



2022 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 \$2,344,475, which is a 5.1% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$520,389.

The record vote of the Board of Directors on the adoption of the 2022 Budget:

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

<u>Tax Rates</u>	<u>2021 Budget</u>	<u>2022 Budget</u>
Total Property Tax Rate	.2231	.2231
No-New-Revenue Rate	.2231	.2169
Adopted M&O Rate	.2080	.2085
No-New Revenue M&O Rate	.2080	.2036
Voter Approval Rate	.2303	.2253
Debt Rate	.0151	.0146

Total Debt Obligations secured by property taxes as of January 1, 2022 = \$25,055,000

Board of Directors



THE WOODLANDS TOWNSHIP BOARD OF DIRECTORS



Gordy Bunch
Chairman
Position 1



Bruce Rieser
Vice Chairman
Position 4



Dr. Shelley Sekula -
Gibbs
Secretary
Position 5



John Anthony Brown
Treasurer
Position 3



Jason J. Nelson
Director
Position 2



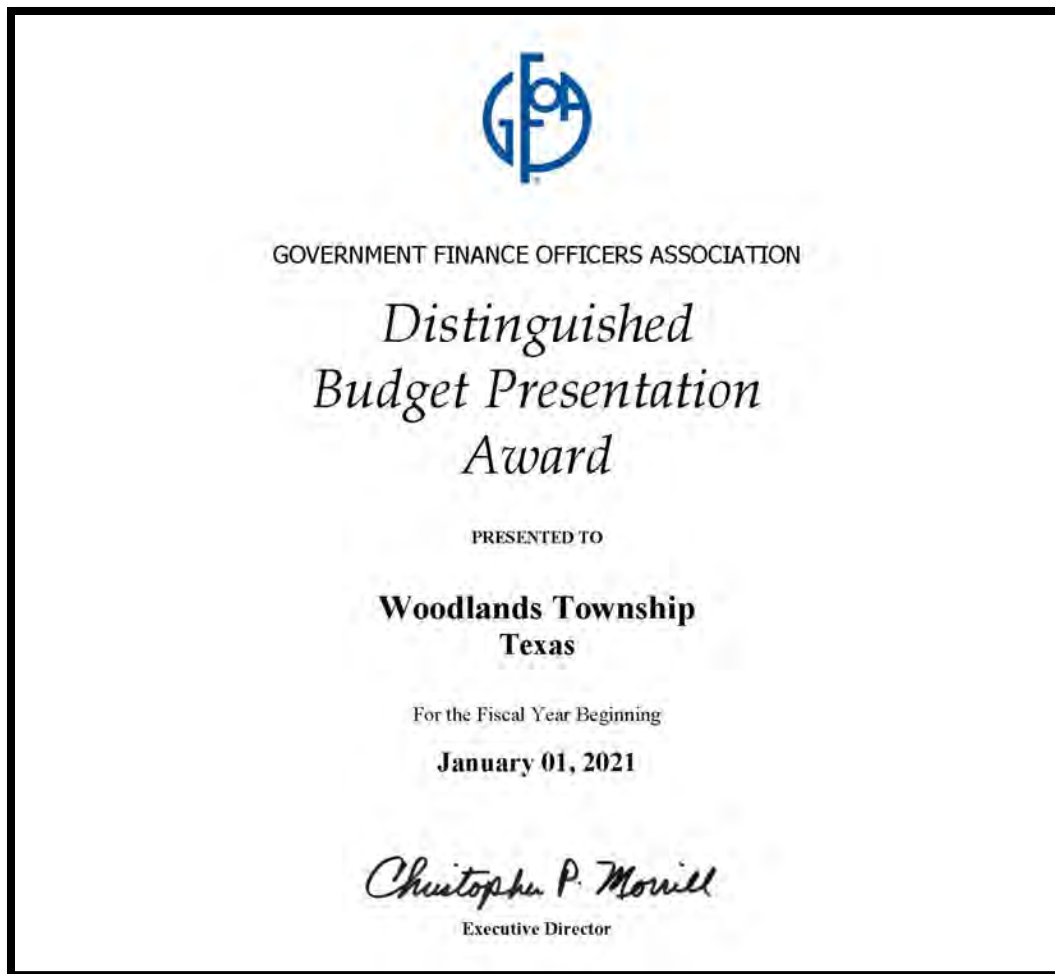
Dr. Ann K. Snyder
Director
Position 6



Bob Milner
Director
Position 7

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The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to The Woodlands Township for its annual budget for the fiscal year beginning January 1, 2021.

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 2022 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, 2022.

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2022 ADOPTED BUDGET MESSAGE

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2022 Budget Message



August 25, 2021

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

It is my pleasure to submit The Woodlands Township's adopted budget for the fiscal year January 1 – December 31, 2022. The following narrative is designed to give the reader a summary of relevant information regarding the Township's budgeting process and fiscal environment.

The 2022 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 2021 Budget, which is the highest award in governmental budgeting. Staff believes the 2022 Budget document maintains the same high standards reflected in the 2021 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 2022 Budget was prepared with the goal of achieving certain key objectives as defined in the *Vision 2034 Strategic Plan* adopted by the Board of Directors in July 2014. Those objectives include:

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

FINANCIAL ASSESSMENT

The 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 \$105.30 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.

2022 Budget Message



2020 and 2021 ACCOMPLISHMENTS

Before we consider the 2022 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 improved reserve balances while lowering the property tax rate from \$0.2240 for the 2019 tax year to the no-new revenue rate of \$0.2231 for 2020 and maintaining the rate at \$0.2231 for the 2021 tax year.
- Funded programs and activities that promote economic development and support the Township's sales tax base and hotel tax base.
- Recovered from a decline in sales and use tax revenues in 2020 due to the COVID-19 pandemic as reflected by sales and use tax collections year-to-date November 2021 exceeding the same period for 2020 by \$7.4 million or 16.8% and exceeding the 2021 budget by \$3.9 million or 8.3%.
- Improved the credit rating issued by Standard & Poor's for the Township's general obligation debt from "AA" to "AA+".
- Refinanced \$8.13 million in debt originally issued in 2011 and 2012 with an average interest rate of 3.1% to a historically low all-in interest cost of 1.224%, saving taxpayers \$884,323.
- Lowered debt per capita from \$1,044 in 2013 to \$375 in 2021, representing a 64% decrease.
- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.
- Completed an incorporation study and related tax rate study to examine financial, legal and operational impacts.
- Increased the allocation to the Operating Reserve to achieve a balance equal to 25% of general fund operating expenditures. The current balance is equal to 20% of general fund operating expenditures.
- 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.

2022 BUDGET DEVELOPMENT PROCESS

The Township has an important responsibility to its citizens and taxpayers to carefully account for public funds, to manage the Township's finances wisely, and to plan for the adequate funding of services desired by the public. To facilitate this responsibility, the Township engages in a comprehensive budget development process. The budget represents the culmination of months of preparation, discussion, and analysis regarding the most effective and efficient ways to provide services at the greatest value. Citizens have made important contributions to the discussion, and the Board of Directors has provided valuable leadership by setting priorities and expectations. The result is a 2022 budget plan that adheres to financial policies, preserves the Township's strong financial position,

2022 Budget Message



and provides high quality services to the community which align with the Township's strategic objectives. Key elements include:

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

2022 ADOPTED BUDGET HIGHLIGHTS

- The property tax rate has been maintained at 22.31 cents.
- Consolidated operating revenues total \$132.8 million, which is a \$5.4 million, or 4.3% increase from the 2021 Budget. Higher revenues are due primarily to property tax revenues from new properties added to the tax roll and revaluation of existing properties, as well as increases in sales and use tax and hotel occupancy tax revenues as the economy rebounds from the pandemic. Partially offsetting these revenue increases are decreases in bus fares and grants as the park & ride program is scaled back due to lower demand after the pandemic.
- Property tax revenues in the 2022 Budget total \$48.7 million for 2022, which is a \$2.3 million, or 5.1% increase from the 2021 Budget. The growth in property tax revenues is being generated by new properties added to the tax rolls since the prior year and revaluation of existing properties.
- Sales and use tax revenues are projected to be \$57.9 million for 2022, which is a \$3.4 million, or 6.3% increase from the 2021 Budget. The growth in revenues is due to improvements in certain business sectors as the economy recovers from the pandemic, particularly in online retail sales.

2022 Budget Message



- Hotel occupancy tax revenues are projected to be \$7.3 million for 2022, which is 25% higher than the 2021 Budget of \$5.8 million. The increase from 2021 budgeted levels is due to anticipated recovery in the hospitality industry as the impact of the pandemic lessens.
- Sales tax, hotel tax, and program revenues account for 63% of the Township's total revenue sources, while property tax revenues account for 37%.
- Consolidated operating expenses total \$110.9 million, which is a \$0.9 million or 0.8% increase from the 2021 budget due primarily to increases in staffing costs and contracted law enforcement. The overall increase is partially offset by decreases in transportation costs related to park & ride and trolley services. Savings were also achieved in mounted patrol expenses and streetscape maintenance expenses.
- Capital expenditures total \$12.3 million, of which \$8.3 million (68%) is funded from the capital replacement reserve or the 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 1/1/2022 totals \$39.8 million, a 11.6% decrease from last year's balance of \$45.0 million. Debt per capita decreases from \$375 in 2021 to \$328 in 2022.
- The Operating Reserve balance is estimated to be \$30.1 million at 12/31/2022, which adheres to the Board's policy guideline of maintaining a minimum balance equal to 20% of general fund operating expenditures. This balance includes \$5.1 million of additional funding in 2022 as authorized by the Board during the budget process.
- The Capital Replacement Reserve is projected at \$38.9 million at 12/31/2022, 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 2022 Budget, \$0.9 million of unallocated funds remain after all funding obligations for expenditures, debt service, and contributions to reserves are made.

