal is to do a similar FAM event for the Houston Helmsbriscoe partners. The original goal was to have a June FAM event, but with the Covid-19 pandemic, this has been postponed to a future date.
- **Meeting Professionals International’s Plan Your Meeting Event Hosted in The Woodlands** – In 2019, Visit The Woodlands sales staff attended another year of the MPI PYM event in Houston. With a goal to bring more FAM events to The Woodlands and bring more Corporate Meeting Planners from the Houston area to experience The Woodlands Hotels, Visit The Woodlands successfully booked the MPI PYM 2020 event in The Woodlands. This event will take place in November and will be a half day event and will bring between 30-50 planners from the Houston market to experience The Woodlands. Visit The Woodlands will plan additional experiences around this event to round out the program and experience for the MPI PYM planners.
- **Texas Society of Association Executives Lunch and Learn Hosted in The Woodlands** – The Texas Society of Association Executives (TSAE) is a great association to meet the executives responsible for booking business on behalf of the association market. Visit The Woodlands is very involved with TSAE to learn more about the association market and to meet valuable contacts. Visit The Woodlands aggressively pursued hosting a TSAE event in The Woodlands to bring additional exposure to area hotels and the destination. TSAE has confirmed that they will host a TSAE Lunch and Learn event in The Woodlands. Due to the Covid-19 Pandemic, the original date of mid-June has been postponed and another date will be set.
- **Visitor Services Partnership** – Visit The Woodlands continues to partner with Market Street to provide visitor information and a host of resources to visitors and residents alike. The central location also allows Visit The Woodlands to have a visible presence in the community.
- **Local Awareness** – Visit The Woodlands hosts or participates in several events throughout the year to bring awareness of its mission to locals. In addition to quarterly pop-ups at Market Street, Waterway Square or other Township venues, the organization also has booths at events such as IRONMAN and The Woodlands Waterway Arts Festival.

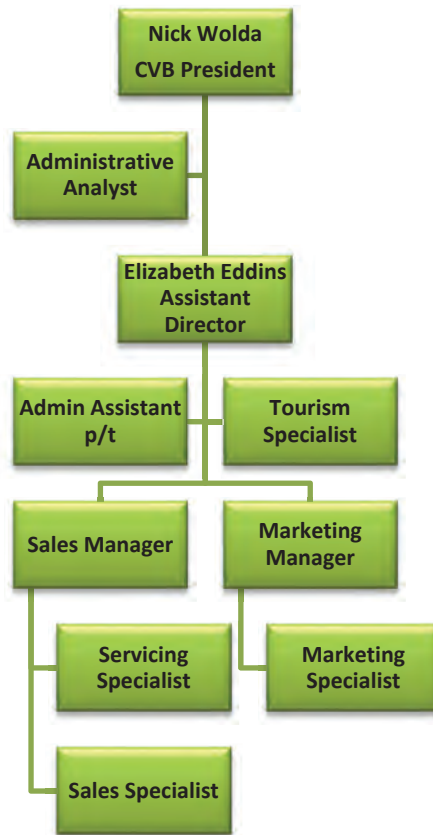
2021 Objectives

- **Marketing The Woodlands** – For 2021, Visit The Woodlands strives 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** – For 2021, Visit The Woodlands will drive convention and group business to The Woodlands via the following meeting sales initiatives:

2021 The Woodlands CVB Budget Plan



- Active lead generation through Trade Show Participation (national & international, as approved by Board of Directors)
 - Meeting Planner Familiarization Tours
 - RFP Bid Proposals (for The Woodlands to host conferences)
 - Traditional Sales Efforts (leads, servicing, incentive funds, etc.)
 - Development and execution of partner meetings to encourage a positive sales environment and partnership atmosphere in The Woodlands
- **Local Outreach** – Visit The Woodlands will 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 and convention development partners, hotel properties and other local stakeholders. As part of these efforts, the organization continues 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 trips, 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 Opportunities** – Visit The Woodlands sales team plans to continue to host meeting planner familiarization tours in 2020. This will further expose meeting planners and groups to The Woodlands and everything the destination has to offer, as well as allowing 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 Memorial Hermann IRONMAN Texas, The Woodlands Film Commission and other multi-day events 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 staff efforts.



STAFFING - FTE COUNT	Budget 2020	Budget 2021
Director of Communications/CVB President	1.00	1.00
Assistant Director of the CVB	1.00	1.00
Administrative Analyst	1.00	1.00
Marketing Manager	1.00	1.00
Sales Manager	1.00	1.00
Marketing Specialist	1.00	1.00
Administrative Assistant	1.00	1.00
Tourism Specialist	0.50	0.50
Sales Specialist	1.00	1.00
Servicing Specialist	1.00	1.00
TOTAL	9.50	9.50
Position(s) added in 2021 Budget	0.00	0.00

**The Woodlands Convention and Visitors Bureau
Department Budget Detail
(in whole dollars)**

	<u>Budget Code</u>	<u>Actual 2019</u>	<u>Budget 2020</u>	<u>Forecast 2020</u>	<u>Budget 2021</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
REVENUES							
Tax Revenue							
Supplemental HOT Revenue	110-820-4031-0000-35	2,054,596	2,157,284	1,294,370	1,833,691	(323,593)	-15.0%
		2,054,596	2,157,284	1,294,370	1,833,691	(323,593)	-15.0%
Program Revenue							
Sponsorships	110-820-4108-4017-35	5,000	-	-	-	-	
		5,000	-	-	-	-	
Other Revenue							
Interest Income	110-190-4400-0000-35	656	500	500	500	-	0.0%
Other Income	110-821-4599-0000-35	-	-	-	-	-	
		656	500	500	500	-	0.0%
Transfers In							
Operating Transfer (from GF - HOT)	110-190-4800-8080-35	954,233	973,535	771,231	690,360	(283,175)	-29.1%
		954,233	973,535	771,231	690,360	(283,175)	-29.1%
TOTAL REVENUES		3,014,485	3,131,319	2,066,101	2,524,551	(606,768)	-19.4%
GENERAL - Dept 820							
Staff Development							
Meetings	110-820-5100-0000-35	10,403	12,500	2,617	12,500	-	0.0%
Training & Conferences	110-820-5120-0000-35	46,971	55,000	20,000	55,000	-	0.0%
Uniforms	110-820-5130-0000-10	589	2,000	1,502	2,000	-	0.0%
		57,962	69,500	24,119	69,500	-	0.0%
Facility Expense							
Township Office Space	110-820-5206-0000-35	69,350	69,350	69,350	69,350	-	0.0%
		69,350	69,350	69,350	69,350	-	0.0%
Equipment Expense							
Equipment	110-820-5330-0000-35	4,333	2,500	2,500	2,500	-	0.0%
Data Services	110-820-5335-0000-35	7,606	10,250	7,250	10,250	-	0.0%
		11,939	12,750	9,750	12,750	-	0.0%
Contracted Services							
CVB Staff from The Township	110-820-5490-0000-35	744,399	885,136	824,406	866,909	(18,227)	-2.1%
Legal	110-820-5402-0000-35	23,831	46,000	46,000	46,000	-	0.0%
Contract Labor	110-820-5407-0000-35	14,580	5,000	2,500	5,000	-	0.0%
		782,810	936,136	872,906	917,909	(18,227)	-1.9%
Public Education/Relations							
Promotional Supplies	110-820-5702-0000-35	38,037	47,900	32,036	35,000	(12,900)	-26.9%
		38,037	47,900	32,036	35,000	(12,900)	-26.9%
Administrative Expense							
Supplies	110-820-5800-0000-35	3,940	7,500	4,500	7,500	-	0.0%
Dues & Subscriptions	110-820-5802-0000-35	17,523	20,000	15,000	15,000	(5,000)	-25.0%
Postage and Delivery	110-820-5801-0000-35	3,723	5,000	3,000	5,000	-	0.0%
Mileage Reimbursement	110-820-5804-0000-35	6,990	4,000	300	4,000	-	0.0%
Other Admin	110-820-5899-0000-35	-	-	-	-	-	
		32,175	36,500	22,800	31,500	(5,000)	-13.7%
TOTAL GENERAL		992,273	1,172,136	1,030,961	1,136,009	(36,127)	-3.1%

**The Woodlands Convention and Visitors Bureau
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
STRATEGIC PARTNERSHIPS - Dept 821							
Contracted Services							
Visitor Services	110-821-5475-0000-35	60,292	65,500	65,500	65,500	-	0.0%
		60,292	65,500	65,500	65,500	-	0.0%
Program Expense							
Community Festivals & Events							
Other Festivals/Special Events	110-821-5613-0000-35	153,958	116,000	36,000	145,000	29,000	25.0%
Tourism/Leisure Initiatives	110-821-5613-4115-35	-	20,000	10,000	20,000	-	0.0%
Advocacy & Business Development	110-821-5613-4116-35	-	35,000	15,000	20,000	(15,000)	-42.9%
		153,958	171,000	61,000	185,000	14,000	8.2%
Public Education/Relations							
Market Research	110-821-5709-0000-35	92,541	78,500	61,137	35,000	(43,500)	-55.4%
		92,541	78,500	61,137	35,000	(43,500)	-55.4%
TOTAL STRATEGIC PARTNERSHIPS		306,791	315,000	187,637	285,500	(29,500)	-9.4%
MARKETING - Dept 822							
Contracted Services							
Website	110-822-5470-0000-35	100,873	100,000	79,838	85,000	(15,000)	-15.0%
Video Production	110-822-5471-0000-35	16,296	55,000	30,000	25,000	(30,000)	-54.5%
Public Relations	110-822-5473-0000-35	43,095	50,000	30,000	25,000	(25,000)	-50.0%
Professional Services	110-822-5474-0000-35	140,540	200,000	125,000	100,000	(100,000)	-50.0%
Account Services	110-822-5477-0000-35	59,553	-	-	-	-	-
Photography	110-822-5478-0000-35	12,558	-	-	-	-	-
		372,915	405,000	264,838	235,000	(170,000)	-42.0%
Program Expense							
Leisure Advertising	110-822-5620-0000-35	540,381	505,000	230,000	350,000	(155,000)	-30.7%
International Advertising	110-822-5621-0000-35	20,000	35,000	2,500	15,000	(20,000)	-57.1%
Cooperative Advertising	110-822-5622-0000-35	25,000	25,000	-	15,000	(10,000)	-40.0%
Meetings - Advertising	110-822-5624-0000-35	307,953	315,000	215,000	200,000	(115,000)	-36.5%
		893,334	880,000	447,500	580,000	(300,000)	-34.1%
Public Education/Relations							
Other Advertising	110-822-5704-0000-35	37,137	40,000	2,045	10,000	(30,000)	-75.0%
Marketing Collateral	110-822-5707-0000-35	25,452	94,000	44,000	10,000	(84,000)	-89.4%
Current Newsletter	110-822-5708-0000-35	22,747	-	-	-	-	-
Meeting Planner Guide	110-822-5711-0000-35	24,671	-	-	-	-	-
Tear-off Maps	110-822-5712-0000-35	7,982	-	-	-	-	-
		117,989	134,000	46,045	20,000	(114,000)	-85.1%
Administrative Expense							
Printing	110-822-5803-0000-35	16,524	5,000	136	5,000	-	0.0%
		16,524	5,000	136	5,000	-	0.0%
TOTAL MARKETING		1,400,761	1,424,000	758,519	840,000	(584,000)	-41.0%
CONVENTION SALES - Dept 823							
Staff Development							
Sales Missions and Tradeshows	110-823-5125-0000-35	127,124	125,000	49,845	125,000	-	0.0%
		127,124	125,000	49,845	125,000	-	0.0%
Contracted Services							
Computer Support	110-823-5400-0000-35	23,000	17,000	17,000	17,000	-	0.0%
		23,000	17,000	17,000	17,000	-	0.0%
Program Expense							
Incentives	110-823-5625-0000-35	31,221	45,000	11,956	50,000	5,000	11.1%
Tradeshow Sponsorship Opportunities	110-823-5628-0000-35	21,000	25,000	23,500	25,000	-	0.0%
RFP Bid Proposals and Fulfillment	110-823-5629-0000-35	83,014	50,000	31,000	85,000	35,000	70.0%
		135,235	120,000	66,456	160,000	40,000	33.3%
Public Education/Relations							
Site Tours and FAM Tours	110-823-5713-0000-35	29,300	25,000	22,500	25,000	-	0.0%
		29,300	25,000	22,500	25,000	-	0.0%
TOTAL CONVENTION SALES		314,660	287,000	155,801	327,000	40,000	13.9%

**The Woodlands Convention and Visitors Bureau
Department Budget Detail
(in whole dollars)**

	<u>Budget Code</u>	<u>Actual 2019</u>	<u>Budget 2020</u>	<u>Forecast 2020</u>	<u>Budget 2021</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
WATERWAY CRUISERS - Dept 824							
Facility Expense							
Utilities	110-820-5220-0000-35	(162)	-	-	-	-	
Facility Repair & Maintenance	110-820-5230-0000-35	(276)	-	-	-	-	
		(438)	-	-	-	-	
Contracted Services							
Waterway Cruisers	110-823-5461-0000-35	-	-	-	-	-	
Maintenance and Operations	110-824-5401-0000-37	-	-	-	-	-	
Legal	110-824-5402-0000-37	1,608	-	-	-	-	
Consulting	110-824-5499-0000-37	-	-	-	-	-	
		1,608	-	-	-	-	
Public Education/Relations							
Advertising	110-824-5704-0000-37	-	-	-	-	-	
		-	-	-	-	-	
Administrative Expense							
Supplies	110-824-5801-0000-37	-	-	-	-	-	
		-	-	-	-	-	
TOTAL WATERWAY CRUISERS		1,169	-	-	-	-	
TOTAL EXPENDITURES		3,015,655	3,198,136	2,132,918	2,588,509	(609,627)	-19.1%
TOTAL TRANSFERS OUT		-	-	-	-	-	
TOTAL EXPENSES AND TRANSFERS OUT		3,015,655	3,198,136	2,132,918	2,588,509	(609,627)	-19.1%

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

	<u>Budget Code</u>	<u>Actual 2019</u>	<u>Budget 2020</u>	<u>Forecast 2020</u>	<u>Budget 2021</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
CVB STAFF SERVICES - Dept 510							
Salaries and Benefits							
Salaries and Wages	100-510-5010-0000-10	565,320	625,310	602,272	636,396	11,086	1.8%
Overtime	100-510-5011-0000-10	12,390	8,000	8,000	8,000	-	0.0%
Employee Benefits - FICA	100-510-5020-0000-10	38,657	47,687	46,686	49,081	1,394	2.9%
Employee Benefits - TEC	100-510-5021-0000-10	(341)	900	1,311	1,440	540	60.0%
Employee Benefits - Retirement	100-510-5030-0000-10	56,583	65,433	60,674	64,485	(948)	-1.4%
Employee Benefits - Insurance	100-510-5031-0000-10	71,463	136,903	104,903	106,815	(30,088)	-22.0%
Employee Benefits - Workers Comp	100-510-5032-0000-10	328	903	560	692	(211)	-23.4%
[Includes Allocated Cost (70% Director Comm Relations)]		744,399	885,136	824,406	866,909	(18,227)	-2.1%
Total CVB Staff Services		744,399	885,136	824,406	866,909	(18,227)	-2.1%

Transportation Fund



In This Section You Will Find:

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Statement of Revenues, Expenditures and Changes in Fund Balance	10-3
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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 95% 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, the park & ride program, and transit planning; demand response services; and a reserve for future passenger bus replacements. With the COVID-19 virus impacting operations, CARES Act grant funding is supporting a significant portion of park & ride and trolley operations in 2020 and 2021.

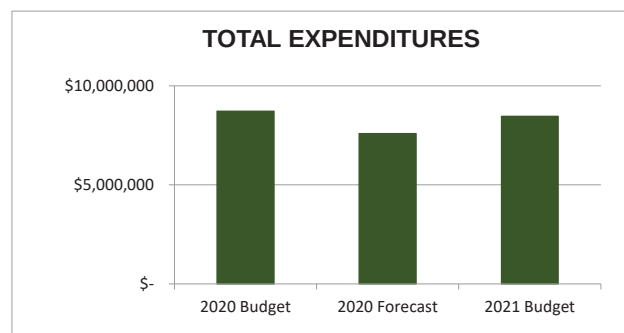
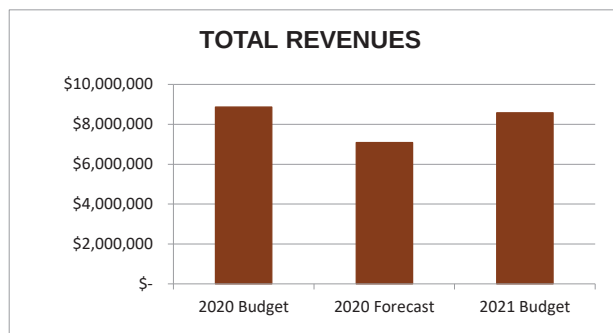
	2020 Budget	2020 Forecast	2021 Budget	\$ Inc/(Dec)	% Inc/(Dec)
TOTAL REVENUES/TRANSFERS IN	\$ 8,864,701	\$ 7,086,566	\$ 8,578,237	\$ (286,464)	-3.2%
TOTAL EXPENDITURES/TRANSFERS OUT	8,714,701	7,586,566	8,458,237	(256,464)	-2.9%
REVENUES OVER/(UNDER) EXPENDITURES	150,000	(500,000)	120,000	(30,000)	
BEGINNING FUND BALANCE	(129,909)	(129,909)	(629,909)		
ENDING FUND BALANCE	\$ 20,091	\$ (629,909)	\$ (509,909)	\$ (530,000)	-2638.0%

- The decrease in 2021 revenues is due to lower grant revenue due to the completion of 2020 capital projects for the trolley system and park & ride program and the end of funding for the transportation initiatives program.

- The decrease in 2020 expenditures is due primarily to the completion of 2020 capital projects related to the trolley system and park & ride improvements. The trolley projects covered the expansion and improvement to the trolley system infrastructure. The park & ride projects included improvements to the facilities and implementation of a mobile fare collection system. In addition, the transportation initiatives program does not have any budgeted expenses in 2021, although there is a fund balance of \$941,820 to funds projects as needed.

- The \$120,000 of revenues over expenditures in 2021 is due to: 1) \$150,000 transfer from the General Fund to fund the bus replacement reserve for the twenty-five passenger buses purchased in 2015, 2016 and 2017 for the park & ride program. This reserve funding was suspended for 2020 due to the Covid virus. 2) \$30,000 offsetting transfer out to fund pathway connectors in capital projects.

- The ending fund balance of (\$509,909) is comprised of three components: (A) a negative Park and Ride Fund Balance of (\$2,051,729), 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 \$600,000 in the bus replacement reserve; and (C) a balance of \$941,820 for Transportation Initiatives.



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**THE WOODLANDS TOWNSHIP
TRANSPORTATION FUND - 2021 BUDGET SUMMARY
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE**

REVENUES		2021 BUDGET	
CARES Act Grant Funds	\$2,187,732	CARES Act funding for Park & Ride and Trolley operations	
5307 Grant Funds (FY2017)	1,851,804	Park & Ride (grant % varies from 32% - 40%)	
5307 Grant Funds (FY2015-2016)	140,000	Transit Planning (80%)	
HGAC-CMAQ Grnat - Energy Corridor	463,897	Grant for pilot bus program	
Energy Corridor District Contribution	57,987	Local match share for pilot bus program	
State Grant Funds	421,000	Annual funding received for transportation expenses	
Total Grant Funds	5,122,420		
Bus Fares	3,025,880	232,760 round trips x \$13	
Transfers In - General Fund	45,000	Township's share of transit planning expenses (20%)	
Transfers In - General Fund	55,000	Senior Rides (100%)	
Transfers In - General Fund	80,000	Interfaith transportation services (100%)	
Transfers In - General Fund	150,000	Passenger Bus Replacement Reserve	
Transfers In - General Fund	99,937	Park & Ride program	
Total Transfers In	429,937		
Total Revenues	\$8,578,237		
EXPENDITURES		2021 BUDGET	
Park & Ride Contracted Services	\$6,866,381	Contracted bus services, security, and other expenses	
Park & Ride Operations/Administration	190,900	Facility, equipment, advertising, and admin expenses	
Trolley Operations	988,216	Staffing, facility, and equipment expenses	
Trolley Operations	22,040	Contracted trolley services	
Trolley Administration	40,700	Advertising and administrative expenses	
Transit Planning/Consulting and Legal	185,000	Consulting = \$175,000 Legal = \$10,000	
Senior Rides	55,000	Demand response services	
Interfaith	80,000	Transportation services	
Transportation Initiatives	30,000	Transfer out to fund pathway connectors	
Total Expenditures	\$8,458,237		
Revenues Over/(Under) Expenditures	\$120,000	\$150,000 transferred from the Township's General Fund for the bus replacement reserve offset by \$30,000 transfer out to fund pathway connectors	

**THE WOODLANDS TOWNSHIP
TRANSPORTATION FUND - 2021 BUDGET SUMMARY
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE**

CHANGES IN FUND BALANCE	2021 BUDGET

Beginning <u>Transportation Initiative Balance</u>	\$971,820	Projected Balance at 1/1/2021
Additional allocations to Initiatives	0	
Utilization of funds	(30,000)	Transfer out to fund pathway connectors
Ending Transportation Initiative Balance Reserve Balance	\$941,820	(A) Projected Balance at 12/31/2021
Beginning <u>Bus Replacement Reserve Balance</u>	\$450,000	Projected Balance at 1/1/2021
Additional allocations to the reserve	150,000	2021 Transfer from General Fund
Ending Bus Replacement Reserve Balance	\$600,000	(B) Projected Balance at 12/31/2021

Beginning <u>Park and Ride Fund Balance</u>	(\$2,051,730)	Projected Balance at 1/1/2021
Net Revenue Over/(Under) Expense	0	
Ending Park and Ride Fund Balance	(\$2,051,730)	(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	(\$509,910)	(A) + (B) + (C) Projected Balance at 12/31/2021

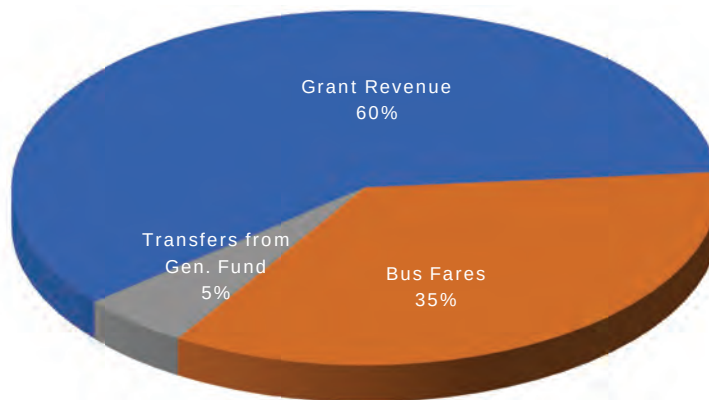


TRANSPORTATION FUND REVENUES BY TYPE

Revenues	2020 Budget	2020 Forecast	2021 Budget	2020 Budget to 2021 Budget	
				\$ Change	% Change
Grant Revenue	\$ 3,648,556	\$ 4,895,959	\$ 5,122,420	\$ 1,473,864	40.4%
Bus Fares	3,600,000	1,400,000	3,025,880	(574,120)	-15.9%
Transfers from Gen. Fund	1,616,145	790,607	429,937	(1,186,208)	-73.4%
Total Revenues	\$ 8,864,701	\$ 7,086,566	\$ 8,578,237	\$ (286,464)	-3.2%

% of Total	2020 Budget	2020 Forecast	2021 Budget
Grant Revenue	41.16%	69.09%	59.71%
Bus Fares	40.61%	19.76%	35.27%
Transfers from Gen. Fund	18.23%	11.16%	5.01%
Total	100.00%	100.00%	100.00%

2021 BUDGET % of TOTAL REVENUES



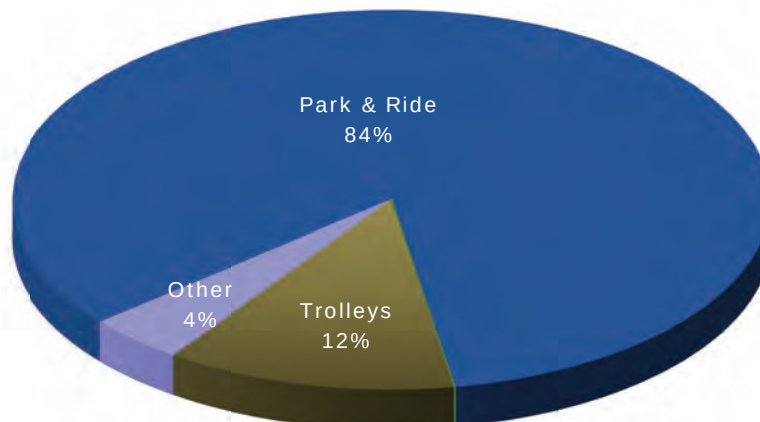


TRANSPORTATION FUND EXPENDITURES BY PROGRAM

Expenditures	2020 Budget	2020 Forecast	2021 Budget	2020 Budget to 2021 Budget	
				\$ Change	% Change
Transportation Planning	\$ 185,000	\$ 185,000	\$ 185,000	\$ -	0.0%
Other Trans Services	135,000	135,000	135,000	-	0.0%
Transportation Initiatives	500,000	500,000	30,000	(470,000)	-94.0%
Park & Ride (Operations)	5,934,761	4,845,130	7,057,281	1,122,520	18.9%
Park & Ride (Capital)	425,000	425,000	-	(425,000)	-100.0%
Trolleys	1,534,940	1,496,436	1,050,956	(483,984)	-31.5%
Total Expenditures	\$ 8,714,701	\$ 7,586,566	\$ 8,458,237	\$ (256,464)	-2.9%

% of Total	2020 Budget	2020 Forecast	2021 Budget
Transportation Planning	2.12%	2.44%	2.19%
Transit Planner	0.00%	0.00%	0.00%
Other Trans Services	1.55%	1.78%	1.60%
Transportation Initiatives	5.74%	6.59%	0.35%
Park & Ride	72.98%	69.47%	83.44%
Trolleys	17.61%	19.72%	12.43%
Total	100.0%	100.0%	100.0%

2021 BUDGET % of TOTAL EXPENDITURES



**THE WOODLANDS TOWNSHIP
TRANSPORTATION SOURCES AND USES OF FUNDS BY PROGRAM**

PARK AND RIDE OPERATIONS	2021 Budget	
Revenues		
Bus Fares	\$3,025,880	232,760 round trips x \$13
CARES Act Funds	\$1,136,776	CARES Act funding fro operations
5307 Grant Funds	463,290	40% of bus contract expenses (for leased buses)
5307 Grant Funds	1,388,514	32% of bus contract expenses (for owned buses)
State Grant Funds	421,000	
HGAC-CMAQ Grant	463,897	Grant funds for Energy Corridor pilot program
Energy Corridor District	57,987	Local match asistance for pilot program
Transfers In - General Fund	99,937	Funds to cover operations not funded by fares/grants
Total Revenues	7,057,281	

Expenditures		
Bus Contract - for buses leased by the Township (capital cost of contracting)	2,163,975	40% reimbursable
Bus Contract - for buses owned by the Township	4,339,106	32% reimbursable
Operations/Administration	554,200	
Total Expenditures	7,057,281	

Revenues Over/(Under) Expenses	\$0

Bus Replacement Reserve		
Beginning Balance at 1/1/2021	\$450,000	
Allocation from General Fund	150,000	
Ending Balance at 12/31/2021	\$600,000	

TROLLEYS	2021 Budget	
Revenues		
CARES Act Funds	\$1,050,956	100% of operating expenses
Total Revenues	1,050,956	
Expenditures		
Operations	1,050,956	100% reimbursable
Total Expenditures	1,050,956	
Revenues Over/(Under) Expenses	\$0	

THE WOODLANDS TOWNSHIP
TRANSPORTATION SOURCES AND USES OF FUNDS BY PROGRAM

TRANSIT PLANNING

2021 Budget

Revenues

5307 Grant Funds	\$140,000	80% of consulting fees
Transfers In - General Fund	\$35,000	20% of consulting fees
Transfers In - General Fund	10,000	100% of legal fees
Total Revenues	185,000	

Expenditures

Consulting Fees	175,000	(80% reimbursable)
Legal Fees	10,000	
Total Expenditures	185,000	

Revenues Over/(Under) Expenses **\$0**

OTHER TRANSPORTATION SVCS

2021 Budget

Revenues

Transfers In - General Fund	\$135,000	Funding for Senior Rides / Interfaith
Total Revenues	135,000	

Expenditures

Senior Rides	55,000	Demand response services
Interfaith	80,000	Transportation services
Total Expenditures	135,000	

Revenues Over/(Under) Expenses **\$0**

TRANSPORTATION INITIATIVES

2021 Budget

Revenues

Transfers In - General Fund	\$0	Funding for Pedestrian/Bicycle Master Plan projects
Total Revenues	0	

Expenditures

Transfer Out	30,000	Transfer to fund pathway connectors
Total Expenditures	30,000	

Revenues Over/(Under) Expenses **(\$30,000)**

SUMMARY OF TRANSPORTATION INITIATIVES

2017 Projects	Funding Available	Estimated Expense	Balance Remaining
Transportation Initiatives Fund Balance			
Pedestrian and Bicycle Master Plan Projects	\$600,000	(\$13,577)	\$586,423
Total for 2017	<u>\$600,000</u>	<u>(\$13,577)</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 Initiative Projects, net of grants		(\$107,682)	(\$107,682)
Pedestrian and Bicycle Master Plan Projects	500,000		500,000
Total for 2018	<u>\$500,000</u>	<u>(\$107,682)</u>	<u>\$392,318</u>
Transportation Initiatives Fund Balance @ 12-31-2018			
			\$978,741

2019 Projects	Funding Amount	Estimated Expense	Balance Remaining
Transportation Initiatives Fund Balance @ 1-1-2019			
			\$978,741
George Mitchell Preserve/Spring Creek Greenway Trails*		\$0	\$0
Pedestrian and Bicycle Master Plan Projects	500,000	(6,921)	493,079
Total for 2019	<u>\$500,000</u>	<u>(\$6,921)</u>	<u>\$493,079</u>
Transportation Initiatives Fund Balance @ 12-31-2019			
			\$1,471,820

2020 Projects	Funding Amount	Estimated Expense	Balance Remaining
Transportation Initiatives Fund Balance @ 1-1-2020			
			\$1,471,820
George Mitchell Preserve/Spring Creek Greenway Trails*		(\$300,000)	(\$300,000)
Pedestrian and Bicycle Master Plan Projects	0	(200,000)	(200,000)
Total for 2020	<u>\$0</u>	<u>(\$500,000)</u>	<u>(\$500,000)</u>
Transportation Initiatives Fund Balance @ 12-31-2020			
			\$971,820

SUMMARY OF TRANSPORTATION INITIATIVES

2021 Projects	Funding Amount	Estimated Expense	Balance Remaining
Transportation Initiatives Fund Balance	@ 1-1-2021		\$971,820
George Mitchell Preserve/Spring Creek Greenway Trails*		\$0	\$0
Pedestrian and Bicycle Master Plan Projects (transfer to fund pathway connectors)	0	(30,000)	(30,000)
Total for 2020	\$0	(\$30,000)	(\$30,000)
Transportation Initiatives Fund Balance	@ 12-31-2021		\$941,820

*In 2018, the Board authorized \$550,000 of the Transportation Initiatives Fund Balance to be reserved to fund projects related to the George Mitchell Preserve/Spring Creek Greenway Trails. As of July 2020, \$492,250 is still available.

**THE WOODLANDS TOWNSHIP
TRANSPORTATION FUND
SUMMARY OF AVAILABLE GRANT FUNDS**

5307 Grant Funds (FY2015/2016)

Balance 1/1/2021	\$226,189
Used for 2021 eligible expenses	(140,000)
Balance 12/31/2021	<u>\$86,189</u>

5307 Grant Funds (FY2017)

Balance 1/1/2021	\$2,850,667
Used for 2021 eligible expenses	(1,851,804)
Balance 12/31/2021	<u>\$998,863</u>

5307 Grant Funds (FY2018)

Balance 1/1/2021	\$2,612,342
Used for 2021 eligible expenses	0
Balance 12/31/2021	<u>\$2,612,342</u>

5307 Grant Funds (FY2019)

Balance 1/1/2021	\$2,737,381
Used for 2021 eligible expenses	0
Balance 12/31/2021	<u>\$2,737,381</u>

5307 Grant Funds (FY2020)

Balance 1/1/2021	\$2,777,457
Used for 2021 eligible expenses	0
Balance 12/31/2021	<u>\$2,777,457</u>

5339 Grant Funds (FY2015)

Balance 1/1/2021	\$28,173
Used for 2021 eligible expenses	0
Balance 12/31/2021	<u>\$28,173</u>

5339 Grant Funds (FY2016)

Balance 1/1/2021	\$241,544
Used for 2021 eligible expenses	0
Balance 12/31/2021	<u>\$241,544</u>

5339 Grant Funds (FY2017)

Balance 1/1/2021	\$311,570
Used for 2021 eligible expenses	0
Balance 12/31/2021	<u>\$311,570</u>

5339 Grant Funds (FY2018)

Balance 1/1/2021	\$360,124
Used for 2021 eligible expenses	0
Balance 12/31/2021	<u>\$360,124</u>

5339 Grant Funds (FY2019)

Balance 1/1/2021	\$341,532
Used for 2021 eligible expenses	0
Balance 12/31/2021	<u>\$341,532</u>

5339 Grant Funds (FY2020)

Balance 1/1/2021	\$352,382
Used for 2021 eligible expenses	0
Balance 12/31/2021	<u>\$352,382</u>

CARES Act Funds (FY2020)

Balance 1/1/2021	\$5,312,726
Used for 2021 eligible expenses	(2,187,732)
Balance 12/31/2021	<u>\$3,124,994</u>

Total Available Grant Funds	<u><u>\$13,972,551</u></u>

PARK AND RIDE BUS PURCHASES / REIMBURSEMENT TO CAPITAL REPLACEMENT RESERVE

	2015	2016	2017	2018	2019	2020	2021
CAPITAL - BUS PURCHASES							
Buses (25 total)							
	<i>5@ \$572,231</i>	<i>10 @ \$572,000</i>	<i>10 @ \$578,000</i>	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	\$2,059,106	\$2,051,730	\$2,051,730
Total Borrowed From Capital Reserve	\$572,231	\$1,144,462	\$1,347,374	-	-	-	-
Reimburse Capital Replacement Reserve (a)		(\$745,015)	\$60,081	(\$320,027)	(\$7,376)	\$0	\$0
Loan Balance at Year-End	\$572,231	\$971,678	\$2,379,133	\$2,059,106	\$2,051,730	\$2,051,730	\$2,051,730

(\$1,012,337)

(a) Annual net operating revenue generated by the Park and Ride program is used to reimburse the Capital Replacement Reserve.

2021 Transportation Budget Plan



Mission

The mission of the Transportation Department is to provide safe, convenient, courteous, and professional mobility services to all users of The Woodlands Express and Town Center Trolleys. Our mission also extends to collaborating with community partners to improve mobility throughout The Woodlands and sustain the vitality of our region. 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. The Department also works to keep the Board of Directors and residents informed and to assist in the resolution of resident issues in matters relating to streetlights, construction in the road rights-of-way, drainage and utilities.

Responsibilities

- The Woodlands Town Center Trolley Program
- The Woodlands Express Park & Ride
- Township-Assisted Senior & ADA Transportation Programs
- Infrastructure Services

2020 Accomplishments

- Transfer of Transit Assets & Trolley Operations from Brazos Transit District
- Service management during the COVID-19 pandemic and stay and home orders. Acquisition and administration of the Township's sub apportionment of the 2020 Coronavirus Aid, Relief, and Economic Recovery Act (CARES Act) formula grant funding
- Execution of cost share agreement with Energy Corridor District to cost share 20% local match requirement of the Congestion Mitigation and Air Quality (CMAQ) grant for The Woodlands Express service to the Energy Corridor District
- Selection of new Transit Consulting Services Contracts – The Goodman Corporation and SBLB, LLC
- The Woodlands Express weekend Rodeo Shuttle Service (one weekend only due to COVID-19 related cancellation of the 2020 Houston Livestock Show and Rodeo)
- Coordination for local community organization's weekend usage of the Sterling Ridge Park and Ride Facility
- Submitted and executed FY2017 FTA Section 5339 and Section 5307 grants
- General grant administration support and accounting
- Ongoing departmental budget and financial forecasting
- Oversight of contracting for Mobile Ticketing System for The Woodlands Express
- Security Guard Services agreement for transit facilities
- Continued oversight and operational improvements at all Township-owned transit facilities
- Coordination of Interlocal Agreement with the City of Conroe for administration of the Conroe-The Woodlands UZA
- Attended UZA semi-annual meetings and presented Township-related transportation matters to the Committee
- UZA Committee administrative responsibilities for Township-sponsored events/meetings
- Continued FTA training on various aspects of grant administration and compliance
- Updated Transit Asset Management Plan and performance targets integrated new transit assets

2021 Transportation Budget Plan



- Finalized and adopted Public Transportation Agency Safety Plan
- Monthly FTA National Transit Database Ridership and Safety & Security reporting
- Annual FTA National Transit Database reporting (Report Year 2019)
- Semi-annual DBE report submittals (June 1 and December 1)
- Appointment to various H-GAC transportation committees and task forces to represent the Township:
 - Technical Advisory Committee (TAC)
 - Transportation Improvement Plan (TIP) Subcommittee
 - Regional Transportation Plan (RTP) Subcommittee
 - Regional Transit Coordination Subcommittee (RTCS)
 - Transportation Air Quality Subcommittee (TAQ)
- 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 customer service communications related to transit operations – email alerts, press releases, twitter account, phone calls and ‘Express’ email inbox
- 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 administrative 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 on road construction projects and road closures

2021 Transportation Budget Plan



2021 Objectives

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.

The department will continue to 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 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.
- 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 assist in the resolution of 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.

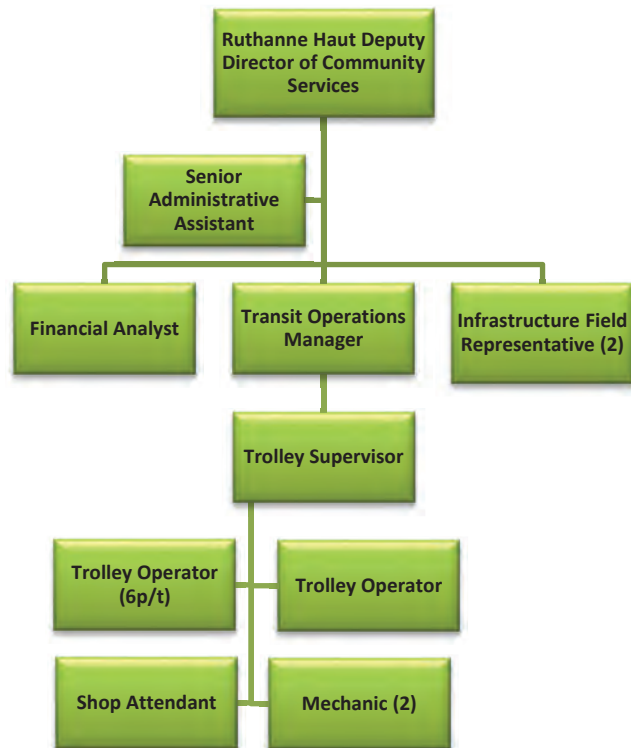
The Department will utilize the Township web site and social media outlets such as @TownshipTransit, “Notify Me” Alerts, and other means to keep residents timely informed regarding detours, special event detours, construction projects, and road and lane closures.

The Department will ensure Township compliance with local, state and federal requirements related to transportation and infrastructure services and operations.