2022 CONSOLIDATED BUDGET

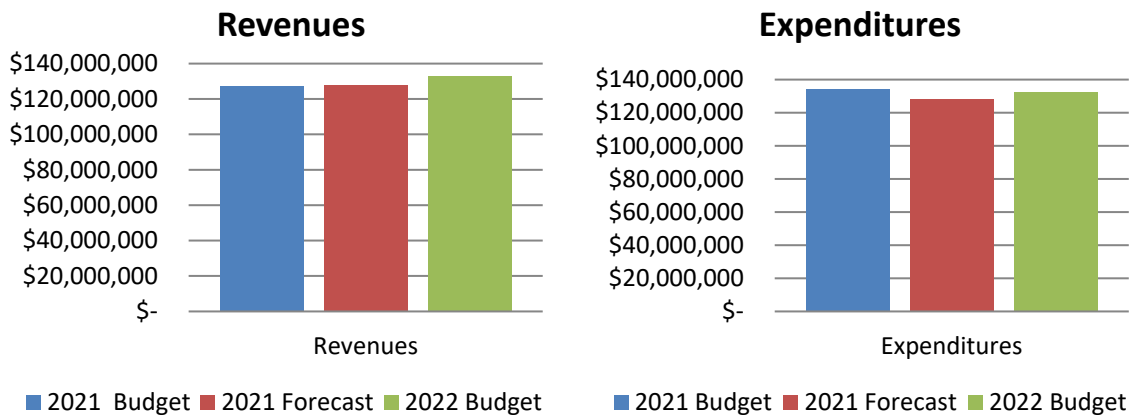
The Consolidated Budget includes the combined revenues and expenditures of the Township's General Fund, The Woodlands Convention & Visitors Bureau, the Capital Projects Fund, the Transportation Fund, the Debt Service Fund, the Bond Redemption Fund, and the Special Revenue Fund.

	2021 Budget	2021 Forecast	2022 Budget	Budget to \$	Budget %
Revenue	\$127,357,816	\$127,641,124	\$132,802,429	\$5,444,614	4.3%
Expenditures	\$133,974,147	\$128,020,734	\$132,335,901	(\$1,638,246)	-1.2%
Rev Over/(Under) Exp	(\$6,616,332)	(\$379,611)	\$466,528		

2022 Budget Message



Net revenues of \$0.5 million are generated in 2022. 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.



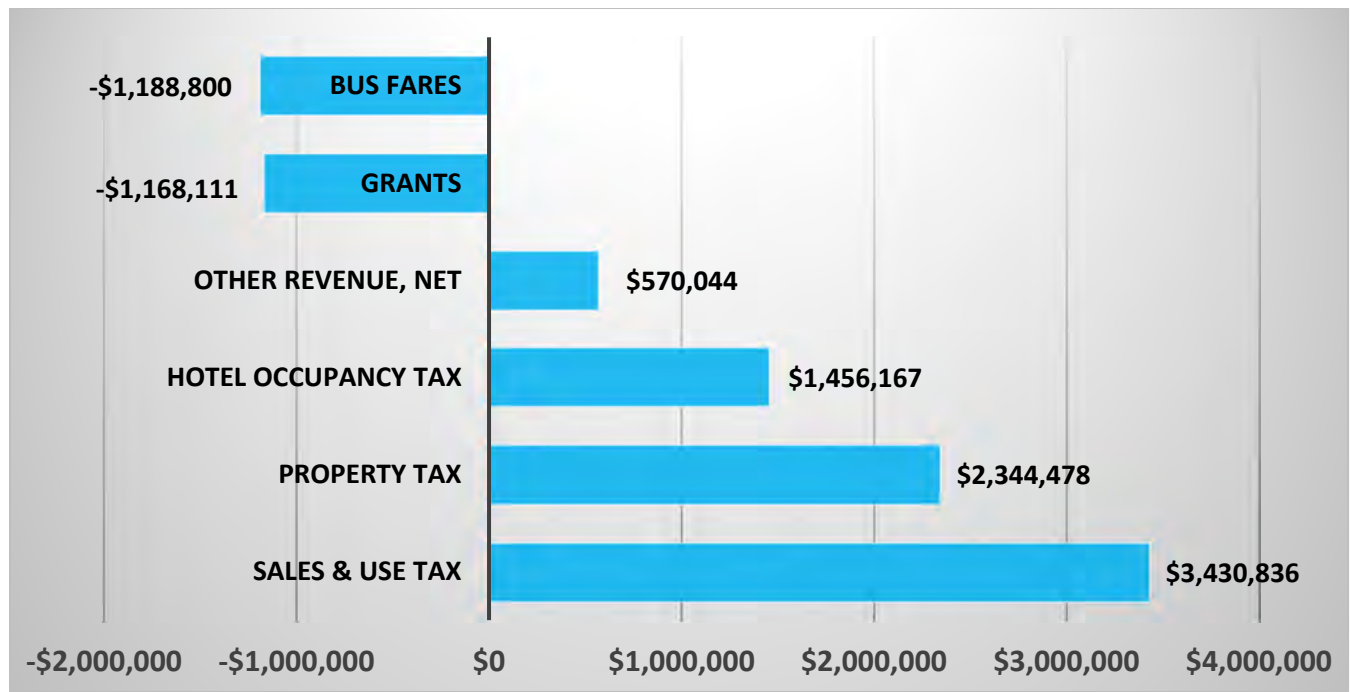
REVENUES

Total revenues in the 2022 Budget equal \$132.8 million, a \$5.4 million, or 4.3% increase from 2021 budgeted revenues of \$127.4 million.

	2021 Budget	2022 Budget	\$ Change	% Change
Property Tax	\$46,328,205	\$48,672,680	\$2,344,475	5.1%
Sales Tax	54,492,324	57,923,160	3,430,836	6.3%
Hotel Tax	5,824,665	7,280,832	1,456,167	25.0%
Other Revenues	20,712,622	18,925,758	(1,786,864)	-8.6%
Total Revenues	\$127,357,816	\$132,802,429	\$5,444,614	4.3%

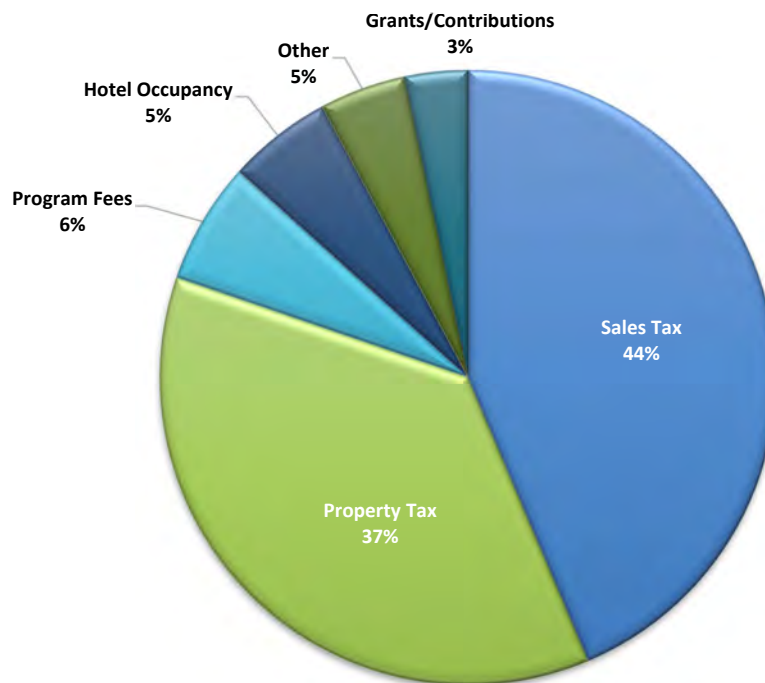
As shown in the following chart, the increase in revenues is the result of a \$3.4 million increase in sales and use tax as the economy recovers from the pandemic. Property tax revenue increases of \$2.3 million are due to new properties added to the tax rolls and the revaluation of existing properties. Hotel Occupancy Tax is expected to increase by \$1.5 million as the hospitality industry recovers from the pandemic. The overall increase in revenues is partially offset by \$1.8 million in lower Other Revenues. This is mainly due to lower bus fares and reduced transportation grant funds as the park & ride program is adjusted to accommodate the reduced ridership after the pandemic.

2022 Budget Message



Sales and use taxes and hotel occupancy taxes make up 49% of the total revenue sources; property taxes comprise 37% of the total; and program fees and other revenues contribute the remaining 14%.