2021 Transportation Budget Plan



Organization Chart



STAFFING - FTE COUNT	Budget 2020	Budget 2021	Change
Deputy Director of Community Services	1.00	1.00	0.00
Transit Operations Manager	1.00	1.00	0.00
Financial Analyst	1.00	1.00	0.00
Infrastructure Field Representative	2.00	2.00	0.00
Trolley Supervisor	1.00	1.00	0.00
Trolley Operator	1.00	1.00	0.00
Trolley Operator (6 p/t)	6.00	6.00	0.00
Mechanics	2.00	2.00	0.00
Shop Attendant	1.00	1.00	0.00
Sr. Administrative Assistant	1.00	1.00	0.00
TOTAL	17.00	17.00	0.00
Position(s) added in 2021 Budget	0.00	0.00	0.00

**Transportation
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
REVENUES							
Transportation Planning							
FTA 5307 Grant	600-825-4303-0016-38	156,246	140,000	140,000	140,000	-	0.0%
		156,246	140,000	140,000	140,000	-	0.0%
Park and Ride							
Fares	600-829-4110-0000-38	3,557,427	3,600,000	1,400,000	2,600,000	(1,000,000)	-27.8%
Fares - Energy Corridor	600-829-4111-0000-38	-	-	-	425,880	425,880	
FTA 5307 Grant - 40% - Leased Buses	600-829-4301-0016-38	421,851	465,826	364,612	463,290	(2,536)	-0.5%
FTA 5307 Grant - 32% - Owned Buses	600-829-4306-0016-38	1,145,960	1,398,110	1,092,928	1,388,514	(9,596)	-0.7%
State Grant Funds	600-829-4307-0019-38	422,487	421,000	421,000	421,000	-	0.0%
FTA 5307/5339 Grant - P&R Facility Impr - 80%	600-829-4305-0016-38	-	340,000	340,000	-	(340,000)	-100.0%
HGAC - CMAQ Grant Energy Corridor	600-829-4300-0021-38	-	-	-	463,897	463,897	
Energy Corridor District Contribution	600-829-4310-0021-38	-	-	-	57,987	57,987	
CARES Act Funding	600-829-4309-0020-38	-	-	1,623,205	1,136,776	1,136,776	
Other Income	600-829-4599-0000-38	22,563	-	-	-	-	
		5,570,288	6,224,936	5,241,745	6,957,344	732,408	11.8%
Trolleys							
FTA 5307 Grant - Operating & Other Admin	600-830-4302-0016-38	472,369	559,220	47,608	-	(559,220)	-100.0%
FTA 5339 Grant - Trolley Impr - 80%	600-830-4305-0015-38	17,760	324,400	324,400	-	(324,400)	-100.0%
CARES Act Funding	600-830-4309-0020-38	-	-	542,206	1,050,956	1,050,956	
		490,129	883,620	914,214	1,050,956	167,336	18.9%
Transfers In							
Operating Transfer (from GF - Trolleys)	600-830-4800-8095-38	648,834	651,320	582,222	-	(651,320)	-100.0%
Operating Transfer (from GF - Trans Planning)	600-825-4800-8095-38	39,036	45,000	45,000	45,000	-	0.0%
Operating Transfer (from GF - Other Trans Svcs)	600-827-4800-8095-38	139,046	135,000	135,000	135,000	-	0.0%
Operating Transfer (from GF - Trans Initiatives)	600-828-4800-8095-38	500,000	500,000	-	-	(500,000)	-100.0%
Operating Transfer (from GF - Park and Ride)	600-829-4800-8095-38	150,000	284,825	28,385	249,937	(34,888)	-12.2%
		1,476,916	1,616,145	790,607	429,937	(1,186,208)	-73.4%
TOTAL REVENUES/TRANSFERS IN		7,693,580	8,864,701	7,086,566	8,578,237	(286,464)	-3.2%
EXPENDITURES							
TRANSPORTATION PLANNING - Dept 825							
Contracted Services							
Consulting	600-825-5401-0000-38	194,795	175,000	175,000	175,000	-	0.0%
Legal	600-825-5402-0000-38	487	10,000	10,000	10,000	-	0.0%
		195,282	185,000	185,000	185,000	-	0.0%
TOTAL TRANSPORTATION PLANNING		195,282	185,000	185,000	185,000	-	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	77,240	80,000	80,000	80,000	-	0.0%
Other	600-827-5462-0000-38	6,806	-	-	-	-	
		139,046	135,000	135,000	135,000	-	0.0%
TOTAL OTHER TRANSPORTATION SVCS		139,046	135,000	135,000	135,000	-	0.0%
TRANSPORTATION INITIATIVES - Dept 828							
Program Expenses							
George Mitchell Preserve (Bridges/Pathways/Signage)	600-828-7036-3909-38	-	480,000	480,000	-	(480,000)	-100.0%
Mountain Bike Trail Development	600-828-7036-3910-38	-	10,000	10,000	-	(10,000)	-100.0%
San Jancinto Easements	600-828-7036-3911-38	-	10,000	10,000	-	(10,000)	-100.0%
Master Bike Plan	600-828-7036-3906-38	6,921	-	-	-	-	
		6,921	500,000	500,000	-	(500,000)	-100.0%
Transfers Out							
Fund Transfer (From Transportation to General Fund - to fund Pathway Crosswalks)		-	-	-	30,000	30,000	
		-	-	-	30,000	30,000	
TOTAL TRANSPORTATION INITIATIVES		6,921	500,000	500,000	30,000	(470,000)	-94.0%

**Transportation
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
PARK & RIDE - Dept 829							
Facility Expense							
Telephone	600-829-5210-0000-38	7,208	10,800	10,800	10,800	-	0.0%
Utilities	600-829-5220-0000-38	27,270	45,000	35,000	45,000	-	0.0%
Facility Repair & Maintenance	600-829-5230-0000-38	92,400	45,000	45,000	45,000	-	0.0%
Janitorial	600-829-5280-0000-38	17,010	18,000	18,000	18,000	-	0.0%
		<u>143,887</u>	<u>118,800</u>	<u>108,800</u>	<u>118,800</u>	<u>-</u>	<u>0.0%</u>
Equipment Expense							
Equipment Repair & Maintenance	600-829-5365-0000-38	528	5,000	5,000	5,000	-	0.0%
		<u>528</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	112,270	116,000	116,000	116,000	-	0.0%
Credit Card Fees	600-829-5406-0000-38	19,742	40,000	32,000	40,000	-	0.0%
Private Security	600-829-5416-0000-38	174,730	183,000	188,100	201,100	18,100	9.9%
Pest Control	600-829-5422-0000-38	135	1,200	1,200	1,200	-	0.0%
Electrical Repairs and Maintenance	600-829-5428-0000-38	2,258	5,000	5,000	5,000	-	0.0%
Contracted Bus Service - 40%	600-829-5463-0000-38	1,136,873	1,139,412	911,530	1,158,224	18,812	1.7%
Contracted Bus Service - 32%	600-829-5465-0000-38	3,921,368	4,269,249	3,415,400	4,339,106	69,857	1.6%
Contracted Bus Service - Energy Corridor	600-829-5466-0000-38	-	-	-	1,005,751	1,005,751	
		<u>5,367,377</u>	<u>5,753,861</u>	<u>4,669,230</u>	<u>6,866,381</u>	<u>1,112,520</u>	<u>19.3%</u>
Public Education/Relations							
Advertising	600-829-5704-0000-38	7,975	15,000	15,000	15,000	-	0.0%
		<u>7,975</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>	<u>-</u>	<u>-</u>
Administrative Expense							
Supplies	600-829-5800-0000-38	738	2,000	2,000	2,000	-	0.0%
Postage & Delivery	600-829-5801-0000-38	137	100	100	100	-	0.0%
Printing	600-829-5803-0000-38	7,211	10,000	10,000	10,000	-	0.0%
Other Admin/Contingency/Insurance	600-829-5899-0000-38	35,060	30,000	35,000	40,000	10,000	33.3%
		<u>43,145</u>	<u>42,100</u>	<u>47,100</u>	<u>52,100</u>	<u>10,000</u>	<u>0</u>
Capital Outlay							
Bus Purchase (10 buses @ \$580,000, 80% reimb)	600-829-9000-1761-38	-	-	-	-	-	
Facility Improvements (80% reimb)	600-829-9000-1870-38	-	100,000	100,000	-	(100,000)	-100.0%
Facility Improvements (80% reimb)	600-829-9000-1970-38	-	100,000	100,000	-	(100,000)	-100.0%
Facility Video Cameras (80% reimb)	600-829-9000-1871-38	-	150,000	150,000	-	(150,000)	-100.0%
Mobile Fare Collection	600-829-9000-1763-38	-	75,000	75,000	-	(75,000)	-100.0%
		<u>-</u>	<u>425,000</u>	<u>425,000</u>	<u>-</u>	<u>(425,000)</u>	<u>-100.0%</u>
TOTAL PARK & RIDE		<u>5,562,912</u>	<u>6,359,761</u>	<u>5,270,130</u>	<u>7,057,281</u>	<u>697,520</u>	<u>11.0%</u>
TROLLEYS - Dept 830							
Salaries and Benefits							
Salaries and Wages	600-830-5010-0000-38	-	-	203,257	404,344	404,344	
Employee Benefits - FICA	600-830-5020-0000-38	-	-	15,549	30,932	30,932	
Employee Benefits - TEC	600-830-5021-0000-38	-	-	1,224	2,448	2,448	
Employee Benefits - Retirement	600-830-5030-0000-38	-	-	9,843	19,580	19,580	
Employee Benefits - Insurance	600-830-5031-0000-38	-	-	16,834	33,656	33,656	
Employee Benefits - Workers Comp	600-830-5032-0000-38	-	-	2,520	4,011	4,011	
		<u>-</u>	<u>-</u>	<u>249,227</u>	<u>494,971</u>	<u>494,971</u>	
Staff Development							
Meetings	600-830-5100-0000-38	-	-	250	500	500	
Training & Conferences	600-830-5120-0000-38	-	-	2,500	5,000	5,000	
Uniforms	600-830-5130-0000-38	-	-	5,000	10,000	10,000	
		<u>-</u>	<u>-</u>	<u>7,750</u>	<u>15,500</u>	<u>15,500</u>	
Facility Expense							
Telephone	600-830-5210-0000-38	-	-	1,250	2,500	2,500	
Utilities	600-830-5220-0000-38	-	-	10,000	20,000	20,000	
Facility Repair & Maintenance	600-830-5230-0000-38	-	-	22,500	45,000	45,000	
Facility Materials & Supplies	600-830-5240-0000-38	-	-	2,500	5,000	5,000	
Janitorial	600-830-5280-0000-38	-	-	4,500	9,000	9,000	
		<u>-</u>	<u>-</u>	<u>40,750</u>	<u>81,500</u>	<u>81,500</u>	
Equipment Expense							
Equipment	600-830-5330-0000-38	-	-	10,000	20,000	20,000	
Vehicle Fuel	600-830-5360-0000-38	-	-	91,000	182,000	182,000	
Equipment Repair & Maintenance	600-830-5365-0000-38	-	-	105,643	194,245	194,245	
		<u>-</u>	<u>-</u>	<u>206,643</u>	<u>396,245</u>	<u>396,245</u>	
Contracted Services							
Trolley Services	600-830-5460-0000-38	1,111,216	1,107,600	547,276	-	(1,107,600)	-100.0%
Computer Support	600-830-5400-0000-38	-	10,840	10,840	10,840	-	0.0%
Drug Testing	600-830-5409-0000-38	-	-	2,500	5,000	5,000	
Pest Control	600-830-5422-0000-38	-	-	600	1,200	1,200	
Electrical Repairs & Maintenance	600-830-5428-0000-38	-	-	2,500	5,000	5,000	
		<u>1,111,216</u>	<u>1,118,440</u>	<u>563,716</u>	<u>22,040</u>	<u>(1,096,400)</u>	<u>-98.0%</u>

**Transportation
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	\$ Inc/(Dec)	% Inc/(Dec)
Public Education/Relations							
Advertising	600-830-5704-0000-38	6,840	-	1,500	3,000	3,000	
		6,840	-	1,500	3,000	3,000	
Other Expenses							
Supplies	600-830-5800-0000-38	-	-	600	1,200	1,200	
Printing	600-830-5803-0000-38	-	-	2,000	4,000	4,000	
Mileage Reimbursement	600-830-5804-0000-38	-	-	1,250	2,500	2,500	
Insurance	600-830-5808-0000-38	-	-	12,500	25,000	25,000	
Other Admin/Contingency	600-830-5899-0000-38	5,547	11,000	5,000	5,000	(6,000)	-54.5%
		5,547	11,000	21,350	37,700	26,700	242.7%
Capital Outlay							
Trolley Capital Projects	600-830-9000-1760-38	-	405,500	405,500	-	(405,500)	-100.0%
Trolley Capital Projects - Annunciators	600-830-9000-1873-38	15,360	-	-	-	-	
		15,360	405,500	405,500	-	(405,500)	-100.0%
TOTAL TROLLEYS		1,138,963	1,534,940	1,496,436	1,050,956	(483,984)	-31.5%
TOTAL EXPENDITURES/TRANSFERS OUT		7,043,124	8,714,701	7,586,566	8,458,237	(256,464)	-2.9%
Revenues Over/(Under) Expenditures per Year		650,455	150,000	(500,000)	120,000		
Fund Balance Related to Bus Purchase borrowings		(2,059,106)	(2,059,106)	(2,059,106)	(2,059,106)		
Repayment of funds borrowed from Capital Reserve		-	-	-	-		
Park and Ride Ops Balance		7,376	7,376	7,376	7,376		
Reserve for Park and Ride Buses		450,000	600,000	450,000	600,000		
Net Park and Ride Balance		(1,601,730)	(1,451,730)	(1,601,730)	(1,451,730)		
Other Fund Balance		1,471,820	1,471,820	971,820	941,820		
Ending Fund Balance		(129,910)	20,090	(629,910)	(509,910)		
TRANSPORTATION FUND SUMMARY BY EXPENSE TYPE:							
Salaries and Benefits		-	-	249,227	494,971	494,971	
Staff/Board Development		-	-	7,750	15,500	15,500	
Facility Expense		143,887	118,800	149,550	200,300	81,500	68.6%
Equipment Expense		528	5,000	211,643	401,245	396,245	7924.9%
Contracted Services		6,812,921	7,192,301	5,552,946	7,208,421	16,120	0.2%
Maintenance Expense		-	-	-	-	-	
Program Expense		6,921	500,000	500,000	-	(500,000)	-100.0%
Public Education/Relations		14,815	15,000	16,500	18,000	3,000	20.0%
Administrative Expense		48,692	53,100	68,450	89,800	36,700	69.1%
Capital		15,360	830,500	830,500	-	(830,500)	-100.0%
Transfers Out		-	-	-	30,000	30,000	
		7,043,124	8,714,701	7,586,566	8,458,237	(256,464)	-2.9%

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 11-27

Capital Budget – Information Technology 11-127

Capital Budget – Other 11-149

Capital Budget – Law Enforcement 11-161

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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. Costs are funded primarily by utilization of the Capital Replacement Reserve and General Fund allocations.

The Capital Projects Fund is projected to have a balance of \$63.93 million at 1/1/2021. Projected contributions of \$8.56 million, transfers out of \$2.75 million, and expenditures of \$6.65 million during 2021 will result in an ending fund balance of \$63.09 million at 12/31/2021. 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 1/1/21	Transfers In/Funding	Expenses	Transfers Out/Funding	Ending Balance 12/31/21
New Capital Projects (not funded from reserves)	\$0	\$452,800	(\$452,800)	\$0	\$0
Capital Replacement Reserve	32,057,826	6,107,200	(5,206,100)	0	\$32,958,926
Bus Purchase Receivable	2,051,729	0	0	0	\$2,051,729
Cultural Projects Reserve	851,442	140,195	0	0	\$991,637
Grogan's Mill Property Site Plan Reserve	5,195,467	0	0	0	\$5,195,467
Incorporation Reserve	15,405,467	0	0	0	\$15,405,467
Flood/Drainage Reserve	123,479	0	0	0	\$123,479
Capital Projects Carryover	2,746,841	0	0	(2,746,841)	\$0
Sales Tax Reserve	2,500,000	1,859,757	0	0	\$4,359,757
CCSA Projects Reserve	\$3,000,000	0	(1,000,000)	0	\$2,000,000
Total	\$63,932,251	\$8,559,952	(\$6,658,900)	(\$2,746,841)	\$63,086,462

Capital Projects Fund



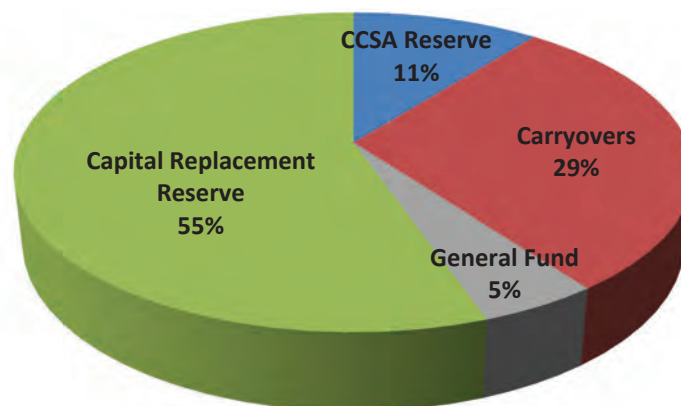
Capital Projects

A multi-year capital plan has been developed utilizing the Township's Strategic Plan and Capital Reserve Study. Projects are identified and submitted by departments for review during departmental budget meetings and by the Budget Task Force. Proposed projects are then presented to the Board in the Preliminary Budget for adoption. Adopted capital projects for 2021 are summarized on page 11-9 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, Law Enforcement and Other.

Projects budgeted for 2021 are summarized as follows:

Department	Amount
Fire Department	\$2,573,181
Parks & Recreation	4,943,253
Information Technology	995,596
Law Enforcement	70,000
Other	823,711
Total 2021 Capital Budget	\$9,405,741

Funding Sources for 2021 Capital Projects



Funding Source	Amount
Capital Replacement Reserve (replacement assets/budget initiatives)	\$5,206,100
Transfer from General Fund (new assets)	452,800
CCSA Projects Reserve	1,000,000
Carryovers	2,746,841
Total	\$9,405,741

Capital Projects Fund



Capital Projects

As illustrated in the chart on the previous page, \$452,800 (5%) of capital projects out of the total \$9.4 million Capital Budget are considered “new” assets to be funded by the Township’s General Fund with tax revenues generated during the 2021 fiscal year. The remaining projects are funded from Carryovers, the Comprehensive Community Services Agreement (CCSA) Projects Reserve, and the Capital Replacement Reserve.

Following is a summary of capital projects in the 2021 Budget that are funded by the General Fund.

Law Enforcement

Equipment	\$	70,000
		<u>70,000</u>

Parks and Recreation

PARDES Parking Lot Sealing	\$	25,000
Pathway Utility Vehicles		18,000
Pathway Connectors (Budget Initiative)		<u>30,000</u>
		73,000

Fire Department

PSAP Program (90% funded by grant)	\$	125,000
Water Rescue PPE Kits		<u>72,000</u>
		197,000

Information Technology

Phone Connection to Microsoft Teams	\$	13,100
Rob Fleming AV System		7,700
Microwave Link (Fire Department)		<u>92,000</u>
		112,800

Total	\$	<u><u>452,800</u></u>

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. The initial 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, vehicles, and facility assets. The report has been updated periodically to account for new assets not included in the original study. The purpose of the capital reserve study is to maintain a financial plan in order 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 2021 Budget and five-year plan provides for an annual allocation to the Capital Replacement Reserve of \$5,250,000. Additionally, \$37,200 is allocated to the reserve annually for the Waterway and the Town Center

Capital Projects Fund



Garage per a contractual obligation, and \$20,000 is allocated for Lake Woodlands Dam. Also included for years 2021 – 2025 is an \$800,000 annual allocation to fund the replacement of fifteen law enforcement vehicles. These funds are being held in reserve pending resolution of ownership rights to the vehicles if the Township incorporates.

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 12/31/2019, \$1,012,338 had been reimbursed, leaving a remaining receivable balance of \$2,051,729.

In 2021, \$5.2 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 1/1/2021	\$32,057,826
<u>Addition:</u>	
Annual transfer from General Fund	6,107,200
<u>Utilization:</u>	
Fund purchase of replacement assets & budget initiatives	(5,206,100)
<u>Receivable:</u>	
Net amount due from Transportation Fund for bus purchases	2,051,729
Ending Balance 12/31/2021	\$35,010,655

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 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	2019 Actual	2020 Budget	2020 Forecast	2021 Budget
Total Tax Received	\$1,335,193	\$1,438,886	\$689,308	\$1,401,950
Payment to Pavilion	1,201,674	1,294,997	620,377	1,261,755
Total Net Tax Revenue	\$133,519	\$143,889	\$68,931	\$140,195

Capital Projects Fund



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. In 2018, the Board authorized funding of \$50,000 to the Glade Arts Foundation. Estimated net earnings of \$140,195 in 2021 will bring the total reserve balance to \$991,637.

Cultural Projects Reserve	Amount
Beginning Balance 1/1/2021	\$851,442
Transfers In	140,195
Expenditures	0
Ending Balance 12/31/2021	\$991,637

Grogan's Mill Property Site Plan Reserve

The Township leased its property located at 9669 Grogan's Mill Road through September 2018. Lease revenues were accumulated in a designated reserve to fund costs associated with development of the property. The 2019 budget included \$500,000 to demolish the existing buildings and prepare the property for future site development. The 2019 budget also allocated an additional \$1.0 million to the reserve from the General Fund and Undesignated Capital Contingency Reserve, as well as adding \$1.8 million from the Undesignated Hotel Tax Reserve. In 2020, the Board authorized the construction of a parking lot on the property site in the amount of \$384,312, which will be funded with The Woodlands Development company on a 50%/50% basis. In 2021, the balance in the reserve is projected to remain at \$5,195,467 pending additional Board action.

Grogan's Mill Property Site Plan Reserve	Amount
Beginning Balance 1/1/2021	\$5,195,467
Transfers In	0
Expenditures	0
Ending Balance 12/31/2021	\$5,195,467

Incorporation Reserve

The Board established a \$2.5 million reserve in 2017 for expenses related to the potential incorporation of the Township. In 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. During 2018, \$797,060 of the reserve balance was used to fund the incorporation study, resulting in a reserve balance of \$5,701,239 at 12/31/2018.

In 2019, the board authorized an additional transfer of \$10.5 million to the Incorporation Reserve and incorporation study expenses of \$300,000. In 2020, \$380,750 was budgeted for consultant fees, public meetings

Capital Projects Fund



and other costs related to potential incorporation, which lowered the ending balance in the Incorporation Reserve to \$15,405,467. At this time, the incorporation process has been paused, and thus no additional expenses were identified for the 2021 budget year.

Incorporation Reserve	Amount
Beginning Balance 1/1/2021	\$15,405,467
Expenditures	0
Ending Balance 12/31/2021	\$15,405,467

Sales Tax Reserve

For 2020, the Board authorized the establishment of a Sales Tax Reserve. A transfer of funds from the Undesignated Capital (Contingency) Reserve of \$2.5 million provided the Township with a reserve to temporarily fund expenses in the event of a temporary downturn in sales tax receipts. Current budget projections do not indicate that the reserve will need to be utilized in 2020 or 2021. For 2021, the Board has authorized the transfer of the Bond Redemption Reserve funds balance (\$1,859,757) to the Sales Tax Reserve.

Sales Tax Reserve	Amount
Beginning Balance 1/1/2021	\$2,500,000
Transfer In	1,859,757
Expenditures	0
Ending Balance 12/31/2021	\$4,359,757

Comprehensive Community Services Agreement (CCSA) Projects Reserve

For 2020, the Board authorized the establishment of a Comprehensive Community Services Agreement (CCSA) Projects Reserve. A transfer of funds from the Undesignated Capital (Contingency) Reserve of \$4.0 million in 2020 provided the Township with a reserve to fund future projects in partnership with The Woodlands Development Company. The CCSA stipulates that the Township will fund 50% of specifically identified community projects. The Township's funding obligations total \$4.0 million, of which \$1.0 million is allocated annually during the 2020 – 2023 budget years.

CCSA Reserve	Amount
Beginning Balance 1/1/2021	\$3,000,000
Transfer In	0
Expenditures	(1,000,000)
Ending Balance 12/31/2021	\$2,000,000

Capital Projects Fund



Flood and Drainage Reserve

The Board 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 funded flood gauges and engineering studies totaling \$64,896 in 2018, and an additional \$20,000 was authorized in 2019 to help fund additional engineering projects as needed. For 2020, \$45,000 was authorized for a subsidence study.

Flood and Drainage Reserve	Amount
Beginning Balance 1/1/2021	\$123,479
Transfer In	0
Expenditures	0
Ending Balance 12/31/2021	\$123,479

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**The Woodlands Township
Capital Projects Fund Summary
(in whole dollars)**

	2020 Carryovers/Reserves	2021 Budget
<u>FUNDING SOURCES</u>		
BEGINNING FUND BALANCE		
Carryovers - prior years	-	2,746,841
Capital Replacement/Other Reserves	-	61,185,410
	-	63,932,251
TRANSFERS IN & OTHER REVENUE		
Tax Revenue (funding for new capital)	-	452,800
Tax Revenue (annual funding of capital reserve)	-	6,107,200
Tax Revenue (events admission tax)	-	140,195
	-	6,700,195
	\$ -	\$ 70,632,446
<u>CAPITAL OUTLAY</u>		
THE WOODLANDS FIRE DEPT		
Information Technology	-	125,000
Vehicles	-	-
Equipment	-	187,000
Specialty Vehicles/Equipment	499,181	1,899,181
Fire Station Improvements	-	362,000
	499,181	2,573,181
LAW ENFORCEMENT SERVICES		
MCSO Vehicles	-	-
MCSO Equipment	-	70,000
	-	70,000
PARKS AND RECREATION		
Vehicles	-	111,000
Equipment	-	15,000
PARDES Facility Improvements	80,000	105,000
Recreation Center	30,000	50,000
	110,000	281,000
PARKS		
New Park Development	-	1,000,000
Park Improvements/Renovations	338,000	1,561,400
Irrigation Improvements	600,000	60,000
Lake/Pond Improvements	91,348	136,348
Athletic Facilities Improvements	-	289,000
Aquatic Facilities Improvements	150,000	724,500
Signs/Stone Walls Improvements	91,005	451,005
	1,270,353	4,222,253
PATHWAYS		
Pathway Improvements	-	440,000
	-	440,000
INFORMATION TECHNOLOGY		
Computers & Hardware	93,596	818,096
Software & Licenses	-	177,500
	93,596	995,596
OTHER		
Building Improvements	773,711	823,711
	773,711	823,711
TOTAL CAPITAL OUTLAY	\$ 2,746,841	\$ 9,405,741
<u>TRANSFERS OUT</u>		\$ -
<u>ENDING FUND BALANCE</u>		\$ 61,226,705
<u>CAPITAL PROJECTS FUND COMPONENTS</u>		
Capital Replacement Reserve	34,109,555	35,010,655
CCSA Projects Reserve	3,000,000	2,000,000
9669 Grogan's Mill Building Reserve	5,195,467	5,195,467
Incorporation Reserve	15,405,467	15,405,467
Sales Tax Reserve	2,500,000	4,359,757
Flood/Drainage Reserve	123,479	123,479
Cultural Education Fund	851,442	991,637
Total Reserves	\$ 61,185,410	\$ 63,086,462

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THE WOODLANDS FIRE DEPARTMENT, INC.
CAPITAL BUDGET
FOR THE YEAR ENDING DECEMBER 31, 2021
(In Whole Dollars)

	<i>Prior Year Carryover</i>	<i>2020 Budget</i>	<i>2020 Forecast</i>	<i>Carry- Over</i>	<i>Budget Initiatives</i>	<i>2021 New</i>	<i>2021 Reserve</i>	<i>2021 Total</i>
<u>SOFTWARE & HARDWARE</u>								
PSAP Program	\$ -	\$ 125,000	\$ 125,000	\$ -	\$ -	\$ 125,000	\$ -	\$ 125,000
Computer Aided Dispatch	30,000	-	30,000	-	-	-	-	-
TOTAL 3-YEAR ASSETS	\$ 30,000	\$ 125,000	\$ 155,000	\$ -	\$ -	\$ 125,000	\$ -	\$ 125,000
<u>VEHICLES</u>								
Staff /Utility Vehicles	\$ 70,037	\$ 140,000	\$ 210,037	\$ -	\$ -	\$ -	\$ -	\$ -
EVT Maintenance Vehicle	-	-	-	-	-	-	-	-
TOTAL 5-YEAR ASSETS	\$ 70,037	\$ 140,000	\$ 210,037	\$ -	\$ -	\$ -	\$ -	\$ -
<u>FURNITURE, FIXTURES & EQUIPMENT</u>								
Portable Radios	\$ 26,375	\$ 188,000	\$ 214,375	\$ -	\$ -	\$ -	\$ -	\$ -
Signal Changing Device (Opticom)	151,282	-	-	-	-	-	-	-
Bunker Gear	-	448,800	448,800	-	-	72,000	-	72,000
Electronic Accountability System	14,839	24,000	38,839	-	-	-	-	-
Thermal Imaging Cameras	-	30,000	30,000	-	-	-	45,000	45,000
Training Tools and Equipment	30,000	-	30,000	-	-	-	-	-
Hazmat Gear	-	10,000	10,000	-	-	-	-	-
Extrication Tools	21,828	-	21,828	-	-	-	70,000	70,000
TOTAL 7-YEAR ASSETS	\$ 244,324	\$ 700,800	\$ 793,842	\$ -	\$ -	\$ 72,000	\$ 115,000	\$ 187,000
<u>SPECIALTY VEHICLES & EQUIPMENT</u>								
Fire Engine	\$ 21,797	\$ -	\$ 21,797	\$ -	\$ -	\$ -	\$ -	\$ -
Ladder Truck	-	1,575,000	1,575,000	-	-	-	-	-
Service Truck	499,181	-	-	499,181	-	-	-	499,181
Hazmat Truck	-	-	-	-	-	-	1,350,000	1,350,000
Brush Truck	-	150,000	150,000	-	-	-	-	-
Squad Truck	85,000	-	-	-	-	-	-	-
Rescue Boat	-	15,000	15,000	-	-	-	50,000	50,000
Utility Task Vehicle	-	-	-	-	-	-	-	-
High Profile Evacuation Vehicle	-	40,000	40,000	-	-	-	-	-
Heavy Rescue Truck	1,243,743	-	1,243,743	-	-	-	-	-
TOTAL 15-YEAR ASSETS	\$ 1,849,721	\$ 1,780,000	\$ 3,045,540	\$ 499,181	\$ -	\$ -	\$ 1,400,000	\$ 1,899,181
<u>FIRE STATIONS</u>								
Station Improvements	\$ 237,116	\$ 367,900	\$ 605,016	\$ -	\$ 100,000	\$ -	\$ 262,000	\$ 362,000
TOTAL 30-YEAR ASSETS	\$ 237,116	\$ 367,900	\$ 605,016	\$ -	\$ 100,000	\$ -	\$ 262,000	\$ 362,000
TOTAL FIRE DEPT. CAPITAL BUDGET	\$ 2,431,198	\$ 3,113,700	\$ 4,809,435	\$ 499,181	\$ 100,000	\$ 197,000	\$ 1,777,000	\$ 2,573,181

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Fire Department Capital by Project



Year	Account	CIP Category	Item	Capital Expense
2021	450-190-9000-2148-31	Computers	PSAP Program (90% funded by grant)	\$125,000
			Total Computers	\$125,000
2021	450-190-9000-2149-31	Equipment	Water Rescue PPE Kits	\$72,000
2021	450-190-9000-2150-31	Equipment	Thermal Imaging Cameras	45,000
2021	450-190-9000-2151-31	Equipment	Extrication Tools	70,000
			Total Equipment	\$187,000
2018	450-190-9000-1854-31	Specialty Vehicles	Service Truck - Carryover	\$499,181
2021	450-190-9000-2152-31	Specialty Vehicles	Hazmat Truck	1,350,000
2021	450-190-9000-2153-31	Specialty Vehicles	Rescue Boat	50,000
			Total Specialty Vehicles	\$1,899,181
2021	450-190-9000-2154-31	Fire Stations	Station Improvements	\$262,000
2021	450-190-9000-2155-31	Fire Stations	ETC Improvements - BI	100,000
			Total Fire Stations	\$362,000
			Total - Fire Department	\$2,573,181

2021 Request for Capital Asset



Department Fire Department

Project Title PSAP Project

Requested By Doug Adams

Category WFD Computers

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
MCECD Public Safety Answering Point Grant Program	1	March	\$0	\$125,000	\$125,000
Project Total	1		\$0	\$125,000	\$125,000

Project Description

Each year, the Montgomery County Emergency Communication District authorizes a \$125,000 PSAP Improvement Grant cost sharing program. Once approved by the MCECD and TWT Boards, The Woodlands would be responsible for 10% of the total project award which totals \$12,500. The funds will be used to improve and harden emergency communication systems, backups, and dispatch center improvements.

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:

There are no impacts to operating costs and/or revenue.

What other options were considered?

No other options were considered.

2021 Request for Capital Asset



Department Fire Department

Project Title Water PPE Kits

Requested By Rick Windham

Category WFD Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Water PPE Kits	36	January	\$0	\$72,000	\$72,000
Project Total	36		\$0	\$72,000	\$72,000

Project Description

This project will fund the purchase of 36 water rescue Personal Protective Equipment kits, consisting of an individually sized dry suit, a water rescue helmet, a personal flotation device (PFD), water boots, and a storage bag, for each member of the Technical Rescue Team for use during water rescue, recovery, and flood evacuation activities.

Conducting water rescues/recoveries is one of the most common emergency activities the Technical Rescue Team undertakes. These events can occur not only during flood events, where the team may be called out to evacuate a neighborhood from rising flood waters or locate and rescue individuals trapped by swift water hazards, but also during non-flood events where the team may be called out to rescue individuals from sinking vehicles or other types of search and rescue/recovery activities in the many lakes and creeks in and around The Woodlands. Each time rescue team members enter these water situations, they are exposed to all the various contaminants and hazards that reside in these waters. It is not uncommon for rescue team members to come down with some type of illness shortly after participating in these water rescue/recovery events. Dry suits also protect our firefighters against hypothermia, a very real concern after prolonged immersion in water regardless of the ambient temperature.

The technical rescue team currently has 10 dry suits of various sizes and other protective equipment for use during water activities. However, not being sized to the individual rescue team members allows contaminated water to leak inside the suit in many cases essentially becoming a wet suit and exposing the individual to the potentially contaminated water.

Describe critical success factors and service levels affected by this capital asset/project:

While there are no critical success factors directly related to employee and or citizen safety listed in the Township's Strategic Plan/Vision 2034, this equipment will significantly reduce the risk to firefighters that are required to enter potentially contaminated flood and stagnant bodies of water to perform technical rescue activities and flood victim evacuations.

2021 Request for Capital Asset



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:

Minimal impact to operating costs for regular maintenance and repair of the equipment. No impact to revenues.

What other options were considered?

Add funds to the operations account and utilize these fund to purchase this equipment over two or more years as individuals' items. A single kit costs approximately \$2,000. Another option considered is to continue to use the non-individually sized suits and continue to maintain a cache of other water rescue protective equipment. The least desirable option would be to discontinue water rescue activities where fire department personnel are required to enter potentially contaminated waters.

2021 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 Imagers	20	March	\$45,000	\$0	\$45,000
Project Total	20		\$45,000	\$0	\$45,000

Project Description

The purchase of thermal imaging cameras will 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.

This request is the continuation of the project to provide a thermal imaging camera for each on duty firefighter.

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:

Impacts to operating costs include battery replacement and maintenance

What other options were considered?

No other options were considered.

2021 Request for Capital Asset



Department Fire Department

Project Title Extrication 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
Holmatro Power Units	5	January	\$43,000	\$0	\$43,000
Conversion Upgrades	14	January	\$10,000	\$0	\$10,000
Replacement Tools	1	January	\$7,000	\$0	\$7,000
Replacement Hoses	10	January	\$10,000	\$0	\$10,000
Project Total	30		\$70,000	\$0	\$70,000

Project Description

Gas powered hydraulic rescue tools are currently deployed on all TWFD frontline fire engines. The tools vary in age ranging from 1999 models to 2014 models. Considering the advances in the gas powered hydraulic rescue tools industry and the vendor's near end of life notification of our current product, the department would like to upgrade and/or replace current units over the next two years. Currently, the department operates twin-line gas powered hydraulic rescue tools. The project would allow for replacing the twin-line technology with Holmatro Core technology which reduces the total number of connections needed to make the tool operate. The department would convert newer assests to the Core technology and replace other tools and power units with new ones. The replacement pumps are smaller and lighter than our current ones. Tool deployment would during an emergency would be faster due to reduced weight and less connections to make to the tools operational.

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 replacing and upgrading current equipment.

What other options were considered?

No other options were considered.

2021 Request for Capital Asset Carryover



Department Fire Department **Project Title** Service Truck
Requested By Doug Adams **Project Code** 450-190-9000-1854-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2020	Adjustments: (Savings)	Total Carry Over Amount
Air and Light Unit	2018	\$499,181	\$0	\$0	\$499,181
Project Total	2018	\$499,181	\$0	\$0	\$499,181

In which months of 2021 will the carry over amount be spent?

Anticipated arrival during the first quarter of 2021. Still waiting on a print approval date from Pierce Manufacturing.

Describe the reason you are requesting a carryover for this project:

The apparatus was ordered in January of 2020 with a projected completion time of 13-14 months from the manufacturer.

2021 Request for Capital Asset



Department Fire Department

Project Title Replacement Hazmat 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
Replacement Hazardous Materials Response Unit	1	January	\$1,350,000	\$0	\$1,350,000
Project Total	1		\$1,350,000	\$0	\$1,350,000

Project Description

The Woodlands Fire Department utilizes a Hazardous Materials Response Unit to mitigate hazardous material emergencies in The Woodlands and throughout the region. The replacement Hazardous Materials Truck will replace a 2003 unit currently in service at Station 2. The current unit has approximately 2900 operating hours which is equivalent to 87,000 road miles. The unit was scheduled to be replaced in FY 2019 in accordance with TWT capital reserve study.

The Hazmat Team's capabilities have expanded dramatically with advances in technology. The replacement apparatus will help address storage issues with equipment and enhance the incident management component by integrating newer technology into the vehicle.

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?

No other options were considered.

2021 Request for Capital Asset



Department Fire Department

Project Title Replacement Inflatable Evac Boats

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
Replacement Inflatable Evac Boats	2	January	\$15,000	\$0	\$15,000
Replacement 25 HP Boat Motors	4	January	\$20,000	\$0	\$20,000
Replacement 40 HP Boat Motors	2	January	\$15,000	\$0	\$15,000
Project Total	8		\$50,000	\$0	\$50,000

Project Description

This project will replace two aging small inflatable evacuation boats and several aging and underpowered boat motors. The Woodlands Fire Department currently operates 2 inflatable rescue boats, 2 inflatable evacuation boats, and 2 aluminum evacuation boats and an assortment of boat motors and spare boat motors. These smaller inflatable evacuation boats are utilized to get into flooded areas where it is difficult or impossible to get the larger aluminum evac boats and the larger inflatable rescue boats. The 2 inflatable boats being replaced in this project will be 9 years old in 2021 and are experiencing continued delamination issues and need significant repair that will approach the replacement value of the boats. This project is currently in the capital 5-year plan.

Describe critical success factors and service levels affected by this capital asset/project:

While there are no critical success factors directly related to employee and or citizen safety listed in the Township's Strategic Plan/Vision 2034, this equipment will significantly reduce the risk, to both employees and citizens, associated with a flood evacuation emergency.

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:

Negative impact to operating cost as these boats and associated motors will be new, under warranty, and require significantly less routine maintenance and repairs.

2021 Request for Capital Asset



What other options were considered?

Other options considered are to continue to repair these specific boats or replace these boats with additional aluminum evacuation boats at similar costs but estimated less maintenance costs.

2021 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	1	April - June	\$72,000	\$0	\$72,000
Chiller Replacement	1	January	\$190,000	\$0	\$190,000
Project Total	2		\$262,000	\$0	\$262,000

Project Description

Funds to be used for capital improvements for the eight existing fire stations and the Emergency Training Center in 2021 will include painting, flooring, HVAC replacement upgrades and other needed improvements to maintain facilities.

\$190,000 is requested for the replacement of Central Fire Station's HVAC Chiller. The existing chiller will be repurposed as a portable back up for use in the event of a chiller failure at Central or the ETC. This will assist the fire department with keeping the emergency communications center, emergency operations center, fire station and administration offices open and tenable during the summer months. It will also provide a needed cooling system to protect temperature sensitive communication and server equipment. The appropriate connections have already been installed at Central and the ETC to the existing chillers to allow for the use of a portable chiller.

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:

Maintenance and electrical costs associated with equipment installation.

What other options were considered?

No other options were considered.

2021 Request for Capital Asset



Department	<u>Fire Department</u>	Project Title	<u>ETC Warehouse Upgrades - BI</u>
Requested By	<u>Budget Initiative</u>	Category	<u>WFD Fire Stations</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
ETC Warehouse Upgrades	1	January	\$100,000	\$0	\$100,000
Project Total	1		\$100,000	\$0	\$100,000

Project Description

The fire department constructed a storage warehouse at the ETC in FY 2019 to provide additional storage space. Fleet maintenance is currently being conducted at Fire Station 8 where an additional 24 hour Cypress Creek EMS medic unit was added in August of 2020. This request will provide funding to provide electrical service, water service, and climate controlled storage and office space to the warehouse. All of the heavy duty maintenance lifts and equipment will be moved from Fire Station 8 to the ETC warehouse.

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:

Costs of utility usage.

What other options were considered?

Operate under current conditions



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THE WOODLANDS TOWNSHIP
CAPITAL BUDGET
FOR THE YEAR ENDING DECEMBER 31, 2021
(In Whole Dollars)

	<i>Prior Year Carryover</i>	<i>2020 Budget</i>	<i>2020 Forecast</i>	<i>Carry- Over</i>	<i>Budget Initiatives</i>	<i>2021 New</i>	<i>2021 Reserve</i>	<i>2021 Total</i>
<u>PARKS & RECREATION</u>								
<u>Vehicles</u>								
Maintenance Vehicles - Trucks	\$ 54,000	\$ -	\$ 54,000	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance Vehicles - Dump Truck	-	-	-	-	-	-	45,000	45,000
Maintenance Vehicles - Buggy	-	18,000	18,000	-	-	18,000	18,000	36,000
Maintenance Vehicles - Electric Carts	-	30,000	27,718	-	-	-	30,000	30,000
Total	\$ 54,000	\$ 48,000	\$ 99,718	\$ -	\$ -	\$ 18,000	\$ 93,000	\$ 111,000
<u>Furniture, Fixtures & Equipment</u>								
Special Events Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Bikes	-	-	-	-	15,000	-	-	15,000
Wood Chipper	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ 15,000
<u>PARDES Facility Improvements</u>								
Facility Improvements	\$ 78,125	\$ 172,000	\$ 45,740	\$ 80,000	\$ -	\$ 25,000	\$ -	\$ 105,000
Total	\$ 78,125	\$ 172,000	\$ 45,740	\$ 80,000	\$ -	\$ 25,000	\$ -	\$ 105,000
<u>Recreation Center</u>								
Facility Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000
Bear Branch Rec Center	60,000	100,000	130,000	30,000	-	-	-	30,000
Rob Fleming Rec Center	-	-	-	-	-	-	-	-
Total	\$ 60,000	\$ 100,000	\$ 130,000	\$ 30,000	\$ -	\$ -	\$ 20,000	\$ 50,000
<u>PARKS</u>								
Town Center Parks	\$ 130,373	\$ 179,000	\$ 169,373	\$ 50,000	\$ -	\$ -	\$ 137,000	\$ 187,000
Irrigation Improvements	-	30,000	30,000	-	30,000	-	30,000	60,000
Bear Branch Master Plan	-	600,000	-	600,000	-	-	-	600,000
Park Improvements	344,167	700,000	546,370	288,000	135,000	-	351,400	774,400
All Weather Turf Fields	-	-	-	-	-	-	-	-
Lake/Pond Fountain Replacements	50,000	50,000	8,652	91,348	15,000	-	30,000	136,348
Athletic Facilities Improvements	64,206	276,250	340,456	-	-	-	289,000	289,000
Aquatic Facilities Improvements	210,738	519,553	462,031	150,000	12,000	-	562,500	724,500
Signs/Stone Walls Improvements	91,005	30,000	-	91,005	300,000	-	60,000	451,005
Total	\$ 890,489	\$ 2,384,803	\$ 1,556,882	\$ 1,270,353	\$ 492,000	\$ -	\$ 1,459,900	\$ 3,222,253
<u>PATHWAYS</u>								
Pathway Improvements	\$ 11,318	\$ 300,000	\$ 111,318	\$ -	\$ -	\$ 30,000	\$ 410,000	\$ 440,000
Total	\$ 11,318	\$ 300,000	\$ 111,318	\$ -	\$ -	\$ 30,000	\$ 410,000	\$ 440,000
<u>NEW DEVELOPMENT</u>								
New Parks (New Developments)	\$ 663,469	\$ 1,000,000	\$ 1,663,469	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000
Total	\$ 663,469	\$ 1,000,000	\$ 1,663,469	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000
Total for PARD	\$ 1,757,401	\$ 4,004,803	\$ 3,607,127	\$ 1,380,353	\$ 507,000	\$ 73,000	\$ 2,982,900	\$ 4,943,253

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Parks & Recreation Capital by Project



Year	Account	CIP Category	Item	Capital Expense
2021	430-190-9000-2116-31	Vehicles	Pathway Utility Vehicles	\$ 36,000
2021	430-190-9000-2117-31	Vehicles	Electric Carts	30,000
2021	430-190-9000-2118-31	Vehicles	Dump Truck	45,000
			Total Vehicles	\$ 111,000
2019	430-190-9000-1922-31	PARDES Facility	Parking Lot Expansion - Carryover	\$ 80,000
2021	430-190-9000-2119-31	PARDES Facility	Parking Lot Sealing	25,000
			Total Equipment	\$ 105,000
2021	430-190-9000-2120-31	Town Center	Town Center Equipment	\$ 37,000
2021	430-190-9000-2121-31	Town Center	Waterway Fountain Improvements	100,000
2020	430-190-9000-2020-31	Town Center	Town Center Streetscape - Carryover	50,000
			Total Town Center	\$ 187,000
2021	430-190-9000-2122-31	Irrigation System	Irrigation System	\$ 30,000
			Total Irrigation	\$ 30,000
2020	430-190-9000-2025-31	Park Improvements	Bear Branch Playground - Carryover	\$ 600,000
2021	430-190-9000-2123-31	Park Improvements	Playground Improvements	280,000
2021	430-190-9000-2124-31	Park Improvements	Bonny Branch Playground - BI	135,000
2021	430-190-9000-2125-31	Park Improvements	Multipurpose Rink	50,000
2020	430-190-9000-2031-31	Park Improvements	Park Amenities - Carryover	48,000
2020	430-190-9000-2030-31	Park Improvements	Pavilion Improvements - Carryover	40,000
2020	430-190-9000-2028-31	Park Improvements	Park Signs - Carryover	10,000
2019	430-190-9000-1929-31	Park Improvements	Timarron Parking Lot - Carryover	10,000
2020	430-190-9000-2026-31	Park Improvements	Major Park Renovation - Carryover	125,000
2021	430-190-9000-2126-31	Park Improvements	Alden Bridge Sports Scoreboard	21,400
2020	430-190-9000-2029-31	Park Improvements	Boardwalk Improvements - Carryover	15,000
2014	430-190-9000-1406-31	Park Improvements	Facility Access Control - Carryover	40,000
			Total Park Improvements	\$ 1,374,400
2018	430-190-9000-1828-31	Lake/Pond	Desiltation	\$ 50,000
2020	430-190-9000-2032-31	Lake/Pond	Lake & Pond Improvements - Carryover	41,348
2021	430-190-9000-2127-31	Lake/Pond	Lake Paloma Study - BI	15,000
2021	430-190-9000-2128-31	Lake/Pond	Lake Paloma Pump - BI	30,000
2021	430-190-9000-2129-31	Lake/Pond	Lake & Pond Improvements	30,000
			Total Lake/Pond	\$ 166,348

Parks & Recreation Capital by Project



Year	Account	CIP Category	Item	Capital Expense
2021	430-190-9000-2130-31	Athletic Facilities	Tennis Court Resurfacing	\$ 52,000
2021	430-190-9000-2131-31	Athletic Facilities	Tennis Court Fencing	57,000
2021	430-190-9000-2132-31	Athletic Facilities	Court Lights - LED Conversion	180,000
			Total Athletic Facilities	\$ 289,000
2021	430-190-9000-2133-31	Aquatic Facilities	Pool Deck Refurb/Plaster	\$ 160,000
2021	430-190-9000-2134-31	Aquatic Facilities	Swim Team Equipment	5,000
2021	430-190-9000-2135-31	Aquatic Facilities	Themed Slides - Lakeside	20,000
2021	430-190-9000-2136-31	Aquatic Facilities	Themed Slides - Forestgate	160,000
2021	430-190-9000-2137-31	Aquatic Facilities	Pool Aerators - BI	12,000
2021	430-190-9000-2138-31	Aquatic Facilities	Pool Furniture	17,500
2021	430-190-9000-2139-31	Aquatic Facilities	Water Bikes - BI	15,000
2020	430-190-9000-2041-31	Aquatic Facilities	Pool Play Structure - Carryover	150,000
2021	430-190-9000-2140-31	Aquatic Facilities	Pool Play Structure	200,000
			Total Aquatic Facilities	\$ 739,500
2017	430-190-9000-1735-31	Sign/Stone Wall	Directional Signs - Carryover	\$ 91,005
2021	430-190-9000-2141-31	Sign/Stone Wall	Monument Signs	60,000
2021	430-190-9000-2142-31	Sign/Stone Wall	Old Egypt Ln Monument Sign - BI	300,000
			Total Sign/Stone Wall	\$ 451,005
2021	430-190-9000-2143-31	Pathways	Pathway Improvements	\$ 400,000
2021	430-190-9000-2144-31	Pathways	Pathway Connectors - BI	30,000
2021	430-190-9000-2145-31	Pathways	Panther Creek Nature Trail Bridge	10,000
			Total Pathways	\$ 440,000
2020	430-190-9000-2052-31	Recreation Center	Bear Branch Roof - Carryover	\$ 30,000
2021	430-190-9000-2146-31	Recreation Center	Bear Branch Interior Gym	20,000
			Total Recreation Center	\$ 50,000
2021	440-190-9000-2147-31	New Development	New Development	\$ 1,000,000
			Total New Development	\$ 1,000,000
			Total - Parks & Recreation	\$ 4,943,253

2021 Request for Capital Asset



Department Park Operations

Project Title Pathway Utility Vehicle

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	2	January	\$18,000	\$18,000	\$36,000
Project Total	2		\$18,000	\$18,000	\$36,000

Project Description



Due to the daily use of these vehicles it is estimated that the useful life is approximately 4 years with proper care and maintenance. These units are imperative to the Park Rangers Program as it allows pathway patrols (average of 120-130 hours per week) within the Township's pathway system. Pathway units 129 and 134 have had extensive use during pathway patrol and are consistently used by other divisions during special maintenance projects and special events. Unit 129 has 10,535 miles & 1,800 hours on it and is less than 3 years old. Unit 134 has 10,776 miles & 1,882 hours on it and is about 3 years old. Industry standard has been explained by the dealership/repair shops that anything over 10,000 miles is considered a high mileage vehicle. Replacing these units 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 20 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 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. Another vehicle

2021 Request for Capital Asset



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.

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 exposure. This is created by the mixture of ambient temperature and engine heat (directly under driver). The current Pathway Utility Vehicle comes with a fan and moveable windshield to help with this issue. 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 (4 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 as individual repairs on these units can exceed \$2,000. Continue to rent units to fill in for in repair units at a cost of \$8,400 per year.
- Decrease the available number of pathway hours each week.

2021 Request for Capital Asset



Department Town Center

Project Title Electric Carts

Requested By Karl Shaw

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 Vehicle – Town Center Rangers	1	January	\$30,000	\$0	\$30,000
Project Total	1		\$30,000	\$0	\$30,000

Project Description

The purpose of this request is to replace the oldest and/or least efficient GEM vehicle in use by the Town Center Ranger staff during daily patrols and inspections.

Town Center Rangers Program & Duties

The Town Center Ranger program currently has 23 positions. Shifts last from 6 a.m. through to 4 a.m. daily, with between two to six Rangers on duty at all times, 364 days per year. The Town Center Rangers are required to patrol the Town Center area, primarily the Waterway Corridor including Hughes Landing, to perform incidental and routine maintenance, perform inspections, complete reports, and assist with the set-up and take-down of various events produced by the Township held at Town Green and Waterway Square Park.

Global Electric Motor Vehicles

Currently, the Township's Ranger program has seven (7) GEM (Global Electric Motor) vehicles in service. There are times during daylight and evening hours when there are as many as six (6) Rangers on patrol at a given time, with others cycling in during shift changes, thus seven (7) GEMs allows for full utility of all Ranger staff if one or two GEMs is being repaired or having routine maintenance. It should be noted that the nearest service shop is in College Station.

This electric vehicle will replace unit #7 purchased for the program in early/mid 2016. That unit will be five (5) years old by the time the new GEM arrives and is received. Based on manufacturers' recommendations as well as staff observations, current GEM vehicles in service for the better part of 22 hours per day year-round including stop-and-start driving should be replaced every 4-5 years.

2021 Request for Capital Asset



Above: GEM #7, front and rear: note missing passenger side mirror.

The newer models by GEM are improving and last longer. New e2 GEM's have batteries that charge three times faster and last longer than earlier models; LED lighting cuts down electric usage and extends the charge of the vehicles. Polaris Fun Center, the vendor from which all previous purchases have been made, presented modest price increases in 2019 and in 2020, but has indicated that we should be prepared for as much as a *10% increase* in price by 2021, which is factored into this request. The final purchase price of GEM #13 in January 2020 was \$27,718, so by maintaining a budget of \$30,000 again this will leave approximately \$2,282 for potential price increases in the coming year. Other resources and bidders will be sought to determine best use of Township funds.



Above: The newest GEM, #13, was received on time and under budget in spring 2020

The replacement GEM will be a model of which we currently have five (5) of seven (7) in service; this is the same newer, smaller model that was purchased in 2020 (*GEM #13 shown above*). These smaller units allow staff to utilize the pathway system as primary transportation, with tighter turning radii and longer battery life. The longer and heavier GEMs, of which the Township has two (2) in service, are

2021 Request for Capital Asset



used for transporting equipment and materials to/from events, cleaning up spills and vehicle debris from road collisions, and generally provide greater capacity for hauling - but have more limited mobility. The smaller models will average as many as 60 miles per charge while the heavier, long bed models can only go approximately 40 miles per charge. GEM #8 and #10 are larger units and will be considered for replacement in 2022 and 2023, respectively, which will very likely require a larger budget than during this current cycle.

Mileage (April 1, 2020):	#7	#8	#9	#10	#11	#12	#13	#115 (LEBH)
	13,121*	17,913	13,192	11,869	5,563	6,923	143	3,041

Repair Costs, GEM #7:	2016	2017	2018	2019	2020 YTD (Apr.)
	N/A	\$107.00	\$812.50	\$1,382.14	\$2,971.64

**GEM #7 has lower mileage than #8 due to long durations of time spent in the repair shop over multiple years. There were no costs to the repairs in 2016, and minimal costs in 2017, because repairs were done under initial factory warranty.*

Describe critical success factors and service levels affected by this capital asset/project:

The GEMs 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, Waterway Square, out to Lake Robbins, and points between within 3-5 minutes as opposed to a 20 to 25+ minute walk.

Impact to Operating Cost(s) and/or Revenue:

Having these electric vehicles allows staff to use company vehicles and not their own, for which use the Township would have to reimburse mileage at a much higher rate than GEM electricity usage.

What other options were considered?

Continue to use current GEM vehicles and pay higher repair costs out of the operating budget while dealing with ever-increasing down time of each vehicle, with the understanding that each will eventually be beyond reasonable repair, reducing fleet size and utility. Alternately and/or jointly, agree to pay the higher costs of mileage reimbursement for personal vehicle use – eliminating the ability for Rangers to drive down the pedestrian pathway system or the Waterway Corridor trolley path.

2021 Request for Capital Asset



Department Park Operations

Project Title Fleet 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
1-ton dump truck	1	January	\$45,000	\$0	\$45,000
Project Total	1		\$45,000	\$0	\$45,000

Project Description

Unit 16 is a 1990 Chevy Kodiak dump truck (Big White). This unit served the Township for many years. While it only has 46,000 miles, it typically would not meet the mileage requirement for replacement, but it does meet the 10-year operational year requirement by and additional 20 years. Overall, it has been a challenge to operate for several years due to the following factors:

- To operate the current vehicle the driver must possess a Commercial Driver's License. No Township staff currently employed holds a CDL status
- To make the most of this asset, multiple drivers would need to hold the CDL status.
- The truck has become mechanically unreliable. The vehicle was diagnosed with a battery drain problem. In 2019, multiple repairs shops were unsuccessful in locating the source of the problem. Additional repairs were also required (clutch/transmission).
- While one of the original purposes of having a truck this large was for high water rescues, WFD now has multiple assets to assist with this function.
- The truck is too large to access areas where heavier loads are required, i.e. GMNP. The current smaller dump truck is a key success factor in taxing the needed materials to work locations along the trails.

Unit to be replaced



2021 Request for Capital Asset



Typical 1 ton unit to be purchased



Describe critical success factors and service levels affected by this capital asset/project:

Staff would have the ability to complete work in less time. Will allow for multiple projects and divisions to execute completion of Work Orders without delay.

Impact to Operating Cost(s) and/or Revenue:

No revenue is generated from the use of this purchase; however, without this unit operation deficiencies may occur including staff time and other means of rental to be utilized to meet the demand of the work.

What other options were considered?

- Maintain use of the 1 existing unit, with reduced efficiency and production
- Rent a dump unit as needed, yearly cost would not make good use of budgeted funds. Rental budget would increase yearly.

2021 Request for Capital Asset Carryover



Department Park Operations **Project Title** PARDES Parking Lot Expansion
Requested By Accounting **Project Code** 430-190-9000-2018-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2020	Adjustments: (Savings)	Total Carry Over Amount
PARDES Parking Lot Expansion	2020	\$140,000	\$4,412.10	\$55,587.90	\$80,000
Project Total	2020	\$140,000	\$4,412.10	\$55,587.90	\$80,000

In which months of 2021 will the carry over amount be spent?

The months in which this carryover amount will be spent are to be determined.

Describe the reason you are requesting a carryover for this project:

This project was an approved capital project for the 2020 budget year. \$80,000 is being requested as a carryover for 2021 and the remaining \$55,587.90 will be released/deferred until 2022.

2021 Request for Capital Asset



Department	<u>Parks Planning</u>	Project Title	<u>Parking Lot – PARDES Campus</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
Parking Lot	1	February	\$0	\$25,000	\$25,000
Project Total	1		\$0	\$25,000	\$25,000

Project Description

The application of sealant is a standard part of maintaining an asphalt surface; it is required to preserve and extend the lifespan of the asphalt. The Parks and Recreation campus (PARDES), located at 8203 Millennium Forest Drive, 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 daily. There are also regularly scheduled meetings and training sessions that take place at this campus.

This project is to seal the newly expanded and adjacent asphalt parking lot (approximately 19,000 SF) at the PARDES Campus. This new parking lot is asphalt, which requires a 10-12 month cure time before it is completely sealed. It also includes sealing the remainder of the asphalt parking lot (approximately 26,000 SF), which has not been done in over 10 years and is needed.

At this campus, there are 70 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).



Describe critical success factors and service levels affected by this capital asset/project:

- Required for maintenance and extension of life of asphalt.

Impact to Operating Cost(s) and/or Revenue:

There will be no impacts to operating cost(s) and/or revenue.

What other options were considered?

None; required standard for asphalt parking lot

2021 Request for Capital Asset



Department Town Center

Project Title Town Center Equipment

Requested By Karl Shaw

Category Town Center Parks

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	January	\$37,000	\$0	\$37,000
Project Total	1		\$37,000	\$0	\$37,000

Project Description

The purpose of this request is to procure necessary replacement equipment and fixtures for various Town Center facilities as said equipment reaches the limit of its useful life expectancy and/or fails during operation. In some cases, this fund is also typically used to procure back-ups for equipment or fixtures with long lead times in order to avoid amenity downtime.

Waterway Square Stage Equipment

The Waterway Square stage has become a focal point of various special events and programs, including Waterway Nights and Red, Hot & Blue. As such it is important to keep it in top shape and be prepared for eventual and recurring needs. Possible replacement equipment for the Waterway Square stage, including projector, screen, fabric covering, speakers and audio system, and controls, are included in the request.



Town Center Fixtures

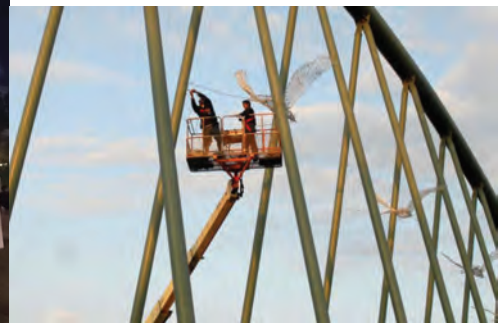
This portion of the Capital request addresses the as-needed replacement of benches, trash cans, drinking fountains, light and banner poles, signage, holiday decorations, and other site amenities in the Town Center Parks (Waterway Square, Town Green, Riva Row, Millennium Mew, Lakes Edge, Water

2021 Request for Capital Asset



Garden, and in other public areas.) These fixtures either need to be replaced or re-coated on an as-needed basis. This is a result of the outdoor environment including but not limited to chlorinated water and mists from the Waterway Square Fountains and Grandma's Purse and high daily/annual visitor numbers in Town Green Park. With the high volume of events that utilize Town Green Park and Waterway Square, this fund prepares the Township to keep our amenities safe and usable.

In 2020, this fund was used to successfully convert various green banner pole lights in Town Green Park, Riva Row Park, and Waterway Square to LED fixtures – resulting in greatly reduced maintenance costs in the ensuing months. For 2021 staff would look to extend this LED conversion project into other Town Center lighting fixtures – i.e. the ~100 vent lights inside Waterway Square.



Describe critical success factors and service levels affected by this capital asset/project:

Maintains existing service levels.

This project improves the quality of the resident Parks & Recreation experience, maintains and improves community pride of place, and maintains and improves overall Town Center attractiveness to future special events and visitors.

2021 Request for Capital Asset



By keeping up with necessary equipment replacements and upgrades, the Township improves likelihood of resident satisfaction with the Town Center Parks and the overall Parks system.

Impact to Operating Cost(s) and/or Revenue:

This is for planned replacement of Town Center equipment, thus to avoid operational downtime of parks and amenities which negatively impact satisfaction of residents and local businesses as well as potentially negatively impacting program revenues for Special Events and Township Signature Races. In the unlikely but possible scenario of emergency replacement of existing equipment or fixtures not in stock, this fund would be used in part to react to those needs as well.

What other options were considered?

This recurring project is fully funded through Capital Reserves and is part of the five-year plan.

If this project is not funded, the result would be not replacing equipment and/or not having back-up equipment at the ready; therefore, using operating funds to purchase as needed – accepting possibly lengthy loss of amenity usage times as well as higher future costs in a time of urgent need.

2021 Request for Capital Asset



Department	Town Center	Project Title	Waterway Fountains Improvements
Requested By	Karl Shaw	Category	Town Center Parks

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Waterway Fountains Improvements	1	January	\$100,000	\$0	\$100,000
Project Total	1		\$100,000	\$0	\$100,000

Project Description

This funding is identified in the most recent Capital Reserve Study and is in the Five-Year Plan.

The purpose of this request is to procure necessary replacement filtration and feature equipment and fixtures for the various Waterway Fountains (including the Fountains at Waterway Square, and the fountains located at the Upper and Lower Turning Basins, all of which are the responsibility of The Woodlands Township) as said equipment and fixtures reach the limit of its useful life expectancy and/or fails during operation.

Fountains at Waterway Square

The Fountains at Waterway Square are expected to run daily, and in recent cycles the Township has spent large sums maintaining and renovating them to make this possible.

However, there are still equipment and fixtures that were not part of the 2018-2020 renovations scope which remain from the original 2008-2009 design. An example of this is the chiller unit, used as part of the HVAC system in the pump room (pictured below). It has reached the limit of its useful life and needs to be replaced due to growing coolant leaks, advancements in technology, and 12+ years of operation within a semi-caustic environment.



Estimated costs to replace this chiller range from \$35,000 to \$40,000 inclusive of labor and materials.

2021 Request for Capital Asset



Replacement and upgrades of other existing equipment is also necessary from time to time to ensure that the main fountain and Grandma's Purse are kept clean, efficient, and operational for residents and visitors. Because it is important to be prepared to replace equipment that runs 24 hours per day (365 days per year) it is necessary to have back-up motors (up to 40 HP), chemical feeder systems, filters, impellers, lighting, sump pumps, HVAC systems, and computer systems. Due to the size and custom-design nature of the facilities, these items can be special orders that can take days, weeks, or even months to receive thus having backups reduces downtime and inconvenience to residents, visitors, and event organizers.

Other specific needs at Waterway Square include but are not limited to preventative maintenance and emergency repairs- including filling suspected leaks in the main fountain lower catch basins and water wall using an expanding foam treatment (i.e. Uretek) and replacing expansion joints and tiles in the lower catch basin, etc.



Upper & Lower Turning Basin Fountains

These amenities were conveyed to the Township in the past three years. The Upper (or Mall Ring Road) Turning Basin Fountains have been in operation for over a decade and some equipment and fixtures need replacement to maintain functionality and efficiency currently. The Lower (or Riva Row, pictured below at left) Turning Basin Fountains were built and conveyed in 2015-2016 and are newer, so these fountains have minimal needs at this time. However, a portion of this fund may be needed to replace equipment or fixtures that fail during normal operation.





Describe critical success factors and service levels affected by this capital asset/project:

Maintains existing service levels.

This project improves the quality of the resident Parks & Recreation experience, maintains and improves community pride of place, and maintains and improves overall Town Center attractiveness to future special events and visitors. In some cases, the Township is obligated by deed as accepted during conveyance processes to maintain these fountains in their current state of operations.

By keeping up with necessary equipment replacements and upgrades at the Waterway Fountains, the Township also improves likelihood of resident satisfaction with the Town Center Parks and the overall Parks system.

2021 Request for Capital Asset



Impact to Operating Cost(s) and/or Revenue:

This is for planned replacement of various Waterway Fountains equipment and fixtures, thus to avoid operational downtime of parks and amenities which negatively impact satisfaction of residents and local businesses as well as potentially negatively impacting program revenues for Special Events and Township Signature Races.

In the unlikely but possible scenario of emergency replacement of existing equipment or fixtures not in stock, this fund would be used in part to react to those needs as well.

What other options were considered?

This one-time project is fully funded through Capital Reserves and is part of the five-year plan.

If this project is not funded, the result would be not replacing equipment and/or not having back-up equipment at the ready; it is highly likely in at least one case (the chiller unit) that replacement will become immediately necessary during this budget cycle, and so is an unavoidable cost.

The alternative, therefore, is to use operating funds to purchase as needed – accepting possibly lengthy loss of amenity usage times as well as higher future costs in a time of urgent need.

2021 Request for Capital Asset Carryover



Department Town Center **Project Title** Town Center Streetscape
Requested By Accounting **Project Code** 430-190-9000-2020-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2020	Adjustments: (Savings)	Total Carry Over Amount
Town Center Hardscape Improvements	2020	\$50,000	\$0	\$0	\$50,000
Project Total	2020	\$50,000	\$0	\$0	\$50,000

In which months of 2021 will the carry over amount be spent?

The months in which this carryover amount will be spent are to be determined.

Describe the reason you are requesting a carryover for this project:

This project was an approved capital project for the 2020 budget year. This project is being deferred to 2021.

2021 Request for Capital Asset



Department Park Operations

Project Title Irrigation Improvements

Requested By Mitch Hall

Category Park Improvements

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Maxicom Upgrades, related items, and Advanced Training/Consulting	15-20	January	\$30,000	\$0	\$30,000
Project Total	15-20		\$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. Staff turnover has caused a knowledge gap in this area. Due to the system training complexities, specialized focused trainings and consultations are needed to develop current staff into our future Maxicom Operators.

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

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.

2021 Request for Capital Asset



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.

2021 Request for Capital Asset Carryover



Department Park Operations **Project Title** Bear Branch Park Playground
Requested By Accounting **Project Code** 430-190-9000-2025-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2020	Adjustments: (Savings)	Total Carry Over Amount
Bear Branch Park Playground	2020	\$600,000	\$0	\$0	\$600,000
Project Total	2020	\$600,000	\$0	\$0	\$600,000

In which months of 2021 will the carry over amount be spent?

The months in which this carryover amount will be spent are to be determined.

Describe the reason you are requesting a carryover for this project:

This project was an approved capital project for the 2020 budget year. This project is being deferred to 2021.

2021 Request for Capital Asset



Department	<u>Parks Planning</u>	Project Title	<u>Playground Improvements</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
Pachyderm	1	March	\$75,000	\$0	\$75,000
Turnstone	1	March	\$75,000	\$0	\$75,000
Cattail	1	April	\$105,000	\$0	\$105,000
Drainage repairs	n/a	April-May	\$25,000	\$0	\$25,000
Project Total	5		\$280,000	\$0	\$280,000

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. 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 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 2020 budget process include:

Turnstone Park playground equipment, located at 65 Cornerbrook Pl. in the village of Cochran's Crossing was installed in 2002 (19 years old). This Neighborhood Park includes picnic tables, drinking fountains, both belt and bucket swings and play equipment. The play structures in this park have become worn, drab and lacking

2021 Request for Capital Asset



interest. Some components and surfaces on the structures have become faded, scratched and discolored. Replacement costs include equipment, drainage, borders and surfacing.



Pachyderm Park playground equipment, located at 6370 Cochran's Crossing Dr. in the Village of Cochran's Crossing, was installed in 2003 (18 years old). The original and current playground equipment was installed that same year. This Neighborhood Park there includes picnic tables, drinking fountains, belt and bucket swings and play equipment. The play structures in this park have become worn, unsightly and lacking interest. Surfaces and components, especially on the 5-12, are very faded and missing paint in some areas. Replacement costs include equipment, drainage, borders and surfacing.



Cattail Park playground equipment, located at 9323 Cochran's Crossing Dr. in the Village of Cochran's Crossing, was installed in 2003 (18 years old). This heavily used Area Park includes tennis courts, basketball courts, dog park, sports fields, picnic tables, BBQ pits, a pavilion, both belt and bucket swings and play equipment. The play structures in this park get extremely heavy use and have become worn and beat up. Over time, some play equipment has been so well loved and used that it has been damaged beyond repair and removed from the

2021 Request for Capital Asset



playground. Components and surfaces on the structures have become faded, scratched, discolored and rusted. Replacement costs include equipment, drainage, borders and surfacing.



2021 Request for Capital Asset



Department	<u>Park Operations</u>	Project Title	<u>Bonny Branch Playground - BI</u>
Requested By	<u>Budget Initiative</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
Bonny Branch Playground	1	TBD	\$135,000	\$0	\$135,000
Project Total	1		\$135,000	\$0	\$135,000

Project Description

The Township Board received a request from the Bonny Branch Homeowners Association through the Sterling Ridge Village Association to install a playground at Bonny Branch Park.

Upon receiving this request, staff began reviewing levels of service data. On average, neighborhood parks serve a radius of 0.5 miles and have standard amenities such as a pavilion, playground, water fountain, bike rack, small grass area. The closes playground to Bonny Branch is outside of the 0.5-mile radius.

The maximum cost of this project would be \$135,000. This cost may include but is not limited to 2-5-year-old play module, 5-12-year-old play module, swing sets, merry-go-round, tree removal, excavation, grading, benches, signs, curbs, pathways and safety surfacing.

Describe critical success factors and service levels affected by this capital asset/project:

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:

Impacts to operating costs would include park maintenance costs.

What other options were considered?

This capital project was approved a Budget Initiative. No other options were considered.

2021 Request for Capital Asset



Department	<u>Parks Planning</u>	Project Title	<u>Bear Branch-Multipurpose Rink</u>
Requested By	<u>Chris Nunes</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
Multipurpose Rink	1	March	\$50,000	\$0	\$50,000
Project Total	1		\$50,000	\$0	\$50,000

Project Description

In March 2007, Phases III and IV of the 2004 Bear Branch Park Master Plan was completed which included the development of a multipurpose rink. This rink amenity is the only of its kind in The Woodlands Township and accommodates pick up in line hockey, along with practice space for in-soccer and lacrosse.

The tiled flooring surface has significant wear, is now undulated and cracked throughout, and needs replacement. Overall, the tiles have gone past their useful life as many of the tiles are in excess of 13 years old due to how the rink was acquired. The total cost to replace the court with “ice court” surface is in excess of \$50,000. The existing tiled “ice court” surface is near single use surface for in line hockey; however, the surface does not work as well for other sports including soccer, lacrosse and pickleball.

To make this a more multipurpose facility thus expanding the use of the facility, the “ice court” surface would be removed and replaced with a plexi pave/synthetic surface that could be used for hockey and other sports (soccer, lacrosse and pickleball). Additionally, the boards, and top/bottom rails would be removed and replaced due to rot that has occurred over the years. Please see the attached pictures.

Describe critical success factors and service levels affected by this capital asset/project:

- Increased program participation, program expansion, and facility rental expansion.
- This project offers townwide facilities that will be enjoyed by the entire community

2021 Request for Capital Asset

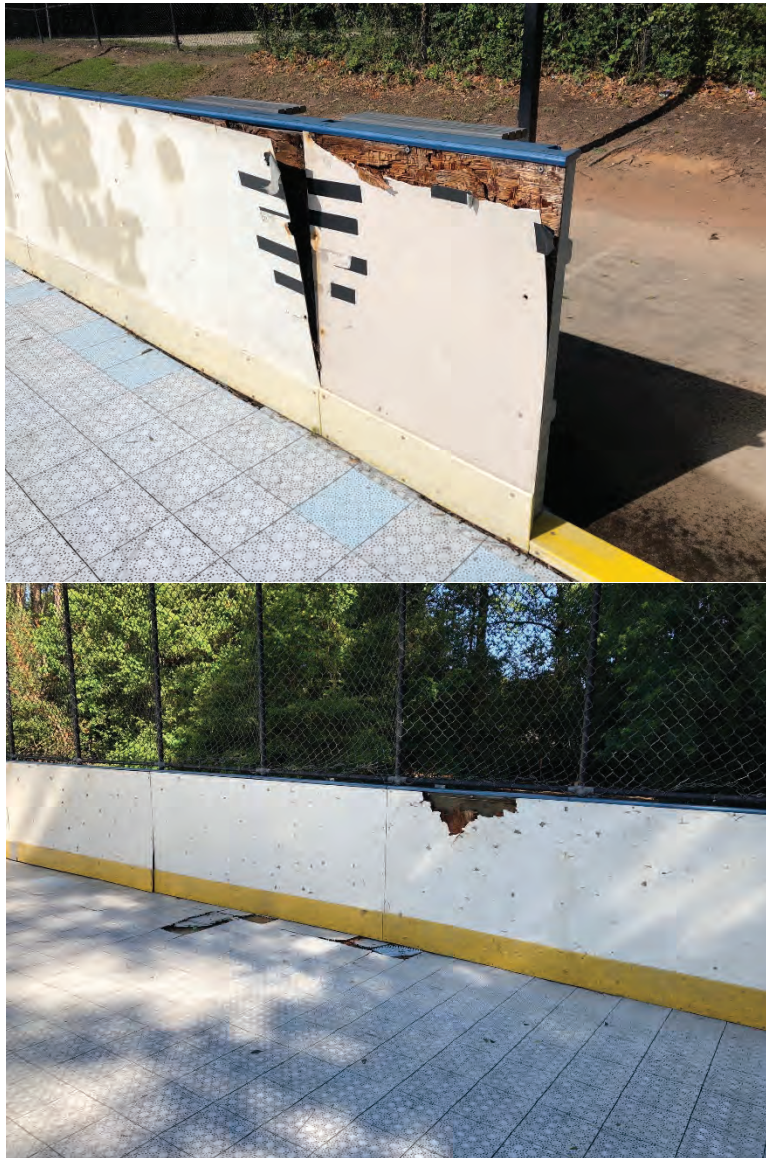


Impact to Operating Cost(s) and/or Revenue:

This amenity generates revenue through regular reservations and league play. Operation and maintenance expenses are limited. They include periodic replacement of perimeter rocker boards and flooring surface

What other options were considered?

Other options that were considered include taking no action and removing the rink.



2021 Request for Capital Asset Carryover



Department Park Operations **Project Title** Park Amenities
Requested By Accounting **Project Code** 430-190-9000-2031-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2020	Adjustments: (Savings)	Total Carry Over Amount
Park Amenities	2020	\$48,000	\$0	\$0	\$48,000
Project Total	2020	\$48,000	\$0	\$0	\$48,000

In which months of 2021 will the carry over amount be spent?

The months in which this carryover amount will be spent are to be determined.

Describe the reason you are requesting a carryover for this project:

This project was an approved capital project for the 2020 budget year. This project is being deferred to 2021.

2021 Request for Capital Asset Carryover



Department Park Operations **Project Title** Pavilion Improvements
Requested By Accounting **Project Code** 430-190-9000-2030-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2020	Adjustments: (Savings)	Total Carry Over Amount
Pavilion Improvements	2020	\$40,000	\$0	\$0	\$40,000
Project Total	2020	\$40,000	\$0	\$0	\$40,000

In which months of 2021 will the carry over amount be spent?

The months in which this carryover amount will be spent are to be determined.

Describe the reason you are requesting a carryover for this project:

This project was an approved capital project for the 2020 budget year. This project is being deferred to 2021.

2021 Request for Capital Asset Carryover



Department Park Operations **Project Title** Park Signs
Requested By Accounting **Project Code** 430-190-9000-2028-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2020	Adjustments: (Savings)	Total Carry Over Amount
Park Signs	2020	\$10,000	\$0	\$0	\$10,000
Project Total	2020	\$10,000	\$0	\$0	\$10,000

In which months of 2021 will the carry over amount be spent?

The months in which this carryover amount will be spent are to be determined.

Describe the reason you are requesting a carryover for this project:

This project was an approved capital project for the 2020 budget year. This project is being deferred to 2021.

2021 Request for Capital Asset Carryover



Department Park Operations **Project Title** Timarron Parking Lot
Requested By Accounting **Project Code** 430-190-9000-1929-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2020	Adjustments: (Savings)	Total Carry Over Amount
Timarron Parking Lot	2019	\$45,780	\$3,664.20	\$32,115.80	\$10,000
Project Total	2019	\$45,780	\$3,664.20	\$32,115.80	\$10,000

In which months of 2021 will the carry over amount be spent?

The months in which this carryover amount will be spent are to be determined.

Describe the reason you are requesting a carryover for this project:

This project was an approved capital project for the 2019 budget year. The remaining amount required to complete this project is being deferred to 2021.

2021 Request for Capital Asset Carryover



Department Park Operations **Project Title** Major Park Renovation
Requested By Accounting **Project Code** 430-190-9000-2026-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2020	Adjustments: (Savings)	Total Carry Over Amount
Major Park Renovation	2020	\$125,000	\$0	\$0	\$125,000
Project Total	2020	\$125,000	\$0	\$0	\$125,000

In which months of 2021 will the carry over amount be spent?

The months in which this carryover amount will be spent are to be determined.

Describe the reason you are requesting a carryover for this project:

This project was an approved capital project for the 2020 budget year. This project is being deferred to 2021.

2021 Request for Capital Asset



Department Park Operations

Project Title ABSP - Softball Scoreboards

Requested By Tyler Little

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
BSN Baseball Scoreboard 4' x 8'	4	Jan-Feb	\$10,400	\$0	\$10,400
Wireless Remote Control	4	Jan-Feb	\$3,000	\$0	\$3,000
Miam Installation	4	Jan-Feb	\$8,000	\$0	\$8,000
Project Total	4		\$21,400	\$0	\$21,400



Project Description

This project replaces each softball/baseball scoreboard (4 total) at Alden Bridge Sports Park, which are original from the park's construction (being built in 1998, it is 22 years old). The Adult Softball League has been one the largest and fastest growing programs with a 53% growth rate since 2017. In the Spring 2020 season, there were 57 teams registered, while in all of 2020 we are projecting 194 teams which equates to roughly 4000 participants. Revenues for the 2020 seasons were projected to total \$87,300.00 with a net profit of \$21,825.00 (Please see chart below).

	2017	2018	2019	2020 – PROJ.
TEAMS	104	99	178	194
REVENUE	\$46,735.00	\$46,200.00	\$77,760.00	\$87,300.00
EXPENSES	\$34,762.50	\$36,493.35	\$58,387.50	\$65,475.00
NET PROFIT	\$11,972.50	\$9,706.65	\$19,372.50	\$21,825.00

2021 Request for Capital Asset



Many of the of the league participants have reached out to Township representatives to request new scoreboards as the current boards are often not operational. With these new scoreboards in place, it is to be expected that even more teams would register for our softball leagues as we are striving to provide our teams, players, and residents with the best athletic experience possible. For example, in the last six months we have created five additional divisions (Coed Monday, Friday and Sunday, and Men's Friday and Sunday). If we were able to recruit 4 more teams per season for each of these leagues, we would then produce 100 more teams in a calendar year with the net profit for TWT to be roughly an extra \$10,000.

Current Scoreboards:



Field 1



Field 2



Field 3



Field 4

Describe critical success factors and service levels affected by this capital asset/project:

- Reduces maintenance costs. Since January of 2017, there has been at least 10 different work orders/maintenance email requests submitted for the scoreboards at ABSP. This doesn't include the Woodlands 311 requests that are made by our residents/softball participants. According to the Softball Coordinator & Township Representative there are on average of 7-10 complaints per week regarding the scoreboards.
- Improves patron/residents satisfaction, quality of the facility, and community pride.

2021 Request for Capital Asset



- Places the Alden Bridge Sports Park on the same level as other sports facilities in The Woodlands as well as Montgomery County.

Impact to Operating Cost(s) and/or Revenue:

The current Township leagues are showing a trend of growth for the division, thus additional revenue to The Township. A fresh look and new equipment would attract more teams in our softball leagues, youth sport leagues.

What other options were considered?

- Continue the status quo by making continuous repairs to each scoreboard.
- Replace each scoreboard when one ceases to function properly.
- Replace scoreboards on Fields 1-3 as these are the fields that are most used.

2021 Request for Capital Asset Carryover



Department Park Operations **Project Title** Boardwalk Improvements
Requested By Accounting **Project Code** 430-190-9000-2029-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2020	Adjustments: (Savings)	Total Carry Over Amount
Boardwalk Improvements	2020	\$15,000	\$0	\$0	\$15,000
Project Total	2020	\$15,000	\$0	\$0	\$15,000

In which months of 2021 will the carry over amount be spent?

The months in which this carryover amount will be spent are to be determined.

Describe the reason you are requesting a carryover for this project:

This project was an approved capital project for the 2020 budget year. This project is being deferred to 2021.

2021 Request for Capital Asset Carryover



Department Park Operations **Project Title** Facility Access Control
Requested By Accounting **Project Code** 430-190-9000-1406-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2020	Adjustments: (Savings)	Total Carry Over Amount
Facility Access Control	2014	\$205,578	\$23,723.46	(\$141,854.54)	\$40,000
Project Total	2014	\$205,578	\$23,723.46	\$141,854.54)	\$40,000

In which months of 2021 will the carry over amount be spent?

The months in which this carryover amount will be spent are to be determined.

Describe the reason you are requesting a carryover for this project:

This project was an approved capital project for the 2014 budget year and was approved as a capital carryover in the 2020 Budget. This project is being deferred to 2021.

2021 Request for Capital Asset Carryover



Department Park Operations **Project Title** Desiltation
Requested By Accounting **Project Code** 430-190-9000-1828-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2020	Adjustments: (Savings)	Total Carry Over Amount
Desiltation	2018	\$50,000	\$0	\$0	\$50,000
Project Total	2018	\$50,000	\$0	\$0	\$50,000

In which months of 2021 will the carry over amount be spent?

The months in which this carryover amount will be spent are to be determined.

Describe the reason you are requesting a carryover for this project:

This project was an approved capital project for the 2018 budget year. This project is being deferred to 2021.

2021 Request for Capital Asset Carryover



Department Park Operations **Project Title** Lake & Pond Improvements
Requested By Accounting **Project Code** 430-190-9000-2032-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2020	Adjustments: (Savings)	Total Carry Over Amount
Lake & Pond Improvements	2020	\$50,000	\$8,652	\$0	\$41,348
Project Total	2020	\$50,000	\$8,652	\$0	\$41,348

In which months of 2021 will the carry over amount be spent?

The months in which this carryover amount will be spent are to be determined.

Describe the reason you are requesting a carryover for this project:

This project was an approved capital project for the 2020 budget year. This project is being deferred to 2021.

2021 Request for Capital Asset



Department Park Operations

Project Title Lake Paloma Study - BI

Requested By Budget Initiative

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
Lake Paloma Study	1	TBD	\$15,000	\$0	\$15,000
Project Total	1		\$15,000	\$0	\$15,000

Project Description

This request was submitted by the Creekside Village Association. Lake Paloma is a 76+/- acre lake that serves the Creekside Park stormwater management and recreation purposes. Prior to any dredging of a lake of this size it is pertinent to understand the level of silt build up, if any, and to what degree and where the buildup has occurred.

The overall goal of the depth study is to understand the current depths of the lake as compared to the original depth profile. From this data set, it can be determined if dredging is warranted and potential costs.

Describe critical success factors and service levels affected by this capital asset/project:

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

Impact to Operating Cost(s) and/or Revenue:

There are no impacts to operating costs and/or revenue.

What other options were considered?

This capital project was approved a Budget Initiative. No other options were considered.

2021 Request for Capital Asset



Department Park Operations

Project Title Lake Paloma Pump - BI

Requested By Budget Initiative

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
Irrigation Improvements	1	TBD	\$30,000	\$0	\$30,000
Project Total	1		\$30,000	\$0	\$30,000

Project Description

This project would enable the Creekside Forest/Gosling entrance and Creekside Forest Roundabout to use irrigation water from Lake Paloma as opposed to water provided by MUD 386. This area is one of the largest areas in the system and by using reclaimed water from Lake Paloma, it has the potential to reduce costs. Lake Paloma is currently used to irrigate Rob Fleming Park, Rob Fleming Aquatic Center, The Recreation Center at Rob Fleming, Lake Paloma Park, and Tupelo Park.

Connecting these areas to Lake Paloma would increase the total water usage from the lake by an estimated 26% of the current usage. This equates to approximately 5-acre feet of water per year/1.63 million gallons. Lake Paloma is a 76-acre lake and this use would equate to using less than 1 inch of water of the lake. It should be noted that the lake is nearly constantly filled by storm water and household irrigation run off.

This project would include boring in select locations on Creekside Forest, Lake Heron and Creekside Green to connect water lines from Rob Fleming Park/Lake Paloma; connection the current streetscape irrigation main lines to existing park irrigation main lines, and associated capping of various lines, irrigation controller programming/troubleshooting.

Describe critical success factors and service levels affected by this capital asset/project:

7.1 Proactively address environmental and conservation issues

7.3.1 Maintain policies to protect native vegetation and wildlife habitats

Impact to Operating Cost(s) and/or Revenue:

Impacts to operating include an increase in electrical consumption at the irrigation pump which is estimated to be \$3,000/year.

2021 Request for Capital Asset



What other options were considered?

This capital project was approved a Budget Initiative. No other options were considered.

2021 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	April	\$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 thirty-four (34) ponds/lakes with either fountains, waterfalls, or aerators. The ponds and lakes of The Woodlands are important as they act as a flood control structure, settling basins, they provide open space for recreation, enhance property aesthetics, education opportunities, increase property values and serve as wildlife habitat. These ponds are not natural but “man” made and therefore “management” is necessary to maximize these benefits. Fountain devices push columns of water into the air to create an aesthetically pleasing display. All types of equipment (pumps, motor, fountain nozzles/jets) require maintenance, repair and even at times 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 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. Funding also would be provided if a pond were to require a fountain/aeration devices if it met the specifications identified in the Lake and Pond Management Study.

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) three lakes and ponds each year that have systems (pump, motor, fountain, etc.) that are in need of replacement.

2021 Request for Capital Asset



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 replacement 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

2021 Request for Capital Asset



Department	<u>Parks Planning</u>	Project Title	<u>2021 Tennis Court Resurfacing</u>
Requested By	<u>Michelle Betcher</u>	Category	<u>Athletic Facilities Improvements</u>

Proposed Capital Expenditure

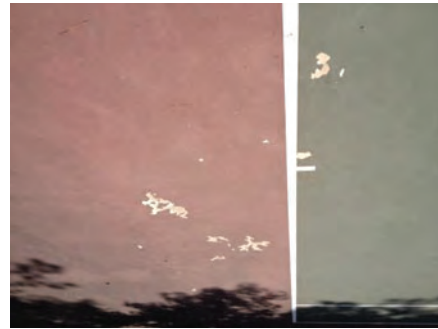
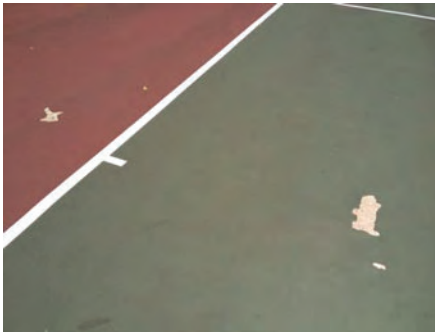
Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Avalon	2	March - August	\$8,000	\$0	\$8,000
Bear Branch	4	March - August	\$16,000	\$0	\$16,000
Alden Bridge	4	March - August	\$16,000	\$0	\$16,000
Shadowbend	3	March - August	\$12,000	\$0	\$12,000
Project Total	12		\$52,000	\$0	\$52,000

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 with each passing year. The Woodlands Township Tennis Academy is a program that, over the past seven 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 700 students in 2019. These programs do not include the hugely successful men and women's doubles ladder leagues that are coordinated in-house that have thousands of user days year-round. The Woodlands Township tennis courts also host 3 seniors leagues and 4 additional leagues: HLTA, North Country, Jack Rabbit and USTA year-round. In 2019, The Woodlands Township Tennis Courts hosted 2,444 men and women for private 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. The resurfacing age of identified courts in 2021 is consistent with average life span: Alden Bridge - 8 years, Avalon and Shadowbend - 7 years, Bear Branch- 5 years (most highly used courts within tennis system). Based on bids for work done in 2020, each court will cost approximately \$4,000 to resurface. This includes, but is not limited to, painting, surface prep, and striping for 10+U and adult lines. In 2021, 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.



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.

2021 Request for Capital Asset



Department	<u>Parks Planning</u>	Project Title	<u>2021 Tennis Court Fence Replacement</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
Tupelo	2	May-August	\$19,000	\$0	\$19,000
Pepperdale	2	May-August	\$19,000	\$0	\$19,000
May Valley	2	May-August	\$19,000	\$0	\$19,000
Project Total	6		\$57,000	\$0	\$57,000

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 being 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. This project includes using stronger gauge tennis court fabric such that replacement could occur 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.



2021 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 seven 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 700 students in 2019. These programs do not include the hugely successful men and women's doubles ladder leagues that are coordinated in-house that have thousands of user days year-round. The Woodlands Township tennis courts also host 3 seniors leagues and 4 additional leagues: HLTA, North Country, Jack Rabbit and USTA year-round. In 2019, The Woodlands Township Tennis Courts hosted 2,444 men and women for private 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
- Repairing fence as needed

2021 Request for Capital Asset



Department Parks Planning **Project Title** Athletic Court, Park and Pool Lights
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- Basketball	6	May	\$18,750	\$0	\$18,750
Harper's Landing - Tennis	18	March - May	\$30,000	\$0	\$30,000
Meadowlake Park-Basketball	1	May	\$18,750	\$0	\$18,750
Terramont - Basketball	6	March - May	\$18,750	\$0	\$18,750
Terramont - Skatepark	4	March - May	\$8,000	\$0	\$10,000
Windvale-Basketball	1	June	\$18,750	\$0	\$18,750
Windvale - Tennis	9	June	\$30,000	\$0	\$30,000
Windvale Pool/Park	1	April	\$30,000	\$0	\$35,000
Project Total	46		\$180,000	\$0	\$180,000

Project Description

Athletic facility and park light poles and fixtures, including Pools, Basketball and Tennis Courts and Park and Pathway lights, need periodic replacement due to age, normal corrosion and updated park standards. Based on the condition and age of the light poles, and the reserve study, the identified light poles and/or fixtures need replacement. This is an ongoing project and over the past four years, parks/courts updated with LED fixtures include Creekwood, Sawmill, Tamarac, Ridgewood, Shadowbend, Capstone, Alden Bridge, Falconwing, and Bear Branch.

The light poles identified above are significantly corroded at the base and/or need to be updated to the LED park standard. This project is for the replacement of athletic court and pathway light poles and/or fixtures in the identified parks, as well as other parks, as needed, with the available funding.

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 six 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 700 students in 2019. These programs do not include the hugely successful men and women's doubles ladder leagues that

2021 Request for Capital Asset



are coordinated in-house and have thousands of users 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 2019, The Woodlands Township tennis courts hosted 2,444 men and women for private tennis leagues.



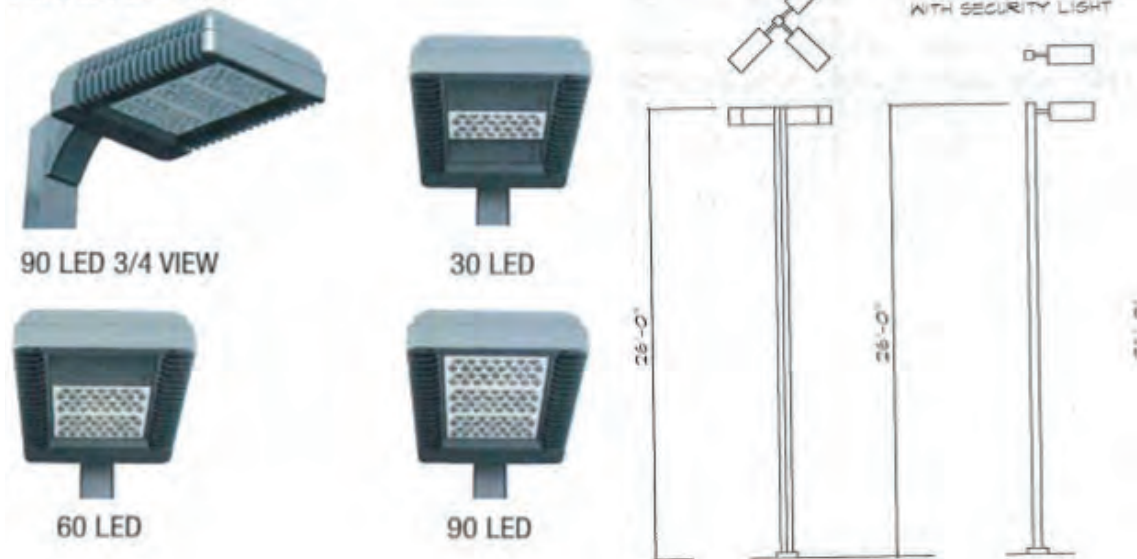
These lights would be replaced with LED lighting, which is now the industry standard in athletic field lighting. LEDs typically use 50% less energy than traditional fixtures and produce longer lasting, better quality light. These benefits save money by eliminating costly maintenance fees and by reducing the amount of energy used. Establishing a new standard of LED lights in all athletic fields in The Woodlands Township will be of benefit in the following ways:

1. Significant reduction (typically 50%) in use of total power resulting in energy savings over time.
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. Due to the directional characteristics of traditional metal halides, the bulbs 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.

2021 Request for Capital Asset



PRODUCT IMAGE(S)



Describe critical success factors and service levels affected by this capital asset/project:

- To enhance 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 are 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 safety. Maintenance and appropriate replacement is mandatory.