2022 Budget % of Total Revenue



2022 Budget Message



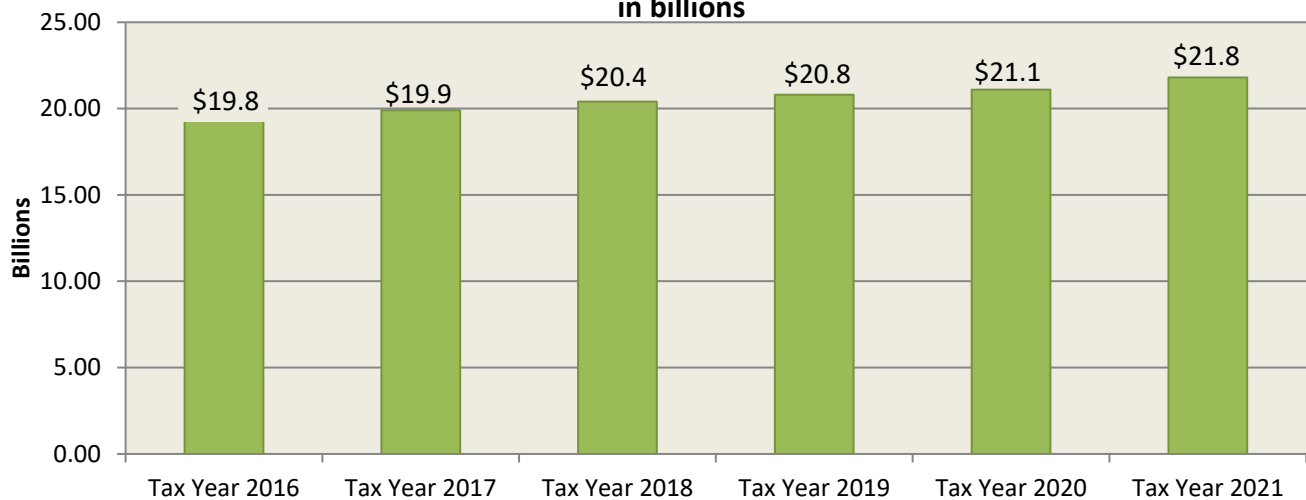
Property Tax Revenues

The Budget is based on a taxable property value base of \$21.8 billion, an increase of \$0.7 billion, or 3.7% from last year's tax base of \$21.1 billion.

	2020 Tax Year	2021 Tax Year	\$ Change	% Change
Taxable Property Value	\$21.1 billion	\$21.8 billion	\$0.7 billion	3.7%
New Properties			\$0.2 billion	1.1%
Revaluation of existing properties			\$0.5 billion	2.6%

	Montgomery County	Harris County	Total
Taxable Property Value	\$18.6 billion	\$3.2 billion	\$21.8 billion
New Properties	\$0.1 billion	\$0.1 billion	
Revaluation of Existing Properties	\$0.3 billion	\$0.2 billion	
Net Increase in Taxable Property Value	\$0.4 billion	\$0.3 billion	\$0.7 billion
New Property Growth %	0.6%	4.6%	1.1%
Revaluation %	1.7%	8.7%	2.6%
Total Increase in Taxable Property Value	2.3%	13.3%	3.7%

**Taxable Property Values
in billions**



Increase %	2016	2017	2018	2019	2020	2021
New Properties	1.6%	0.9%	1.2%	1.0%	1.1%	1.1%
Revaluation	4.9%	(0.2%)	1.1%	1.1%	0.5%	2.6%

2022 Budget Message



Property tax revenues in the 2022 Budget are based on a tax rate of \$0.2231. This rate is unchanged from the rate that was set for the 2021 Budget. Property tax revenues are projected to be \$48.7 million, an increase of \$2.3 million from the 2021 Budget. The uncollectable allowance amount has been reduced to 0.5% from 2.0% for the 2022 Budget in response to the less than expected amount during 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.

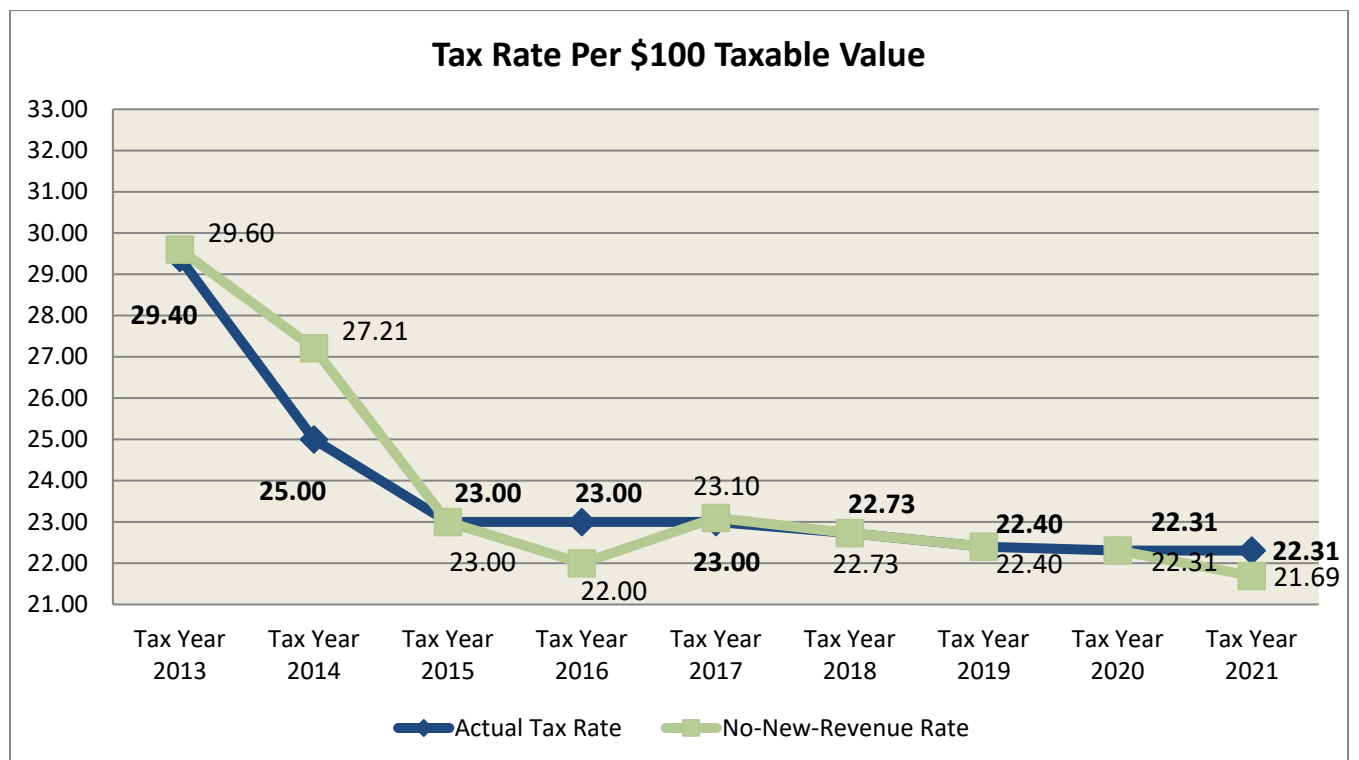
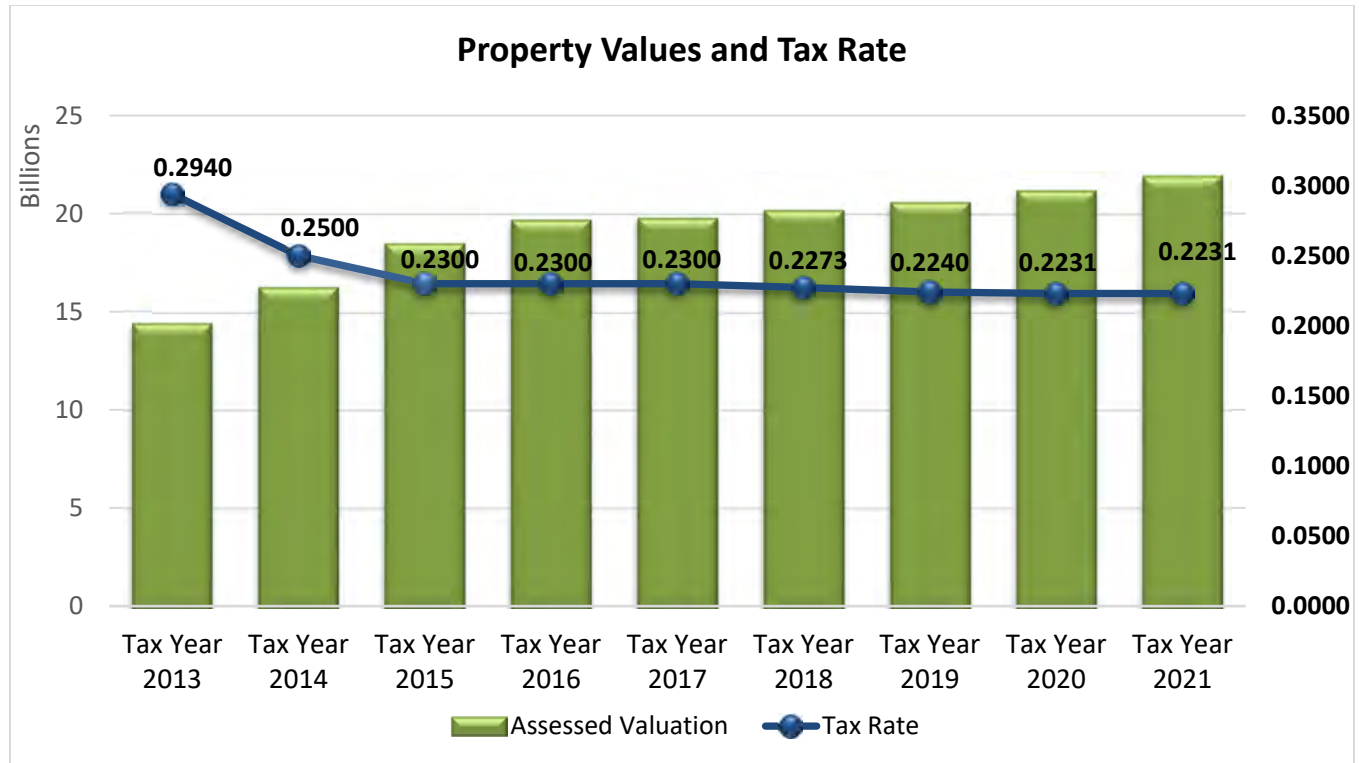
Following is a summary of the components of the property tax rate for the 2022 Budget and the revenue generated by each component.