2021 Request for Capital Asset



Department	<u>Aquatics</u>	Project Title	<u>Pool Deck/Pool Plaster</u>
Requested By	<u>Jennifer Hill</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
Wendtwoods Pool Deck	1	February	\$110,000	\$0	\$110,000
Sawmill Pool Plaster	1	September	\$50,000	\$0	\$50,000
Project Total	2		\$160,000	\$0	\$160,000

Project Description

This request is for

1. Refurbishment of existing pool deck coating at Wendtwoods Park by grinding down the peeling current deck coating and replacing with a thicker coating that is standard at our other pools. This will address the chipped off areas, replace expansion joints and re-painting deck to finish. Wendtwoods Pool original deck in 2013 was done with a thinner thickness coating thus it has started to crack and come up unlike our other facilities with the standard thicker coating thus will be slightly higher to replace. Typically pool decks are repainted that have texture on a 5-7-year basis.
2. Replaster Sawmill baby/main pool – i.e. strip plaster, identify and repair any structure concerns, then replaster. As shown below, there are several cracks, tiles in need of replacement and pitted areas 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. Sawmill was last plastered in 2012 (9 years ago) and the average lifespan of plaster is 8-10 years. The need for the re-plaster at Sawmill has been pushed up due in part to heating a pool shortens the lifespan plaster.

2021 Request for Capital Asset



	Deck Maintenance																				
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021			
Alden Bridge									Original						Refurbish						
Bear Branch															Original						
Cranebrook																Refurbish					
Creekwood															Refurbish						
Falconwing					Original								Refurbish								
Forestgate															Original						
Harper's Landing			Original					Refurbish							Refurbish						
Lakeside													Original								
Ridgewood	Original				Refurbish								Refurbish								
Rob Flmeing					Original							Refurbish									
Sawmill	Original				Refurbish											Refurbish	Refurbish (spray)				
Shadowbend												Refurbish					Scrape & new (both)				
Wendtwoods									Original												
Windvale																					
May Valley								Original							Refurbish	Refurbish					
Timarron								Original							Refurbish	scraped & new					

	Plaster maintenance											
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Alden Bridge				Replaster						Replaster (full chip)		
Bear Branch										Replaster (full chip)		
Cranebrook										Original		
Creekwood										Replaster (full chip)		
Falconwing							Replaster (full chip)					
Forestgate					Replaster							
Harper's Landing			Replaster						Replaster (full chip)			
Lakeside							Replaster *					
Ridgewood							Replaster					
Rob Flmeing						Replaster						
Sawmill				Replaster								
				Original								
Shadowbend						Replaster						
Wendtwoods					Original							
Windvale								Replaster *				



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 Wendtwoods creating a cooler, more slip-resistant deck space while also addressing standing water issues. It will also renew the look of the facility in general, as well as the overall quality of recreational experience at one of the Township's most recognizable and busiest swimming facilities.

2021 Request for Capital Asset



In a commercial setting, replastering is normally every 6-8 years depending on original plaster materials, bather load, chemical balance, and quality of original workmanship; so, to keep up with demand the Township will need to address the plaster at roughly two of our 14 facilities each year. As plaster begins to deteriorate the chemical usage goes up and it begins to get rough to the touch. Sawmill has already experienced staining on the plaster and can only be acid wash a few times before completely damaging the plaster.

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. Wendtwoods 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 considered. This project is fully funded in the five-year plan.

2021 Request for Capital Asset



Department	<u>Aquatics</u>	Project Title	<u>Pool Lane Line Replacement</u>
Requested By	<u>Jennifer Hill</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
Replacement Lane Lines Ridgewood	7	January	\$2,500	\$0	\$2,500
Replacement Lane Lines Sawmill	7	January	\$2,500	\$0	\$2,500
Project Total	14		\$5,000	\$0	\$5,000

Project Description

This request is to purchase and install a new set of 6-inch lane dividers at Ridgewood and Sawmill Pool. Both pools are used for public swim, contracted lap lane use and/or during the heated lap lane season (contracted use). The current set of lane lines have been at Ridgewood Pool since 2012 and are used by the Township's Jr Swim Team and contractors use the facility during shoulder and peak season times. Sawmill which is year-round use since the installation of the heater in 2015 and were originally purchased that year. They are reaching the end of their lifespans as certain discs begin to crack and break off, the color fades, and the steel cable in the middle begins to wear and become brittle. Lane Lines in the heated pools have a shorter life span since they are in the water all fall, winter, and spring. There are no back-ups to these items.

Lane Line Replacement	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Alden Bridge												New						
Creekwood								New								New		
Forestgate																New		
Lakeside																	New	
Ridgewood											New							
Sawmill												New						
Shadowbend																	New	



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. The set at Ridgewood is used by pool contractors in the shoulder seasons as well as Jr swim and cyclones (Township programs) during the summer and Sawmills are 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 2019 the total revenue for pool contract users was approximately \$90,000. User groups would not be interested in using if the lane lines were not present.

What other options were considered?

No other options were considered. This project is part of the five-year plan.

2021 Request for Capital Asset



Department	<u>Aquatics</u>	Project Title	<u>Lakeside Pool Slide Replacement</u>
Requested By	<u>Jennifer Hill</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
Lakeside replacement parts	1	January	\$20,000	\$0	\$20,000
Project Total	1		\$20,000	\$0	\$20,000

Project Description

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. In 2019 and 2020 Alden Bridge, Creekwood, Shadowbend, Ridgewood and Falconwing were addressed. The goal with the 2021 request is to continue the process with the Lakeside (flume and steps).

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Alden Bridge																			Refurbish	
Bear Branch																	Spectrum			
Cranebrook		Whitewater																		
Creekwood				Spectrum															Refurbish	
Falconwing																			Refurbish	
Forestgate	USA Slide																			
Lakeside		Spectrum																		
Ridgewood																			Refurbish	
Rob Fleming							new							Refurbish			Refurbish			
Sawmill																			Refurbish	
Shadowbend													Landscape Structure						Refurbish	

2021 Request for Capital Asset



Describe critical success factors and service levels affected by this capital asset/project:

Together the upkeep of these slides is important to maintain existing service levels, and to providing equal and safe opportunities for play to all residents throughout The Woodlands.

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. Revenue will likely be indirectly impacted in all cases as well because these features are the reason residents continue to visit and re-visit the swimming pools. These unique features are part of what sets our pools apart from the standard HOA or other City pool, without the continued investment in these amenities attendance at The Woodlands Township facilities would be expected to shrink significantly.

What other options were considered?

No other options were considered. This project is in the five-year plan.

2021 Request for Capital Asset



Department	<u>Aquatics</u>	Project Title	<u>Forestgate Pool Slide Replacement</u>
Requested By	<u>Jennifer Hill</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 – main slide replacement	1	January	\$160,000	\$0	\$160,000
Project Total	1		\$160,000	\$0	\$160,000

Project Description

This project is to replace the large body slide at Forestgate 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: rust is apparent on the underside of more steps and the frame itself. This slide was scheduled to be refurbished as part of a 2019 capital project. Unfortunately, staff was unable to find a company to make the needed repairs. This slide's manufacturer USA Slide is no longer in business and nobody was willing to fabricate stairs to attach to the slide without shop and engineered drawings. Without replacement parts available, it is necessary to replace this amenity.

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Alden Bridge																			Refurbish	
Bear Branch																	Spectrum			
Cranebrook		Whitewater																		
Creekwood				Spectrum															Refurbish	
Falconwing																			Refurbish	
Forestgate	USA Slide																			
Lakeside		Spectrum																		
Ridgewood																			Refurbish	
Rob Fleming							new							Refurbish			Refurbish			
Sawmill																			Refurbish	
Shadowbend													Landscape Structure						Refurbish	

2021 Request for Capital Asset



Describe critical success factors and service levels affected by this capital asset/project:

Together the upkeep of these slides is important to maintain existing service levels, and to providing equal and safe opportunities for play to all residents throughout The Woodlands.

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. Revenue will likely be indirectly impacted in all cases as well because these features are the reason residents continue to visit and re-visit the swimming pools. These unique features are part of what sets our pools apart from the standard HOA or other City pool, without the continued investment in these amenities, attendance at The Woodlands Township facilities would be expected to shrink significantly.

What other options were considered?

No other options were considered. This project is in the five-year plan.

2021 Request for Capital Asset



Department	<u>Aquatics</u>	Project Title	<u>Pool Aerators - BI</u>
Requested By	<u>Budget Initiative</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
Pool Aerators	2	TBD	\$12,000	\$0	\$12,000
Project Total	2		\$12,000	\$0	\$12,000

Project Description

A 2020 Budget Initiative was approved to install one aerator at a pool as a pilot test. The aerator was installed at Creekwood, one of three primary pools used for contracted lap lane use by swim and triathlon groups. As a result of the pilot test, there is a variance of 3.64 degrees per hour between Creekwood and all the non-aerated pools and a 5.21-degree average per hour variance between Creekwood and Forestgate pool, a pool that is similar in size, shape and use.

The purpose of this budget initiative is to expand the pilot program. The pilot program will be expanded to Forestage and Lakeside Park pools. These pools are routinely used by swim and triathlon training groups. Costs to expand the aeration program is \$12,000 – 2 aerators and electrical service upgrades.

Describe critical success factors and service levels affected by this capital asset/project:

1.2 Provided superior parks and recreation amenities, facilities, programs and services

Impact to Operating Cost(s) and/or Revenue:

- Average costs to operate is \$1.50 to \$3.00 per day or \$4,200 per season.
- Potential for reduction in chemical costs during equipment's operation (25%)

What other options were considered?

Other options considered were to leave the pilot program as is or to install aerators at all township pools.

2021 Request for Capital Asset



Department	<u>Aquatics</u>	Project Title	<u>Pool Furniture Replacement</u>
Requested By	<u>Jennifer Hill</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
Pool Furniture- Various Pool	TBD	January	\$17,500	\$0	\$17,500
Project Total	TBD		\$17,500	\$0	\$17,500

Project Description

This project would replace pool furniture (deck chairs, chaise lounge, high chairs, tables/chair combo) where necessary at the community's 14 pools. All the pool chairs are similar color, so it is easier to replace and consolidate current pool furniture. Chairs are expected to last eight (8) years, even with routine strap replacement. This purchase will replace two facilities worth of chairs that were originally purchased in 2012. In 2020 pool chairs at Creekwood and Lakeside with additional chairs added to Rob Fleming Aquatic Center were replaced. These chairs would go to the next 2-3 pools for replacement. Goals of this project include but are not limited to:

- Addressing risk to public safety or health.
- Resident request.
- Replace deteriorating equipment.
- Systematic replacement.



2021 Request for Capital Asset



Describe critical success factors and service levels affected by this capital asset/project:

Due to normal wear and tear of pool furniture by staff and patrons, such as dragging the chairs across the pool, winter storage, sun exposure and the harsh aquatic environment, it is necessary to replace the furniture. Staff replaces some chairs straps annually, but eventually the frame becomes structurally unsound and needs to be replaced.

Total inventory of pool furniture (systemwide):

- lounge chairs - 598,
- sand chairs - 639,
- front desk chairs - 32, and
- 8 patio tables with 32 chairs.

Staff inspected all furniture and estimated that 10% of lounge and sand chairs require replacement due to the structural damage to the frames. Front desk chairs haven't been purchased since 2012, 8 years ago, so approximately 75% of these need to be replaced.

It is necessary to have safe pool furniture for the pool patrons. Additionally, the lounge chairs are occasionally used during emergency operation scenarios as cots in emergency shelters and fire stations.

Impact to Operating Cost(s) and/or Revenue:

Pool guests need safe and good-looking chairs to sit in at the facilities as we do not allow anyone to bring in outside furniture. People will not return to our facilities if it does not feel comfortable and clean. This could lead to a reduction in attendance if we do not keep replacing old and worn out chairs.

What other options were considered?

2021 Request for Capital Asset



Continue to use current furniture and re-strap as possible with reduced numbers.

2021 Request for Capital Asset



Department	Recreation	Project Title	Water Bikes - BI
Requested By	Budget Initiative	Category	Town Center Parks

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Water Bikes	6	TBD	\$15,000	\$0	\$15,000
Project Total	6		\$15,000	\$0	\$15,000

Project Description

This project will supplement the current inventory of four (4) water bikes purchased in spring 2020, all of which were placed into service at Riva Row Boat House. This project will fund six (6) additional water bikes due to the positive reception of the first round, splitting the new bikes in some ratio between Riva Row and Lakes Edge Boat House (likely 1:2, leaving 6 at Riva Row Boat House and 4 at Lakes Edge Boat House).

Describe critical success factors and service levels affected by this capital asset/project:

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

Impact to Operating Cost(s) and/or Revenue:

Assuming an early 2021 purchase order, the new water bikes should arrive no later than Spring Break time period in March 2021. Based on historical boat house usage patterns, staff conservatively estimates that ROI for six (6) additional bikes would easily be 100% complete by the end of 2021.

What other options were considered?

This capital project was approved a Budget Initiative. No other options were considered.

2021 Request for Capital Asset Carryover



Department Aquatics **Project Title** Pool Play Structure - Windvale
Requested By Accounting **Project Code** 430-190-9000-2041-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2020	Adjustments: (Savings)	Total Carry Over Amount
Windvale Pool Play Structure	2020	\$150,000	\$0	\$0	\$150,000
Project Total	2020	\$150,000	\$0	\$0	\$150,000

In which months of 2021 will the carry over amount be spent?

The months in which this carryover amount will be spent are to be determined.

Describe the reason you are requesting a carryover for this project:

This project was an approved capital project for the 2020 budget year. This project is being deferred to 2021.

2021 Request for Capital Asset



Department	<u>Aquatics</u>	Project Title	<u>Pool Play Structure Replacement</u>
Requested By	<u>Jennifer Hill</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
Play Structure Replacement	1	January	\$200,000	\$0	\$200,000
Project Total	1		\$200,000	\$0	\$200,000

Project Description

This project is to replace the play structure at Cranebrook Pool. This play structure is the focal point of the pool and the main feature and one of the main reason people visit this facility. The Cranebrook play structure dates to original design in 2003, and has been refurbished several times over the years, but the time has come for a replacement due to the rusting, loss of color, non-slip surfacing fading and limited play value. Over the years the outside has been refurbished, but the inside piping is having challenges with its structural integrity due to the high volume of chlorinated water used in the system. The goal with this project is to replace the existing structure with the same make/model or identify a new structure with different play/spray elements. Due to the renovation (removal/install of new amenities) the plaster will need to be re-done.

This project was originally planned for 2019, but due to Whitewater West not making replacement parts for this play structure staff needs to replace the entire amenity.

Play Structure Maintenance																					
		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Bear Branch	Playstructure																	Original			
Cranebrook	Playstructure		Original							Netting				Netting			Netting			Netting	
	Buckets		Original																		
Ridgewood	Buckets	Original																			
Rob Fleming	Playstructure							Original		Netting					Refurbish/netting	Netting				Netting	
Sawmill	Climbing Wall																				
Wendtwoods	Playstructue												Original						New panels *		
Windvale	Playstructue	Original																			
	Tulip																	New			
Timarron	Frog																				
	Flower																				
	snail																			replaced	
	cattail																			replaced	
May Valley	Water Tower																				
	Cannons																			replaced	
	Flag																			replaced	
	Activator pole																				

2021 Request for Capital Asset



2021 Request for Capital Asset



Describe critical success factors and service levels affected by this capital asset/project:

As the structure continues to age the goal is to renovate the structure before it can become a problem. Maintaining these amenities is important to maintaining existing service levels at our facilities. Currently every year staff replaces the netting at \$3,000 a unit. This is the time to look at all options that might prevent that from being the normal function of the structure. 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.).

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. Revenue will likely be indirectly impacted in all cases as well because this structure is the main reason residents continue to visit and re-visit this swimming pool. Unique features like this is 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?

No other options were considered. These expenses will be necessary in the immediate future.

2021 Request for Capital Asset Carryover



Department Park Operations **Project Title** Directional Signs
Requested By Accounting **Project Code** 430-190-9000-1735-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2020	Adjustments: (Savings)	Total Carry Over Amount
Directional Signs	2017	\$91,005	\$0	\$0	\$91,005
Project Total	2017	\$91,005	\$0	\$0	\$91,005

In which months of 2021 will the carry over amount be spent?

The months in which this carryover amount will be spent are to be determined.

Describe the reason you are requesting a carryover for this project:

This project was an approved capital project for the 2017 budget year. This project is being deferred to 2021.

2021 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
Woodlands Entry signs	1	March - October	\$30,000	\$0	\$30,000
Project Total	6		\$60,000	\$0	\$60,000

Project Description

Monument Signs are located throughout The Woodlands Township in all the Villages. There are more than 600 village, neighborhood entry and park identification monument signs, and stone monument walls that are companion structures to monument signs. The monument signs have a variety of stonewalls, wing walls, iron work, and support structures. The sign blades are natural stone, which is susceptible to mold, water stains, automobile exhaust and weathering. The integrity of the stone on certain signs has been irretrievably compromised. Some of these signs have large chunks missing and/or are crumbling like chalk to varying degrees. Repeated efforts to clean, seal and patch the signs yield temporary results and the signs continue to worsen over time.

This project includes roadway monument signs, stonewalls, wing walls, ironwork, support structures and adjacent walls that are casualties of vehicular accidents. In 2018 and 2019, three monument signs/stone walls were replaced due to 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 2020 to be included in the 2021 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.

The Woodlands entry signs are located throughout The Woodlands Township at most of the main road entrances into The Woodlands. This is the first year that the maintenance of the signs has been solely The Township's responsibility. There are (9) nine areas across The Woodlands where these signs are located. Some consist of only one structure, while others may consist of two or more. These signs are constructed of natural stone and metal lettering. Through time the signs are weathered by the rain events, and sunlight. In certain areas, these signs are covered by shade trees which in turn promotes a moist environment for mold and algae growth. Water staining is a prominent issue as well as most signs are surrounded by landscape that is watered frequently. These signs also 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.

Funding would create a consistent program to keep the appearance of the signs pleasing for our resident's, and visitors while also extending the aging process by completing routine maintenance.

2021 Request for Capital Asset



2021 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 Woodlands, Village, Neighborhood, and Park entry signs.
- Provides continuity with other entries with the same needs.
- Provides residents with their sense of community, neighborhood pride, appreciation and identification of the entry.

Impact to Operating Cost(s) and/or Revenue:

Routine cleaning costs.

What other options were considered?

Not replacing the destroyed signs. For other signs, applying an epoxy over entire sign. After research, this proves not to be a cost-effective solution and does not solve underlying deterioration.

2021 Request for Capital Asset



Department	<u>Park Operations</u>	Project Title	<u>Old Egypt Lane Entrance Monument - BI</u>
Requested By	<u>Budget Initiative</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
Old Egypt Ln Monument Sign	1	TBD	\$300,000	\$0	\$300,000
Project Total	1		\$300,000	\$0	\$300,000

Project Description

In 2012, Research Forest extended to create a link from Branch Crossing to Old Egypt Lane by the Magnolia Parkway Improvement District. In 2017, this road was expanded to include two lanes in each direction. No entrance monument to The Woodlands was included in the original construction.

The southeastern corner of Old Egypt Ln and Research could be used for a monument sign on a tract that is owned by SJRA. A sign easement would need to be obtained by SJRA. The proposed sign would be similar to the entrance monument on 1488 and Kuykendahl Road. Approximate cost for the sign (\$300,000) would include but is not limited to: clearing, grading, sign, lights, landscape, irrigation electrical service, and water meter. Costs are based on the 1488 and Kuykendahl Road sign which was installed in 2015.

Describe critical success factors and service levels affected by this capital asset/project:

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:

There are no impacts to operating costs and/or revenue.

What other options were considered?

This capital project was approved a Budget Initiative. No other options were considered.

2021 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	\$400,000	\$0	\$400,000
Project Total	N/A		\$400,000	\$0	\$400,000

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, areas that have aggregate exposed creating difficulty for our runners, walkers, bicycles, baby strollers and roller blade users and areas that have been undermined due to flooding. Sections may have also been damaged by the weight of tractors and other construction vehicles working in the area. An annual audit of the pathways is conducted by staff to identify these locations. In 2021, the plan is to remove and replace, +/- 16,000 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 2021, we anticipate the installation of +/- fourteen (14) pathway grates. This budget also includes the repair and/or replacement of pathway boardwalks and bridges due to age, weather, deterioration and damage. Structural beams, railings, and decking are replaced as needed. In 2021 we will repair or rebuild 6-8 pathway bridges and 500 linear feet of boardwalks.

2021 Request for Capital Asset



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 2021, +/- 9000 SF (+/-1100 linear feet) of new pathways, excluding major new capital projects will be built.

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 replace 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

2021 Request for Capital Asset



Creekside Park	380	3
College Park	79	24
TOTAL	2394	705

Trip Hazard Removal

Trip hazards develop for several reasons, very often due to 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 hazards 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 2021, we will correct +/-75-100 pathway trip hazards.

Pathway Lighting

Pathway lighting enhances park safety. 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.

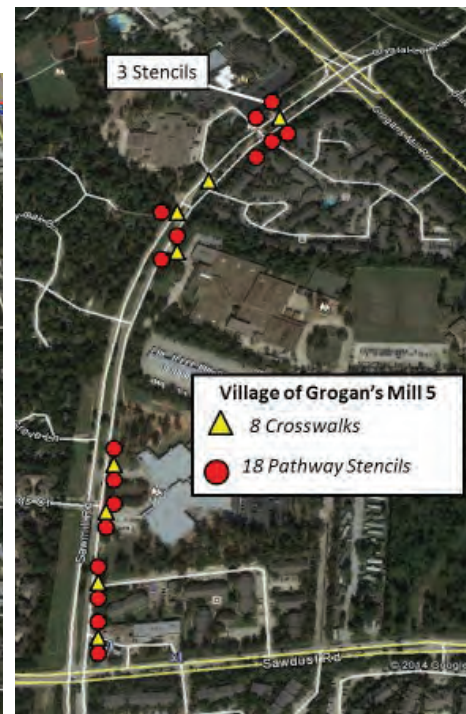
Impact to Operating Cost(s) and/or Revenue:

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.

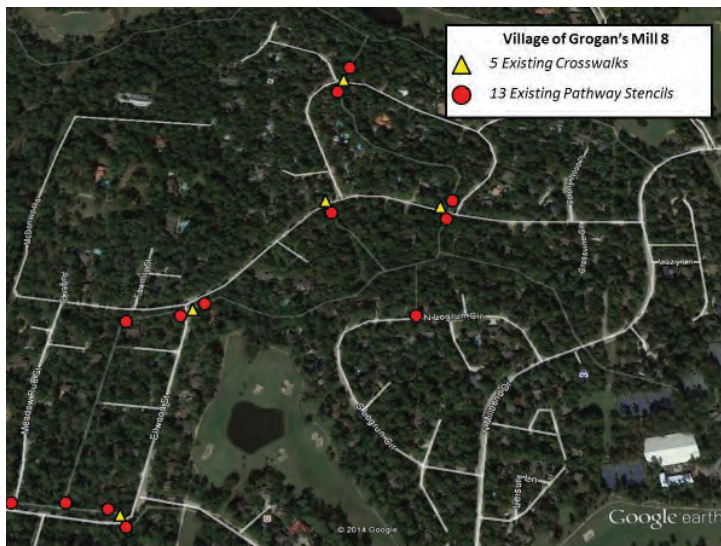
What other options were considered?

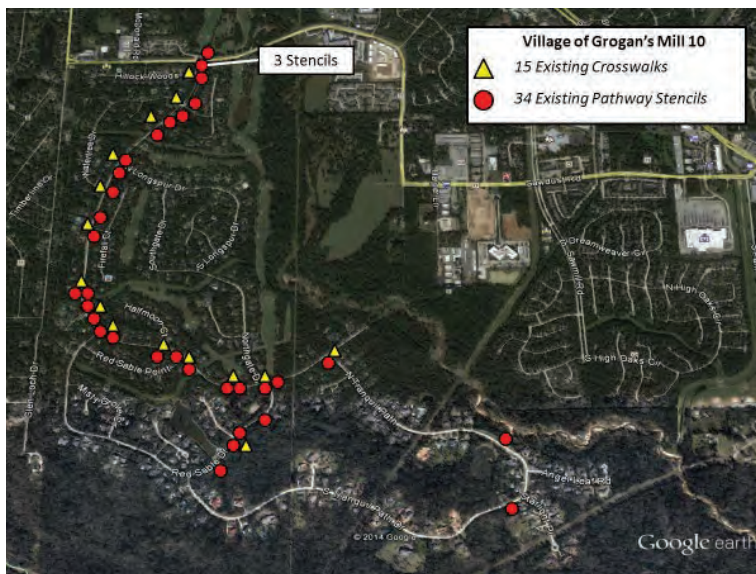
No other options were considered.

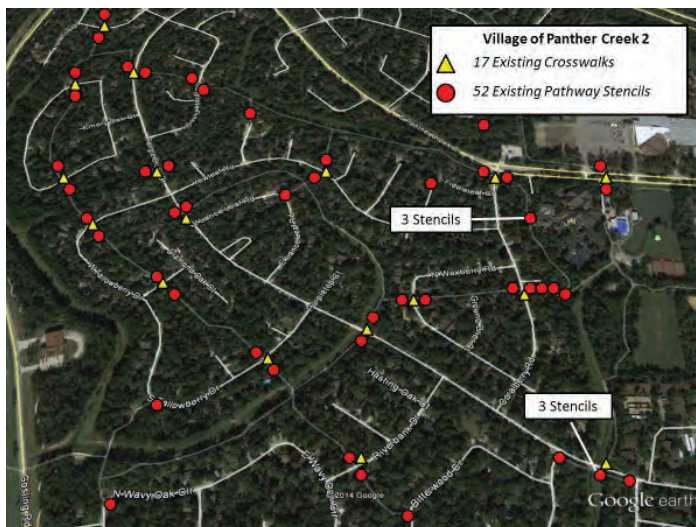




2021 Request for Capital Asset



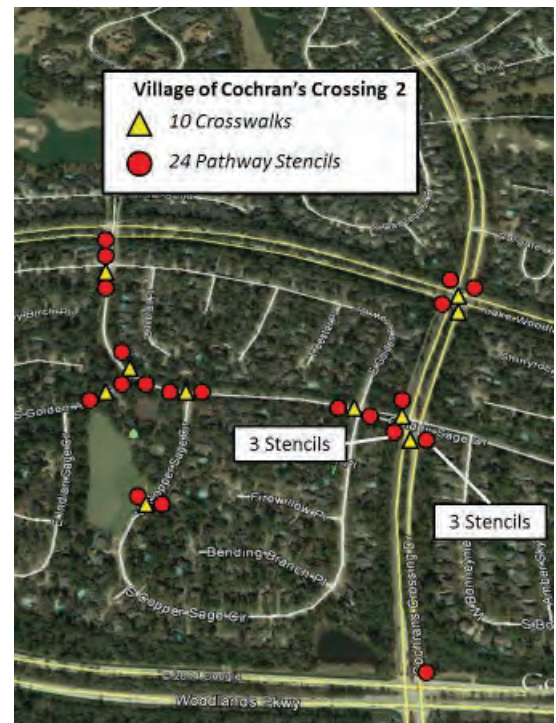




2021 Request for Capital Asset



2021 Request for Capital Asset



2021 Request for Capital Asset



Department	Park Operations	Project Title	Pathway Crosswalk Connectors - BI
Requested By	Budget Initiative	Category	Pathways

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Flintridge at Tealbriar Cir./Indigo Sky Dr.	1	TBD	\$0	\$7,500	\$7,500
Sawmill Rd at Acorn Oak St.	1	TBD	\$0	\$5,000	\$5,000
Cochran's Crossing at Cargate Ln	1	TBD	\$0	\$7,500	\$7,500
Branch Crossing at Longbourne Dr.	1	TBD	\$0	\$10,000	\$10,000
Project Total	4		\$0	\$30,000	\$30,000

Project Description

The Woodlands Township and Montgomery County Precinct 3 received requests from residents for crosswalks and pathway connectors at the following locations:

- Flintridge at Tealbriar Cir./Indigo Sky Dr.
- Sawmill Rd at Acorn Oak St.
- Cochran's Crossing at Cargate Ln
- Branch Crossing at Longbourne Dr.

Precinct 3 and the Montgomery County traffic engineer are agreeable to crosswalks at the locations if The Woodlands Township puts in the pedestrian ramps to access the pathway and crosswalks at these locations. The Township will install the pathway ramps and Precinct 3 would install the crosswalk striping.

Describe critical success factors and service levels affected by this capital asset/project:

1.1.5 Maintain safe public facilities and amenities

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

1.2.3 Provide a pathway system that promotes healthy lifestyles, reflects the commitment to preservation of The Woodlands environment, and adequately connects the entire community for transportation, health and wellness

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

6.1.5 Complete development of systems to enhance mobility and provide safe walking, running and cycling networks

2021 Request for Capital Asset



6.1.6 Expand accessibility within the Township

Impact to Operating Cost(s) and/or Revenue:

Impacts to operating costs include pathway maintenance.

What other options were considered?

No other options were considered. This capital project was approved as a Budget Initiative.

2021 Request for Capital Asset



Department Parks Planning **Project Title** Bridge Replacement- Panther Creek Nature Trail
Requested By Michelle Betcher **Category** Pathways

Proposed Capital Expenditure

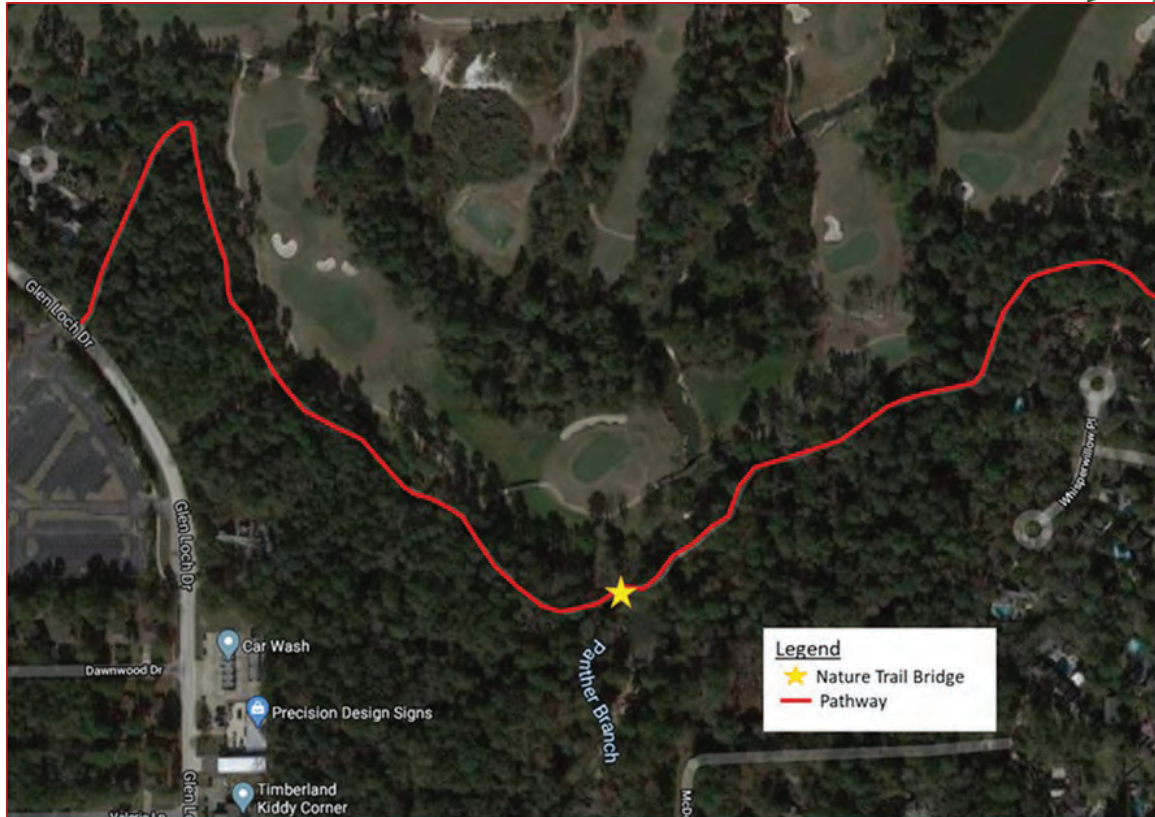
Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Bridge Replacement - Planning	1	May	\$10,000	\$0	\$10,000
Project Total			\$10,000	\$0	\$10,000

Project Description

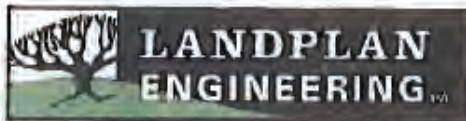
Over time, several storms in the area impacted several of the community's parks and recreation amenities. One severely damaged amenity is a bridge located on the Panther Creek Nature Trail pathway. This is the primary southernmost pathway connection between the Villages of Panther Creek and Grogan's Mill. Piers have been undermined, sunken and/or knocked out of level, the deck has been knocked out of alignment and cannot be realigned due to off-center piers, and there is significant internal rot on wooden piers. Upon the recommendation of engineers who have conducted site inspections, it needs to be replaced. The new bridge would be 51'L and utilize existing abutments. Due to the highly technical nature of this project, it will require stamped engineering drawings, specifications and plans in addition to the construction needs. Preliminary engineering report is attached. This project will span 2021 and 2022. Planning and design will occur in 2021 and \$190,000 is budgeted in the five-year plan in 2022 for construction.

This bridge would be replaced with similar bridges that have experienced similar issues in the area- two (2) bridges that connect Grogan's Mill and Grogan's Point. Both bridges were replaced due to systematic damage due to flooding and were replaced with bridges designed to handle volume of water going under AND over the bridge. Both bridges have been in place for major storms including the 2017 floods and received little damage.

2021 Request for Capital Asset



2021 Request for Capital Asset



Civil Engineering
Landscape Architecture
Community Planning
Surveying

25325 Borough Park Drive Suite 130 The Woodlands, Texas 77380 | (832) 595-0205 | wdlandplan@landplan-pa.com

27 November 2019

Michelle Betcher
Project Manager
The Woodlands Township
2801 Technology Forest Blvd.
The Woodlands, TX 77381

Via: mbetcher@thewoodlandstowship-tx.gov

Dear Ms. Betcher:

As requested we have reviewed the attached Power Point slides that Township staff had developed noting the condition of the second pathway crossing north and east of Sts. Simon & Jude. We concur with the staff recommendations. In this regard we have made three site visits, on the 22nd, 25th, and 27th of this month. These included inspection of the bridge and the site, which underlies our concurrence.

Our visits were also made to investigate the feasibility of the recommendations. The bridge is well located and fully occupies a narrow point in the stream to minimize the span. As such, the bridge will likely have to be closed and removed while a new bridge is constructed, to avoid building a much longer bridge. Your recommendations include 4 new piers and the fact that subsidence of the existing ones has been noted fully supports that recommendation. We did make a brief inspection of the abutments and, subject to further investigation when demolition of the existing bridge occurs, believe those abutments can be used for a new bridge. The standard replacement bridge includes spans up to 24 feet and this bridge spans 51 feet. Thus a new bridge will include part or all of 3 standard spans. The length of the standard spans will allow placement of new piers offset from the existing piers. However, this raises some issues as to flow because the existing piers are quite wide and additional piers add to the constriction of flow in this part of the stream. It may be necessary to remove the old piers as we cannot align new piers using the old piers as added protection for the new piers, as we have done once previously. Though, this suggestion is dependent on an obstruction analysis at the time of design. Note that the design will largely just be a site adaptation of the standard bridge design.

The other feasibility element that we investigated is construction access. As you know, with respect to a previous bridge replacement it was necessary to do some temporary enhancements of another bridge structure leading to the bridge to be replaced. For the current replacement bridge, the one pathway crossing to the west, coming from the church, appears to be adequate. Coming from the east, the shortest route is to access the pathway at West Timberwagon Circle and Laurel Cherry Way. The pathway from that point to the current replacement bridge includes crossings, which we believe are adequate, and tree restrictions, which we believe can be dealt with by trimming and/or perhaps removing one small tree. However, this is conditioned upon specifying that construction will utilize small equipment of the nature used for the first replacement bridge we designed, which is the basis of what is now your standard replacement bridge.

Note that utilizing the standard replacement bridge design will upgrade the load capacity and meet current bridge railing standards.

If you have any questions please do not hesitate to contact us.

Sincerely,


T. Jeffrey Martin
Principal

2021 Request for Capital Asset



Describe critical success factors and service levels affected by this capital asset/project:

- To maintain pathway safety.
- To maintain existing pathway connector to/from the Panther Creek area.

Impact to Operating Cost(s) and/or Revenue:

No additional operating costs associated with replacing bridge.

What other options were considered?

Structurally sound pathway bridges are necessary for safety. Replacement/repair is mandatory.

2021 Request for Capital Asset Carryover



Department	<u>Recreation</u>	Project Title	<u>Bear Branch Roof</u>
Requested By	<u>Accounting</u>	Project Code	<u>430-190-9000-2052-31</u>

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2020	Adjustments: (Savings)	Total Carry Over Amount
Bear Branch Roof	2020	\$100,000	\$70,000	\$0	\$30,000
Project Total	2020	\$100,000	\$70,000	\$0	\$30,000

In which months of 2021 will the carry over amount be spent?

The months in which this carryover amount will be spent are to be determined.

Describe the reason you are requesting a carryover for this project:

This project was an approved capital project for the 2020 budget year. This project is being deferred to 2021.

2021 Request for Capital Asset



Department	Recreation	Project Title	The Recreation Center at Bear Branch Interior Upper Tier Paint
Requested By	TaKeisha Ivery	Category	Recreation Center

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
The Recreation Center at Bear Branch Interior Upper Tier Paint	1	January	\$20,000	\$0	\$20,000
Project Total	1		\$20,000	\$0	\$20,000

Project Description

Painting of the interior and exterior of The Recreation Center at Bear Branch Park was approved through capital funds in 2016 – 2017. Interior paint included the office, restrooms, lobby and the gymnasium brick and columns. The exterior soffits and fascia were also painted. The budget did not allow for the interior upper tier to be painted.

With the Recreation Center at Bear Branch being 28 years old, between 2016 – 2020 many needed and appreciated updates have been made including the abovementioned painting, pour in place gymnasium flooring, cementitious urethane flooring in the lobby, kitchen and restrooms, updated restroom countertops, fitness room updates and an outdoor covered and lined basketball court. The top interior portion needs to be painted to match the current aesthetics of the Recreation Center.

The top tier will tie all the updates and colors together (interior, exterior and outdoor court surfacing) and eliminate the color disparity with the yellow and green columns currently in place. The paint above the brick and is showing the effects of age, moisture from leaks, and sun exposure. This natural damage is evident in the discoloration of the walls, turning them from their original hue to yellow. Painting the top tier of the center will greatly improve the aesthetics and uphold a professional standard for the facility.

The Recreation Center at Bear Branch is heavily used, accommodating over 480 different indoor programs hosting more than 5,000 participants, serves hundreds of fitness members and accommodates over 100 public reservations totaling an estimated 30,000 plus visitors per year. The Recreation Center is a hub for the tennis community with the largest tennis complex located on-site accounting for 30% (over 8,000 participants) of the recreation registrations each year. Serving as the focal point in perhaps the busiest town wide park in The Woodlands, use of the Recreation Center is not limited to program participation. It includes pool pass renewals, walk-in registrations, voting precinct for Montgomery

2021 Request for Capital Asset



County, and a resource for residents requesting information about the community. The Recreation Center at Bear Branch has served the community well; however, the following work should be conducted to maintain the building in an aesthetically pleasing way.



Describe critical success factors and service levels affected by this capital asset/project:

- Improves the aesthetics of the gymnasium and match the other amenities in and surrounding the center
- Resident satisfaction and community pride.
- Maintains property value.

Impact to Operating Cost(s) and/or Revenue:

- None. This work will be arranged during non-peak an un-operational hours creating minimal impact.

What other options were considered?

- Leaving the walls as is.



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THE WOODLANDS TOWNSHIP
CAPITAL BUDGET
FOR THE YEAR ENDING DECEMBER 31, 2021
(In Whole Dollars)

	<i><u>Prior Year</u></i> <i><u>Carryover</u></i>	<i><u>2020</u></i> <i><u>Budget</u></i>	<i><u>2020</u></i> <i><u>Forecast</u></i>	<i><u>Carry-</u></i> <i><u>Over</u></i>	<i><u>2021</u></i> <i><u>Initiatives</u></i>	<i><u>2021</u></i> <i><u>New</u></i>	<i><u>2021</u></i> <i><u>Reserve</u></i>	<i><u>2021</u></i> <i><u>Total</u></i>
<u>INFORMATION TECHNOLOGY</u>								
<u>Computers: software & hardware</u>								
Mobile Data Computers	\$ -	\$ 39,800	\$ 239,800	\$ -	\$ -	\$ -	\$ -	\$ -
WFD Mobile Data Computers	-	17,600	17,600	-	-	-	-	-
Server Replacements/Upgrades	-	90,160	1,231	88,929	-	-	121,100	210,029
Phone System	-	-	-	-	-	13,100	73,400	86,500
Software	-	351,000	351,000	-	-	-	177,500	177,500
Desktop & Laptop Computers	-	49,000	49,000	-	-	-	215,700	215,700
Network Equipment	40,167	105,100	140,600	4,667	-	-	83,500	88,167
Storage Area Network Expansion	-	-	-	-	-	-	85,000	85,000
Audio Visual Systems	-	-	-	-	-	7,700	-	7,700
Printers	-	11,600	11,600	-	-	-	-	-
Software Licenses	25,358	-	25,358	-	-	-	33,000	33,000
Microwave Network	-	-	-	-	-	92,000	-	92,000
Facility Access Control	191,757	-	41,365	-	-	-	-	-
<u>Total</u>	<u>\$ 257,282</u>	<u>\$ 664,260</u>	<u>\$ 877,554</u>	<u>\$ 93,596</u>	<u>\$ -</u>	<u>\$ 112,800</u>	<u>\$ 789,200</u>	<u>\$ 995,596</u>

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Information Technology Capital by Project



Year	Account	CIP Category	Item	Capital Exp
2021	410-190-9000-2103-31	Hardware	Desktop & Laptop Computers	\$215,700
			Total Hardware	\$215,700
2021	410-190-9000-2104-31	Software	Covenant Admin Land Mgmt Software	\$177,500
2021	410-190-9000-2105-31	Software	VDI Capacity Increase	\$33,000
			Total Software	\$210,500
2021	410-190-9000-2106-31	Equipment	Network Routers (Fire Department)	\$41,000
2021	410-190-9000-2107-31	Equipment	Network Switches	42,500
2019	410-190-9000-1913-31	Equipment	Domain Controllers - Carryover	4,667
2021	410-190-9000-2108-31	Equipment	Phone System Connection to Microsoft Teams	13,100
2021	410-190-9000-2109-31	Equipment	Phone System Replacement	73,400
2020	410-190-9000-2011-31	Equipment	Server Replacements - Carryover	88,929
2021	410-190-9000-2110-31	Equipment	Server Replacements	59,600
2021	410-190-9000-2111-31	Equipment	VDI Performance - Blade Servers	61,500
2021	410-190-9000-2112-31	Equipment	Rob Fleming - AV System	7,700
2021	410-190-9000-2113-31	Equipment	Storage Area Network Expansion	85,000
2021	410-190-9000-2114-31	Equipment	Microwave Link (Fire Department/Harris County)	92,000
			Total Equipment	\$569,396
			Total - Information Technology	\$995,596

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2021 Request for Capital Asset



Department Information Technology **Project Title** Desktop and Laptop Computers
Requested By Andy Brieden **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Refresh Desktops	11	March	\$13,200	\$0	\$13,200
Refresh Surface Books	83	March	\$175,000	\$0	\$175,000
Refresh Monitors	153	March	\$26,700	\$0	\$26,700
Refresh Dell Docks	4	March	\$800	\$0	\$800
Project Total	279		\$215,700	\$0	\$215,700

Project Description

The Surface Books, Surface Docks and Monitors in this request will replace desktop computers, laptops and monitors purchased in 2017. These systems will no longer be under warranty; thus, vendor support and next-day parts delivery would no longer be available.

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:

There are no impacts to operating costs and/or revenue.

What other options were considered?

No other options were considered.

2021 Request for Capital Asset



Department	<u>Information Technology</u>	Project Title	<u>Covenant Administration Land 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
Covenant Land Management Software	1	February	\$177,500	\$0	\$177,500
Project Total	1		\$177,500	\$0	\$177,500

Project Description

The Township uses a land management system to receive and manage property application requests and violations for residential and commercial properties. The Covenant Administration department uses the system to initiate cases and track applications from Township residents and commercial properties. It is also used for land management planning, establish and streamline workflows, and analyze the overall property health of the community.

The Township has utilized the Accela Automation system since 2009 for Asset Management, Work Orders, Service Requests, Woodlands 311, Land Management and GIS.

This project will replace the existing system with a more robust, streamlined solution for the mobile workforce. Phase 1 will replace the asset management/work order system used by the Parks department in 2020. Phase 2 will replace the land management system used by Covenant Administration in 2021.

Describe critical success factors and service levels affected by this capital asset/project:

Over the years Accela technical support has gradually declined in responsiveness and resolutions, while operational costs have increased. Technical support requests have taken over a year to resolve. IT staff receive little to no communication on reported issues.

Upgrades in system features have also declined as the corporation has shifted its product line to other markets.

The integration between the Woodlands311 mobile app and the work order system has taken over two years to implement and is still not completed resulting in staff inefficiencies from entering data in two systems.

2021 Request for Capital Asset



Accela has not developed a stable mobile app for field staff, limiting staff efficiencies and productivity. Accela focuses on expensive mobile computers as opposed to tablets or smartphones.

Accela has shifted its focus away from self-hosted systems. There have been very few product updates while licensing costs increases 10% annually.

Accela GIS features have not been improved. Staff must rely on the GIS staff to intermediate level analytics. Accela is several versions behind the latest version of GIS ESRI products. GIS staff must develop workarounds for functionality. The Township will need to hire GIS developers or replace the Accela system to provide GIS functionality.

Impact to Operating Cost(s) and/or Revenue:

No impact to operating costs or revenue provided.

What other options were considered?

No other options were considered.

2021 Request for Capital Asset



Department Information Technology **Project Title** VDI Capacity Increase
Requested By William "Bubba" 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
Microsoft Licenses	155	January	\$18,400	\$0	\$18,400
Citrix Licenses	25	January	\$9,600	\$0	\$9,600
Professional Services	20	January	\$9,600	\$0	\$5,000
Project Total	200		\$33,000	\$0	\$33,000

Project Description

Replace our current Microsoft License subscription to Per Use as opposed to Per Device and increase Citrix licensing to match MS totals.

Describe critical success factors and service levels affected by this capital asset/project:

During the Covid-19 pandemic we increased our MS licensing by 30 devices to accommodate employees working remotely. This brought a unique challenge since our MS licensing is per Device and not Per User. Currently if an employee logs into the Township's VDI system from two separate computers, they consume two licenses; converting to per user licensing enables users to log in from multiple computers and only consume one license.

Impact to Operating Cost(s) and/or Revenue:

There are no impacts to operating costs and/or revenue.

What other options were considered?

No other options considered.

2021 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
4351 Router	5	March	\$24,100	\$0	\$24,100
Voice/fax module	5	March	\$4,000	\$0	\$4,000
Smartnet maintenance	5	March	\$6,500	\$0	\$6,500
IOS UC license	5	March	\$6,400	\$0	\$6,400
Project Total	20		\$41,000	\$0	\$41,000

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 connectivity to the network and ensure fast, reliable and secure computer networking and communication.

The Cisco routers will replace aging routers at fire stations 2,3,4,5 and 8.

Impact to Operating Cost(s) and/or Revenue:

The new routers will require annual maintenance expense that will be factored into the operating budget.

What other options were considered?

No other options were considered.

2021 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	5	June	\$35,500	\$0	\$35,500
Switch maintenance	5	June	\$7,000	\$0	\$7,000
Project Total	10		\$42,500	\$0	\$42,500

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 the emergency training center, central fire station, aquatics and townhall locations.

Impact to Operating Cost(s) and/or Revenue:

The new switches will require annual maintenance expense that will be factored into the operating budget.

What other options were considered?

No other options were considered.

2021 Request for Capital Asset Carryover



Department Information Technology **Project Title** Domain Controllers
Requested By Accounting **Project Code** 410-190-9000-1913-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2020	Adjustments: (Savings)	Total Carry Over Amount
Domain Controllers	2019	\$4,667	\$0	\$0	\$4,667
Project Total	2019	\$4,667	\$0	\$0	\$4,667

In which months of 2021 will the carry over amount be spent?

The months in which this carryover amount will be spent are to be determined.

Describe the reason you are requesting a carryover for this project:

This project was an approved capital project for the 2019 budget year and was approved as a capital carryover in the 2020 Budget. This project is being deferred to 2021.

2021 Request for Capital Asset



Department Information Technology **Project Title** Teams Phone Bridge
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
Phone Session Border Controller	1	February	\$0	\$2,700	\$2,700
voice license	1	February	\$0	\$400	\$400
Professional services	1	February	\$0	\$10,000	\$10,000
Project Total	3		\$0	\$13,100	\$13,100

Project Description

The session border controller provides a connection between the Cisco phone system and Microsoft Teams.

Describe critical success factors and service levels affected by this capital asset/project:

The session border device will act as a bridge or connector between Microsoft Teams application and the Cisco phone system. The connection between these two heavily used systems would increase employee productivity and improve communications.

The session border device will be located at the Town Hall location.

Impact to Operating Cost(s) and/or Revenue:

The new device will require annual maintenance expense of \$400.

What other options were considered?

No other options were considered.

2021 Request for Capital Asset



Department Information Technology **Project Title** Phone System Replacement
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
Cisco phone system	2	June	\$53,400	\$0	\$53,400
Professional services	1	June	\$20,000	\$0	\$20,000
Project Total	3		\$73,400	\$0	\$73,400

Project Description

The replacement phone system in this quote will replace the currently aging phone system. The current phone system 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:

The phone system provides critical voice service for the Township and all facilities. Cisco phone systems provide fast and reliable voice and voicemail services.

The Cisco phone system will replace the aging system at Townhall and Central Fire Station. The existing Cisco IP desk phones that were recently replaced will function fully with the new Cisco phone system.

Impact to Operating Cost(s) and/or Revenue:

The new system will require annual maintenance expense that will be factored into the operating budget.

What other options were considered?

No other options were considered.

2021 Request for Capital Asset Carryover



Department Information Technology **Project Title** Server Replacements
Requested By Accounting **Project Code** 410-190-9000-2011-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2020	Adjustments: (Savings)	Total Carry Over Amount
Server Replacements	2020	\$90,160	\$1,231	\$0	\$88,929
Project Total	2020	\$90,160	\$1,231	\$0	\$88,929

In which months of 2021 will the carry over amount be spent?

The months in which this carryover amount will be spent are to be determined.

Describe the reason you are requesting a carryover for this project:

This project was an approved capital project for the 2020 Budget. This project is being deferred to 2021.

2021 Request for Capital Asset



Department Information Technology **Project Title** Server Replacement
Requested By William "Bubba" 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
Server Replacements	4	June	\$59,600	\$0	\$59,600
Project Total	4		\$59,600	\$0	\$59,600

Project Description

2021 Server Replacement for out of warranty/end of life servers including Blade Servers.

Describe critical success factors and service levels affected by this capital asset/project:

Four blade servers will be added to existing server chassis located at Townhall and Disaster Recovery site at Central Fire to replace four physical servers that will be End of Life in 2021.

Impact to Operating Cost(s) and/or Revenue:

Servers come with five-year warranty

What other options were considered?

No other options considered

2021 Request for Capital Asset



Department Information Technology **Project Title** VDI Performance
Requested By William "Bubba" 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
HPE Blade Server P6 Video Modules	6	January	\$45,000	\$0	\$45,000
nVidia Perpetual License	65	January	\$6,500	\$0	\$6,500
Professional Services	1	January	\$10,000	\$0	\$10,000
Project Total	72		\$61,500	\$0	\$61,500

Project Description

HPE video modules will be installed in three Synergy Blade servers at each Data Center, VDI servers will be prioritized to use these blade servers, Citrix Environment will be optimized.

Describe critical success factors and service levels affected by this capital asset/project:

The Township's Virtual Desktop Environment was primarily designed to host the Covenants Administration Department's Property Compliance Technicians along with other non-power users. The requirement by some groups to utilize Training Videos, Google Earth, Google Maps and other graphic intensive applications require the need for additional compute resources be made available. The increase in graphics performance will create a more fluid working environment for these employees.

Impact to Operating Cost(s) and/or Revenue:

\$6,500 annual nVidia maintenance

What other options were considered?

No other options were considered.

2021 Request for Capital Asset



Department Information Technology **Project Title** Rob Fleming Conference Rm A/V
Requested By William "Bubba" 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
Audio / Visual Equipment & Installation	1	March	\$0	\$7,300	\$7,300
Data Cable & Electrical	1	March	\$0	\$400	\$400
Project Total	2		\$0	\$7,700	\$7,700

Project Description

This proposal is to upgrade the AV System at the Rob Fleming Recreation Center Small Side Room on east end of building. This project will install a new projector, ceiling speakers, and reuse the existing manual screen within the room or install a fixed screen supplied by the Township.

Describe critical success factors and service levels affected by this capital asset/project:

Rob Fleming Staff have requested the room's audio / visual system be upgraded. When Audio equipment is needed by groups renting the room or utilized by Township Staff, a projector is rolled in on a cart. This project will install a permanent projector and speakers along with a Solstice Pod making the A/V connectivity consistent with all Township Conference Rooms.

Impact to Operating Cost(s) and/or Revenue:

No impact to operating costs and/or revenue.

What other options were considered?

No other options were considered.

2021 Request for Capital Asset



Department Information Technology **Project Title** Storage Area Network Expansion
Requested By William "Bubba" 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
HPE Nimble Cache	6	March	\$85,000	\$0	\$85,000
Project Total	6		\$85,000	\$0	\$85,000

Project Description

Install 3 Cache drives in each Nimble Storage Systems at Townhall and Central Fire Data Centers.

Describe critical success factors and service levels affected by this capital asset/project:

Cache Drives will enable new feature sets on Township storage; the most important one being the ability to perform deduplication at the volume level. Additional cache will also increase data access speeds leveraging the current investment we have in the Synergy Blade Chassis and Blade Servers.

Impact to Operating Cost(s) and/or Revenue:

Impact to operating costs include \$2,492 for annual maintenance.

What other options were considered?

No other options were considered.

2021 Request for Capital Asset



Department Information Technology **Project Title** Microwave link
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
Microwave radios and antennas	2	June	\$0	\$60,000	\$60,000
Spare radios	2	June	\$0	\$2,000	\$2,000
installation	2	June	\$0	\$30,000	\$30,000
Project Total	6		\$0	\$92,000	\$92,000

Project Description

The microwave link will add a new radio communications connection between The Woodlands Fire Department and the Harris County radio system.

Describe critical success factors and service levels affected by this capital asset/project:

The existing microwave ring that the Woodlands Fire Department uses for primary alerting, data and voice communication has one connection to the Montgomery County Sheriff's Office (MCSO). Adding a new microwave link to the Harris County radio system will provide critical radio communications if connectivity to MCSO is lost.

Impact to Operating Cost(s) and/or Revenue:

The new microwave radios will require annual maintenance expense that will be factored into the operating budget.

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, 2021
(In Whole Dollars)

	<i><u>Prior Year Carryover</u></i>	<i><u>2020 Budget</u></i>	<i><u>2020 Forecast</u></i>	<i><u>Carry- Over</u></i>	<i><u>2021 Budget Initiatives</u></i>	<i><u>2021 New</u></i>	<i><u>2021 Reserve</u></i>	<i><u>2021 Total</u></i>
<u>GENERAL</u>								
Building Improvements/Equipment	\$ -	\$ 105,000	\$ 105,000	\$ -	\$ -	\$ -	\$ -	\$ -
UPS System/Batteries	-	-	-	-	-	-	45,000	45,000
Water Heater	-	-	-	-	-	-	5,000	5,000
Concrete Pavement	-	8,500	8,500	-	-	-	-	-
Grogan's Mill Rd. Property	514,555	384,312	-	706,711	-	-	-	706,711
Replace Sealant Joints at Concrete Panels	-	67,000	-	67,000	-	-	-	67,000
Cultural Arts Feasibility	58,100	-	58,100	-	-	-	-	-
<u>Total</u>	<u>\$ 572,655</u>	<u>\$ 564,812</u>	<u>\$ 171,600</u>	<u>\$ 773,711</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 50,000</u>	<u>\$ 823,711</u>

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Other Capital by Project



Year	Account	CIP Category	Item	Capital Expense
2016	400-190-9000-1603-31	Other	Grogan's Mill Rd. Property Site Plan - Carryover	\$ 20,000
2019	400-190-9000-1901-31	Other	Property Site Plan Restoration - Carryover	494,555
2020	400-190-9000-2003-31	Other	Glazing Joint Replacement - Carryover	67,000
2020	400-190-9000-2005-31	Other	Grogan's Mill Rd. Property - Carryover	192,156
2021	400-190-9000-2101-31	Other	UPS Batteries	45,000
2021	400-190-9000-2102-31	Other	Water Heater Replacement	5,000
Total - Other Capital				\$ 823,711

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2021 Request for Capital Asset Carryover



Department Non-Departmental **Project Title** Grogan's Mill Rd. Property Site Plan
Requested By Accounting **Project Code** 400-190-9000-1603-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2020	Adjustments: (Savings)	Total Carry Over Amount
Grogan's Mill Rd. Property	2016	\$20,000	\$0	\$0	\$20,000
Project Total	2016	\$20,000	\$0	\$0	\$20,000

In which months of 2021 will the carry over amount be spent?

The months in which this carryover amount will be spent are to be determined.

Describe the reason you are requesting a carryover for this project:

This project was an approved capital project for the 2016 budget year and approved carryover project for the 2020 Budget. This project is being deferred to 2021.

2021 Request for Capital Asset Carryover



Department Non-Departmental **Project Title** Property Site Plan Restoration
Requested By Accounting **Project Code** 400-190-9000-1901-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2020	Adjustments: (Savings)	Total Carry Over Amount
Property Site Plan Restoration	2019	\$494,555	\$0	\$0	\$494,555
Project Total	2019	\$494,555	\$0	\$0	\$494,555

In which months of 2021 will the carry over amount be spent?

The months in which this carryover amount will be spent are to be determined.

Describe the reason you are requesting a carryover for this project:

This project was an approved capital project for the 2019 budget year and approved carryover project for the 2020 Budget. This project is being deferred to 2021.

2021 Request for Capital Asset Carryover



Department Non-Departmental **Project Title** Glazing Joint Replacement – Town Hall
Requested By Accounting **Project Code** 400-190-9000-2003-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2020	Adjustments: (Savings)	Total Carry Over Amount
Glazing Join Replacement	2020	\$67,000	\$0	\$0	\$67,000
Project Total	2020	\$67,000	\$0	\$0	\$67,000

In which months of 2021 will the carry over amount be spent?

The months in which this carryover amount will be spent are to be determined.

Describe the reason you are requesting a carryover for this project:

This project was an approved capital project for the 2020 budget year. This project is being deferred to 2021.

2021 Request for Capital Asset Carryover



Department Non-Departmental **Project Title** Grogan's Mill Property Parking Lot
Requested By Accounting **Project Code** 400-190-9000-2005-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2020	Adjustments: (Savings)	Total Carry Over Amount
Grogan's Mill Property Parking Lot	2020	\$384,312	\$0	(\$192,156)*	\$192,156
Project Total	2020	\$384,312	\$0	(\$192,156)	\$192,156

*50% funded by The Woodlands Development Company

In which months of 2021 will the carry over amount be spent?

The months in which this carryover amount will be spent are to be determined.

Describe the reason you are requesting a carryover for this project:

This project was an approved capital project for the 2020 budget year. This project is being deferred to 2021.

2021 Request for Capital Asset



Department Non-Departmental **Project Title** UPS Repair & Batteries – Town Hall
Requested By GLEN BERNSTEIN **Category** Other

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
225 KVA Removal	1	January	\$4,500	\$0	3,500
PDI Replacement	1	January	\$32,000	\$0	\$32,000
50 KVA Batteries	1	December	\$8,500	\$0	\$8,500
Project Total	3		\$45,000	\$0	\$45,000

Project Description

Remove the decommissioned Liebert 225 KVA located in main electrical room 675. This unit has been disconnected/ bypassed and needs to be removed/recycled.

Replace the (1999 Model) PDI power distribution attached to the Liebert 50 KVA UPS located in IT server room 512.

Replace Batteries in Liebert 50 KVA UPS – 4-year PM. Note: UPS installed Dec 2017

Describe critical success factors and service levels affected by this capital asset/project:

Maintain optimal performance of the UPS and electrical service to the IT servers.

Impact to Operating Cost(s) and/or Revenue:

There are no impacts to operating costs and/or revenue.

What other options were considered?

No other options were considered.

2021 Request for Capital Asset



Department Non-Departmental **Project Title** Water Heater Replacement – Town Hall
Requested By GLEN BERNSTEIN **Category** Other

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Water Heater Replacement	1	May	\$5,000	\$0	\$5,000
Project Total	1		\$5,000	\$0	\$5,000

Project Description

Replace the 100-gallon gas water heater in the 700 area showers and restrooms. Unit was installed in 2011 and has been heavily used.

Describe critical success factors and service levels affected by this capital asset/project:

Higher energy efficiency

Impact to Operating Cost(s) and/or Revenue:

There are no impacts to operating costs and/or revenue.

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, 2021
(In Whole Dollars)

	<u>Prior Year</u> <u>Carryover</u>	<u>2020</u> <u>Budget</u>	<u>2020</u> <u>Forecast</u>	<u>Carry-</u> <u>Over</u>	<u>2021</u> <u>Budget Initiatives</u>	<u>2021</u> <u>New</u>	<u>2021</u> <u>Reserve</u>	<u>2021</u> <u>Total</u>
<u>LAW ENFORCEMENT*</u>								
Vehicles	\$ -	\$ 1,036,420	\$ 1,036,420	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	-	242,140	222,140	-	-	70,000	-	70,000
Cameras	-	-	-	-	-	-	-	-
Total	<u>\$ -</u>	<u>\$ 1,278,560</u>	<u>\$ 1,258,560</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 70,000</u>	<u>\$ -</u>	<u>\$ 70,000</u>

* Law Enforcement Services items are included in the General Fund Section of the budget

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Law Enforcement Capital by Project



Year	Account	CIP Category	Item	Capital Expense	
2021	420-190-9000-2115-31	Law Enforcement	Equipment	\$	70,000
			Total - Law Enforcement	\$	70,000

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2021 Request for Capital Asset



Department Law Enforcement

Project Title Equipment

Requested By Marian Leck

Category Law Enforcement Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Equipment	TBD	January	\$0	\$70,000	\$70,000
Project Total	12		\$0	\$70,000	\$70,000

Project Description

Equipment funded by this project include traffic enforcement equipment and other equipment per the terms of the interlocal agreement with Montgomery County.

Describe critical success factors and service levels affected by this capital asset/project:

- 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

Impact to Operating Cost(s) and/or Revenue:

No impact to operating costs and/or revenue

What other options were considered?

No other options were considered.

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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
2021 Budget**

	<u>Market Street/ Town Green Park</u>	<u>Mall Expansion/ Waterway Square</u>	<u>Public Safety</u>	<u>Total</u>
REVENUES				
Sales and Use Tax	\$ 1,538,228	\$ 1,585,989	\$ 23,844,030	\$ 26,968,247
Interest Income	-	-	-	-
Other Income	-	-	-	-
Financing Sources	-	-	-	-
Transfers In	-	-	-	-
TOTAL REVENUES	\$ 1,538,228	\$ 1,585,989	\$ 23,844,030	\$ 26,968,247
PROJECT PAYMENTS				
Market Street Public Enhancements	1,338,228	-	-	1,338,228
The Woodlands Mall Expansion	-	1,235,989	-	1,235,989
Town Green Park	306,810	-	-	306,810
Waterway Square	-	35,135	-	35,135
Financing Uses	-	-	-	-
Transfers Out	-	-	23,844,030	23,844,030
TOTAL EXPENDITURES	\$ 1,645,038	\$ 1,271,124	\$ 23,844,030	\$ 26,760,192
REVENUE OVER/(UNDER) EXPENDITURES	(106,810)	314,865	-	208,055
BEGINNING FUND BALANCE	(5,174,531)	(790,236)	-	(5,964,766)
ENDING FUND BALANCE	\$ (5,281,341)	\$ (475,371)	\$ -	\$ (5,756,711)

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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 2021 Budget includes incremental sales tax collections generated by the Zone totaling \$26,968,247. These collections have been committed for specific projects to the extent of actual collections.

Incremental Sales Tax Revenue by Project	
Market Street enhancements	\$1,231,418
Woodlands Mall expansion	1,550,854
Town Green Park	306,810
Waterway Square	35,135
Public Safety	23,844,030
Total	\$26,968,247



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, 2019, aggregate net revenue payments including interest to the project developer totaled \$14,581,990, and priority payments to the Township totaled \$2,800,000.

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, 2019, aggregate net revenue payments including interest to the project developer totaled \$10,506,171, and priority payments to the Township totaled \$5,602,869.

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 2021 operating expenditures (excluding debt and capital) total \$25,834,822, which will be funded by \$23,844,030 of incremental sales tax collected within the economic development zone not dedicated to other projects. The remaining amount of \$1,990,792 will be funded from General Fund sales tax revenues.

For more information on the Fire Department's 2021 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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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 1/1/2021 will be \$45.0 million, and principal and interest due on that debt will be \$6.0 million for 2021. 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 refunding bonds in 2019, originally issued in 2010, to take advantage of lower interest rates and debt service requirements. The Unlimited Tax Bonds Series 2011, Series 2012, and Refunding Series 2019 were issued 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 1/1/2021 is \$28.2 million. Annual debt service requirements total \$3.2 million for 2021 and are funded by the debt service component of the annual property tax rate.

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 July 2019, 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 2019

a list of cities of similar population and their debt			
City Name	Tax Supported Debt Outstanding	Tax Supported Debt Outstanding Per Capita	Population
Round Rock	\$212,185,000	\$1,648	128,739
Abilene	\$316,055,000	\$2,570	122,999
Pearland	\$309,495,000	\$2,534	122,149
Beaumont	\$200,120,000	\$1,690	118,428
Odessa	\$99,470,000	\$825	120,568
Richardson	\$327,690,000	\$2,709	120,981
The Woodlands Township	\$32,190,000	\$272	118,400
College Station	\$372,000,000	\$3,201	116,218
Lewisville	\$123,280,000	\$1,157	106,586
Tyler	\$0	\$0	105,729

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 2019 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 by private enterprises, a public facility corporation or not at all.

In addition to unlimited tax bonds, the Township issued Sales Tax and Hotel Occupancy Tax Refunding Bonds Series 2019 to take advantage of favorable market conditions and lower debt service payments on debt refunded in 2010 related to the construction of The Woodlands Convention Center. The outstanding balance on these bonds at 1/1/2021 is \$16.8 million. Annual debt service requirements total \$2.8 million and are fully funded by hotel occupancy tax revenues in 2021. 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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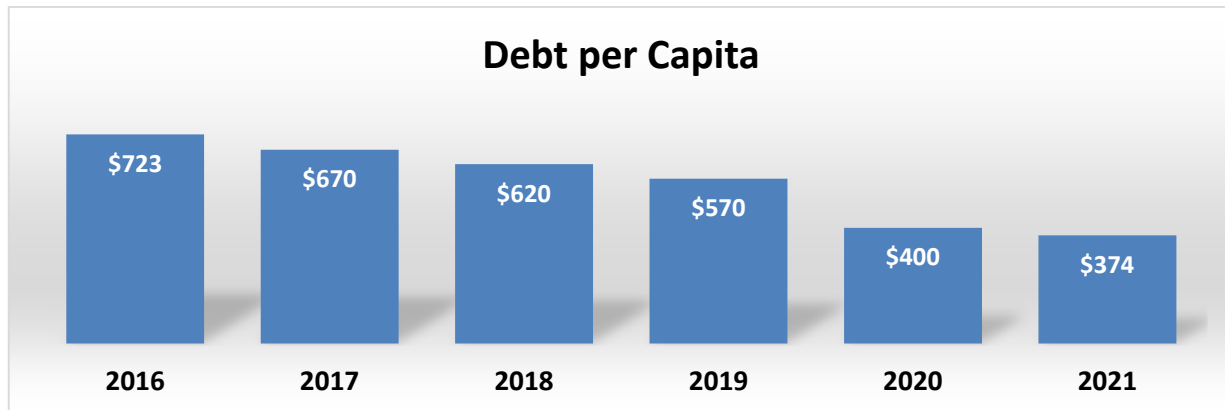
Debt Service Fund



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 \$723 in 2016 to a low of \$374 in 2021, representing a 48% decrease.

Debt per Capita

Debt per Capita Table	2016	2017	2018	2019	2020	2021
Outstanding Debt	\$82,880,000	\$77,900,000	\$72,735,000	\$67,415,000	\$47,690,000	\$45,025,000
Population	114,625	116,278	117,305	118,310	119,100	120,300
Debt per Capita	\$723	\$670	\$620	\$570	\$400	\$374



Total debt service on the Township's outstanding bonds is \$6.0 million for 2021. 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 2021 follows:

Sources of Funds	Amount	%	
Hotel Occupancy Tax (base 7%)	\$ 6,417,918	66.7%	
Property Tax	3,193,450	33.2%	
Sales and Use Tax	-	0.00%	
Interest Income	6,000	0.10%	
Total Sources of Funds	\$ 9,617,368	100.0%	
Use of Funds	Principal	Interest	Total
Hotel Tax-Revenue Bonds	\$ 2,055,000	\$ 788,875	\$ 2,843,875
Property Tax - Unlimited Tax Bonds	2,310,000	883,450	3,193,450
Total Uses of Funds	\$ 4,365,000	\$ 1,672,325	\$ 6,037,325

Debt Service Fund



Total annual debt service requirements have decreased from a total of \$7.9 million in 2016 to \$6.0 million in 2021. The decrease is due primarily to the retirement of \$6.4 million of debt in the first quarter of 2019 related to bonds issued in 2010 pursuant to the Town Hall facility. Defeasance of the bonds saved the Township \$1.0 million in interest expense over the remaining life of the bonds and reduced annual debt service payments by \$1.1 million. The debt retirement was funded with favorable budget variances including sales tax collections from prior years that exceeded revenue projections.

Additionally, in December 2019, the Sales Tax and Hotel Occupancy Tax Bonds, Series 2010, and the Unlimited Tax Bonds, Series 2010 were refunded to benefit from favorable market conditions. The refunding resulted in \$2.7 million in interest expense savings over the remaining life of the bonds and reduced annual debt service payments by \$0.5 million.

Although the Board of Directors has not authorized the issuance of 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 2021. The Township's revenue bond resolutions require that pledged revenues be maintained at a minimum level of 1.3 times (130%) the maximum annual debt service (MADS) during any fiscal year on the remaining outstanding bonds. Based on projected pledged revenues totaling \$20.2 million, the Township has the debt capacity to increase annual debt service requirements by \$12.7 million and still maintain a 130% MADS coverage. Assuming a 3.0% interest rate, \$12.7 million of annual debt service payments would support \$103.0 million in additional revenue bonds with a 10-year term or \$141.2 million with a 15-year term.

Pledged Revenue Coverage	FY 2021
Hotel tax (7%)	\$6,417,918
Sales tax (1/2 of 1%)	13,762,039
Total pledged revenues	\$20,179,957
Current Maximum Annual Debt Service	2,851,125
Coverage (130% min requirement)	708%
Additional Annual Debt Service	\$12,700,000
MADS Coverage (%)	130%
Possible Additional Debt (15 yrs)	\$141,204,000
Possible Additional Debt (10 yrs)	\$103,008,000

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 sales tax pledged revenues currently being used to fund operating expenditures. During the 2020 budget process, the Board authorized all excess hotel tax revenues be allocated to a reserve designated for the payment of debt service on bonds that could potentially be issued for a performing arts facility and renovation of the convention center.

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 additional hotel tax revenues are first allocated to Visit The Woodlands (VTW) to the extent necessary to fund operating expenses if revenues received by VTW from a 2% supplemental hotel tax are insufficient. Any remaining hotel tax revenue is then allocated to the Bond Reserve for Performing Arts and Convention Center.

Allocation of 7% Base Hotel Tax Revenue	
2021 Hotel Tax Revenue	\$6,417,918
2021 Hotel Tax Required for Debt Service on Revenue Bonds*	(2,837,875)
Hotel Tax Available after Debt Service Payments	3,580,043
Hotel Tax allocated to VTW	(690,060)
2021 Hotel Tax Transferred to Performing Arts/Conv. Reserve	\$2,889,983

*Debt service, net of interest income

At 12/31/2021, the Bond Reserve for Performing Arts and Convention Center is projected to have a balance of \$4,482,109.

	Actual 2019	Forecast 2020	Budget 2021
Beginning Reserve Balance	\$3,742,661	\$855,622	\$1,592,126
Excess Hotel Tax Revenue	2,946,860	736,504	2,889,983
Board Authorized Uses:			
Capital Replacement Reserve	(2,000,000)	0	0
Operating Reserve	(2,000,000)	0	0
Property Site Plan Reserve	(1,833,899)	0	0
Ending Reserve Balance	\$855,622	\$1,592,126	\$4,482,109

The Board of Directors 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)

	2019	2020	2020	2021	\$
	Actuals	Budget	Forecast	Budget	Inc/(Dec)
REVENUES					
Direct - Property Tax	\$ 3,422,159	\$ 3,182,927	\$ 3,182,927	\$ 3,193,450	\$ 10,523
Direct - Hotel Occupancy Tax	7,191,086	7,550,492	4,530,295	6,417,918	(1,132,574)
Transfers In - Debt Svc Resv Fund	2,269,692	37,840	-	-	(37,840)
Interest Income	22,371	6,800	6,000	6,000	(800)
Transfers In - Bond Redemption Fund	6,394,000	-	-	-	-
Bond Proceeds	44,527,742	-	-	-	-
TOTAL REVENUES	\$ 63,827,051	\$ 10,778,059	\$ 7,719,222	\$ 9,617,368	\$ (1,160,691)
EXPENDITURES					
Debt Service - Principal	57,635,000	4,855,001	4,665,000	4,365,000	(490,001)
Debt Service - Interest	2,845,527	1,682,069	1,374,487	1,672,326	(9,743)
Debt Issuance Costs	497,792	-	-	-	-
Debt Service -Admin Expense	3,050	-	-	-	-
Transfers Out - Capital Replacement Reserve	2,000,000	-	-	-	-
Transfers Out - Operating Reserve	2,000,000	-	-	-	-
Transfers Out - Property Site Plan Reserve	1,833,899	-	-	-	-
Transfers Out - General Fund (For CVB/Trolley)	1,102,876	1,145,535	943,231	690,060	(455,475)
TOTAL EXPENDITURES	\$ 67,918,145	\$ 7,682,605	\$ 6,982,718	\$ 6,727,386	\$ (955,219)
REVENUE OVER/(UNDER) EXPENDITURES	(4,091,094)	3,095,454	736,504	2,889,982	(205,472)
BEGINNING FUND BALANCE	8,054,567	3,963,473	3,963,473	4,699,977	736,504
ENDING FUND BALANCE	\$ 3,963,473	\$ 7,058,927	\$ 4,699,977	\$ 7,589,959	\$ 531,032
ENDING FUND BALANCE RECONCILIATION					
Funds for Debt Service	3,107,850	3,107,850	3,107,850	3,107,850	
Funds for Excess Hotel tax	855,623	3,951,077	1,592,127	4,482,109	
	3,963,473	7,058,927	4,699,977	7,589,959	

THE WOODLANDS TOWNSHIP DEBT SUMMARY

Sales Tax and Hotel Occupancy Tax Bonds		Original Balance	Balance @ 1/1/2021	Interest Rate	Approximate Annual Debt Service	Call Date	Maturity Date	Estimated Redemption Amount - 2021
Refunding Series 2019, Convention Center		\$40,800,000	\$16,805,000	2.0%-3.2%	\$2.8 million	N/A	2027	N/A
Total Outstanding Sales/Hotel Tax Bonds			<u>\$16,805,000</u>					
Unlimited Tax Bonds (Property Tax)								
Refunding Series 2019, Parks & Rec/Fire Dept		\$34,800,000	\$19,130,000	2.0%-2.8%	\$2.2 million	N/A	2030	N/A
Series 2011, Parks & Rec/Fire Dept		\$9,900,000	\$6,630,000	1.5%-3.45%	\$649,944	2021	2032	\$6,175,000
Series 2012, Parks & Rec/Fire Dept		\$4,205,000	\$2,460,000	1.0%-3.0%	\$300,556	2021	2032	\$2,215,000
Total Outstanding Unlimited Tax Bonds			<u>\$28,220,000</u>					
Total Outstanding Debt			<u>\$45,025,000</u>					

**The Woodlands Township
Debt Service Fund Summary
(in whole dollars)**

Entity	Type*	Rate	Issued	Maturity	Description	Outstanding Balance	Projected Debt Service				
							2021	2022	2023	2024	2025
TWT	Revenue Bonds	2.00% to 3.20%	2019	2027	Convention Center Refunding	\$ 16,805,000	\$ 2,843,875	\$ 2,843,500	\$ 2,842,750	\$ 2,851,125	\$ 2,843,500
TWT	Unlimited Tax Bonds	2.00% to 2.80%	2019	2030	Parks & Fire Dept. Refunding	19,130,000	2,242,950	2,230,700	2,226,350	2,231,250	2,255,150
TWT	Unlimited Tax Bonds	1.50% to 3.45%	2011	2032	Parks & Fire Department	6,630,000	649,944	653,666	656,729	658,791	659,191
TWT	Unlimited Tax Bonds	1.00% to 3.00%	2012	2032	Parks & Fire Department	2,460,000	300,556	310,506	315,206	304,525	283,731
TOTAL DEBT SERVICE							\$ 6,037,325	\$ 6,038,372	\$ 6,041,035	\$ 6,045,691	\$ 6,041,572

Debt Service Schedule
Sales Tax and Hotel Occupancy Tax Refunding Bonds, Series 2019
(Convention Center, Sky Bridge, Parking Garage)

Original Balance	Call Date	Interest Rate
\$ 19,030,000	N/A	2.0% - 3.2%

	Year	Payment	Principal	Interest	Balance
1	2020	2,840,711	2,225,000	615,711	16,805,000
2	2021	2,843,875	2,055,000	788,875	14,750,000
3	2022	2,843,500	2,160,000	683,500	12,590,000
4	2023	2,842,750	2,270,000	572,750	10,320,000
5	2024	2,851,125	2,395,000	456,125	7,925,000
6	2025	2,843,500	2,510,000	333,500	5,415,000
7	2026	2,844,750	2,640,000	204,750	2,775,000
8	2027	2,844,375	2,775,000	69,375	-
		\$ 22,754,586	\$ 19,030,000	\$ 3,724,586	

Debt Service Schedule

Unlimited Tax Refunding Bonds, Series 2019

Original Balance	Call Date	Interest Rate
\$ 20,880,000	N/A	2.0% - 2.8%

	Year	Payment	Principal	Interest	Balance
1	2020	2,242,966	1,750,000	492,966	19,130,000
2	2021	2,242,950	1,610,000	632,950	17,520,000
3	2022	2,230,700	1,680,000	550,700	15,840,000
4	2023	2,226,350	1,735,000	491,350	14,105,000
5	2024	2,231,250	1,775,000	456,250	12,330,000
6	2025	2,255,150	1,835,000	420,150	10,495,000
7	2026	2,272,900	1,890,000	382,900	8,605,000
8	2027	2,294,500	1,980,000	314,500	6,625,000
9	2028	2,323,000	2,100,000	223,000	4,525,000
10	2029	2,341,900	2,205,000	136,900	2,320,000
11	2030	2,366,400	2,320,000	46,400	-
		\$ 25,028,066	\$ 20,880,000	\$ 4,148,066	

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 resolution for the \$40.8 million Sales Tax and Hotel Occupancy Tax Refunding Bonds, Series 2010, a Debt Service Reserve Fund was established as security for the payment of the bonds. Due to the improvement in the Township's credit rating since the original issuance of the bonds, the provision to maintain a reserve was eliminated when the bonds were refunded in 2019.

For 2019, a total of \$2,269,692 was transferred out of the Debt Service Reserve Fund to the Debt Service Fund to retire a portion of the outstanding bonds during the refunding transaction.

In 2020, the remaining \$110,900 balance in the Debt Service Reserve Fund will be transferred to the General Fund.

Debt Service Reserve Fund Statement of Revenues, Expenditures & Changes in Fund Balance (in whole dollars)

	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 Forecast</u>	<u>2021 Budget</u>	<u>\$ Inc/(Dec)</u>
REVENUES					
Interest Income	\$ 49,938	\$ 37,840	\$ -	\$ -	\$ (37,840)
Transfers In -General Fund	-	-	-	-	-
TOTAL REVENUES	\$ 49,938	\$ 37,840	\$ -	\$ -	\$ (37,840)
EXPENDITURES					
Transfers Out	2,269,692	37,840	110,900	-	(37,840)
TOTAL EXPENDITURES	\$2,269,692	\$ 37,840	\$ 110,900	\$ -	\$ (37,840)
REVENUE OVER/(UNDER) EXPENDITURES	(2,219,754)	-	(110,900)	-	-
BEGINNING FUND BALANCE	2,330,654	110,900	110,900	-	(110,900)
ENDING FUND BALANCE	\$ 110,900	\$ 110,900	\$ -	\$ -	\$ (110,900)

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The Woodlands Township

Bond Redemption Reserve Fund

During the 2018 budget process, the Board established a Bond Redemption Reserve to pay down outstanding debt at future dates as bonds became callable. The Board approved the transfer of \$5,894,000 from the Capital Contingency Reserve to fund this reserve. During the 2019 budget process, the Board authorized an additional transfer of \$500,000 to the Bond Redemption Reserve, bringing the balance to \$6,394,000. In March 2019, reserve funds were fully utilized to defease the Sales Tax and Hotel Occupancy Tax Bonds, Series 2010, related to the Town Hall facility. For the 2020 Budget, the Board allocated \$1,859,757 to the reserve as a funding source to potentially retire other callable debt. For 2021, the Board has allocated the funds to the Sales Tax Reserve.

The Township's Unlimited Tax Bonds, Series 2011 and 2012 are both callable in 2021. The estimated redemption cost is \$6,175,000 for the Series 2011 outstanding bonds and \$2,215,000 for the Series 2012 bonds.

Bond Redemption Reserve Fund Statement of Revenues, Expenditures & Changes in Fund Balance (in whole dollars)

	2019 Actuals	2020 Budget	2020 Forecast	2021 Budget	\$ Inc/(Dec)
REVENUES					
Transfers In	\$ 500,000	\$ 1,859,757	\$ 1,859,757	\$ -	\$ (1,859,757)
TOTAL REVENUES	\$ 500,000	\$ 1,859,757	\$ 1,859,757	\$ -	\$ (1,859,757)
EXPENDITURES					
Transfers Out	6,394,000	-	-	1,859,757	1,859,757
TOTAL EXPENDITURES	\$ 6,394,000	\$ -	\$ -	\$ 1,859,757	\$ 1,859,757
REVENUE OVER/(UNDER) EXPENDITURES	(5,894,000)	1,859,757	1,859,757	(1,859,757)	(3,719,514)
BEGINNING FUND BALANCE	5,894,000	-	-	1,859,757	1,859,757
ENDING FUND BALANCE	\$ -	\$ 1,859,757	\$ 1,859,757	\$ -	\$ (1,859,757)

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In This Section You Will Find:

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Five-Year Plan Assumptions 15-2

Statement of Revenues, Expenditures and Changes in Fund Balance 15-5

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The Woodlands Township

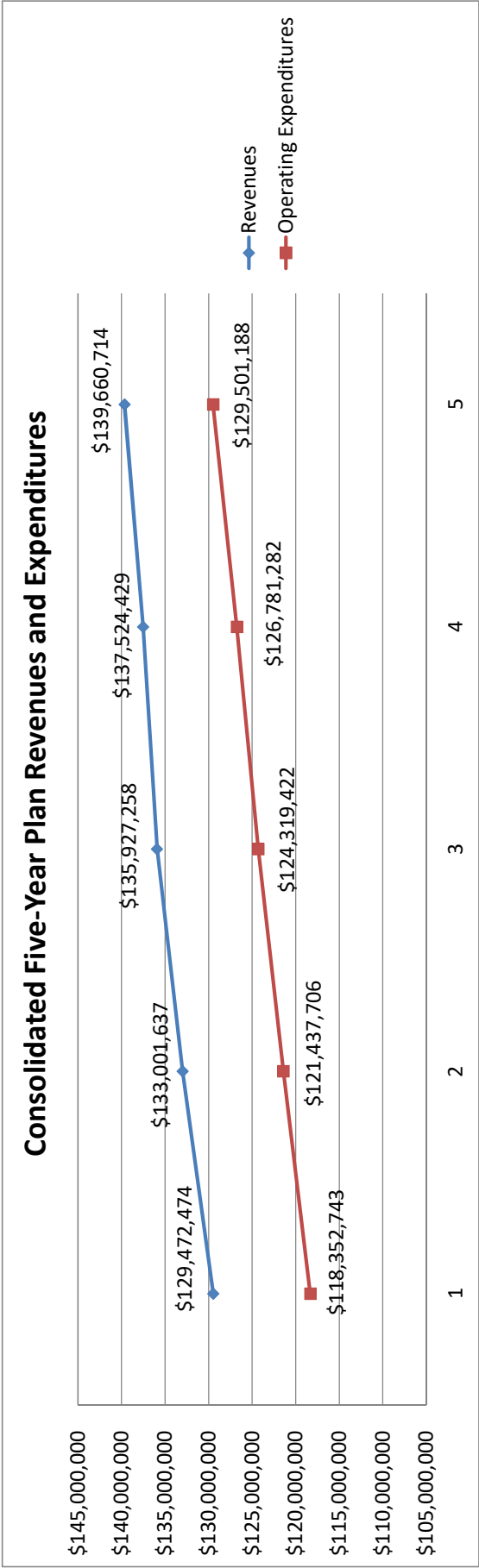
Five-Year Plan Summary

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 2021 - 2025 are summarized below. Increases in expenses are primarily due to inflation, contractual obligations, and for the assumption of additional responsibilities and associated costs from the Developer for waterway maintenance in future years.