	<u>Tax Revenue</u>	<u>Rate</u>
Maintenance & Operations	\$45.5 million	\$0.2085
Debt Service	<u>3.2 million</u>	<u>\$0.0146</u>
Total	\$48.7 million	\$0.2231

Revenue generated by \$0.01 of the tax rate equals \$2,183,607 in 2022.

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 2013 – 2015 (Budget Years 2014 – 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.
- **Tax Year 2021 (Budget Year 2022):** The Board maintained the tax rate at the existing rate of \$0.2231.





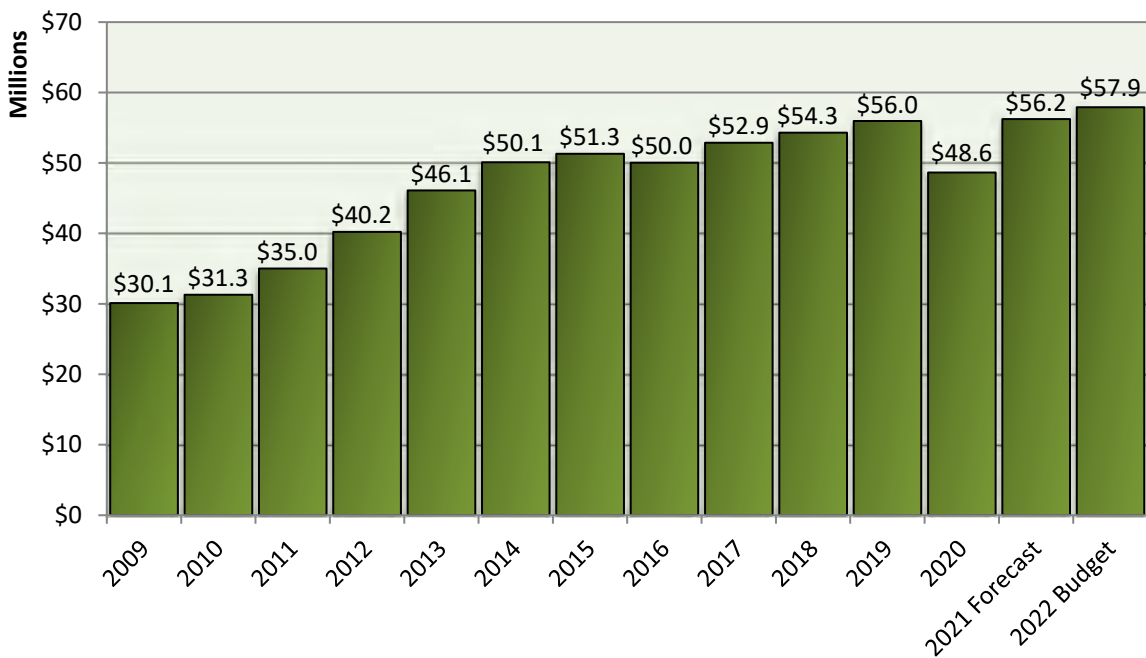
Sales and Use Tax Revenues

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 2019 refunding 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 2022, sales and use tax revenues are projected to be \$57.9 million, which is \$3.4 million, or 6.3% more than the 2021 Budget. The increase in the Budget is based on a continued recovery from the COVID-19 pandemic as certain business sectors continue to improve throughout 2021.

Sales and use taxes are an important source of revenue for the Township as they comprise 44% 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 \$27.8 million, or 92% since 2009. The rate of annual growth has declined in recent years as new development in the community has slowed and economic conditions have fluctuated.

**Sales Tax Revenue
2009 - 2022**



2022 Budget Message

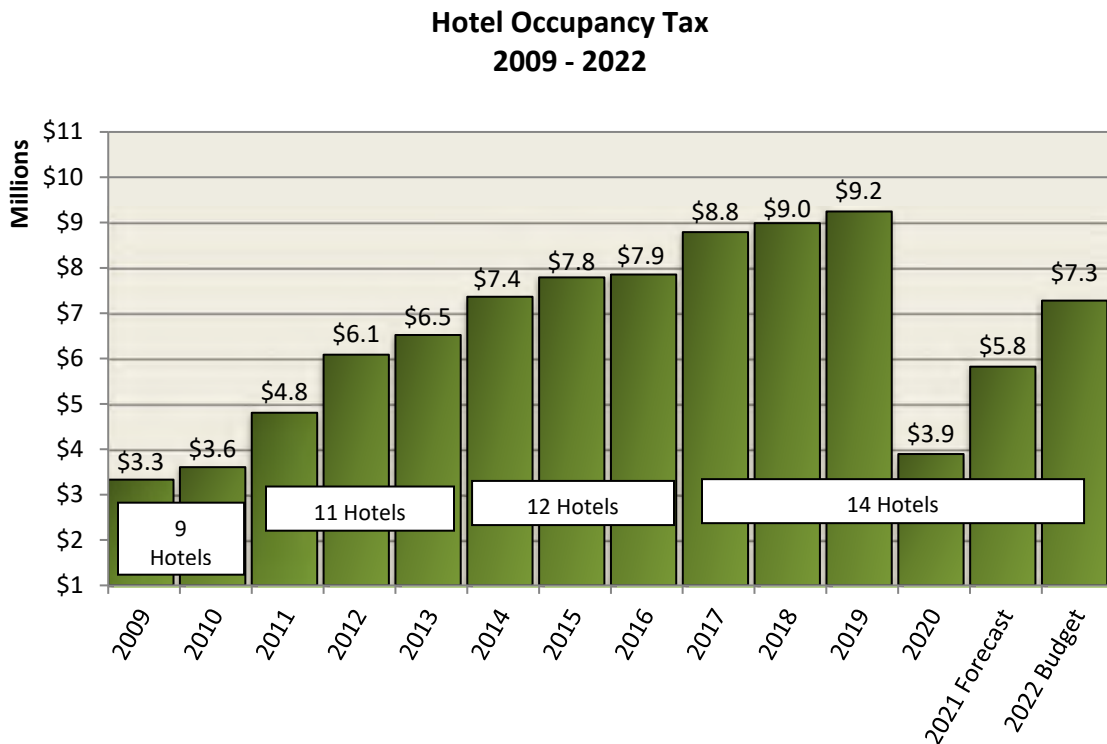


Hotel Occupancy Tax Revenues

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 \$7.3 million in 2022, a 41.7% increase over the 2021 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 \$1.6 million in revenues in 2022, 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 \$5.7 million are dedicated first to funding \$2.8 million of debt service obligations on the Township's outstanding revenue bonds. Of the remaining \$2.9 million in revenues, \$1.0 million is transferred to the CVB to supplement the organization's funding requirements and to the Transportation fund to fund Phase III of trolley service. The remaining \$1.9 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 \$3.3 million in 2009 to an estimated \$7.3 million in 2022, a 119% increase over a thirteen-year period.



2022 Budget Message



Other Revenues

Revenues also consist of program fees generated by recreation programs, pool operations, Park and Ride bus fares, Township event sponsorships, and event sales income. Program revenues for 2022 are projected to be \$8.5 million, an increase of approximately \$1.9 million from the 2021 Forecast due primarily to anticipated recovery from the COVID-19 impact on Park & Ride and recreation programs.

Grants and contributions total \$4.4 million for 2022 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 and ARPA 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 (\$1.3 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 (\$1.6 million), CVB contracted staff/office lease (\$968,000), interest income (\$862,000), contract revenues for streetscape and covenant administration services (\$600,000), and various administrative fees (\$272,500).

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

EXPENDITURES

Consolidated expenditures for 2022 total \$132.3 million, which is a \$1.6 million, or 1.2% decrease from 2021 budgeted expenditures of \$133.9 million.

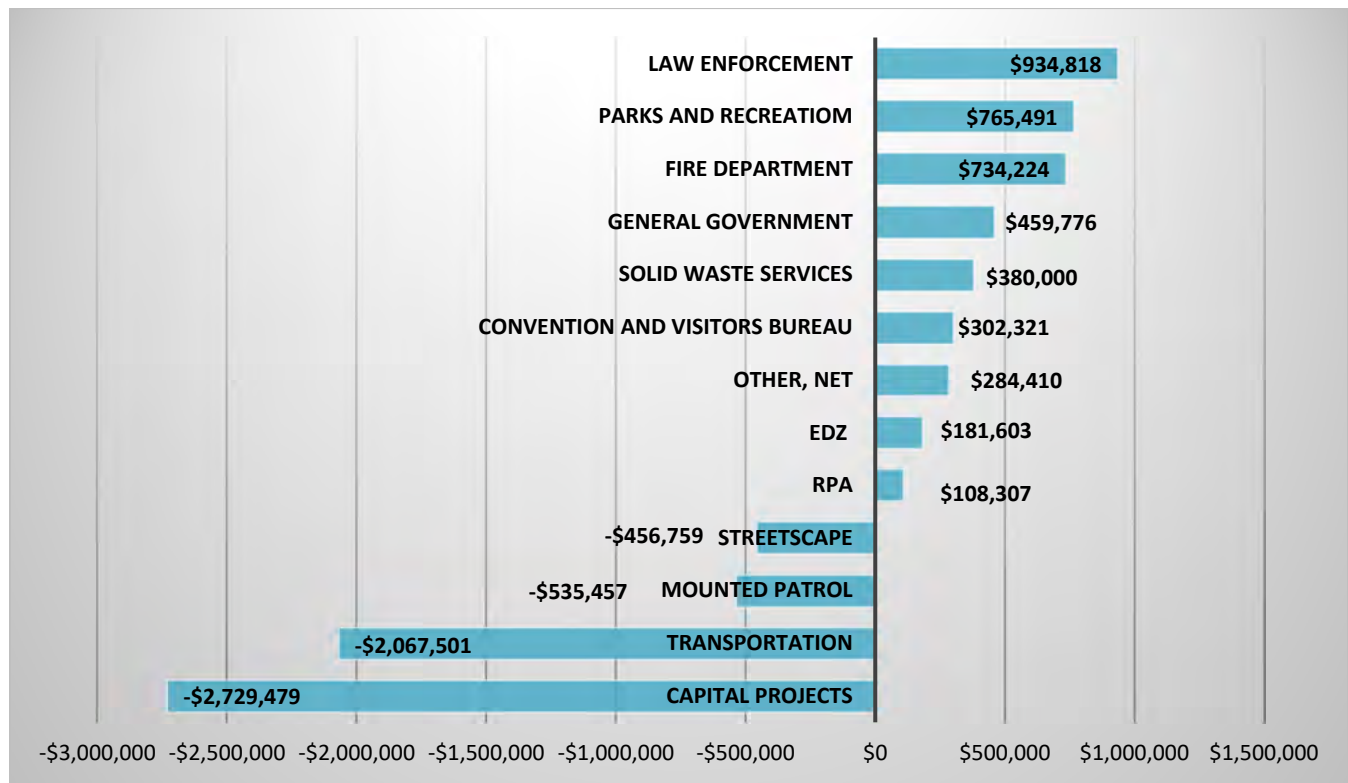
	2021 Budget	2022 Budget	\$ Inc/(Dec)	% Inc/(Dec)
Operating Expenditures	\$109,985,756	\$110,851,508	\$865,752	0.8%
EDZ Expenditures	2,916,162	3,097,765	181,603	6.2%
Debt Service	6,037,326	6,081,204	43,878	0.7%
New Development Capital	2,319,983	1,000,000	(1,319,983)	-56.9%
Transportation Fund Capital	830,500	94,200	(736,300)	-88.7%
Capital Projects	11,884,420	11,211,224	(673,196)	-5.7%
Total Expenditures	\$133,974,147	\$132,335,901	(\$1,638,246)	-1.2%

The overall decrease in expenditures is due to the completion of major capital projects in 2021 including improvements to various parks and pathways, the purchase of fire apparatus, and the completion of capital projects carried over from the 2021 Budget

2022 Budget Message



Following is a summary of increases and decreases in expenses.

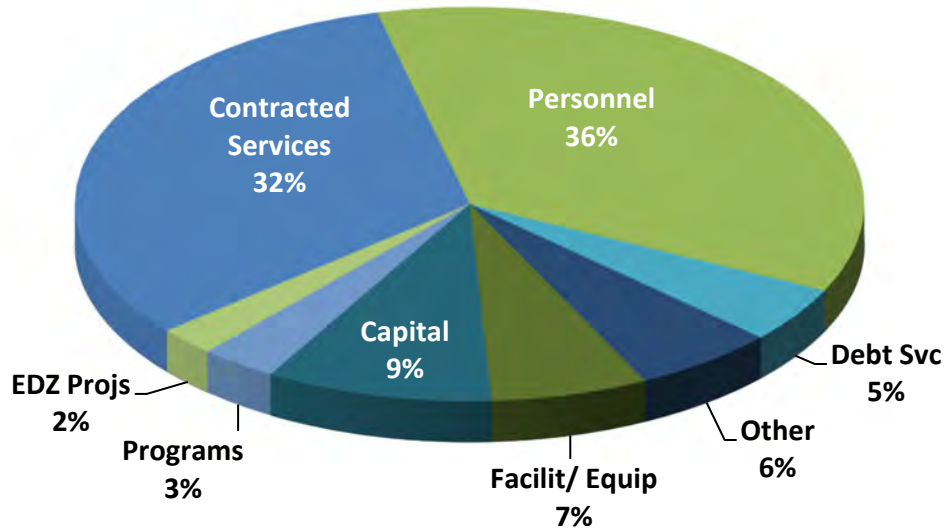


The increase in law enforcement expense is due to the increase in contracted costs for Montgomery County Sheriff's Office staff as the county has increased their pay and benefits. The Parks and Recreation, Fire Department, and General Government increases are primarily due to staff costs and the inclusion of contracted studies for staff, facilities, sales tax audits, and contracted computer support. Solid waste expenses are increasing due to new properties and the 3.5% annual cost escalator. Offsetting these increases are reductions in capital spending as projects are completed. In addition, Transportation has savings in Park & Ride and trolleys as expenses are being adjusted to reflect the demand for services. Savings is also being achieved in Mounted Patrols due to adjusting the budget to the current year's forecasted expense. Finally, Streetscape is generating savings due to some services being brought in-house that were previously contracted out at a higher rate.

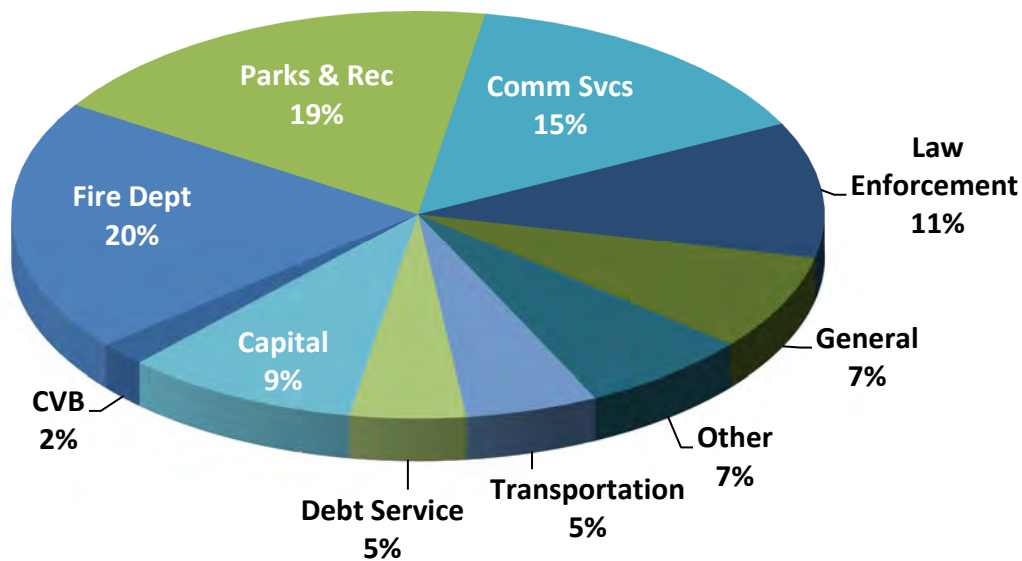
The following charts illustrate the Township's expenditures by type and by department. Because the Township is a service organization and highly dependent on employees and third-party contractors to provide services, it is not surprising that contracted services and personnel costs comprise 68% of total expenses. On a departmental level, 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.