	2021	2022	2023	2024	2025
Property Tax Rate	\$0.2231	\$0.2231	\$0.2231	\$0.2231	\$0.2231
Revenues	\$129,472,474	\$133,001,637	\$135,927,258	\$137,524,429	\$139,660,714
Operating, Debt Service, EDZ Expenditures	118,352,743	121,437,706	124,319,422	126,781,282	129,501,188
Capital Expenditures	9,405,741	10,156,374	9,948,811	6,862,039	3,018,783
Revenues Over Expenditures**	\$1,713,990	\$1,407,557	\$1,659,025	\$3,881,108	\$7,140,743

** Net revenues are used to fund the Township's operating, capital replacement, 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	2021	2022	2023	2024	2025
New Residential Units	-	200	170	-	-
Avg Cost/Unit	-	\$472,500	\$484,000	-	-
New Commercial Property Value		Town Center Hughes Landing Other	Town Center Hughes Landing Other	Town Center Hughes Landing Other	Town Center Other
Revaluation of Existing Taxable Property	-	1.0%	1.0%	1.0%	1.0%
Property Tax Rate	\$0.2231	\$0.2231	\$0.2231	\$0.2231	\$0.2231
Sales Tax Growth	0.0%	2.0%	2.0%	2.0%	2.0%
Hotel Tax Growth	(15.0%)	7.5%	7.5%	2.0%	2.0%

Five-Year Plan Assumptions

Operating Expenses	2021	2022	2023	2024	2025
Inflation		2.0%	2.0%	2.0%	2.02%
Staff Additions, net	.75 FTE	0 FTE	0 FTE	0 FTE	0 FTE
Waterway Maint.	-	-	\$300,000	-	-
Capital Projects	2021	2022	2023	2024	2025
Capital Expense	\$9,405,741	\$10,156,374	\$9,948,811	\$6,862,039	\$3,018,783
Capital Funding	2021	2022	2023	2024	2025
New Capital Assets (funded by General Fund)	\$452,800	\$543,482	\$548,291	\$501,951	\$211,074
Carryovers	\$2,746,841	-	-	-	-
CCSA Reserve	\$1,000,000	\$1,000,000	\$1,000,000		-
Capital Replacement Reserve	\$5,206,100	\$8,612,892	\$8,400,520	\$6,360,088	\$2,807,709
Total	\$9,405,741	\$10,156,374	\$9,948,811	\$6,862,039	\$3,018,783

Five-Year Plan Assumptions

Transportation Fund	2021	2022	2023	2024	2025
Park and Ride Operations funding from General Fund	\$99,937	\$97,481	\$96,923	\$392,967	\$407,905
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)**

	2020	2021	2022	2023	2024	2025
REVENUES						
Property Tax	\$ 45,927,590	\$ 46,328,205	\$ 47,730,413	\$ 48,387,920	\$ 48,950,265	\$ 49,687,358
Sales and Use Tax	48,389,184	54,492,324	55,582,170	56,693,814	57,827,690	58,984,244
Hotel Occupancy Tax	4,530,295	6,417,918	6,899,262	7,416,706	7,565,041	7,716,341
Supplemental Hotel Occupancy Tax	1,294,370	1,833,691	1,971,218	2,119,059	2,161,440	2,204,669
Event Admissions Tax	689,308	1,401,950	1,415,970	1,430,129	1,444,430	1,458,875
Program Revenue - Other	3,320,464	6,221,900	6,280,910	6,391,945	6,505,201	6,620,722
Program Revenue - Bus Fares	1,400,000	3,025,880	4,089,762	4,205,841	4,282,241	4,368,959
Administrative Fees	239,500	239,500	239,500	239,500	239,500	239,500
Grants and Contributions	5,026,459	5,254,920	4,357,077	4,405,649	3,895,757	3,699,391
Interest Income	931,525	877,445	1,056,615	1,257,952	1,274,122	1,301,914
Other Income	5,557,490	3,378,741	3,378,741	3,378,741	3,378,741	3,378,741
TOTAL REVENUES	\$ 117,306,185	\$ 129,472,474	\$ 133,001,637	\$ 135,927,258	\$ 137,524,429	\$ 139,660,714
OPERATING EXPENDITURES						
General Government	9,028,893	9,436,368	9,720,159	9,862,543	10,059,793	10,260,989
Law Enforc/Neighborhood Svcs	12,208,186	12,510,912	12,763,170	13,018,434	13,278,802	13,544,378
Parks and Recreation	21,003,136	23,863,539	24,436,690	25,289,564	25,795,355	26,311,262
Community Services	19,194,985	20,106,563	20,878,042	21,406,141	21,948,671	22,506,055
Community Relations	1,522,598	1,678,314	1,670,570	1,747,678	1,738,061	1,818,285
Transportation	7,340,202	9,034,144	9,209,845	9,386,299	9,566,283	9,749,867
Economic Development	238,000	250,000	255,000	260,100	265,302	270,608
The Woodlands Fire Department	25,353,340	25,933,617	26,592,660	27,269,122	27,963,482	28,676,227
Convention and Visitors Bureau	2,132,918	2,552,009	2,767,779	2,953,185	3,144,899	3,207,797
Regional Participation	1,553,174	1,720,255	1,754,660	1,789,753	1,825,548	1,862,059
Other Expenditures (Operating)	2,470,848	2,277,035	2,387,211	2,273,986	2,054,927	2,082,927
Operating subtotal	102,046,279	109,362,756	112,435,786	115,256,806	117,641,125	120,290,456
OTHER EXPENDITURES						
Other Expenditures (EDZ)	2,580,330	2,916,162	2,963,548	3,021,581	3,094,465	3,169,160
Capital Outlay (Inflated)	9,060,807	8,405,741	9,156,374	8,948,811	6,862,039	3,018,783
New Development Capital	1,663,469	1,000,000	1,000,000	1,000,000	-	-
Transportation Capital	830,500	-	-	-	-	-
Debt Service	6,039,487	6,037,325	6,038,372	6,041,035	6,045,691	6,041,572
TOTAL EXPENDITURES	\$ 122,220,871	\$ 127,758,484	\$ 131,594,080	\$ 134,268,233	\$ 133,643,321	\$ 132,519,971
REVENUE OVER/(UNDER) EXPENDITURES	(4,914,686)	1,713,989	1,407,557	1,659,024	3,881,108	7,140,743
BEGINNING FUND BALANCE	99,154,342	94,239,656	95,953,645	97,361,203	99,020,227	102,901,335
ENDING FUND BALANCE	\$ 94,239,656	\$ 95,953,645	\$ 97,361,203	\$ 99,020,227	\$ 102,901,335	\$ 110,042,078
Property Tax Rate	\$0.2240	\$0.2231	\$0.2231	\$0.2231	\$0.2231	\$0.2231

**The Woodlands Township
Consolidated Five Year Plan
Ending Fund Balance
(in whole dollars)**

Rate .2240

	2020	2021	2022	2023	2024	2025
ENDING FUND BALANCE	\$ 94,239,656	\$ 95,953,645	\$ 97,361,203	\$ 99,020,227	\$ 102,901,335	\$ 110,042,079
<u>Operating Reserve</u>						
Minimum Reserve Balance (20% of General Fund Operating Expenses)	\$ 18,631,459	\$ 19,676,502	\$ 20,215,237	\$ 20,709,541	\$ 21,114,587	\$ 21,597,729
Beginning Balance	\$ 20,209,440	\$ 21,036,070	\$ 21,676,502	\$ 22,215,237	\$ 22,709,541	\$ 23,114,587
Additions/Reductions	826,630	640,432	538,735	494,304	405,046	483,142
Ending Balance	\$ 21,036,070	\$ 21,676,502	\$ 22,215,237	\$ 22,709,541	\$ 23,114,587	\$ 23,597,729
<u>Health Insurance Reserve</u>						
Beginning Balance	\$ 845,555	\$ 845,555	\$ 845,555	\$ 845,555	\$ 845,555	\$ 845,555
Additions	-	-	-	-	-	-
Ending Balance	\$ 845,555	\$ 845,555	\$ 845,555	\$ 845,555	\$ 845,555	\$ 845,555
<u>Transportation Fund</u>						
Beginning Balance	\$ (129,909)	\$ (629,909)	\$ (509,909)	\$ (359,909)	\$ (209,909)	\$ (59,909)
Additions/(Uses)	(500,000)	120,000	150,000	150,000	150,000	150,000
Ending Balance	\$ (629,909)	\$ (509,909)	\$ (359,909)	\$ (209,909)	\$ (59,909)	\$ 90,091
<u>Transportation Reconciliation</u>						
Initiatives	\$ 971,820	\$ 941,820	\$ 941,820	\$ 941,820	\$ 941,820	\$ 941,820
Bike/Pedestrian Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Park&Ride Reserve	\$ 450,000	\$ 600,000	\$ 750,000	\$ 900,000	\$ 1,050,000	\$ 1,200,000
Park&Ride Operations	\$ (2,051,729)	\$ (2,051,729)	\$ (2,051,729)	\$ (2,051,729)	\$ (2,051,729)	\$ (2,051,729)
	\$ (629,909)	\$ (509,909)	\$ (359,909)	\$ (209,909)	\$ (59,909)	\$ 90,091
<u>Capital Carryovers</u>						
Beginning Balance	\$ 5,018,536	\$ 2,746,841	\$ -	\$ -	\$ -	\$ -
Utilization of Carryovers	(2,271,695)	(2,746,841)	-	-	-	-
Ending Balance	\$ 2,746,841	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Capital Contingency Reserve</u>						
Beginning Balance	\$ 7,971,955	\$ -	\$ -	\$ -	\$ -	\$ -
Additions/(Uses/Transfers)	(7,971,955)	-	-	-	-	-
Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>CCSA Developer Projects Reserve</u>						
Beginning Balance	\$ 4,000,000	\$ 3,000,000	\$ 2,000,000	\$ 1,000,000	\$ -	\$ -
Additions/(Uses)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	-	-
Ending Balance	\$ 3,000,000	\$ 2,000,000	\$ 1,000,000	\$ -	\$ -	\$ -
<u>Incorporation Reserve</u>						
Beginning Balance	\$ 15,786,217	\$ 15,405,467	\$ 15,405,467	\$ 15,405,467	\$ 15,405,467	\$ 15,405,467
Additions/(Uses)	(380,750)	-	-	-	-	-
Ending Balance	\$ 15,405,467	\$ 15,405,467	\$ 15,405,467	\$ 15,405,467	\$ 15,405,467	\$ 15,405,467
<u>Sale Tax Revenue Reserve</u>						
Beginning Balance	\$ -	\$ 2,500,000	\$ 4,359,757	\$ 4,359,757	\$ 4,359,757	\$ 4,359,757
Additions/(Uses)	2,500,000	1,859,757	-	-	-	-
Ending Balance	\$ 2,500,000	\$ 4,359,757	\$ 4,359,757	\$ 4,359,757	\$ 4,359,757	\$ 4,359,757
<u>Flooding & Drainage Reserve</u>						
Beginning Balance	\$ 168,479	\$ 123,479	\$ 123,479	\$ 123,479	\$ 123,479	\$ 123,479
Additions/(Uses)	(45,000)	-	-	-	-	-
Ending Balance	\$ 123,479	\$ 123,479	\$ 123,479	\$ 123,479	\$ 123,479	\$ 123,479
<u>9669 Grogan's Mill Site Plan Reserve</u>						
Beginning Balance	\$ 5,387,623	\$ 5,195,467	\$ 5,195,467	\$ 5,195,467	\$ 5,195,467	\$ 5,195,467
Additions/(Uses)	(192,156)	-	-	-	-	-
Ending Balance	\$ 5,195,467	\$ 5,195,467	\$ 5,195,467	\$ 5,195,467	\$ 5,195,467	\$ 5,195,467

**The Woodlands Township
Consolidated Five Year Plan
Ending Fund Balance
(in whole dollars)**

Rate .2240

	2020	2021	2022	2023	2024	2025
<u>Capital Replacement Reserve</u>						
Beginning Balance	\$ 30,054,296	\$ 34,109,555	\$ 35,010,655	\$ 32,504,963	\$ 30,211,642	\$ 29,958,754
Utilization of Reserve for Assets/Carryover	(5,451,540)	(4,599,100)	(8,612,892)	(8,400,520)	(6,360,088)	(2,807,709)
2020 Funding of 2021 Budget Initiatives	607,000	(607,000)	0	0	0	0
Reallocate Economic Development Reserve	3,592,599	-				
Reserve Study Allocation	5,250,000	6,050,000	6,050,000	6,050,000	6,050,000	6,050,000
Contractual Additions/Interest/Variance	57,200	57,200	57,200	57,200	57,200	57,200
Ending Balance	<u><u>\$ 34,109,555</u></u>	<u><u>\$ 35,010,655</u></u>	<u><u>\$ 32,504,963</u></u>	<u><u>\$ 30,211,642</u></u>	<u><u>\$ 29,958,754</u></u>	<u><u>\$ 33,258,245</u></u>
<u>Economic Development Reserve</u>						
Beginning Balance	\$ 3,592,599	\$ -	\$ -	\$ -	\$ -	\$ -
Additions/(Uses)	(3,592,599)	-	-	-	-	-
Ending Balance	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>
<u>Cultural Education Reserve</u>						
Beginning Balance	\$ 779,498	\$ 851,442	\$ 991,637	\$ 1,133,234	\$ 1,276,247	\$ 1,420,690
Additions/(Uses)	71,944	140,195	141,597	143,013	144,443	145,887
Ending Balance	<u><u>\$ 851,442</u></u>	<u><u>\$ 991,637</u></u>	<u><u>\$ 1,133,234</u></u>	<u><u>\$ 1,276,247</u></u>	<u><u>\$ 1,420,690</u></u>	<u><u>\$ 1,566,577</u></u>
<u>Debt Service Reserve</u>						
Beginning Balance	\$ 110,901	\$ -	\$ -	\$ -	\$ -	\$ -
Additions/(Uses)	(110,901)	-	-	-	-	-
Ending Reserve Balance	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>
<u>Debt Service Fund</u>						
Beginning Balance	\$ 3,107,850	\$ 3,107,850	\$ 3,107,850	\$ 3,107,850	\$ 3,107,850	\$ 3,107,850
Additions/(Uses)	-	-	-	-	-	-
Debt Reduction	-	-	-	-	-	-
Ending Fund Balance	<u><u>\$ 3,107,850</u></u>	<u><u>\$ 3,107,850</u></u>	<u><u>\$ 3,107,850</u></u>	<u><u>\$ 3,107,850</u></u>	<u><u>\$ 3,107,850</u></u>	<u><u>\$ 3,107,850</u></u>
<u>Bond Redemption Reserve</u>						
Beginning Balance	\$ -	\$ 1,859,757	\$ -	\$ -	\$ -	\$ -
Additions/(Uses)	1,859,757	(1,859,757)				
Ending Fund Balance	<u><u>\$ 1,859,757</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>
<u>Bond Fund for Performing Arts/Convention Center</u>						
Beginning Balance	\$ 855,623	\$ 1,592,127	\$ 4,482,109	\$ 7,741,809	\$ 11,482,140	\$ 15,213,096
Additions/(Uses) - HOT Tax	736,504	2,889,982	3,259,699	3,740,331	3,730,957	3,870,212
Ending Fund Balance	<u><u>\$ 1,592,127</u></u>	<u><u>\$ 4,482,109</u></u>	<u><u>\$ 7,741,809</u></u>	<u><u>\$ 11,482,140</u></u>	<u><u>\$ 15,213,096</u></u>	<u><u>\$ 19,083,308</u></u>
<u>CVB</u>						
Beginning Balance	\$ 1,395,679	\$ 1,328,862	\$ 1,264,604	\$ 1,264,604	\$ 1,264,604	\$ 1,264,604
Additions/(Uses)	(66,817)	(64,258)	-		-	-
Ending Fund Balance	<u><u>\$ 1,328,862</u></u>	<u><u>\$ 1,264,604</u></u>	<u><u>\$ 1,264,604</u></u>	<u><u>\$ 1,264,604</u></u>	<u><u>\$ 1,264,604</u></u>	<u><u>\$ 1,264,604</u></u>
Total Fund Balance	<u><u>\$ 93,072,563</u></u>	<u><u>\$ 93,953,173</u></u>	<u><u>\$ 94,537,512</u></u>	<u><u>\$ 95,771,839</u></u>	<u><u>\$ 99,949,397</u></u>	<u><u>\$ 107,898,129</u></u>
Net Annual Undesignated Fund Balance	<u><u>\$ 1,167,093</u></u>	<u><u>\$ 833,380</u></u>	<u><u>\$ 823,218</u></u>	<u><u>\$ 424,697</u></u>	<u><u>\$ (296,449)</u></u>	<u><u>\$ (807,989)</u></u>
Property Tax Rate	<u><u>\$0.2240</u></u>	<u><u>\$0.2231</u></u>	<u><u>\$0.2231</u></u>	<u><u>\$0.2231</u></u>	<u><u>\$0.2231</u></u>	<u><u>\$0.2231</u></u>

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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 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 Bond Redemption Fund, and the Transportation Fund can be found in the sections of this budget document specifically related to those funds.

	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Operating Reserve	\$ 21,036,070	\$ 21,676,502	\$ 22,215,237	\$ 22,709,541	\$ 23,114,587	\$ 23,597,729
CCSA Developer Projects Reserve	3,000,000	2,000,000	1,000,000	-	-	-
Cultural Education Reserve	851,442	991,637	1,133,234	1,276,247	1,420,690	1,566,577
Capital Replacement Reserve	32,057,826	32,958,926	30,453,234	28,159,913	27,907,025	31,206,516
Capital Project Carryovers	2,746,841	-	-	-	-	-
Capital Replace. Reserve - Receivable from Transp.	2,051,729	2,051,729	2,051,729	2,051,729	2,051,729	2,051,729
Incorporation Reserve	15,405,467	15,405,467	15,405,467	15,405,467	15,405,467	15,405,467
Flood and Drainage Reserve	123,479	123,479	123,479	123,479	123,479	123,479
Grogan's Mill Property Site Plan Reserve	5,195,467	5,195,467	5,195,467	5,195,467	5,195,467	5,195,467
Self-Funded Health Insurance Reserve	845,555	845,555	845,555	845,555	845,555	845,555
Convention & Visitors Bureau Fund Balance	1,328,862	1,264,604	1,264,604	1,264,604	1,264,604	1,264,604
Debt Service Fund	3,107,850	3,107,850	3,107,850	3,107,850	3,107,850	3,107,850
Bond Redemption Reserve	1,859,757	-	-	-	-	-
Bond Reserve Fund for Performing Arts/Convention Center	1,592,127	4,482,109	7,741,809	11,482,140	15,213,096	19,083,308
Sales Tax Reserve	2,500,000	4,359,757	4,359,757	4,359,757	4,359,757	4,359,757
Transportation Fund - Payable to Capital Reserve	(2,051,729)	(2,051,729)	(2,051,729)	(2,051,729)	(2,051,729)	(2,051,729)
Transportation Fund - Transportation Initiatives	971,820	941,820	941,820	941,820	941,820	941,820
Transportation Fund - Bus Replacement Reserve	450,000	600,000	750,000	900,000	1,050,000	1,200,000
Undesignated Capital Contingency Reserve	-	-	-	-	-	-
Total Ending Fund Balance	\$ 93,072,563	\$ 93,953,173	\$ 94,537,513	\$ 95,771,840	\$ 99,949,397	\$ 107,898,129
Annual Undesignated Fund Balance **	\$ 1,167,093	\$ 833,380	\$ 823,218	\$ 424,697	\$ (296,449)	\$ (807,989)

** 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 the entire \$6.1 million allocation to the Capital Replacement Reserve beginning in 2024. 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 2022 - 2025 budgets occur, 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

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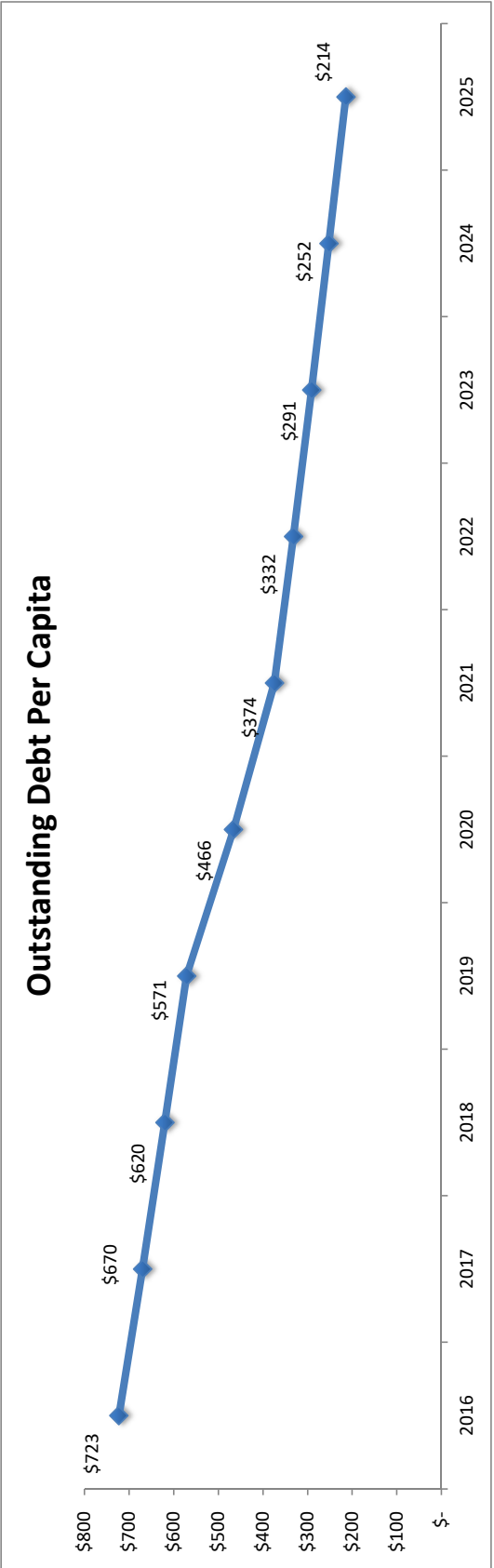


Debt Service Fund Five-Year Plan
Statement of Revenues, Expenditures & Changes in Fund Balance
(in whole dollars)

	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
REVENUES						
Direct - Property Tax	\$ 3,182,927	\$ 3,193,450	\$ 3,194,872	\$ 3,198,285	\$ 3,194,566	\$ 3,198,072
Direct - Hotel Occupancy Tax	4,530,295	6,417,918	6,899,262	7,416,706	7,565,041	7,716,341
Interest Income	6,000	6,000	-	-	-	-
TOTAL REVENUES	\$ 7,719,222	\$ 9,617,368	\$ 10,094,134	\$ 10,614,991	\$ 10,759,607	\$ 10,914,413
EXPENDITURES						
Debt Service - Principal	4,665,000	4,365,000	4,570,000	4,760,000	4,935,000	5,110,000
Debt Service - Interest	1,374,487	1,672,326	1,468,373	1,281,035	1,110,691	931,573
Transfers Out - General Fund (To fund CVB/Trolley III)	943,231	690,060	796,061	833,626	982,959	1,002,628
TOTAL EXPENDITURES	\$ 6,982,718	\$ 6,727,386	\$ 6,834,434	\$ 6,874,661	\$ 7,028,650	\$ 7,044,201
REVENUE OVER/(UNDER) EXPENDITURES	736,504	2,889,982	3,259,699	3,740,331	3,730,957	3,870,212
BEGINNING FUND BALANCE	3,963,473	4,699,977	7,589,959	10,849,659	14,589,990	18,320,946
ENDING FUND BALANCE	\$ 4,699,977	\$ 7,589,959	\$ 10,849,659	\$ 14,589,990	\$ 18,320,946	\$ 22,191,158

The Woodlands Township
Outstanding Debt
From 2016 to 2025

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Outstanding Debt	\$ 82,880,000	\$ 77,900,000	\$ 72,735,000	\$ 67,415,000	\$ 55,500,000	\$ 45,025,000	\$ 40,360,000	\$ 35,995,000	\$ 31,425,000	\$ 26,665,000
Population	114,625	116,278	117,305	118,000	119,100	120,300	121,700	123,700	124,600	124,600
Per Capita	\$ 723	\$ 670	\$ 620	\$ 571	\$ 466	\$ 374	\$ 332	\$ 291	\$ 252	\$ 214





THE WOODLANDS CONVENTION & VISITORS BUREAU

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**The Woodlands Township
CVB Fund Five Year Plan
(in whole dollars)**

	2020	2021	2022	2023	2024	2025
REVENUES						
Supplemental Hotel Tax	\$ 1,294,370	\$ 1,833,691	\$ 1,971,218	\$ 2,119,059	\$ 2,161,440	\$ 2,204,669
Interest Income	500	500	500	500	500	500
Transfers In (General Fund - HOT)	771,231	690,060	(88,186)	(68,307)	62,988	64,258
TOTAL REVENUES	\$ 2,066,101	\$ 2,524,251	\$ 1,883,532	\$ 2,051,253	\$ 2,224,929	\$ 2,269,427
EXPENDITURES						
General						
Contracted Township Salaries and Benefit	824,406	866,909	-	-	-	-
Staff Development	24,119	69,500	70,890	72,308	73,754	75,229
Facility Expense*	69,350	69,350	70,737	72,152	73,595	75,067
Equipment Expense	9,750	12,750	13,005	13,265	13,530	13,801
Contracted Services	48,500	51,000	179,520	313,160	452,075	461,116
Public Education/Relations	32,036	35,000	35,700	36,414	37,142	37,885
Administrative	22,800	31,500	32,130	32,773	33,428	34,097
	1,030,961	1,136,009	401,982	540,072	683,524	697,195
Strategic Partnerships						
Contracted Services	65,500	65,500	66,810	68,146	69,509	70,899
Community Festivals & Events	61,000	185,000	188,700	192,474	196,323	200,250
Public Education/Relations	61,137	35,000	35,700	36,414	37,142	37,885
	187,637	285,500	291,210	297,034	302,975	309,034
Marketing						
Contracted Services	264,838	235,000	239,700	244,494	249,384	254,372
Program Expense	447,500	580,000	591,600	603,432	615,501	627,811
Public Education/Relations	46,045	20,000	20,400	20,808	21,224	21,649
Administrative	136	5,000	5,100	5,202	5,306	5,412
	758,519	840,000	856,800	873,936	891,415	909,243
Convention Sales						
Staff Development	49,845	125,000	127,500	130,050	132,651	135,304
Contracted Services	17,000	17,000	17,340	17,687	18,041	18,401
Program Expense	66,456	160,000	163,200	166,464	169,793	173,189
Other Advertising	22,500	25,000	25,500	26,010	26,530	27,061
	155,801	327,000	333,540	340,211	347,015	353,955
TOTAL EXPENDITURES	\$ 2,132,918	\$ 2,588,509	\$ 1,883,532	\$ 2,051,253	\$ 2,224,929	\$ 2,269,427
REVENUE OVER/(UNDER) EXPENDITURES	(66,817)	(64,258)	-	-	-	-
BEGINNING FUND BALANCE	1,395,679	1,328,862	1,264,604	1,264,604	1,264,604	1,264,604
ENDING FUND BALANCE	\$ 1,328,862	\$ 1,264,604	\$ 1,264,604	\$ 1,264,604	\$ 1,264,604	\$ 1,264,604

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TRANSPORTATION FUND

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The Woodlands Township
Transportation Fund Five Year Plan
(in whole dollars)

	2020	2021	2022	2023	2024	2025
REVENUES						
Park and Ride Fares	\$ 1,400,000	\$ 3,025,880	\$ 4,089,762	\$ 4,205,841	\$ 4,282,241	\$ 4,368,959
FTA 5307 Grant - Transportation Planning	140,000	140,000	140,000	140,000	140,000	140,000
FTA 5307 Grant - Bus Contract Leased- 40%	364,612	463,290	472,555	482,006	491,647	501,480
FTA 5307 Grant - Bus Contract Owned - 32%	1,092,928	1,388,514	1,416,284	1,444,610	1,473,502	1,502,972
FTA 5307 Grant - Energy Corridor - 40%	-	-	-	-	423,779	431,181
FTA 5307 Grant - Trolley Operations - 50%	47,608	-	-	-	304,824	570,259
Subtotal FTA 5307 Grants	1,645,148	1,991,804	2,028,840	2,066,616	2,833,752	3,145,891
FTA 5339 Grant - Facility Improvements - 80%	664,400	-	-	-	-	-
State Grant Funds	421,000	421,000	421,000	421,000	421,000	421,000
HGAC - CMAQ Grant Energy Corridor	-	463,897	428,883	410,034	-	-
Energy Corridor District Contribution	-	57,987	53,610	51,254	-	-
CARES Act Funding	2,165,411	2,187,732	1,292,244	1,324,245	508,505	-
Transfers In	790,607	429,937	427,481	426,923	1,027,792	1,308,164
TOTAL REVENUES	\$ 7,086,566	\$ 8,578,237	\$ 8,741,820	\$ 8,905,913	\$ 9,073,290	\$ 9,244,014
OPERATING EXPENDITURES/CAPITAL						
Transit Planning	185,000	185,000	185,000	185,000	185,000	185,000
Other Transportation Services	135,000	135,000	135,000	135,000	135,000	135,000
Transportation Initiatives	500,000	30,000	-	-	-	-
Park & Ride Operations	4,845,130	7,057,281	7,197,085	7,339,684	7,485,136	7,633,497
Park & Ride Capital	325,000	-	-	-	-	-
Park & Ride Capital - Facility Improvements	100,000	-	-	-	-	-
Trolleys	1,496,436	1,050,956	1,074,735	1,096,229	1,118,154	1,140,517
TOTAL EXPENDITURES	\$ 7,586,566	\$ 8,458,237	\$ 8,591,819	\$ 8,755,914	\$ 8,923,290	\$ 9,094,014
REVENUE OVER/(UNDER) EXPENDITURES	(500,000)	120,000	150,000	150,000	150,000	150,000
TRANSFERS OUT	-	-	-	-	-	-
BEGINNING FUND BALANCE	(129,910)	(629,910)	(509,910)	(359,910)	(209,910)	(59,910)
ENDING FUND BALANCE	\$ (629,910)	\$ (509,910)	\$ (359,910)	\$ (209,910)	\$ (59,910)	\$ 90,090
FUND BALANCE RECONCILIATION						
Bike/Pedestrian Transportation Initiatives	971,820	941,820	941,820	941,820	941,820	941,820
Bike/Pedestrian Funds	-	-	-	-	-	-
Park & Ride Reserve Fund Balance	450,000	600,000	750,000	900,000	1,050,000	1,200,000
Park & Ride Bus Loan Fund Balance	(2,051,730)	(2,051,730)	(2,051,730)	(2,051,730)	(2,051,730)	(2,051,730)
	\$ (629,910)	\$ (509,910)	\$ (359,910)	\$ (209,910)	\$ (59,910)	\$ 90,090

The Woodlands Township
Transportation Fund Five Year Plan
(in whole dollars)

	2020	2021	2022	2023	2024	2025
REVENUES						
Transportation Planning						
FTA 5307 Grant - Transportation Planning	140,000	140,000	140,000	140,000	140,000	140,000
	140,000	140,000	140,000	140,000	140,000	140,000
Park and Ride						
Fares	1,400,000	2,600,000	3,600,000	3,672,000	3,745,440	3,820,349
Fares - Energy Corridor	-	425,880	489,762	533,841	536,801	548,610
FTA 5307 Grant - Bus Contract Leased- 40%	364,612	463,290	472,555	482,006	491,647	501,480
FTA 5307 Grant - Bus Contract Owned - 32%	1,092,928	1,388,514	1,416,284	1,444,610	1,473,502	1,502,972
FTA 5307 Grant - Energy Corridor - 40%	-	-	-	-	423,779	431,181
State Grant	421,000	421,000	421,000	421,000	421,000	421,000
FTA 5307/5339 Grant - P&R Facility Imp - 80%	340,000	-	-	-	-	-
HGAC - CMAQ Grant Energy Corridor	-	463,897	428,883	410,034	-	-
Energy Corridor District Contribution	-	57,987	53,610	51,254	-	-
CARES Act Funding	1,623,205	1,136,776	217,509	228,016	-	-
	5,241,745	6,957,344	7,099,604	7,242,761	7,092,169	7,225,591
Trolleys						
FTA 5307 Grant - Trolley Operations - 50%	47,608	-	-	-	304,824	570,259
FTA 5339 Grant - Facility Imp - 80%	324,400	-	-	-	-	-
CARES Act Funding	542,206	1,050,956	1,074,735	1,096,229	508,505	-
	914,214	1,050,956	1,074,735	1,096,229	813,329	570,259
Transfers In						
Operating Transfer (from GF - Trolleys)	582,222	-	-	-	304,825	570,259
Operating Transfer (from GF - Trans Planning)	45,000	45,000	45,000	45,000	45,000	45,000
Operating Transfer (from GF - Other Trans Svcs)	135,000	135,000	135,000	135,000	135,000	135,000
Operating Transfer (from GF - Park & Ride)	28,385	249,937	247,481	246,923	542,967	557,905
	790,607	429,937	427,481	426,923	1,027,792	1,308,164
TOTAL REVENUES	7,086,566	8,578,237	8,741,820	8,905,913	9,073,290	9,244,014
EXPENDITURES						
TRANSPORTATION PLANNING - Dept 825						
Contracted Services						
Consulting	175,000	175,000	175,000	175,000	175,000	175,000
Legal	10,000	10,000	10,000	10,000	10,000	10,000
	185,000	185,000	185,000	185,000	185,000	185,000
TOTAL TRANSPORTATION PLANNING	185,000	185,000	185,000	185,000	185,000	185,000
OTHER TRANSPORTATION SVCS - Dept 827						
Contracted Services						
Senior Transportation	55,000	55,000	55,000	55,000	55,000	55,000
Interfaith	80,000	80,000	80,000	80,000	80,000	80,000
Other	-	-	-	-	-	-
	135,000	135,000	135,000	135,000	135,000	135,000
TOTAL OTHER TRANSPORTATION SVCS	135,000	135,000	135,000	135,000	135,000	135,000
TRANSPORTATION INITIATIVES - Dept 828						
Other Expenses						
Transportation Initiatives	-	-	-	-	-	-
George Mitchell Preserve	480,000	-	-	-	-	-
Mountain Bike Trail Development	10,000	-	-	-	-	-
San Jancinto Easements	10,000	-	-	-	-	-
Master Bike Plan	-	-	-	-	-	-
Road and Bridge Study	-	-	-	-	-	-
Signal Detection Hardware	-	-	-	-	-	-
	500,000	-	-	-	-	-
Transfers Out						
Fund Transfer (From Transportation to General Func	-	30,000	-	-	-	-
	-	30,000	-	-	-	-
TOTAL TRANSPORTATION INITIATIVES	500,000	30,000	-	-	-	-

The Woodlands Township
Transportation Fund Five Year Plan
(in whole dollars)

	2020	2021	2022	2023	2024	2025
PARK & RIDE - Dept 829						
Facility Expense						
Telephone	10,800	10,800	11,016	11,236	11,461	11,690
Utilities	35,000	45,000	45,900	46,818	47,754	48,709
Facility Repair & Maintenance	45,000	45,000	45,900	46,818	47,754	48,709
Janitorial	18,000	18,000	18,360	18,727	19,102	19,484
	<u>108,800</u>	<u>118,800</u>	<u>121,176</u>	<u>123,600</u>	<u>126,072</u>	<u>128,593</u>
Equipment Expense						
Equipment	5,000	5,000	5,100	5,202	5,306	5,412
	<u>5,000</u>	<u>5,000</u>	<u>5,100</u>	<u>5,202</u>	<u>5,306</u>	<u>5,412</u>
Contracted Services						
Computer Support	116,000	116,000	118,320	120,686	123,100	125,562
Credit Card Fees	32,000	40,000	40,800	41,616	42,448	43,297
Private Security	188,100	201,100	205,122	209,224	213,409	217,677
Pest Control	1,200	1,200	1,224	1,248	1,273	1,299
Electrical Repairs and Maintenance	5,000	5,000	5,100	5,202	5,306	5,412
Contracted Bus Service - Leased	911,530	1,158,224	1,181,388	1,205,016	1,229,117	1,253,699
Contracted Bus Service - Owned	3,415,400	4,339,106	4,425,888	4,514,406	4,604,694	4,696,788
Contracted Bus Service - Energy Corridor	-	1,005,751	1,025,866	1,046,383	1,067,311	1,088,657
	<u>4,669,230</u>	<u>6,866,381</u>	<u>7,003,709</u>	<u>7,143,783</u>	<u>7,286,658</u>	<u>7,432,392</u>
Public Education/Relations						
Advertising	15,000	15,000	15,000	15,000	15,000	15,000
	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</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
Other Admin/Contingency	35,000	40,000	40,000	40,000 -	40,000 -	40,000
	<u>47,100</u>	<u>52,100</u>	<u>52,100</u>	<u>52,100</u>	<u>52,100</u>	<u>52,100</u>
Capital Outlay						
Bus Purchase (10 buses @ \$580,000 and \$595,000,	-	-	-	-	-	-
Facility Improvements (80% reimb)	100,000	-	-	-	-	-
Facility Improvements (80% reimb)	100,000	-	-	-	-	-
Facility Video Cameras (80% reimb)	150,000	-	-	-	-	-
Vehicle Tracking/Automated Fare (80% reimb)	75,000	-	-	-	-	-
	<u>425,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL PARK & RIDE	<u>5,270,130</u>	<u>7,057,281</u>	<u>7,197,085</u>	<u>7,339,684</u>	<u>7,485,136</u>	<u>7,633,497</u>
			7,129,576	7,261,668	7,211,357	7,352,316
TROLLEYS - Dept 830						
Salaries and Benefits						
Salaries and Wages	203,257	404,344	415,190	423,494	431,964	440,603
Overtime	-	-	-	-	-	-
Employee Benefits - FICA	15,549	30,932	31,551	32,182	32,825	33,482
Employee Benefits - TEC	1,224	2,448	2,497	2,547	2,598	2,650
Employee Benefits - Retirement	9,843	19,580	19,972	20,371	20,778	21,194
Employee Benefits - Insurance	16,834	33,656	34,329	35,016	35,716	36,430
Employee Benefits - Workers Comp	2,520	4,011	4,091	4,173	4,257	4,342
	<u>249,227</u>	<u>494,971</u>	<u>507,630</u>	<u>517,783</u>	<u>528,138</u>	<u>538,701</u>
Staff Development						
Meetings	250	500	510	520	531	541
Training & Conferences	2,500	5,000	5,100	5,202	5,306	5,412
Uniforms	5,000	10,000	10,200	10,404	10,612	10,824
	<u>7,750</u>	<u>15,500</u>	<u>15,810</u>	<u>16,126</u>	<u>16,449</u>	<u>16,778</u>
Facility Expense						
Telephone	1,250	2,500	2,550	2,601	2,653	2,706
Utilities	10,000	20,000	20,400	20,808	21,224	21,649
Facility Repair & Maintenance	22,500	45,000	45,900	46,818	47,754	48,709
Facility Materials & Supplies	2,500	5,000	5,100	5,202	5,306	5,412
Janitorial	4,500	9,000	9,180	9,364	9,551	9,742
	<u>40,750</u>	<u>81,500</u>	<u>83,130</u>	<u>84,793</u>	<u>86,488</u>	<u>88,218</u>
Equipment Expense						
Equipment	10,000	20,000	20,400	20,808	21,224	21,649
Vehicle Fuel	91,000	182,000	185,640	189,353	193,140	197,003
Equipment Repair & Maintenance	105,643	194,245	198,130	202,092	206,134	210,257
	<u>206,643</u>	<u>396,245</u>	<u>404,170</u>	<u>412,253</u>	<u>420,498</u>	<u>428,908</u>
Contracted Services						
Trolley Services	547,276	-	-	-	-	-
Computer Support - Annunciators	10,840	10,840	11,057	11,278	11,503	11,734
Drug Testing	2,500	5,000	5,100	5,202	5,306	5,412
Pest Control	600	1,200	1,224	1,248	1,273	1,299
Electrical Repairs & Maintenance	2,500	5,000	5,100	5,202	5,306	5,412
	<u>563,716</u>	<u>22,040</u>	<u>22,481</u>	<u>22,930</u>	<u>23,389</u>	<u>23,857</u>

**The Woodlands Township
Transportation Fund Five Year Plan
(in whole dollars)**

	2020	2021	2022	2023	2024	2025
Public Education/Relations						
Advertising	1,500	3,000	3,060	3,121	3,184	3,247
	<u>1,500</u>	<u>3,000</u>	<u>3,060</u>	<u>3,121</u>	<u>3,184</u>	<u>3,247</u>
Administrative Expense						
Supplies	600	1,200	1,224	1,248	1,273	1,299
Printing	2,000	4,000	4,080	4,162	4,245	4,330
Mileage Reimbursement	1,250	2,500	2,550	2,601	2,653	2,706
Insurance	12,500	25,000	25,500	26,010	26,530	27,061
Other Admin	5,000	5,000	5,100	5,202	5,306	5,412
	<u>21,350</u>	<u>37,700</u>	<u>38,454</u>	<u>39,223</u>	<u>40,008</u>	<u>40,808</u>
Capital Outlay						
Trolley Stops	405,500	-	-	-	-	-
Trolley Annunciators	-	-	-	-	-	-
	<u>405,500</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL TROLLEYS	<u>1,496,436</u>	<u>1,050,956</u>	<u>1,074,735</u>	<u>1,096,229</u>	<u>1,118,154</u>	<u>1,140,517</u>
TOTAL EXPENDITURES	<u>7,586,566</u>	<u>8,458,237</u>	<u>8,591,819</u>	<u>8,755,914</u>	<u>8,923,290</u>	<u>9,094,014</u>
Beginning Fund Balance	(129,910)	(629,910)	(509,910)	(359,910)	(209,910)	(59,910)
Activity	(500,000)	120,000	150,000	150,000	150,000	150,000
Ending Fund Balance	<u>(629,910)</u>	<u>(509,910)</u>	<u>(359,910)</u>	<u>(209,910)</u>	<u>(59,910)</u>	<u>90,090</u>
TRANSPORTATION FUND SUMMARY BY EXPENSE TYPE:						
Salaries and Benefits	249,227	494,971	507,630	517,783	528,138	538,701
Staff/Board Development	7,750	15,500	15,810	16,126	16,449	16,778
Facility Expense	149,550	200,300	204,306	208,392	212,560	216,811
Equipment Expense	211,643	401,245	409,270	417,455	425,804	434,320
Contracted Services	5,552,946	7,208,421	7,346,189	7,486,713	7,630,047	7,776,248
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	16,500	18,000	18,060	18,121	18,184	18,247
Administrative/Other Expense	568,450	89,800	90,554	91,323	92,108	92,908
Capital	830,500	-	-	-	-	-
Transfers Out	-	30,000	-	-	-	-
	<u>7,586,566</u>	<u>8,458,237</u>	<u>8,591,819</u>	<u>8,755,914</u>	<u>8,923,290</u>	<u>9,094,014</u>
Grants	4,895,959	5,122,420	4,224,577	4,273,149	3,763,257	3,566,891

The Woodlands Township
Park and Ride Transportation Fund Five Year Plan
(in whole dollars)

Revenue To Cover Operations

	2020	2021	2022	2023	2024	2025
OPERATING REVENUES						
Park and Ride Fares	\$ 1,400,000	3,025,880	\$ 4,089,762	\$ 4,205,841	\$ 4,282,241	\$ 4,368,959
FTA 5307 Grant - Bus Contract Leased- 40%	364,612	463,290	472,555	482,006	491,647	501,480
FTA 5307 Grant - Bus Contract Owned - 32%	1,092,928	1,388,514	1,416,284	1,444,610	1,473,502	1,502,972
FTA 5307 Grant - Energy Corridor	-	-	-	-	423,779	431,181
Subtotal FTA 5307 Grants	1,457,540	1,851,804	1,888,840	1,926,616	2,388,928	2,435,633
FTA 55307/5339 Grant - 80%	-	-	-	-	-	-
State Grant Funds	421,000	421,000	421,000	421,000	421,000	421,000
HGAC - CMAQ Grant Energy Corridor	-	463,897	428,883	410,034	-	-
Energy Corridor District Contribution	-	57,987	53,610	51,254	-	-
CARES Act Funds	1,623,205	1,136,776	217,509	228,016	-	-
TOTAL OPERATING REVENUES	\$ 4,901,745	\$ 6,957,344	\$ 7,099,604	\$ 7,242,761	\$ 7,092,169	\$ 7,225,591

OPERATING EXPENDITURES

Facility Expenses	108,800	118,800	121,176	123,600	126,072	128,593
Equipment Expenses	5,000	5,000	5,100	5,202	5,306	5,412
Contracted Services	4,669,230	6,866,381	7,003,709	7,143,783	7,286,658	7,432,392
Advertising	15,000	15,000	15,000	15,000	15,000	15,000
Administrative Expense	47,100	52,100	52,100	52,100	52,100	52,100
TOTAL OPERATING EXPENDITURES	\$ 4,845,130	\$ 7,057,281	\$ 7,197,085	\$ 7,339,684	\$ 7,485,136	\$ 7,633,497
OPERATING REVENUE OVER/(UNDER) EXPENDITURES	56,615	(99,937)	(97,481)	(96,923)	(392,967)	(407,905)

CAPITAL GRANT REVENUES

FTA 5307/5339 Grant - P&R Facility Improvements - 80	\$ 340,000	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL GRANT REVENUES	\$ 340,000	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL EXPENDITURES

Capital - Facility Improvements/Other	425,000	-	-	-	-	-
TOTAL CAPITAL EXPENDITURES	\$ 425,000	\$ -	\$ -	\$ -	\$ -	\$ -
NET CAPITAL EXPENDITURES	(85,000)	-	-	-	-	-

TOTAL REVENUES OVER/(UNDER) EXPENDITURES	(28,385)	(99,937)	(97,481)	(96,923)	(392,967)	(407,905)
TRANSFER IN GENERAL FUND - Bus Reserve	-	150,000	150,000	150,000	150,000	150,000
TRANSFER IN GENERAL FUND - Operations/Capital	28,385	99,937	97,481	96,923	392,967	407,905
BEGINNING PARK & RIDE Bus Reserve	450,000	600,000	600,000	750,000	900,000	1,050,000
BEGINNING PARK & RIDE Fund/(Bus Loan) Balance	(2,059,106)	(2,051,729)	(2,051,729)	(2,051,729)	(2,051,729)	(2,051,729)
ENDING PARK & RIDE FUND BALANCE	\$ (1,609,106)	\$ (1,301,729)	\$ (1,301,729)	\$ (1,151,729)	\$ (1,001,729)	\$ (851,729)

Bus Reserve Balance	\$ 450,000	\$ 600,000	\$ 750,000	\$ 900,000	\$ 1,050,000	\$ 1,200,000

Bus Purchase - Borrowing from the Capital Reserve Reconciliation

	2015-2019	2020	2021	2022	2023	2024	2025
Bus Purchase	14,364,067	-	-	-	-	-	-
H-GAC Grant	(11,300,000)	-	-	-	-	-	-
Borrowed from Reserve	3,064,067	\$ -	\$ -				
Funds Due to Reserve	(1,012,338)	-	-	-	-	-	-
Loan Balance	\$ 2,051,729	\$ 2,051,729	\$ 2,051,729	\$ 2,051,729	\$ 2,051,729	\$ 2,051,729	\$ 2,051,729

ANALYSIS OF FTA 5307 and CARES ACT GRANT FUNDS

	2015/2016	2017	2018	2019	2020	2021	TOTAL
FTA 5307 Grant Balance	226,189	2,850,667	2,612,342	2,737,381	2,777,457	2,777,457	
FTA 5307 Grant Funds Needed							
2021 Budget	(140,000)	(1,851,804)					(1,991,804)
2022 Budget	(86,189)	(998,863)	(943,788)				(2,028,840)
2023 Budget			(1,668,554)	(398,062)			(2,066,616)
2024 Budget				(2,339,319)	(494,433)		(2,833,752)
2025 Budget					(2,283,024)	(862,867)	(3,145,891)
Ending Balance	0	0	0	0	0	1,914,590	1,914,590
CARES Act Balance					7,478,137		
CARES Act Grant Funds Needed							
2020 Forecast					(2,165,411)		(2,165,411)
2021 Budget					(2,187,732)		(2,187,732)
2022 Budget					(1,292,244)		(1,292,244)
2023 Budget					(1,324,245)		(1,324,245)
2024 Budget					(508,505)		(508,505)
Ending Balance	0	0	0	0	0	0	0



STAFFING PLAN

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Five-Year Plan Staff Additions - General Employees

Legal Services	2021	2022	2023	2024	2025
Unpaid Summer Legal Intern	0.25				
Information Technology	2020	2021	2022	2023	2024
Enterprise Application Analyst	1.00				
Records/Database Management	2020	2021	2022	2023	2024
Records Specialist	(1.00)				
Recreation	2020	2021	2022	2023	2024
Recreation Aide - Boat House	(0.50)				
Recreation Specialist - Boat House	1.00				
Neighborhood Services	2020	2021	2022	2023	2024
Intern - Seasonal	(0.25)				
Environmental Services	2020	2021	2022	2023	2024
Intern - Seasonal	0.25				
	2021	2022	2023	2024	2025
2021 Five Year Plan Staffing Requests	0.75	0.00	0.00	0.00	0.00
Positions offset by revenue	(0.50)	0.00	0.00	0.00	0.00
Positions Funded by General Fund	0.25	0.00	0.00	0.00	0.00
Beginning Total FTE's	355.95	356.70	356.70	356.70	356.70
Additions/Deletions	0.75	0.00	0.00	0.00	0.00
Ending Total FTE's	356.70	356.70	356.70	356.70	356.70