2022 BUDGET % of TOTAL EXPENDITURES BY TYPE



2022 BUDGET % of TOTAL EXPENDITURES BY DEPARTMENT



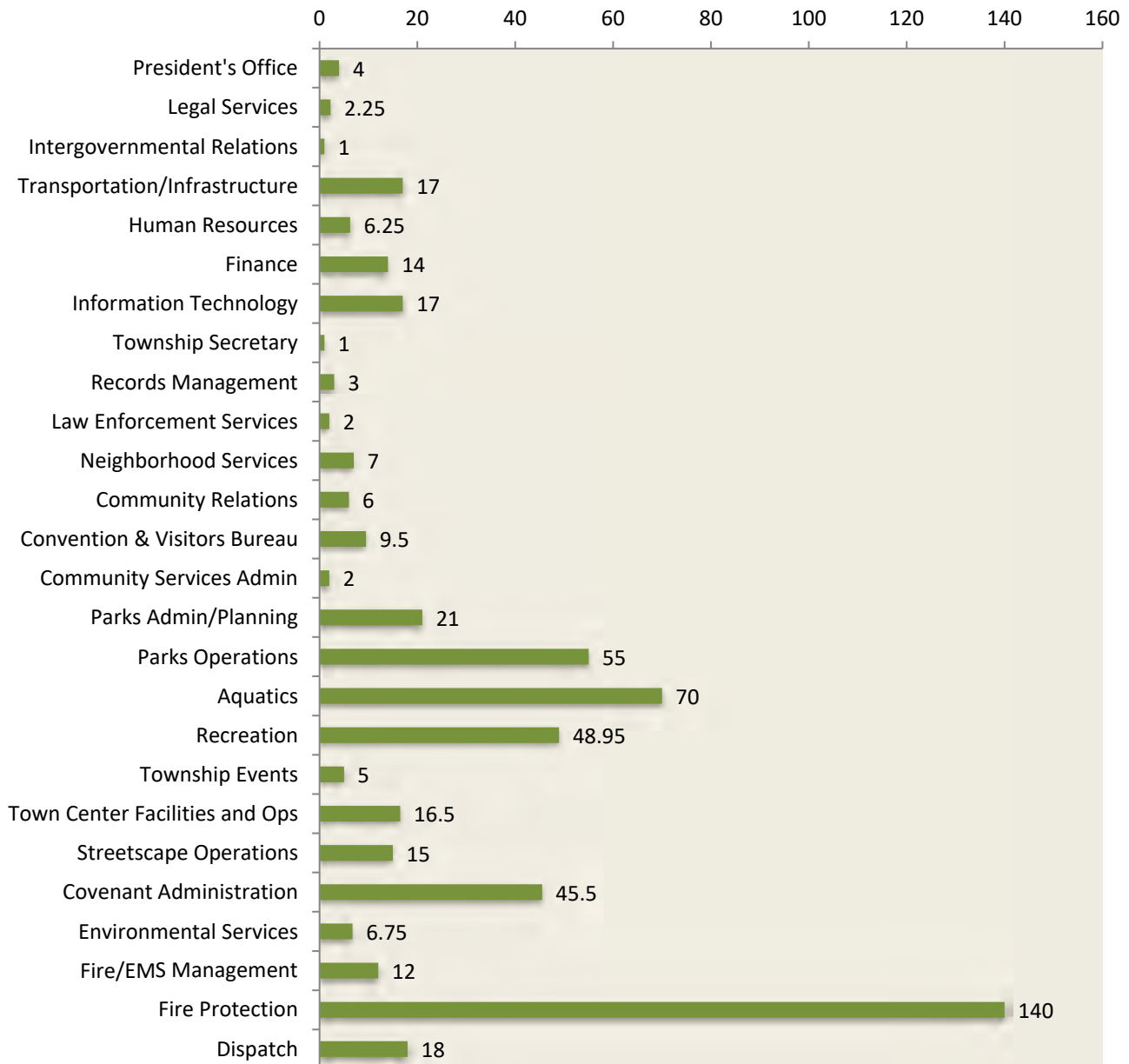
2022 Budget Message



PERSONNEL

Staffing levels for 2022 are proposed at 545.7 full time equivalent (FTE) employees, consisting of 375.7 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 - 2022**



2022 Budget Message



The 2022 staffing plan for general employees includes a net increase of 18.0 FTE's. The new positions include 4.0 FTE's that were added to Parks Operations in 2021 as a budget amendment to replace contracted operations for pathway maintenance. An additional 13.0 FTE's have been added to Streetscape Operations for 2022 as services previously performed by contracted firms will be done in-house. Finally, 1.0 FTE has been added to Recreation for an additional Boat House employee. This recreation staff cost is funded 100% by recreation program fees.

The *Personnel* section of this budget document contains additional information on staffing levels in the 2022 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 3.0% general wage increase as recommended by the Board.

Fire Department Employees	2021	2022	\$ Increase	% Increase
Current Employees	\$22,259,417	\$23,118,241	\$858,824	3.9%
New Staff Requests	n/a	\$0	\$0	0%
Total	\$22,259,417	\$23,118,241	\$858,824	3.9%
Benefits as % of Salaries	37%	38%		

General Employees	2021	2022	\$ Increase	% Increase
Current Employees	\$22,724,234	\$23,800,160	\$1,075,926	4.1%(A)
New Staff Requests	n/a	\$718,914	\$718,914 (B)	100%
Total	\$22,724,234	\$24,519,074	\$1,794,840	7.9%
Benefits as % of Salaries	32%	32%		

(A) Salary and benefit costs associated with an additional 4.0 FTE in Parks Operations added in 2021 to replace pathway maintenance contracted services total \$202,787 of the \$1,075,926 increase.

(B) The total \$718,914 increase in salaries and benefits for new staff includes:

- \$684,677 for 13.0 FTE in Streetscape Operations to perform tasks formerly done by contracted firms; and
- \$34,237 for 1.0 FTE in the Recreation Division, which is funded by recreation program revenues.

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

2022 Budget Message



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 \$332,000 higher in 2022 than in 2021, primarily due to new staff and a 1.2% increase in premiums, which compares favorably to the national trend of 4.8%. Dental insurance premiums will remain the same, as will non-medical insurance rates (life and disability) which are subject to a three-year rate guarantee.

The Township provides a 401a/457b Retirement Plan for its non-firefighter employees. The Township's average contribution rate for its original plan is 8.1% with a 64.5% participation rate. This plan provides a 2:1 match up to a maximum employer match of 14%. Beginning in 2018, new employees were eligible for a 1:1 match up to a maximum employer match of 12%. The average contribution rate for this plan is 3.2% with a 28.7% participation rate. The cost of the Township's contribution to The Woodlands Firefighters Retirement System is 12% as set by law.

CAPITAL PROJECTS PLAN

The 2022 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.

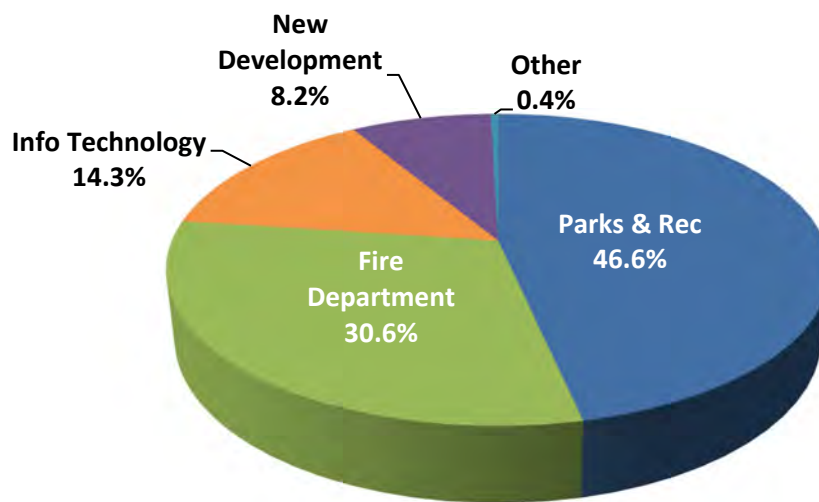
Capital expenditures for 2021 total \$12.2 million. Of this amount, \$7.6 million is funded by the Capital Replacement Reserve, \$1.0 million from the Comprehensive Community Services Agreement (CCSA) Reserve, \$1.6 million from carryover funds, and \$2.0 million is funded by 2022 tax revenue.

Following is a summary of 2022 capital projects. Please reference the *Capital Projects Fund* section of this document for a detailed information.

- \$5.7 million Parks and Recreation projects
- \$3.7 million Fire Department projects
- \$1.7 million IT hardware and software
- \$1.0 million New Development projects
- \$0.1 million Townhall and Other projects



2022 Capital Budget



DEBT PROFILE

The Woodlands Township's debt profile is as follows:

Description	Purpose	Maturity Date	Call Date	Interest Rates	Outstanding Principal Balance at 12/31/2021
Sales/Hotel Tax Refunding Bonds, Series 2019	Convention Center	2027	n/a	2.0% - 5.0%	\$14,750,000
Total Revenue Bonds					\$14,750,000
Unlimited Tax Refunding Bonds, Series 2019	Capital	2031	n/a	2.0% - 5.0%	\$17,520,000
Unlimited Tax Bonds, Series 2021 Refunding	Capital	2032	n/a	1.0% - 4.0%	\$7,275,000
Unlimited Tax Bonds, Series 2012	Capital	2022	n/a	1.0% - 3.0%	\$260,000
Tot Unlimited Tax Bonds					\$25,055,000
Total Bonds					\$39,805,000

Annual principal and interest payments on 2022 debt obligations total \$6.1 million. Of this amount, \$2.9 million is related to the revenue bonds. Debt service payments for revenue bonds are funded by sales and use tax and hotel occupancy tax proceeds. In accordance with bond covenants, ½ of 1% of the Township's base sales tax collections and 7% of the Township's hotel occupancy tax collections are pledged for debt service. In the 2022 Budget, sufficient hotel tax revenues are generated to fully fund debt service obligations, making all sales tax revenues available to fund other expenses.

2022 Budget Message



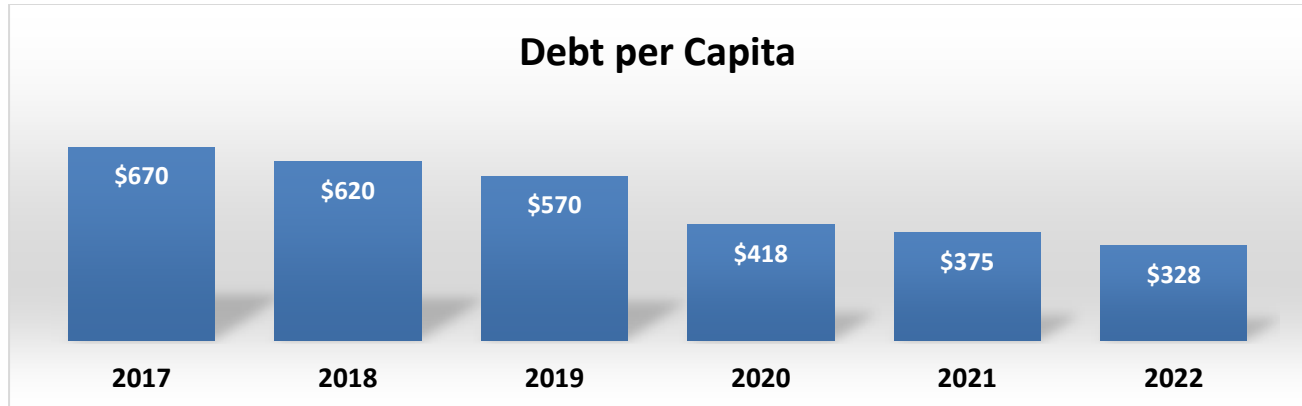
The Township's bond covenants also require pledged revenues equal to a minimum of 1.3 (130%) times the maximum annual debt service (MADS) during any fiscal year on the outstanding bonds. The MADS coverage for 2022 is projected to be 712%, which is indicative that the Township has additional debt capacity.

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 2022 budget year, the debt service component is projected to be \$0.0146, a decrease from the current rate of \$0.0151.

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 \$670 in 2017 to a low of \$328 in 2022, representing a 51% decrease.

Debt per Capita

Debt per Capita	2017	2018	2019	2020	2021	2022
Outstanding Debt	\$77,900,000	\$72,735,000	\$67,415,000	\$49,690,000	\$45,025,000	\$39,805,000
Population	116,678	117,305	118,000	119,000	120,100	121,300
Debt per Capita	\$670	\$620	\$570	\$418	\$375	\$328



BOND RATINGS

The Township's bond ratings provide evidence of its financial strength. In 2021, Standard & Poor's raised its credit rating on the Township's general obligation debt from "AA" to "AA+", citing strong tax base growth, prudent and conservative fiscal management, and substantial reserve balances in its analysis of the Township's financial condition. Moody's credit rating on the sales tax and hotel tax bonds is maintained at "A2", indicating the bonds are considered excellent investment quality.

2022 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 49% of Township's revenue sources are generated by sales and hotel occupancy taxes which can vary significantly in different economic climates, it is important to maintain operating cash reserves so that service delivery will not be negatively impacted.

In the reserve policy guidelines adopted by the Board in February 2015, the Operating Reserve balance is to be maintained at a minimum of 20% of general fund operating expenditures. In the 2022 Budget, the Board authorized transfers from the Capital Contingency Reserve and the Sales Tax Reserve to increase the reserve balance from \$25.0 million to \$30.1 million, which will bring the balance to approximately 25% of General Fund operating expenditures.

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 2022 Capital Replacement Reserve balance is projected to be \$39.0 million. Pursuant to reserve guidelines and Board authorization, \$6.4 million is allocated to the reserve in 2022.

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 \$1.0 million at 12/31/2022.

Cultural Education Reserve

Proceeds from the Township's portion of a five percent (5%) events admission tax at qualifying venues fund the Cultural Education Reserve approximately \$130,000 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 \$1.0 million at 12/31/2022.

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 \$199,300 in 2020 resulted in an

2022 Budget Message



ending balance of \$15.6 million for 2020. For 2021, the Board has authorized moving the Property Site Plan Reserve of \$5.2 million to the reserve. The balance in the reserve is projected to be \$20.8 million for 2022.

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 \$34,000 in expenses were incurred in 2019 and 2020, bringing the current reserve balance to \$151,000 for 2022.

Hotel Occupancy Tax Reserve

Hotel occupancy tax revenues that remain after all annual funding obligations are met for debt service on the Township's revenue bonds, Convention & Visitors Bureau operations, and costs related to phase III of the trolley system are accumulated in this reserve for potential debt service on future projects. The balance in this account is projected to be \$1.3 million at the end of 2021. Projected additional funding of \$1.8 million during 2022 will increase the balance to \$3.1 million.

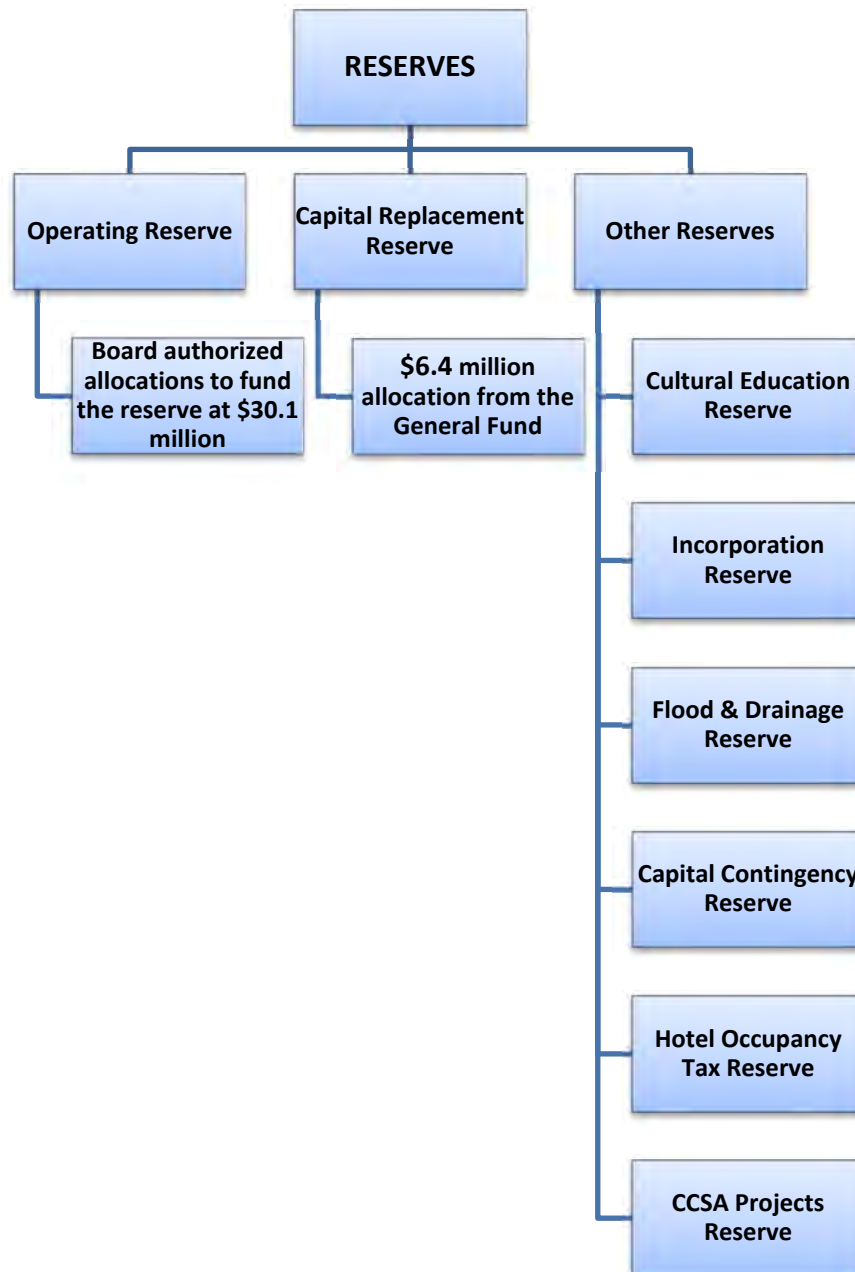
Capital Contingency Reserve

Any funds remaining after all other funding obligations are met for the current budget year are allocated to the Capital Contingency Reserve. For 2021, the Board authorized transfers from this reserve of \$5.5 million to the Capital Replacement Reserve and \$3.5 million to the Operating Reserve. For 2022, the Board authorized the remaining \$2.2 million in the contingency reserve be transferred to the Transportation Fund to partially fund the Spring Creek Greenway Trails project.