Five-Year Plan Staff Additions - Fire Department

Fire Department	2021	2022	2023	2024	2025
2020 Five Year Plan Staffing Requests	0.00	0.00	0.00	0.00	0.00
Beginning Total FTE's	170.00	170.00	170.00	170.00	170.00
Additions	0.00	0.00	0.00	0.00	0.00
Ending Total FTE's	170.00	170.00	170.00	170.00	170.00



CAPITAL PROJECTS PLAN

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THE WOODLANDS TOWNSHIP

CAPITAL BUDGET

FOR THE FIVE YEARS 2021 - 2025

(In Whole Dollars)

	2021 <u>Budget</u>	2022 <u>Budget</u>	2023 <u>Budget</u>	2024 <u>Budget</u>	2025 <u>Budget</u>
<u>LAW ENFORCEMENT SERVICES</u>					
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	70,000	226,440	70,000	70,000	70,000
Cameras	-	-	-	-	-
Ambassadors	-	-	-	-	-
<u>Total</u>	<u>\$ 70,000</u>	<u>\$ 226,440</u>	<u>\$ 70,000</u>	<u>\$ 70,000</u>	<u>\$ 70,000</u>
Funding from General Fund	\$ 70,000	\$ 226,440	\$ 70,000	\$ 70,000	\$ 70,000
Funding from Capital Replacement Fund	-	-	-	-	-
	<u>\$ 70,000</u>	<u>\$ 226,440</u>	<u>\$ 70,000</u>	<u>\$ 70,000</u>	<u>\$ 70,000</u>
<u>PARKS & RECREATION</u>					
<u>Vehicles and Heavy Equipment</u>					
Maintenance Vehicles - Trucks	\$ -	\$ 25,000	\$ 120,000	\$ 133,000	\$ 145,000
Maintenance Vehicles - Dump/Bucket Trucks	45,000	-	-	80,000	-
Maintenance Vehicles - Mule/Electric Veh	66,000	65,000	48,000	98,000	52,000
Maintenance Vehicles - Boat	-	16,500	-	-	-
Maintenance Vehicles - Tractor	-	-	-	-	-
Maintenance Vehicles - Trailer	-	24,000	-	5,000	1,800
<u>Total</u>	<u>\$ 111,000</u>	<u>\$ 130,500</u>	<u>\$ 168,000</u>	<u>\$ 316,000</u>	<u>\$ 198,800</u>
<u>Furniture, Fixtures & Equipment</u>					
Maintenance Equipment (include pressure washer)	\$ 15,000	\$ 12,500	\$ 100,000	\$ -	\$ 15,000
Holiday Decorations	-	-	231,000	80,000	-
<u>Total</u>	<u>\$ 15,000</u>	<u>\$ 12,500</u>	<u>\$ 331,000</u>	<u>\$ 80,000</u>	<u>\$ 15,000</u>
<u>PARDES Facility Improvements</u>					
Facility Improvements	\$ 105,000	\$ 172,385	\$ 79,980	\$ 14,590	\$ -
<u>Total</u>	<u>\$ 105,000</u>	<u>\$ 172,385</u>	<u>\$ 79,980</u>	<u>\$ 14,590</u>	<u>\$ -</u>
<u>Recreation Center</u>					
Facility Improvements	\$ 50,000	\$ -	\$ 30,000	\$ -	\$ -
<u>Total</u>	<u>\$ 50,000</u>	<u>\$ -</u>	<u>\$ 30,000</u>	<u>\$ -</u>	<u>\$ -</u>
<u>PARKS</u>					
Town Center Parks	\$ 187,000	\$ 577,000	\$ 351,958	\$ 65,160	\$ 54,507
Irrigation Improvements	60,000	30,000	25,000	25,000	25,000
Bear Branch Master Plan	600,000	-	-	-	-
Park Improvements	774,400	1,894,000	633,000	1,852,100	610,000
All Weather Turf Fields	-	1,779,000	98,160	7,000	7,000
Lake/Pond Improvements	136,348	50,000	30,000	30,000	30,000
Athletic Facilities Improvements	289,000	211,000	211,000	211,000	211,000
Aquatic Facilities Improvements	724,500	427,620	480,000	491,800	439,100
Signs/Stone Walls Improvements	451,005	132,000	757,500	30,000	30,000
<u>Total</u>	<u>\$ 3,222,253</u>	<u>\$ 5,100,620</u>	<u>\$ 2,586,618</u>	<u>\$ 2,712,060</u>	<u>\$ 1,406,607</u>

THE WOODLANDS TOWNSHIP

CAPITAL BUDGET

FOR THE FIVE YEARS 2021 - 2025

(In Whole Dollars)

	2021 <u>Budget</u>	2022 <u>Budget</u>	2023 <u>Budget</u>	2024 <u>Budget</u>	2025 <u>Budget</u>
<u>PATHWAYS</u>					
Pathway Improvements	\$ 440,000	\$ 640,000	\$ 350,000	\$ 360,000	\$ 350,000
<u>Total</u>	\$ 440,000	\$ 640,000	\$ 350,000	\$ 360,000	\$ 350,000
		<u>4,740,620</u>	<u>1,936,618</u>	<u>3,072,060</u>	<u>1,756,607</u>
<u>NEW DEVELOPMENT</u>					
New Parks (New Developments)	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -
<u>Total</u>	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -
<u>Total for Pades</u>	\$ 4,943,253	\$ 7,056,005	\$ 4,545,598	\$ 3,482,650	\$ 1,970,407
Funding from General Fund	\$ 73,000	\$ 121,385	\$ 42,000	\$ 48,000	\$ -
Funding from Carryovers	1,380,353				
Funding from CCSA Reserve	1,000,000	1,000,000	1,000,000	-	
Funding from Capital Replacement/Contingency Fund	2,489,900	5,934,620	3,503,598	3,434,650	1,970,407
	\$ 4,943,253	\$ 7,056,005	\$ 4,545,598	\$ 3,482,650	\$ 1,970,407
<u>INFORMATION TECHNOLOGY</u>					
<u>Computers: software & hardware</u>					
Desktop & Laptop Computers	\$ 215,700	\$ 187,000	\$ 134,500	\$ 63,000	\$ 146,495
GPS Workstations	-	-	-	-	-
Phone System	86,500	-	-	-	-
Mobile Data Computers	-	97,500	24,000	36,000	37,400
Scanners	-	-	-	-	-
Server Replacements	210,029	-	73,430	23,205	57,515
Storage Area Network Expansion	85,000	120,000	22,725	200,000	-
Facility Access Control WFD	-	150,392	-	-	-
ERP Software	-	-	-	-	-
Covenants Software	177,500	177,500	-	-	-
Body Cameras	-	-	-	-	-
Fixed Asset Tracking	-	-	-	-	-
Audio/Visual Systems	7,700	-	164,720	-	-
HR Software	-	-	-	-	-
Network Equipment	88,167	22,000	25,645	56,920	14,200
Printers	-	-	-	-	-
Audio/Visual Systems	-	-	-	-	-
Software Licenses	33,000	30,000	-	96,228	32,200
Radio Vehicle	-	-	-	-	-
Cisco Catalyst/WAN Upgrade	-	-	-	-	-
IT Vehicle	-	-	-	30,000	-
WFD Audio Video System	-	-	24,300	-	-
Microwave Network	92,000	-	-	-	-
Townhall Security Equipment	-	-	-	-	-
<u>Total</u>	\$ 995,596	\$ 784,392	\$ 469,320	\$ 505,353	\$ 287,810
Funding from General Fund	\$ 112,800	\$ -	\$ -	\$ 200,000	\$ -
Funding from Carryovers	93,596				
Funding from Capital Replacement Fund	789,200	784,392	469,320	305,353	287,810
	\$ 995,596	\$ 784,392	\$ 469,320	\$ 505,353	\$ 287,810
<u>OTHER CAPITAL</u>					
Grogan's Mill Rd. Property Improvements	\$ 706,711	\$ -	\$ -	\$ -	\$ -
Cultural Arts Study	-	-	-	-	-
Town Hall Facility Improvements/Equipment	117,000	15,000	167,100	45,000	15,672
<u>Total</u>	\$ 823,711	\$ 15,000	\$ 167,100	\$ 45,000	\$ 15,672

THE WOODLANDS TOWNSHIP

CAPITAL BUDGET

FOR THE FIVE YEARS 2021 - 2025

(In Whole Dollars)

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Funding from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Funding from Carryover	773,711	-	-	-	-
Funding from Capital Replacement/Building Reserve	50,000	15,000	167,100	45,000	15,672
	<u>\$ 823,711</u>	<u>\$ 15,000</u>	<u>\$ 167,100</u>	<u>\$ 45,000</u>	<u>\$ 15,672</u>
<u>TOTAL TWT CAPITAL BUDGET</u>					
Law Enforcement Services	70,000	226,440	70,000	70,000	70,000
Parks & Recreation	4,943,253	7,056,005	4,545,598	3,482,650	1,970,407
Information Technology	995,596	784,392	469,320	505,353	287,810
Other Capital	823,711	15,000	167,100	45,000	15,672
<u>TOTAL TWT CAPITAL BUDGET</u>	<u>\$ 6,832,560</u>	<u>\$ 8,081,837</u>	<u>\$ 5,252,018</u>	<u>\$ 4,103,003</u>	<u>\$ 2,343,889</u>
Funding from General Fund	\$ 255,800	\$ 347,825	\$ 112,000	\$ 318,000	\$ 70,000
Funding from Carryovers	2,247,660				
Funding from CCSA Projects Reserve	1,000,000	1,000,000	1,000,000	1,000,000	
Funding from Capital Replacement/Building Reserve	3,329,100	6,734,012	4,140,018	3,785,003	2,273,889
<u>TOTAL WFD CAPITAL BUDGET</u>	<u>\$ 2,573,181</u>	<u>\$ 1,895,000</u>	<u>\$ 4,349,300</u>	<u>\$ 2,363,250</u>	<u>\$ 445,000</u>
<u>TOTAL CONSOLIDATED CAPITAL BUDGET</u>	<u>\$ 9,405,741</u>	<u>\$ 9,976,837</u>	<u>\$ 9,601,318</u>	<u>\$ 6,466,253</u>	<u>\$ 2,788,889</u>
Funding from General Fund	\$ 452,800	\$ 532,825	\$ 527,000	\$ 473,000	\$ 195,000
Funding from Carryovers	2,746,841				
Funding from CCSA Projects Reserve	1,000,000	1,000,000	1,000,000	1,000,000	-
Funding from Replacement/Building/Contingency	5,206,100	8,444,012	8,074,318	5,993,253	2,593,889
<u>LESS DEVELOPER CAPITAL ASSETS</u>	<u>\$ (1,000,000)</u>	<u>\$ (1,000,000)</u>	<u>\$ (1,000,000)</u>	<u>\$ -</u>	<u>\$ -</u>
<u>CAPITAL OUTLAY (non-developer)</u>	<u>\$ 8,405,741</u>	<u>\$ 8,976,837</u>	<u>\$ 8,601,318</u>	<u>\$ 6,466,253</u>	<u>\$ 2,788,889</u>
<u>INFLATION FACTOR</u>		2.00%	2.00%	2.00%	2.00%
<u>TOTAL TWT CAPITAL BUDGET - INFLATED (Except Developer)</u>					
Law Enforcement Services	70,000	230,969	72,828	74,285	75,770
Parks & Recreation	4,943,253	7,177,125	4,688,840	3,695,816	2,132,832
Information Technology	995,596	800,080	488,281	536,285	311,535
Other Capital	823,711	15,300	173,851	47,754	16,964
<u>TOTAL TWT CAPITAL BUDGET - INFLATED</u>	<u>\$ 6,832,560</u>	<u>\$ 8,223,474</u>	<u>\$ 5,423,800</u>	<u>\$ 4,354,140</u>	<u>\$ 2,537,101</u>
<u>TOTAL WFD CAPITAL BUDGET - INFLATED</u>	<u>\$ 2,573,181</u>	<u>\$ 1,932,900</u>	<u>\$ 4,525,012</u>	<u>\$ 2,507,900</u>	<u>\$ 481,682</u>
<u>TOTAL CONSOLIDATED CAPITAL BUDGET - INFLATED</u>	<u>\$ 9,405,741</u>	<u>\$ 10,156,374</u>	<u>\$ 9,948,811</u>	<u>\$ 6,862,039</u>	<u>\$ 3,018,783</u>
<u>LESS ASSETS TO BE FINANCED BY DEVELOPER CARRYOVER</u>	<u>\$ (1,000,000)</u>	<u>\$ (1,000,000)</u>	<u>\$ (1,000,000)</u>	<u>\$ -</u>	<u>\$ -</u>
<u>CAPITAL OUTLAY (non-developer) INFLATED</u>	<u>\$ 8,405,741</u>	<u>\$ 9,156,374</u>	<u>\$ 8,948,811</u>	<u>\$ 6,862,039</u>	<u>\$ 3,018,783</u>
<u>INFLATED EXCEPT FOR DEVELOPER CAPITAL</u>		<u>\$ 9,156,374</u>	<u>\$ 8,948,811</u>	<u>\$ 6,862,039</u>	<u>\$ 3,018,783</u>
Funding from General Fund	\$ 452,800	\$ 543,482	\$ 548,291	\$ 501,951	\$ 211,074
Funding from CCSA Projects Reserve	1,000,000	1,000,000	1,000,000		
Funding from Carryover	2,746,841				
Funding from Capital Replacement Fund/Other Reserve	5,206,100	8,612,892	8,400,520	6,360,088	2,807,709
<u>DEVELOPER CAPITAL</u>	<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>	<u>\$ -</u>	<u>\$ -</u>

THE WOODLANDS TOWNSHIP

CAPITAL BUDGET

FOR THE FIVE YEARS 2021 - 2025

(In Whole Dollars)

	2021	2022	2023	2024	2025
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
<u>CAPITAL RESERVES</u>					
Waterway	\$ 478,780	\$ 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	121,403	6,000	6,000	6,000	6,000
Wayfinding Signs	28,000	-	-	-	-
Monument Signs	110,000	-	-	-	-
Lake Woodlands Dam	336,969	20,000	20,000	20,000	20,000
9669 Grogan's Mill Reserve	5,195,467	-	-	-	-
Capital Reserves	33,323,883	(2,562,892)	(2,350,520)	(310,088)	3,242,291
Undesignated Capital Contingency	-	-	-	-	-
Parks Capital Contingency	2,000,000	1,000,000	-	-	-
Road and Bridge Reserve	4,359,757	-	-	-	-
Incorporation Reserve	15,405,467	-	-	-	-
Flood/Drainage Reserve	123,479	-	-	-	-
Cultural Education Reserve	991,637	141,597	143,013	144,443	145,887
Economic Development Reserve	-	-	-	-	-
Total	\$ 63,086,459	\$ (1,364,095)	\$ (2,150,308)	\$ (108,445)	\$ 3,445,379
<u>TOTAL RESERVE CUMULATIVE BALANCE</u>	\$ 63,086,459	\$ 61,722,364	\$ 59,572,056	\$ 59,463,611	\$ 62,908,990
	\$ 72,492,200				

THE WOODLANDS FIRE DEPARTMENT, INC.

**CAPITAL BUDGET
FOR THE FIVE YEARS 2021 - 2025
(In Whole Dollars)**

	2021 <u>Total</u>	2022 <u>Total</u>	2023 <u>Total</u>	2024 <u>Total</u>	2025 <u>Total</u>
<u>COMPUTERS:</u>					
<u>SOFTWARE & HARDWARE</u>					
Computer Aided Dispatch	\$ -	\$ 60,000	\$ 30,000	\$ 30,000	\$ 30,000
Radio Console	-	-	150,000	30,000	30,000
Radio Control Stations	-	-	150,000	-	-
Microwave Gear	-	-	40,000	-	-
Dispatch Recording Equipment	-	-	30,000	-	-
PSAP Project	125,000	125,000	125,000	125,000	125,000
TOTAL 3-YEAR ASSETS	\$ 125,000	\$ 185,000	\$ 525,000	\$ 185,000	\$ 185,000
<u>VEHICLES</u>					
Staff /Utility Vehicles	\$ -	\$ 240,000	\$ 75,000	\$ 120,000	\$ 60,000
TOTAL 5-YEAR ASSETS	\$ -	\$ 240,000	\$ 75,000	\$ 120,000	\$ 60,000
<u>FURNITURE, FIXTURES & EQUIPMENT</u>					
SCBA	\$ -	\$ -	\$ 6,500	\$ -	\$ -
Body Armor	-	-	-	50,000	-
Thermal Imaging Cameras	45,000	45,000	15,000	15,000	30,000
Bunker Gear	72,000	130,000	-	-	-
Extrication Tools	70,000	70,000	-	-	-
Training Tools and Equipment	-	-	275,000	-	-
Hoses	-	-	300,000	-	-
Hazmat Gear	-	-	50,000	-	-
TOTAL 5-YEAR ASSETS	\$ 187,000	\$ 245,000	\$ 646,500	\$ 65,000	\$ 30,000
<u>SPECIALTY VEHICLES & EQUIPMENT</u>					
Hazmat Truck	\$ 1,350,000	\$ -	\$ -	\$ -	\$ -
Fire Engine	-	925,000	935,000	-	-
Service Truck	499,181	-	-	325,000	-
Squad Truck	-	-	85,000	-	-
High Profile Truck	-	-	-	-	70,000
Boat	50,000	-	-	-	-
Ladder Truck	-	-	1,425,000	1,450,000	-
Utility Task Vehicle	-	-	35,000	-	-
TOTAL 15-YEAR ASSETS	\$ 1,899,181	\$ 925,000	\$ 2,480,000	\$ 1,775,000	\$ 70,000
<u>FIRE STATIONS</u>					
Station Improvements	\$ 362,000	\$ 300,000	\$ 622,800	\$ 218,250	\$ 100,000
TOTAL 30-YEAR ASSETS	\$ 362,000	\$ 300,000	\$ 622,800	\$ 218,250	\$ 100,000
TOTAL WFD CAPITAL BUDGET	\$ 2,573,181	\$ 1,895,000	\$ 4,349,300	\$ 2,363,250	\$ 445,000
Funding from General Fund	\$ 197,000	185,000	415,000	155,000	125,000
Funding From Carryover	499,181				
Funding from Capital Replacement Fund	1,877,000	1,710,000	3,934,300	2,208,250	320,000
INFLATION FACTOR		2.00%	2.00%	2.00%	2.00%
TOTAL WFD CAPITAL BUDGET - INFLATED	\$ 2,573,181	\$ 1,932,900	\$ 4,525,012	\$ 2,507,900	\$ 481,682

Reserves



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Reserves and Fund Balances

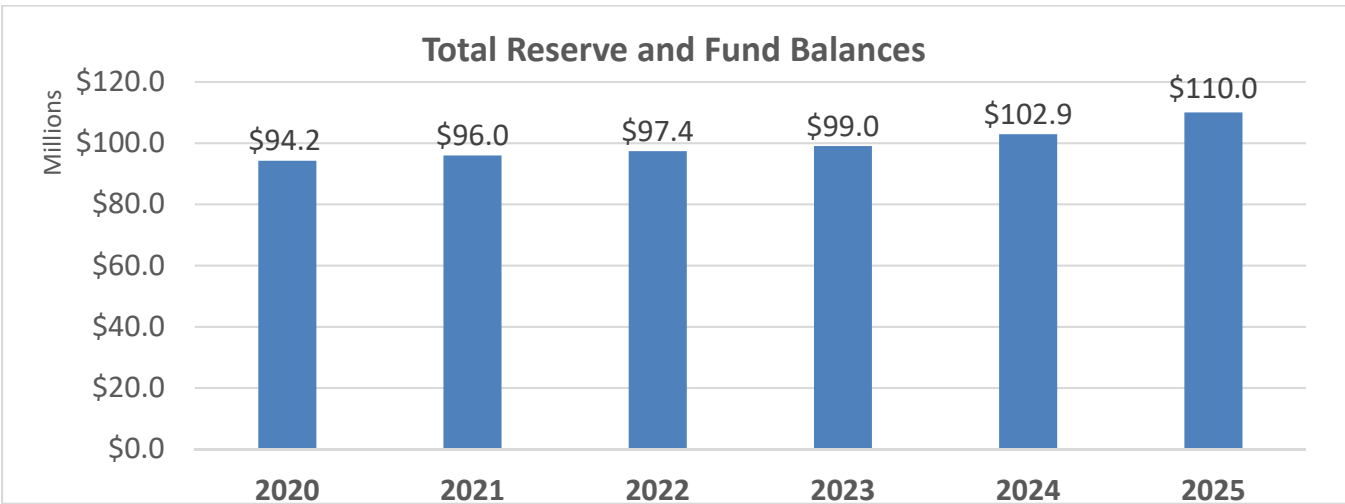


Overview

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 \$94.2 million at 1/1/2021 and increase by \$1.8 million to a total of \$96.0 million at year-end 2021.

Below is a chart reflecting total reserve and fund balances for fiscal years ending 2020 – 2025. The increase of \$16.0 million during the time-period is due primarily to growth in the Bond Fund for Performing Arts/Convention Center.



A summary of reserve balances over the five-year plan period and information regarding each reserve is provided on 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 Bond Redemption Fund, and the Transportation Fund can be found in the sections of this budget document specifically related to those funds.

	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Operating Reserve	\$ 21,036,070	\$ 21,676,502	\$ 22,215,237	\$ 22,709,541	\$ 23,114,587	\$ 23,597,729
CCSA Developer Projects Reserve	3,000,000	2,000,000	1,000,000	-	-	-
Cultural Education Reserve	851,442	991,637	1,133,234	1,276,247	1,420,690	1,566,577
Capital Replacement Reserve	32,057,826	32,958,926	30,453,234	28,159,913	27,907,025	31,206,516
Capital Project Carryovers	2,746,841	-	-	-	-	-
Capital Replace. Reserve - Receivable from Transp.	2,051,729	2,051,729	2,051,729	2,051,729	2,051,729	2,051,729
Incorporation Reserve	15,405,467	15,405,467	15,405,467	15,405,467	15,405,467	15,405,467
Flood and Drainage Reserve	123,479	123,479	123,479	123,479	123,479	123,479
Grogan's Mill Property Site Plan Reserve	5,195,467	5,195,467	5,195,467	5,195,467	5,195,467	5,195,467
Self-Funded Health Insurance Reserve	845,555	845,555	845,555	845,555	845,555	845,555
Convention & Visitors Bureau Fund Balance	1,328,862	1,264,604	1,264,604	1,264,604	1,264,604	1,264,604
Debt Service Fund	3,107,850	3,107,850	3,107,850	3,107,850	3,107,850	3,107,850
Bond Redemption Reserve	1,859,757	-	-	-	-	-
Bond Reserve Fund for Performing Arts/Convention C	1,592,127	4,482,109	7,741,809	11,482,140	15,213,096	19,083,308
Sales Tax Reserve	2,500,000	4,359,757	4,359,757	4,359,757	4,359,757	4,359,757
Transportation Fund - Payable to Capital Reserve	(2,051,729)	(2,051,729)	(2,051,729)	(2,051,729)	(2,051,729)	(2,051,729)
Transportation Fund - Transportation Initiatives	971,820	941,820	941,820	941,820	941,820	941,820
Transportation Fund - Bus Replacement Reserve	450,000	600,000	750,000	900,000	1,050,000	1,200,000
Undesignated Capital Contingency Reserve	-	-	-	-	-	-
Total Ending Fund Balance	\$ 93,072,563	\$ 93,953,173	\$ 94,537,513	\$ 95,771,840	\$ 99,949,397	\$ 107,898,129
Annual Undesignated Fund Balance **	\$ 1,167,093	\$ 833,380	\$ 823,218	\$ 424,697	\$ (296,449)	\$ (807,989)

** 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 the entire \$6.1 million allocation to the Capital Replacement Reserve beginning in 2024. 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 2022 - 2025 budgets occur, staff will recommend adjustments to revenues, expenditures, and/or reserve allocations to ensure a balanced budget for the current fiscal year.

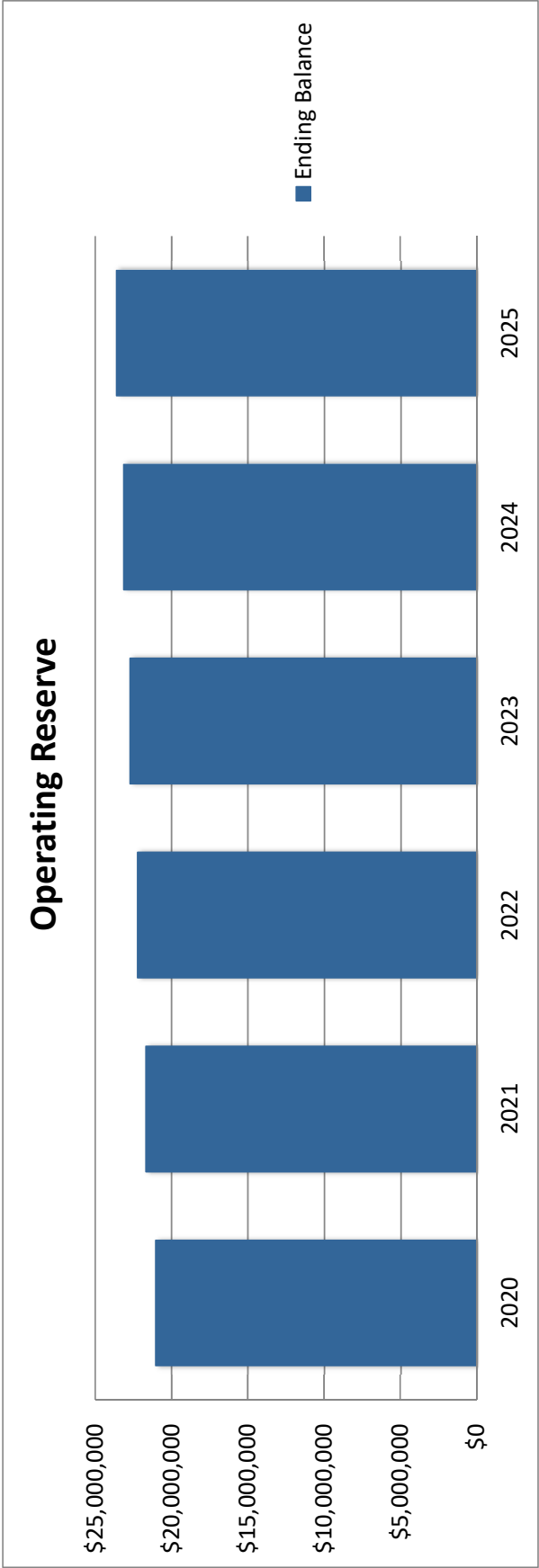
OPERATING RESERVE

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 to pre-fund the 20% requirement for potential future expenses related to incorporation.

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 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025
Beginning Balance	\$20,209,440	\$21,036,070	\$21,676,502	\$22,215,237	\$22,709,541	\$23,114,587
Additions	826,630	640,432	538,735	494,304	405,046	483,142
Utilization	0	0	0	0	0	0
Ending Balance	\$21,036,070	\$21,676,502	\$22,215,237	\$22,709,541	\$23,114,587	\$23,597,729

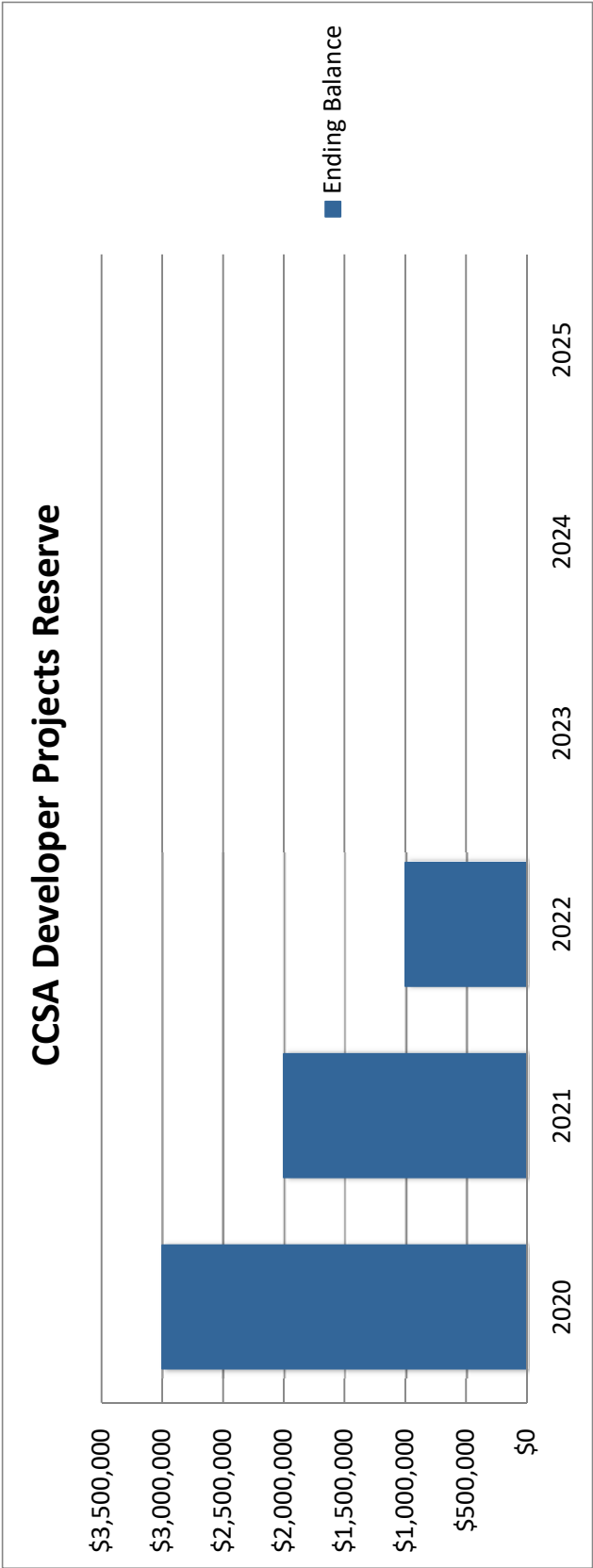


CCSA DEVELOPER PROJECTS RESERVE

Description/Purpose

The CCSA Developer Projects Reserve was established by the Board of Directors to provide funding for projects that are included in the Comprehensive Community Services Agreement between the Township and the developer. An allocation of \$4,000,000 was established at the end of 2019 to fund the Township's 50% cost share of projects over a 4-year period from 2020 to 2023. It is anticipated that \$1,000,000 in project funding will be required each year.

	Forecast 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025
Beginning Balance	\$4,000,000	\$3,000,000	\$2,000,000	\$1,000,000	\$0	\$0
Additions	0	0	0	0	0	0
Utilization	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	0	0
Ending Balance	\$3,000,000	\$2,000,000	\$1,000,000	\$0	\$0	\$0

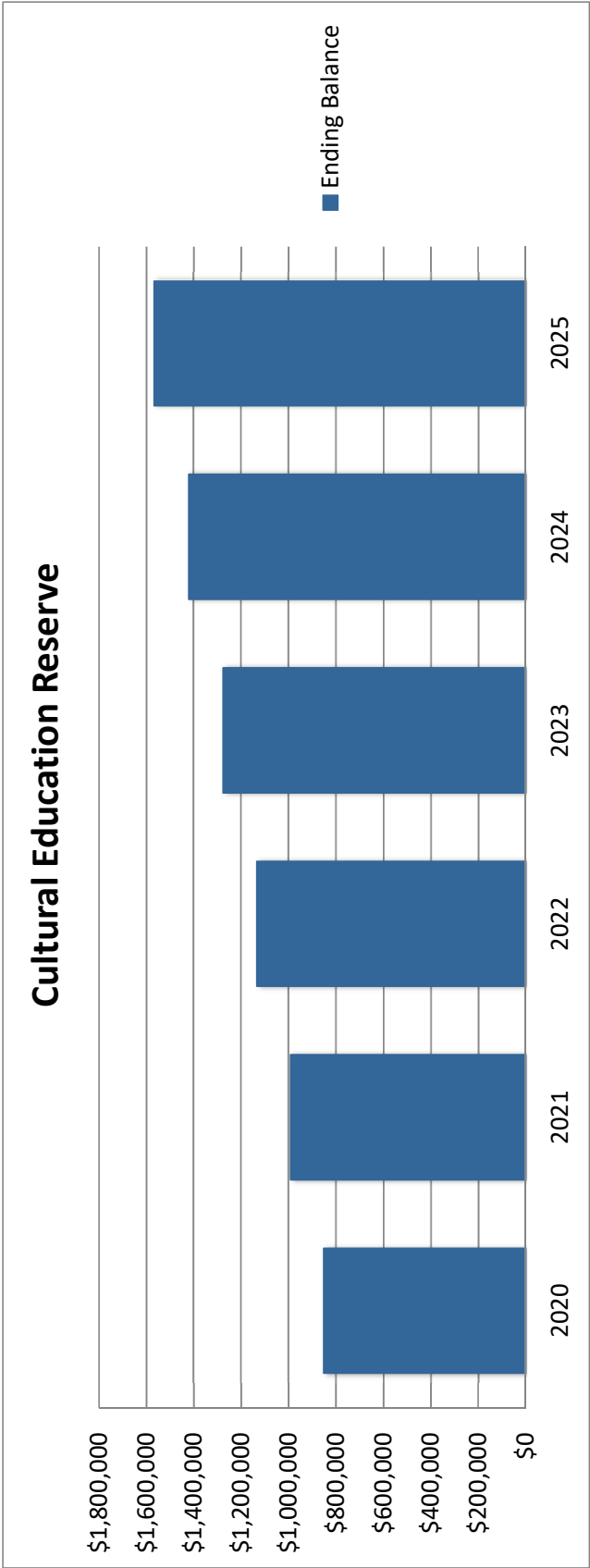


CULTURAL EDUCATION RESERVE

Description/Purpose

Funding for the Cultural Education 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 Education Reserve to support cultural education and events in the community.

	Forecast 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025
Beginning Balance	\$779,498	\$851,442	\$991,637	\$1,133,234	\$1,276,247	\$1,420,690
Additions	71,944	140,195	141,597	143,013	144,443	145,887
Utilization	0	0	0	0	0	0
Ending Balance	\$851,442	\$991,637	\$1,133,234	\$1,276,247	\$1,420,690	\$1,566,577

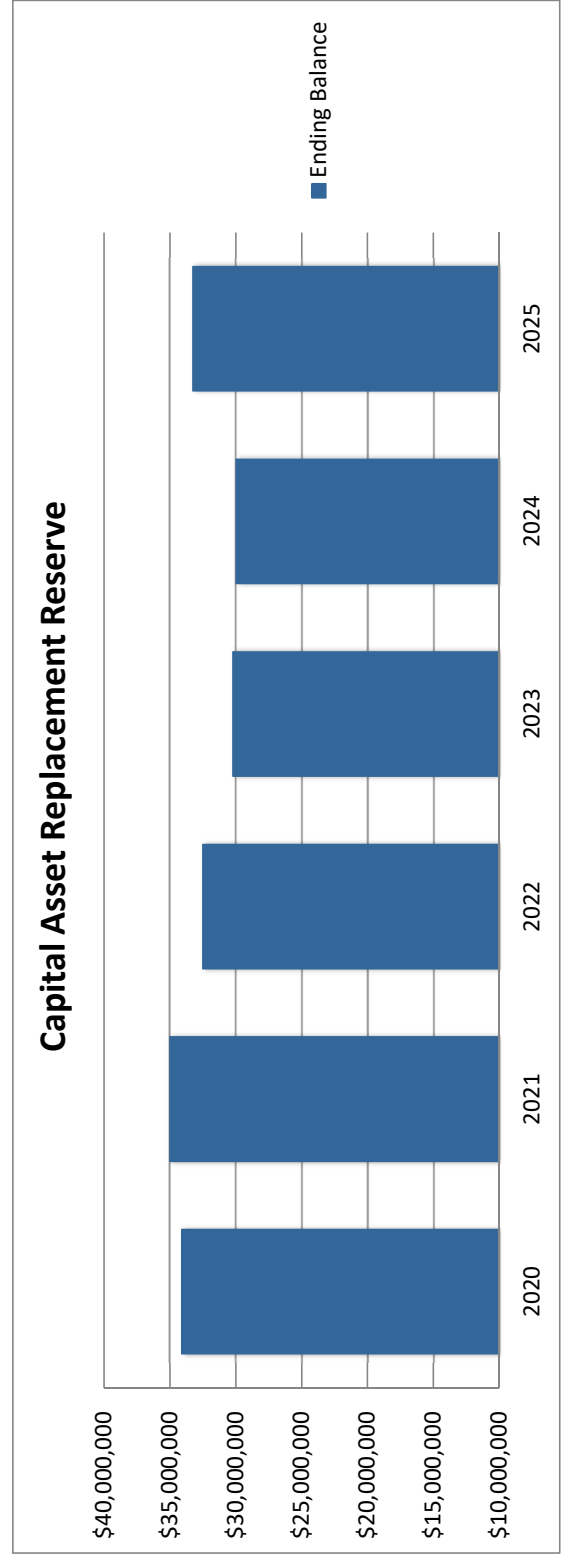


CAPITAL REPLACEMENT RESERVE

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 \$320 million. Prior to 2020, in accordance with the Township's Capital Reserve Study, an annual allocation of \$4,900,000 was provided to the reserve from the General Fund. An additional \$57,200 continues to be allocated annually for the Lake Woodlands Dam, the Waterway, and the Town Center Parking Garage. For 2019, the Board authorized an additional \$2,000,000 allocation to pre-fund the reserve for potential future expenses related to incorporation. For 2020, the Board authorized the transfer of the \$3.5 million balance in the Economic Development Reserve to the Capital Replacement Reserve and increased the annual allocation by \$350,000, bringing the total annual allocation to \$5,307,200. Beginning in 2021, the annual reserve allocation is being increased by \$800,000 to a total of \$6.1 million to provide funding for the annual replacement of 15 law enforcement vehicles. 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 for 2021 is projected to be \$2,051,729.

	Forecast 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025
Beginning Balance	\$30,054,296	\$34,109,555	\$35,010,655	\$32,504,963	\$30,211,643	\$29,958,755
Additions	9,506,799	6,107,200	6,107,200	6,107,200	6,107,200	6,107,200
Utilization	(5,451,540)	(5,206,100)	(8,612,892)	(8,400,520)	(6,360,088)	(2,807,709)
Ending Balance	\$34,109,555	\$35,010,655	\$32,504,963	\$30,211,643	\$29,958,755	\$33,258,246

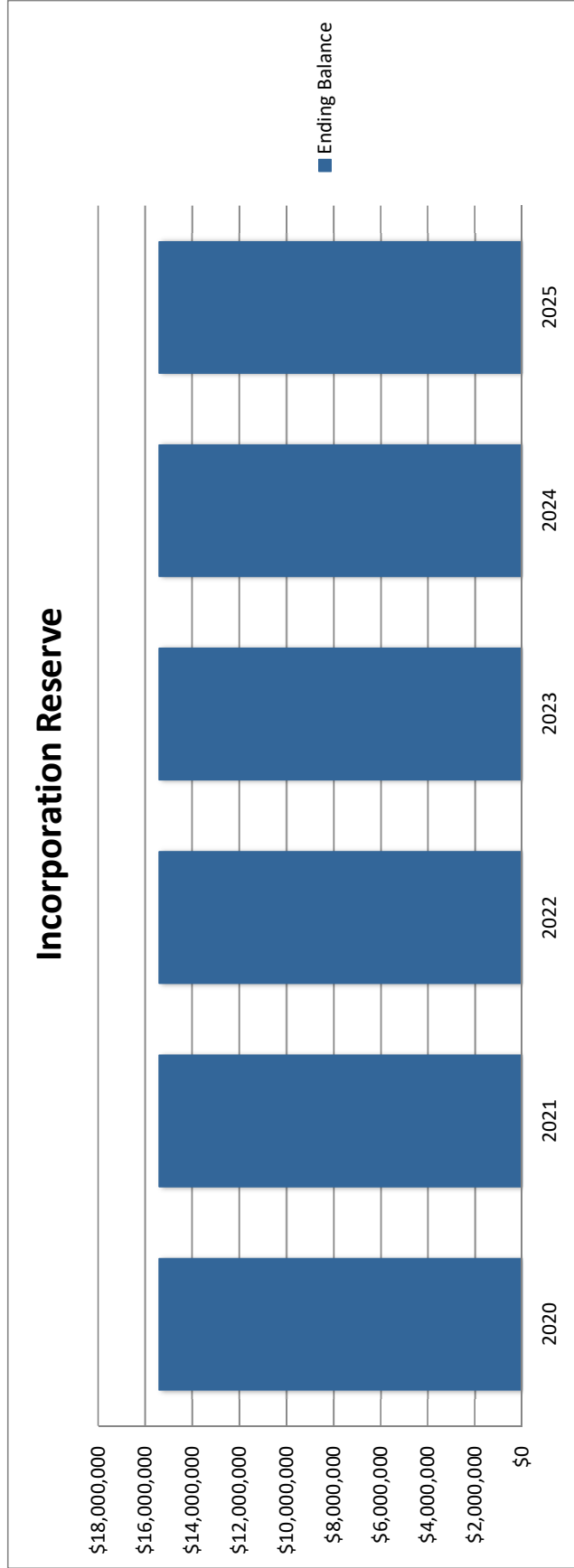


INCORPORATION RESERVE

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, \$797,060 was paid from the reserve for incorporation planning and tax rate studies. For 2019, a \$10,500,000 funding transfer from the Capital Contingency Reserve was authorized by the Board, and \$415,022 was expensed for public meetings and other expenses incurred by consultants. For 2020, it is anticipated that \$290,750 will be used to complete the incorporation study and \$90,000 will be used for other incorporation expenses, leaving a balance of \$15.4 million in the reserve.

	Forecast 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025
Beginning Balance	\$ 15,786,217	\$ 15,405,467	\$ 15,405,467	\$ 15,405,467	\$ 15,405,467	\$ 15,405,467
Additions	0	0	0	0	0	0
Utilization	(380,750)	0	0	0	0	0
Ending Balance	\$ 15,405,467	\$ 15,405,467	\$ 15,405,467	\$ 15,405,467	\$ 15,405,467	\$ 15,405,467

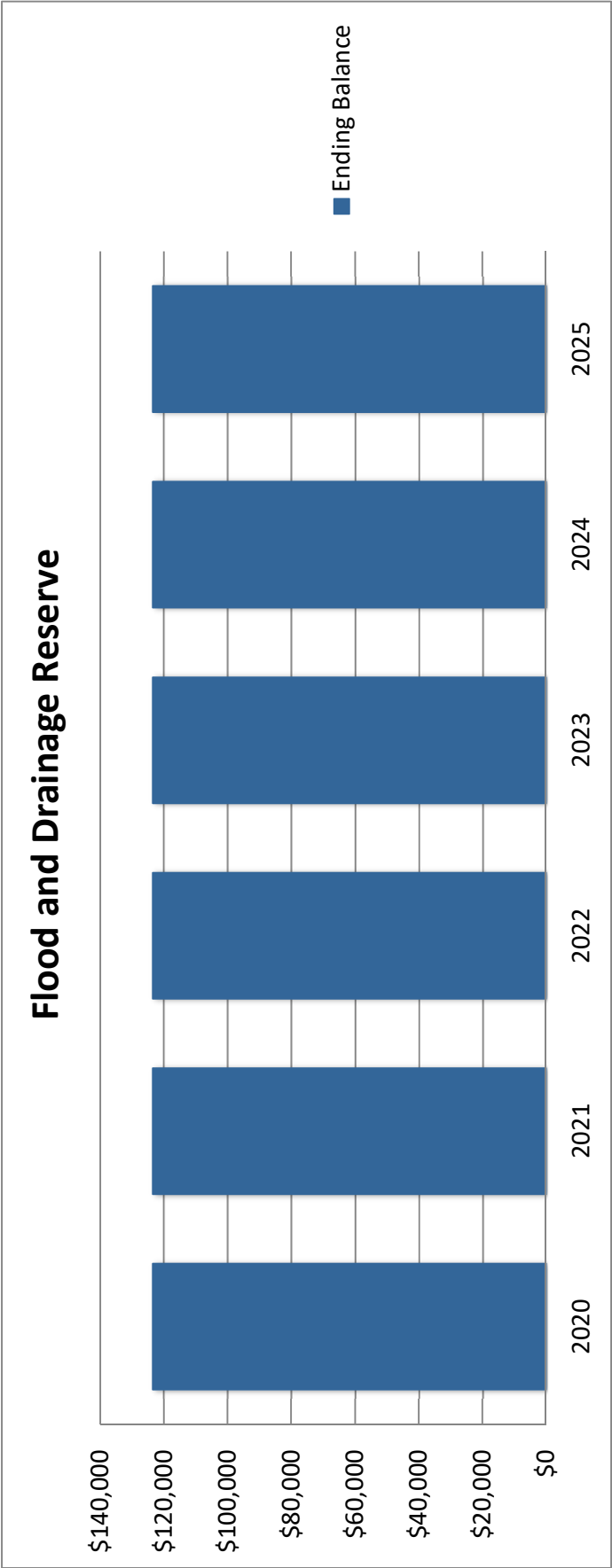


FLOOD AND DRAINAGE RESERVE

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 funded flood gauges and engineering studies totaling \$64,896 in 2018, and an additional \$16,625 was spent to fund additional engineering projects in 2019. For 2020, \$45,000 will be utilized for a subsidence study.

	Forecast 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025
Beginning Balance	\$168,479	\$123,479	\$123,479	\$123,479	\$123,479	\$123,479
Additions	0	0	0	0	0	0
Utilization	(45,000)	0	0	0	0	0
Ending Balance	\$123,479	\$123,479	\$123,479	\$123,479	\$123,479	\$123,479

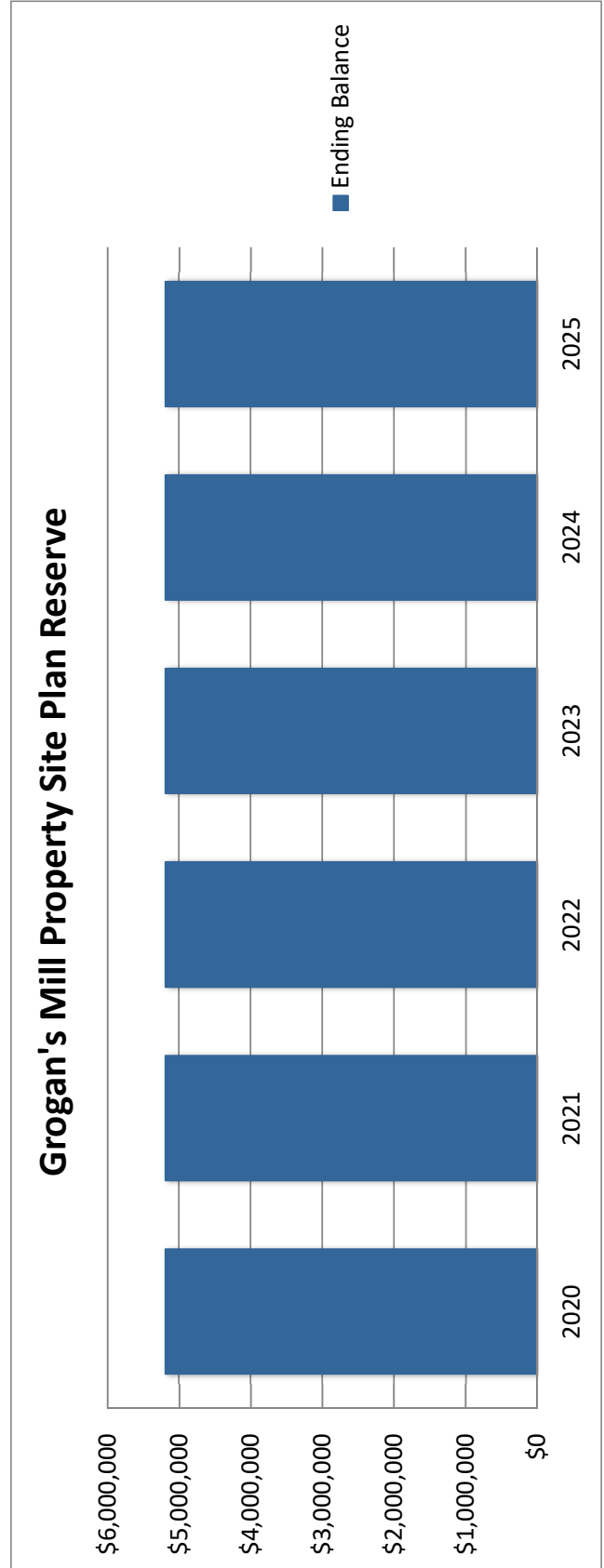


GROGAN'S MILL PROPERTY SITE PLAN RESERVE

Description/Purpose

Revenues received by the Township from GE Betz for the lease of the property located at 9669 Grogan's Mill Road were accumulated in this reserve to fund future expenditures related to the property as authorized by the Board of Directors. The lease expired in September 2018. The 2019 Budget also included \$500,000 to demolish the existing building structures and prepare the site for future development. This project has been funded from the reserve and is awaiting completion in 2021. For 2019, the Board also authorized the transfer of \$2,833,899 from the Undesignated Capital Contingency and Undesignated Hotel Tax Reserves. For 2020, the Board has authorized building a parking lot on the property site that is forecasted to cost \$192,156 and is estimated to be completed in 2021.

	Forecast 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025
Beginning Balance	\$5,387,623	\$5,195,467	\$5,195,467	\$5,195,467	\$5,195,467	\$5,195,467
Additions	0	0	0	0	0	0
Utilization	(192,156)	0	0	0	0	0
Ending Balance	\$5,195,467	\$5,195,467	\$5,195,467	\$5,195,467	\$5,195,467	\$5,195,467

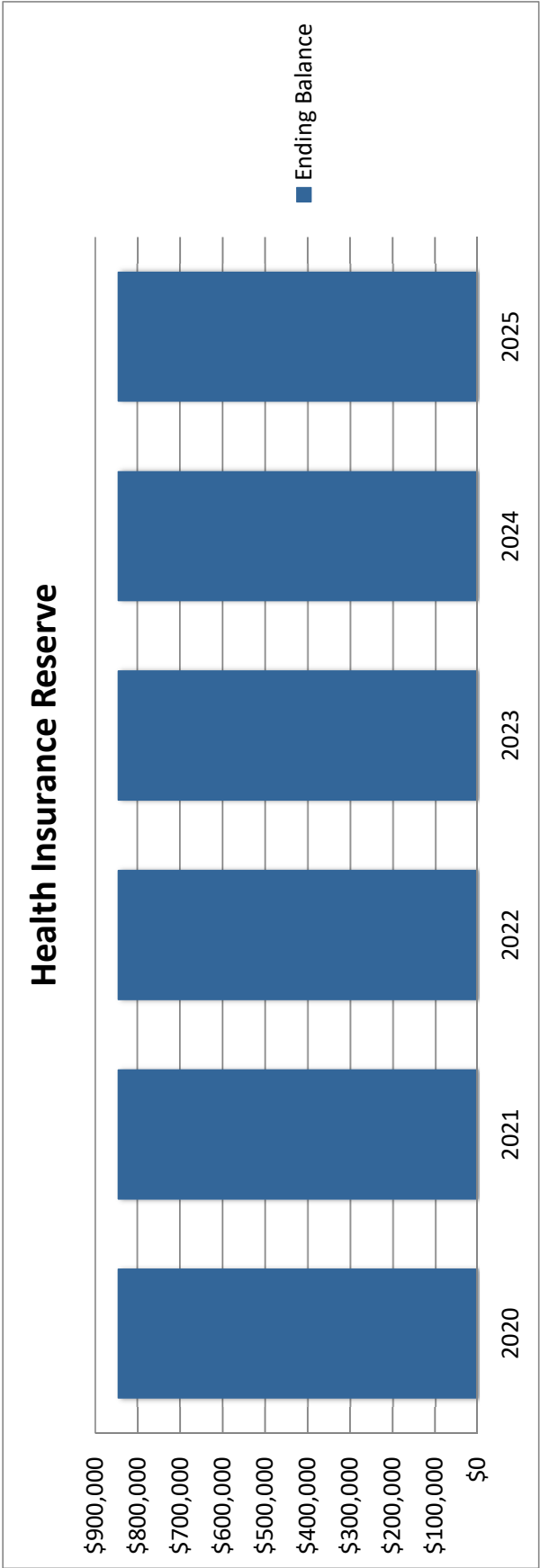


SELF-FUNDED HEALTH INSURANCE RESERVE

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 \$45,555 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.

	Forecast 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025
Beginning Balance	\$845,555	\$845,555	\$845,555	\$845,555	\$845,555	\$845,555
Additions	0	0	0	0	0	0
Utilization	0	0	0	0	0	0
Ending Balance	\$845,555	\$845,555	\$845,555	\$845,555	\$845,555	\$845,555

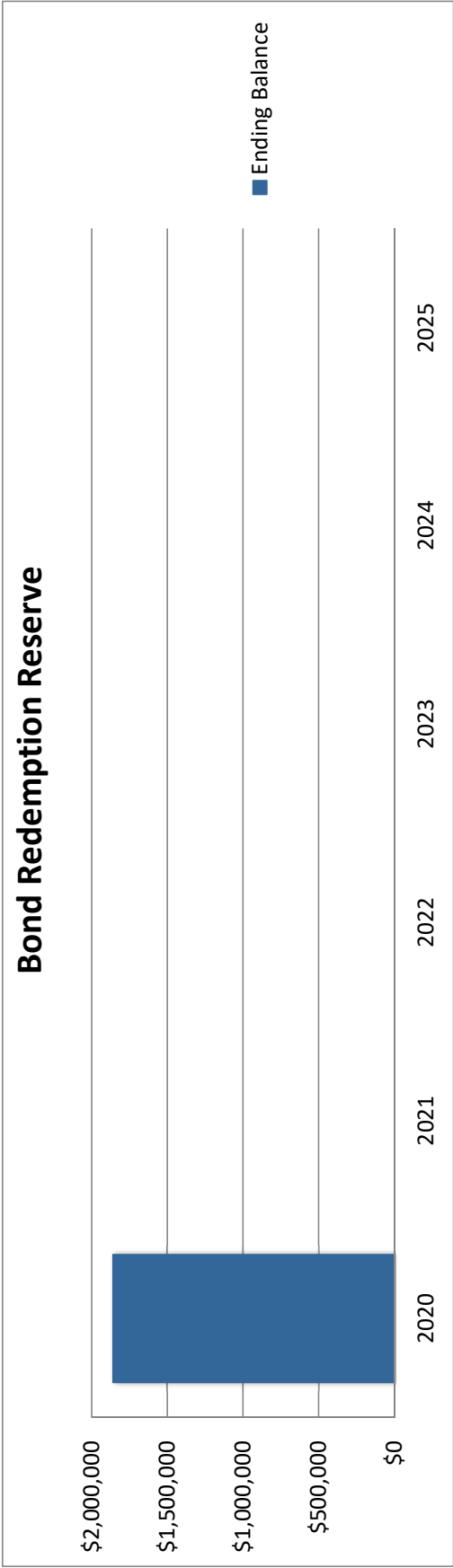


BOND REDEMPTION RESERVE

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 authorized an additional transfer of \$500,000 in 2019. These funds were used in 2019 to retire revenue bonds issued in 2010 for the purchase and renovation of the Town Hall facility. For 2020, the Board authorized the transfer of \$1.9 million from the Capital Contingency Reserve to fund the Bond Redemption Reserve for possible future redemptions. For 2021, the Board authorized the transfer of the funds to the Sales Tax Reserve.

	Forecast 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025
Beginning Balance	\$1,859,757	\$1,859,757	\$0	\$0	\$0	\$0
Additions	0	0	0	0	0	0
Utilization	0	(1,859,757)	0	0	0	0
Ending Balance	\$1,859,757	\$0	\$0	\$0	\$0	\$0

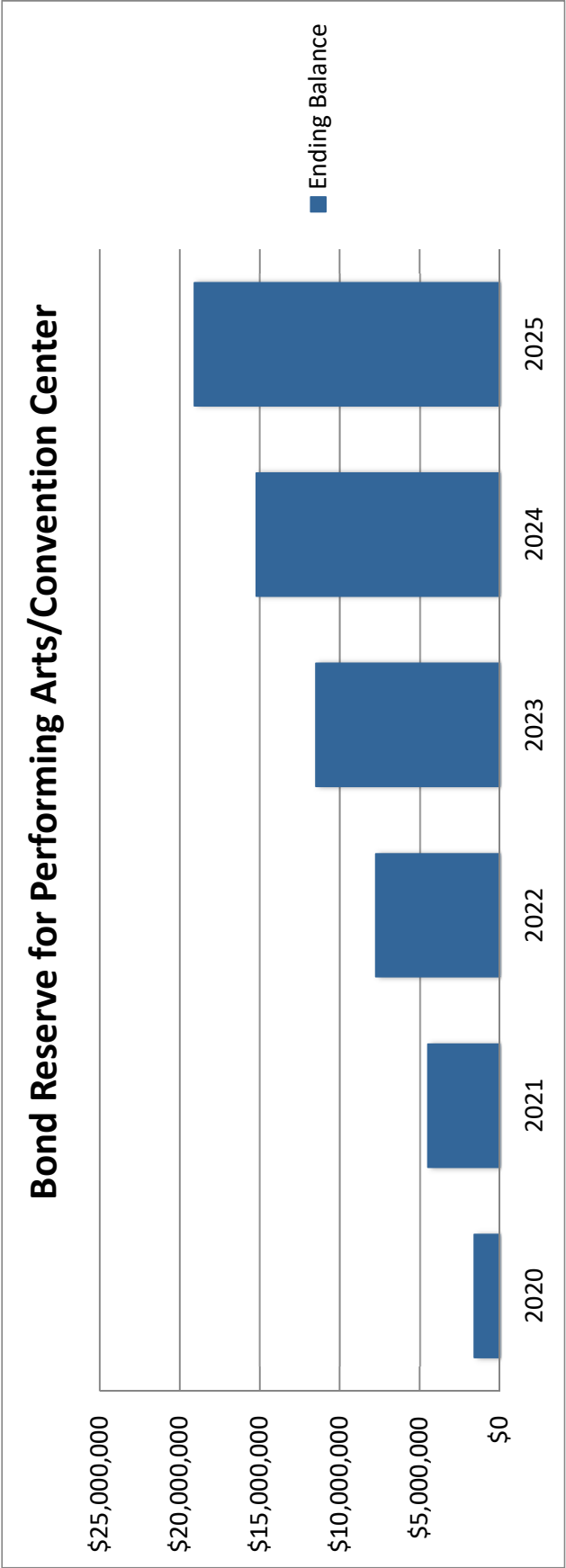


Bond Reserve for Performing Arts/Convention Center

Description/Purpose

Hotel occupancy tax revenues that are not used to fund (A) debt service on outstanding bonds, (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 authorized the transfer of \$5,833,899 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. For 2020, the Board designated this reserve as a funding source for debt service payments related to a potential bond issuance for a performing arts center and convention center renovations.

	Forecast 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025
Beginning Balance	\$855,623	\$1,592,127	\$4,482,109	\$7,741,808	\$11,482,139	\$15,213,096
Additions	736,504	2,889,982	3,259,699	3,740,331	3,730,957	3,870,212
Utilization	0	0	0	0	0	0
Ending Balance	\$1,592,127	\$4,482,109	\$7,741,808	\$11,482,139	\$15,213,096	\$19,083,308

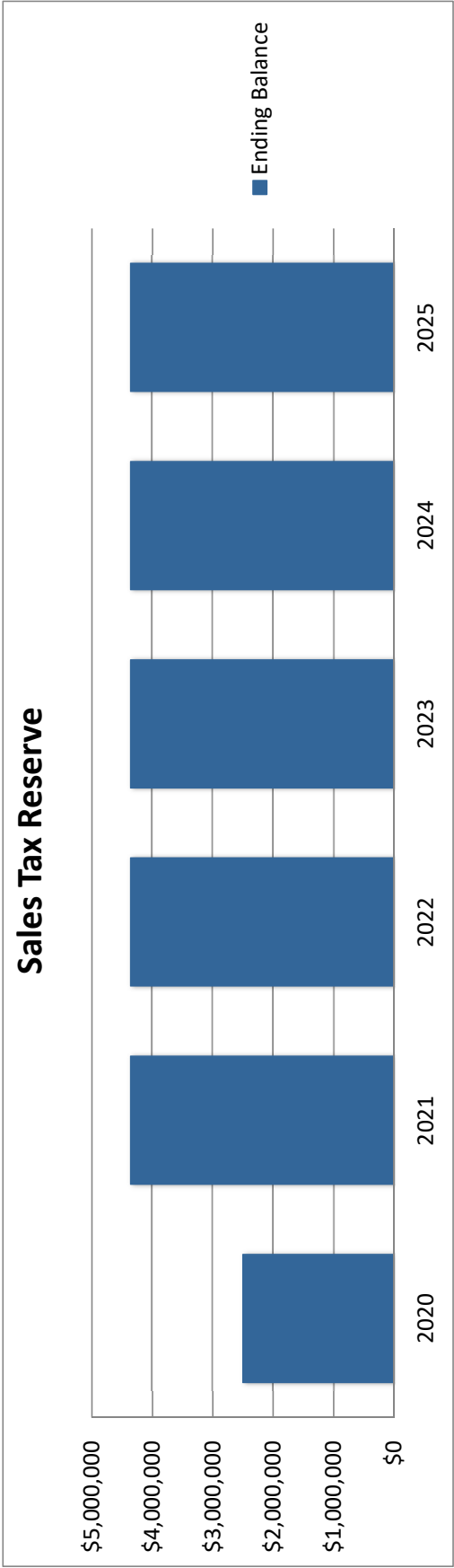


SALES TAX RESERVE

Description/Purpose

For 2020, the Board authorized the establishment of a Sales Tax Reserve in the amount of \$2.5 million. The purpose of the reserve was to provide a temporary source of funding for an anticipated temporary decline in sales tax revenue due to a major sales tax payer being acquired by a company whose headquarters would not be located in The Woodlands. Based on current projections, utilization of the sales tax reserve will not be required for that purpose. For 2021, the Board transferred the \$1.9 million balance of the Bond Redemption Fund to the Sales Tax Reserve.

	Forecast 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025
Beginning Balance	\$0	\$2,500,000	\$4,359,757	\$4,359,757	\$4,359,757	\$4,359,757
Additions	2,500,000	1,859,757	0	0	0	0
Utilization	0	0	0	0	0	0
Ending Balance	\$2,500,000	\$4,359,757	\$4,359,757	\$4,359,757	\$4,359,757	\$4,359,757

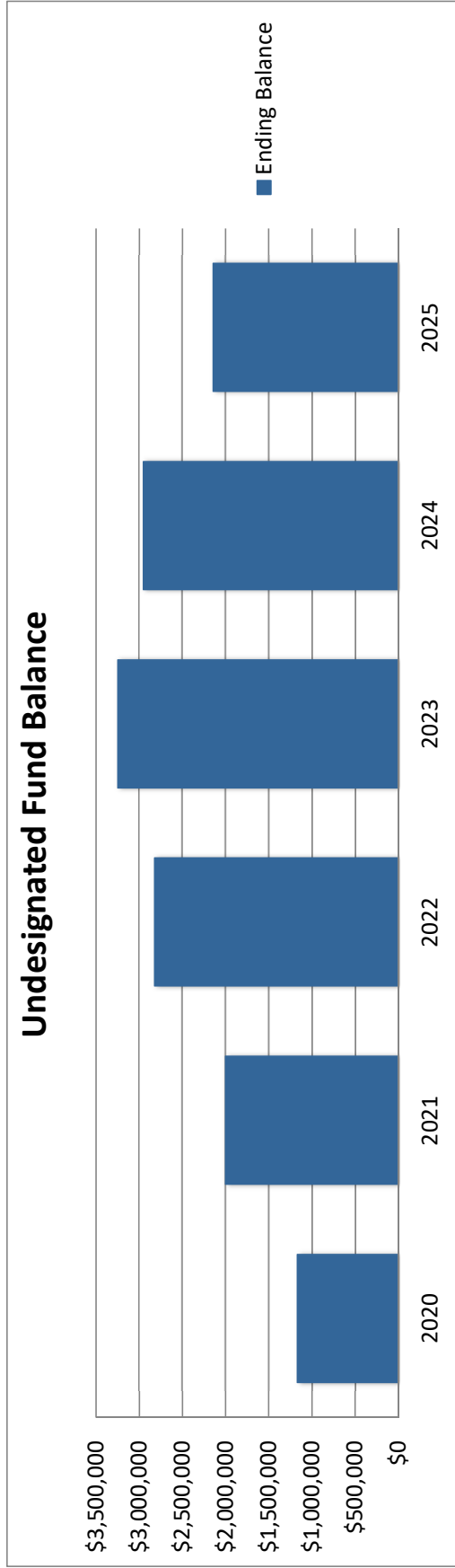


UNDESIGNATED FUND BALANCE

Description/Purpose

Any funds remaining after all other funding obligations are met for the current budget year are accumulated in the Undesignated Fund Balance. Funds are utilized only with Board approval. The \$7,971,955 balance in the reserve was allocated by the Board in 2020 as follows: \$2.5 million transfer to establish a sales tax reserve; \$1.9 million transfer to the Bond Redemption Reserve; \$1.5 million to be used for various 2020 budget initiatives; and a \$0.8 million transfer to the Operating Reserve to maintain minimum balance requirements.

	Forecast 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025
Beginning Balance	\$7,971,955	\$1,167,093	\$2,000,473	\$2,823,691	\$3,248,388	\$2,951,939
Utilization:						
Allocate to Sales Tax Reserve	(2,500,000)	0	0	0	0	0
Allocate to Bond Redemption Reserve	(1,859,757)	0	0	0	0	0
Allocate to Budget Initiatives	(1,474,493)	0	0	0	0	0
Allocate to Operating Reserve	(826,630)	0	0	0	0	0
Subtotal	(6,660,880)	0	0	0	0	0
Additions/(Uses): from General Fund	(143,982)	833,380	823,218	424,697	(296,449)	(807,989)
Ending Balance	\$1,167,093	\$2,000,473	\$2,823,691	\$3,248,388	\$2,951,939	\$2,143,950



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
1029	Spirit of Texas Bank
1032	Purchasing Card – Comerica (TWT)
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
1074	Cash Drawer (Rob Fleming Rec Center)
1075	Cash Drawer (Rec Center)
1076	Cash Drawer (Boat House)
1077	Cash Drawer (Pool)
1078	Cash Drawer (Hughes Landing)
1079	Cash Drawer (Tree Ventures)
1081	Petty Cash (CAD)
1082	Petty Cash (PARDES)
1083	Petty Cash (Recreation)
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

Consolidated Chart of Accounts



General Ledger

<u>Account Code</u>	<u>Account Title</u>
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
1199	Other Receivables
1200	Due from Other Funds
1310	Prepaid - Insurance
1315	Prepaid – Ice Rink Rent
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)

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General Ledger

<u>Account Code</u>	<u>Account Title</u>
2165	Payroll Deduction - United Way (taxable)
2170	Payroll Deduction - Other Benefits (pre-tax)
2185	Payroll Deduction - Other Benefits (taxable)
2190	Payroll Deduction - Wage Garnishments (taxable)
2200	Due to Other Funds
2300	Accrued Liabilities
2310	Refundable Deposits
2311	Refundable Swim Team Volunteers
2312	Refundable Security Deposit Town Green Park
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

Consolidated Chart of Accounts



General Ledger

<u>Account Code</u>	<u>Account Title</u>
4110	Bus Fares
4111	Bus Fares – Energy Corridor
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

Consolidated Chart of Accounts



General Ledger

<u>Account Code</u>	<u>Account Title</u>
5010	Salaries and Wages
5011	Overtime
5012	Day Buy Back
5013	Ride Up Pay
5014	Fire Protection Unscheduled Overtime
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
5125	Sales Missions & Tradeshow
5130	Uniforms
5140	Tuition Reimbursement
5150	Recognition, Awards, Events
5160	Training Materials
5204	Waterway 20 Lease
5205	Rent – WFD Lease from Shenandoah
5206	Township Office Space
5207	Rent – Ice Rink
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

Consolidated Chart of Accounts



General Ledger

<u>Account Code</u>	<u>Account Title</u>
5365	Equipment Repair and Maintenance
5370	Special Operations Materials and Supplies
5371	EMS Materials and Supplies
5400	Computer Support
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

Consolidated Chart of Accounts



General Ledger

<u>Account Code</u>	<u>Account Title</u>
5474	Production Destination Marketing
5475	Visitor Services
5476	Social Media
5477	Account Services
5478	Photography
5480	Medical Support Services
5490	CVB Township Staff
5496	Employee Relations Professional Services
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
5627	Medical Tourism Marketing
5628	Tradeshow Sponsorship Opportunities
5629	RFP Bid Proposals and Fulfillment
5640	Highway Beautification

Consolidated Chart of Accounts



General Ledger

<u>Account Code</u>	<u>Account Title</u>
5641	Waterway Square Song Programming
5642	Seasonal Lighting
5643	Tree Lighting
5644	George Mitchell Preserve
5645	LED Light Conversion
5646	Wildflowers
5647	Lake Woodlands Bridge
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	Incorporation Study
7010	Regional Participation Agreements
7011	EDZ Project Payments

Consolidated Chart of Accounts



General Ledger

<u>Account Code</u>	<u>Account Title</u>
7020	Funding Requests
7021	Funding Request – Glade Arts Foundation
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
7036	Transportation Initiatives
7037	Costco Sale Tax Reimbursement
7038	Bear Branch Parking Lot
7039	Bayou Land Conservancy
7040	Uncollectible Taxes
7041	Storm Debris Removal
7042	Drainage Engineering Services
7043	Settlements
7044	The Waterway Arts District
7045	COVID 19 Expenses
7046	Township Secretary's Office
7050	Other Financing Uses
7060	Debt Issuance Costs
7065	Bond Refunding Expense
7900	Contingency
8000	Depreciation
8800	Transfer Out
9000	Capital Outlay

Consolidated Chart of Accounts



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
0020	Grant Year 2020
0021	Grant Year 2021
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
1406	FY2014 CP - Facility Access Control
1603	FY2016 CP - GE Betz Office Site Plan
1604	FY2016 CP - Cultural Arts Feasibility
1716	FY2017 CP - Town Center Equipment
1735	FY2017 CP - Directional Signs
1739	FY2017 CP - New Development
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

Consolidated Chart of Accounts



Type

<u>Account Code</u>	<u>Account Title</u>
1805	FY2018 CP - Software Licenses
1808	FY2018 CP - Facility Access Control
1828	FY2018 CP - Desiltation
1850	FY2018 CP - Signal Changing (Opticom)
1854	FY2018 CP - Service Truck
1855	FY2018 CP - Station Improvements
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
1905	FY2019 CP - Software Licenses
1908	FY2019 CP - Facility Access Control - WFD
1911	FY2019 CP - Network Firewall
1913	FY2019 CP - Domain Controllers
1917	FY2019 CP - Trucks
1922	FY2019 CP - PARDES Parking Lot Expansion
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
1933	FY2019 CP - Basketball Awning
1935	FY2019 CP - Tennis Court Resurfacing
1937	FY2019 CP - Court Lights (LED Conversion)
1938	FY2019 CP - Pool Deck Refurb/Plaster
1942	FY2019 CP - Pool Play Structure
1943	FY2019 CP - Pool Building
1945	FY2019 CP - Sprayground Improvements
1948	FY2019 CP - Pathway Improvements
1949	FY2019 CP - Bear Branch Fitness Equipment
1950	FY2019 CP - Computer Aided Dispatch
1951	FY2019 CP - Staff Vehicles
1953	FY2019 CP - Portable Radios
1954	FY2019 CP - Signal Changing (Opticom)
1957	FY2019 CP - Training Tools & Equipment
1959	FY2019 CP - Extrication Tools
1960	FY2019 CP - Electronic Accountability
1961	FY2019 CP - Fire Engine
1962	FY2019 CP - Squad Truck

Consolidated Chart of Accounts



Type

<u>Account Code</u>	<u>Account Title</u>
1965	FY2019 CP – Heavy Rescue Truck
1966	FY2019 CP - Station Improvements
1969	FY2019 CP - ETC Vehicle & Equipment Storage Bldg
1970	Park & Ride Facility Improvements
1971	FY2019 CP - Waterway Square Fountain
1972	FY2019 CP - Room 150 AV System
1973	FY2019 CP - Chief Vehicle & Equipment
2001	FY2020 CP – Building Improvements
2002	FY2020 CP – Concrete Pavement
2003	FY2020 CP – Glazing Joint Replacement
2004	FY2020 CP – Township Secretary Capital
2005	FY2020 CP – Grogan’s Mill Rd. Property
2006	FY2020 CP – Desktop & Laptop Computers
2007	FY2020 CP – Mobile Data Computers (Parks, Fire)
2008	FY2020 CP – Asset/Work Order Management
2009	FY2020 CP – Core Network Switch
2010	FY2020 CP – Network Switches
2011	FY2020 CP – Server Replacements
2012	FY2020 CP – Plotter Replacement
2013	FY2020 CP – Vehicles
2014	FY2020 CP – Equipment
2015	FY2020 CP – Pathway Utility Vehicles
2016	FY2020 CP – Electric Carts
2017	FY2020 CP – Roof Improvement
2018	FY2020 CP – Parking Lot Expansion
2019	FY2020 CP – Town Center Equipment
2020	FY2020 CP – Town Center Streetscape
2021	FY2020 CP – Waterway Square Pavers
2022	FY2020 CP – Town Green Park Garden
2023	FY2020 CP – Irrigation System
2024	FY2020 CP – Playground Improvements
2025	FY2020 CP – Bear Branch Park Playground
2026	FY2020 CP – Major Park Renovation
2027	FY2020 CP – Footbridge Park Amenities
2028	FY2020 CP – Park Signs
2029	FY2020 CP – Boardwalk Improvements
2030	FY2020 CP – Pavilion Improvements
2031	FY2020 CP – Park Amenities
2032	FY2020 CP – Lake & Pond Improvements
2033	FY2020 CP – Tennis Court Resurfacing
2034	FY2020 CP – Tennis Court Fencing
2035	FY2020 CP – Court Lights (LED Conversion)

Consolidated Chart of Accounts



Type

Account Code

Account Title

2036	FY2020 CP – Pool Deck Refurbishment/Plaster
2037	FY2020 CP – Swim Team Equipment
2038	FY2020 CP – Themed Slides
2039	FY2020 CP – Shade Structures
2040	FY2020 CP – Inner Tubes
2041	FY2020 CP – Pool Play Structure
2042	FY2020 CP – Pool Building
2043	FY2020 CP – Thermal Covers
2044	FY2020 CP – Pool Vacuums
2045	FY2020 CP – Pool Rule Signage
2046	FY2020 CP – Pool Furniture
2047	FY2020 CP – Rob Fleming Pool Amenities
2048	FY2020 CP – Kayaks/Paddle Boards
2049	FY2020 CP – Pool Aerator
2050	FY2020 CP – Directional/Wayfinding
2051	FY2020 CP – Pathway Improvements
2052	FY2020 CP – Bear Branch Roof
2053	FY2020 CP – PSAP Program
2054	FY2020 CP – Staff/Utility Vehicles
2055	FY2020 CP – Portable Radios
2056	FY2020 CP – Bunker Gear
2057	FY2020 CP – Electronic Accountability
2058	FY2020 CP – Thermal Imaging
2059	FY2020 CP – Hazmat Gear
2060	FY2020 CP – Ladder Truck
2061	FY2020 CP – Brush Truck
2062	FY2020 CP – Rescue Boat – Trailer
2063	FY2020 CP – High Profile Evacuation Vehicles
2064	FY2020 CP – HVAC Control
2065	FY2020 CP – Station Improvements
2101	FY2021 CP - UPS Batteries
2102	FY2021 CP - Water Heater Replacement
2103	FY2021 CP - Desktop & Laptop Computers
2104	FY2021 CP - Covenant Admin Software
2105	FY2021 CP - VDI Capacity Increase
2106	FY2021 CP - Network Routers
2107	FY2021 CP - Network Switches
2108	FY2021 CP - Phone System Connection
2109	FY2021 CP - Phone System Replacement
2110	FY2021 CP - Server Replacements
2111	FY2021 CP - VDI Performance - Blade Servers

Consolidated Chart of Accounts



Type

<u>Account Code</u>	<u>Account Title</u>
2112	FY2021 CP - Rob Fleming AV System
2113	FY2021 CP - Storage Area Network Expansion
2114	FY2021 CP - Microwave Link
2115	FY2021 CP - Law Enforcement Equipment
2116	FY2021 CP - Pathway Utility Vehicles
2117	FY2021 CP - Electric Carts
2118	FY2021 CP - Dump Truck
2119	FY2021 CP - Parking Lot Sealing
2120	FY2021 CP - Town Center Equipment
2121	FY2021 CP - Waterway Fountain Improvements
2122	FY2021 CP - Irrigation System
2123	FY2021 CP - Playground Improvements
2124	FY2021 CP - Bonny Branch Playground
2125	FY2021 CP - Multipurpose Rink
2126	FY2021 CP - Alden Bridge Sports Scoreboard
2127	FY2021 CP - Lake Paloma Study
2128	FY2021 CP - Lake Paloma Pump
2129	FY2021 CP - Lake & Pond Improvements
2130	FY2021 CP - Tennis Court Resurfacing
2131	FY2021 CP - Tennis Court Fencing
2132	FY2021 CP - Court Lights - LED Conversion
2133	FY2021 CP - Pool Deck Refurb/Replaster
2134	FY2021 CP - Swim Team Equipment
2135	FY2021 CP - Themed Slide - Lakeside
2136	FY2021 CP - Themed Slide - Forestgate
2137	FY2021 CP - Pool Aerators
2138	FY2021 CP - Pool Furniture
2139	FY2021 CP - Water Bikes
2140	FY2021 CP - Pool Play Structure
2141	FY2021 CP - Monument Signs
2142	FY2021 CP - Old Egypt Ln Monument Sign
2143	FY2021 CP - Pathway Improvements
2144	FY2021 CP - Pathway Connectors
2145	FY2021 CP - Panther Creek Nature Trail Bridge
2146	FY2021 CP - Bear Branch Interior Gym
2147	FY2021 CP - New Development
2148	FY2021 CP - PSAP Program
2149	FY2021 CP - Water Rescue PPE Kits
2150	FY2021 CP - Thermal Imaging Cameras
2151	FY2021 CP - Extrication Tools
2152	FY2021 CP - Hazmat Truck
2153	FY2021 CP - Rescue Boat

Consolidated Chart of Accounts



Type

<u>Account Code</u>	<u>Account Title</u>
2154	FY2021 CP - Station Improvements
2155	FY2021 CP - ETC 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
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

Consolidated Chart of Accounts



Type

<u>Account Code</u>	<u>Account Title</u>
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
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
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

Consolidated Chart of Accounts



Type

Account Code

Account Title

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
3715	Property Tax Year 2014 - FY 2015
3800	Riva Row Park
3801	Waterway
3802	Town Green Park
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
4017	Events – Rendezvous Southwest
4018	Events – Bike Month

Consolidated Chart of Accounts



Type

<u>Account Code</u>	<u>Account Title</u>
4101	Events/Other – Arbor Day
4102	Events/Other - Childrens Festival
4103	Events/Other - Houston Symphony
4104	Events/Other - Run Thru the Woods
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
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

Consolidated Chart of Accounts



Type

<u>Account Code</u>	<u>Account Title</u>
7022	Vehicles – Fire – Admin/Support
7024	Fire Apparatus
7026	Other
7028	Intangible
7030	Waterway Cruisers
7032	Buses
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:

Statistical Supplemental 18-1

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	2019	2024		2010	2019	2024		2010	2019	2024		2010	2019	2024	
Population	121,175	157,466	177,043	395,119	535,575	590,334	839,656	1,110,380	1,210,869	1,474,596	1,840,203	1,979,515				
Median Age	36.0	37.0	39.0	35.0	36.0	37.0	33.0	35.0	36.0	33.0	34.0	36.0				
Average Household Size	2.66	2.67	2.67	2.83	2.83	2.83	2.85	2.85	2.85	2.94	2.92	2.92				
Owner-Occupied Housing Units	32,309	41,618	46,643	102,095	139,670	154,050	197,315	263,870	288,381	341,493	430,932	465,008				
Renter-Occupied Housing Units	13,280	17,332	19,587	37,588	49,663	54,623	96,952	125,690	136,317	160,260	198,507	212,709				
	5 - Mile				10 - Mile				15 - Mile				20 - Mile			
	2010	2019	2024		2010	2019	2024		2010	2019	2024		2010	2019	2024	
Median Household Income	\$72,754	\$95,636	\$97,950	\$74,163	\$87,967	\$89,528	\$63,946	\$74,394	\$75,688	\$61,257	\$70,905	\$71,966				
Average Household Income	\$96,408	\$123,986	\$126,324	\$96,086	\$115,437	\$117,446	\$84,336	\$100,835	\$102,631	\$81,202	\$95,948	\$97,581				
Household Income																
< \$15,000	7.8%	6.0%	5.9%	6.8%	5.7%	5.8%	8.4%	7.3%	7.2%	9.0%	7.7%	7.7%				
\$15,000 - \$24,999	7.0%	3.9%	3.8%	7.0%	4.9%	4.9%	9.0%	7.0%	6.8%	9.2%	7.5%	7.4%				
\$25,000 - \$34,999	6.3%	4.8%	4.8%	6.9%	6.5%	6.4%	9.2%	7.6%	7.4%	9.8%	8.1%	7.9%				
\$35,000 - \$49,999	11.4%	9.2%	9.2%	11.6%	9.9%	9.7%	12.8%	11.6%	11.4%	13.2%	12.0%	12.0%				
\$50,000 - \$74,999	19.3%	14.9%	14.4%	18.4%	15.8%	15.5%	18.5%	17.1%	16.8%	18.6%	17.3%	17.0%				
\$75,000 - \$99,999	15.3%	13.4%	13.1%	15.4%	13.7%	13.4%	14.5%	13.3%	13.0%	14.1%	13.4%	13.2%				
\$100,000 - \$149,999	16.0%	19.7%	20.0%	17.2%	18.4%	18.5%	14.6%	16.9%	17.2%	14.1%	16.4%	16.7%				
\$150,000 +	17.1%	28.0%	29.0%	16.8%	25.0%	25.9%	13.0%	19.4%	20.1%	12.1%	17.5%	18.2%				
Population by Age	5 - Mile				10 - Mile				15 - Mile				20 - Mile			
	2010	2019	2024		2010	2019	2024		2010	2019	2024		2010	2019	2024	
Age 0 - 4	7.2%	7.0%	6.1%	7.7%	7.1%	6.2%	8.1%	7.3%	6.5%	8.1%	7.3%	6.5%				
Age 5 - 14	14.8%	14.7%	13.8%	16.3%	15.1%	13.9%	16.1%	15.2%	14.2%	16.4%	15.2%	14.1%				
Age 15 - 19	6.7%	6.6%	6.9%	7.4%	7.2%	7.2%	7.4%	7.1%	7.2%	7.6%	7.2%	7.3%				
Age 20 - 24	5.3%	5.6%	6.3%	5.4%	6.2%	6.8%	6.3%	6.4%	6.8%	6.3%	6.6%	6.9%				
Age 25 - 34	14.3%	13.1%	12.2%	13.8%	13.5%	12.9%	14.7%	14.5%	13.5%	14.4%	14.6%	13.7%				
Age 35 - 44	14.8%	14.5%	13.6%	15.3%	14.0%	13.3%	14.8%	14.1%	13.7%	14.7%	13.9%	13.6%				
Age 45 - 54	15.3%	13.6%	13.5%	14.9%	13.6%	13.3%	14.2%	13.0%	12.9%	14.1%	13.0%	12.9%				
Age 55 - 64	12.0%	12.4%	12.2%	10.8%	12.0%	12.1%	10.3%	11.4%	11.5%	10.2%	11.3%	11.4%				
Age 65 - 74	5.8%	7.9%	9.3%	5.2%	7.3%	8.7%	5.0%	7.0%	8.3%	5.0%	7.0%	8.3%				
Age 75 - 84	2.8%	3.3%	4.6%	2.4%	3.0%	4.2%	2.4%	2.9%	4.0%	2.3%	2.9%	4.0%				
Age 85+	1.1%	1.1%	1.6%	0.9%	1.0%	1.4%	0.8%	1.0%	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	118,000
Person per Household	2.72
Occupied Dwellings	43,386
Median Age	40.5
2. <u>ADULT AGES</u>	
Total Adults	84,960
18 - 24	7%
25 - 34	14%
35 - 44	19%
45 - 54	24%
55 - 64	18%
65 - 74	11%
75-Plus	7%
3. <u>CHILDREN</u>	
Households with Children	39.4%
Total Children	33,040
Under 5	19%
5 - 8	30%
9 - 14	31%
15 - 17	20%
3. <u>HOUSEHOLD PERSONS</u>	
Average	2.72
1	23%
2	33%
3	17%
4-Plus	27%
5. <u>HOUSEHOLD INCOME</u>	
Median	\$118,836
Under \$25,00	9%
\$25 - \$34,999	6%
\$35 - \$49,999	7%
\$50 - \$74,999	11%
\$75 - \$99,999	11%
\$100 - \$149,999	16%
\$150 - \$199,999	12%
\$200,000-Plus	28%

Sources: US Census Bureau and The Howard Hughes Corporation

The Woodlands Township
Demographic and Economic Statistics

Fiscal Year	Population	Personal Income (in thousands)	Per Capita Personal Income	Median Age	Employers	Number of Jobs	Unemployment Rate	School Enrollment ¹
2019	118,000	\$ 14,022,648	\$ 118,836	38	2,186	68,488	2.6%	62,577
2018	117,305	\$ 13,745,800	\$ 117,180	38	2,181	67,850	3.1%	61,323
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

Sources: The Howard Hughes Corporation

Notes:

¹Conroe Independent School District

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	(8)	472	188	11,500	753
1994	41,569	3,292	14,838	1,131	2.80	942		660	58	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	46	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	(918)	112		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	(20)	2,138	(20)	66,820	2,455
2018	117,305	1,027	43,130	378	2.72	343		2,181	43	67,850	1,030
2019	118,000	695	43,386	256	2.72	319		2,186	5	68,488	638
2020 Est.	119,100	1,100	43,826	440	2.72	248		2,230	44	69,790	1,302
2021 Est.	120,300	1,200	44,476	650	2.70	198		2,275	45	71,270	1,480
2022 Est.	121,700	1,400	45,106	630	2.69	129		2,310	35	72,720	1,450
2023 Est.	123,700	2,000	45,856	750	2.69	71		2,340	30	74,120	1,400
2024 Est.	124,600	900	46,276	420	2.69	-		2,370	30	75,500	1,380

Note: All estimates are based upon current land use projections and are subject to change.

Source: The Howard Hughes Corporation

The Woodlands Township
Principal Non-Retail Employers of The Woodlands Area
Current Year and Ten Years Ago

Employer	2019			2009		
	Employees	Rank	Percentage of Total Employment	Employees	Rank	Percentage of Total Employment
Conroe Independent School District	4,514	1	7%	3,303	1	7%
Memorial Hermann Hospital, The Woodlands	2,650	2	4%	1,381	4	3%
Exxon Mobil	2,317	3	3%	-	-	-
Occidental	2,020	4	3%	-	-	-
CHI St. Luke's Health	1,650	5	2%	1,123	5	2%
Houston Methodist Hospital, The Woodlands	1,445	6	2%	-	-	-
Alight Solutions	1,300	7	2%	-	-	-
Lone Star College - Montgomery	1,204	8	2%	-	-	-
Texas Children's Hospital, The Woodlands	1,198	9	2%	-	-	-
Huntsman Corporation	1,039	10	2%	750	6	2%
Anadarko Petroleum Corporation	-	-	-	2,532	2	6%
Hewitt Associates, LLC	-	-	-	1,500	3	3%
Woodforest National Bank	-	-	-	721	7	2%
Chevron Phillips Chemical Co.	-	-	-	651	8	1%
US Oncology				630	9	1%
Baker Hughes				600	10	1%
Total	19,337		27%	13,191		28%

Source: South Montgomery County Woodlands Economic Development Partnership

The Woodlands Township**Top Property Taxpayers**

Name of Taxpayer	Nature of Property/Industry	2019/2020 Taxable Assessed Valuation	% of Total Taxable Assessed
Anadarko Realty Co	Oil & Gas	\$215,129,760	1.05%
The Woodlands Mall Associates	Retail Stores	200,749,641	0.98%
IMI MSW LLC	Retail Stores	140,069,430	0.68%
Woodlands Land Dev LP	Developer	107,846,560	0.52%
CLPF Waterway Plaza LLC	Developer	78,700,000	0.38%
HL Multi-Family Holdings LLC	Real Estate	74,000,000	0.36%
24 Waterway, LLC	Developer	72,845,540	0.35%
CVS Pharmacy Inc	Retail Stores	67,805,941	0.33%
CSHV Woodlands LP	Service Company	62,098,320	0.30%
JD Warmack Woodlands Limited Partnership	Developer	61,879,330	0.30%
		\$1,081,124,522	5.26%

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 118,000 residents and approximately 2,186 employers. The current number of residential households totaling 43,386 is projected to grow to 46,276 households with an estimated population of over 124,600 by 2024. The estimated number of employers is projected to grow to approximately 2,370 by 2024.

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 \$22.6 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 1.8-mile long water feature, transportation corridor and linear park. The Waterway connects 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 220 miles of pathways, over 148 developed parks and play areas, multiple public swimming facilities and children's spray grounds, seven golf courses, two major sports parks, and two major 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, 2019. 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.

Sources: The Woodlands Township 2019 Comprehensive Annual Financial Report
The Howard Hughes Corporation

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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.

BUDGET INITIATIVE (BI): Requests to increase or decrease the base budget by members of the governmental entity's board or council. These requests can include changes in services, staffing levels, reserve fund levels, and capital purchases.

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

Glossary



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.

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. For 2021, this has been renamed the no-new-revenue-rate.

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.

Glossary



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 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.

Glossary



H

HOTEL OCCUPANCY TAX (HOT): Tax imposed on the rental of a room or space in a hotel costing \$15 or more each day.

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.

N

NO-NEW-REVENUE 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. In prior years, this was the effective tax rate.

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.

Glossary



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 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

Glossary



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.*

VOTER-APPROVAL RATE: *The calculated maximum property tax rate allowed by law without voter approval. Formally called the rollback rate.*



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 \$50,000
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.