2022 Budget Message



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



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.

2022 Budget Message



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 2022 is projected to be \$884,000 at 12/31/22.

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 following chart summarizes projected reserves and fund balances for the years ending 2021 and 2022.

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

	2021 Forecast	2022 Budget
Operating Reserve	\$ 25,001,513	\$ 30,115,340
Self-funded Health Insurance Reserve	849,588	849,588
Capital Carryover	1,677,500	-
Capital Replacement Fund	38,099,423	36,902,648
Capital Replacement Fund - Receivable from Transportation Fund	2,051,729	2,051,729
CCSA Reserve	2,000,000	1,000,000
Sales Tax Reserve	4,359,757	-
Incorporation Reserve	20,782,356	20,782,356
Flood and Drainage Reserve	151,135	151,135
Cultural Education Reserve	870,301	1,000,301
Debt Service Reserve	111,430	111,430
Debt Service Fund	3,239,243	3,239,243
Debt Service Reserve - Performing Arts/Convention Center	1,242,843	3,063,921
Transportation Fund	2,924,070	5,870,000
Transportation Fund - Payable to Capital Replacement Fund	(2,051,729)	(2,051,729)
CVB Fund Balance	1,370,458	1,370,458
Capital Contingency Account	2,194,567	-
Total Designated Fund Balance	\$ 104,874,184	\$ 104,456,420
Undesignated General Fund 2021	-	-
Undesignated General Fund 2022	-	884,290
Total Undesignated Fund Balance	\$ -	\$ 884,290
Total Ending Fund Balance	\$ 104,874,184	\$ 105,340,711

2022 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 2022 Budget.

The five-year plan assumes conservative revenue growth and the continuance of the 2021 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 2022 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 2022 Budget Document..... 3-1

Budget Process 3-5

Budget Calendar 3-8

Organization Chart 3-9

Strategic Plan..... 3-11

Budget Guide



The Woodlands Township's 2022 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' 2022 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 2021 Budget, 2021 Forecast and 2022 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 2022 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 2022 Compensation Plan, an overview of staffing levels by department, and requests for new staff positions and reclassifications.

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 2021 Budget, 2021 Forecast and 2022 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.

Budget Guide



Department Profiles

This section includes each department's 2022 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 2022 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 2022 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. 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 2022 – 2026. Assumptions used to develop the projections are provided, along with detailed five-year capital project plans.

Budget Guide



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 2022 – 2026 and includes projected allocations to and from the respective reserves.

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Budget Process



The following overview describes the 2022 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 2022 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 2022 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 on the high priority of addressing likely funding shortfalls in the Township's budget due to COVID-19 and the resulting impacts on service levels, as well as the continuing effects on the budget." The Budget Task Force meets regularly to review COVID-19's impact on the local economy and to provide guidance to staff regarding the budget forecast, departmental budget submissions, and the preliminary 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 16 – August 20, 2021. As directed by the Board, the 2022 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

Budget Process



programs/initiatives approved and implemented in 2021 or prior years. Services and projects not included in the base budget were submitted separately as Budget Initiatives. Presentations by the President/General Manager, the Assistant General Manager – Finance and Administration, and other members of the management team were made to facilitate review and discussion of the budget documents. 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* 2021 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 is not the official adoption of the 2021 property tax rate, but rather a recordation of a proposed rate to determine if a public hearing and related public notices are 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. 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. A public hearing was required, it was held at 5:00 pm on August 25, 2021.

Changes resulting from the Board’s review of the base budget and budget initiatives were incorporated into the 2022 Budget document and presented to the Township Board of Directors for approval at the Board meeting on August 25, 2021. The 2022 Budget adopted by the Board of Directors complies with all financial policies of The Woodlands Township. A video of the August 25, 2021 Board meeting can be found here: <http://woodlandstx.new.swagit.com/videos/136096>

Budget Amendments

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



Planning

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

Preparation of Preliminary Budget

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

President's Budget Review

- President reviews departmental budgets with managers and finance staff
- Revisions are made based on meetings with President and departments

Budget Task Force Review

- Review 2021 budget forecast and 2022 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

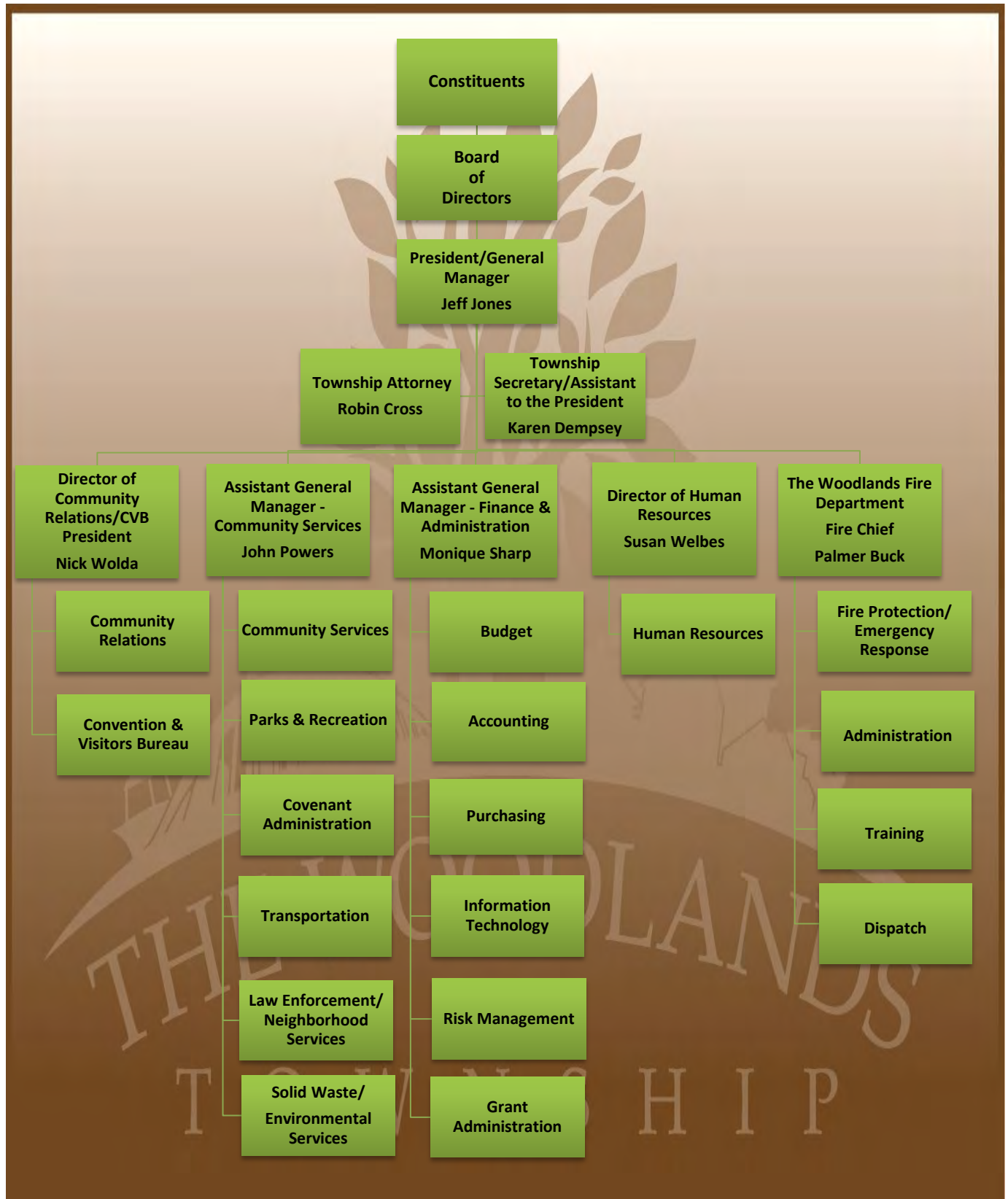
August-
September

- 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 2022 Budget and 2021 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, 2022 payment due date)

Organization Chart



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Vision 2034

The Woodlands Township

Strategic Plan

Adopted July 22, 2014



Introduction

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

Vision for the Future

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

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

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

The Woodlands Vision

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

The Woodlands...

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

Organizational Mission

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

The Woodlands Township Strategic Plan



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

The Woodlands Township Mission

We fulfill The Woodlands vision by:

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



Focus Areas, Goals, and Key Initiatives

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

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

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

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



Focus Area 1: Service Delivery

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

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

1.1. Protect the well-being and safety of constituents

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

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

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

The Woodlands Township Strategic Plan



adequately connects the entire community for transportation, health and wellness

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

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

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

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

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

1.4.2. Update standards as technology advances

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

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

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

1.5. Influence local partnerships to provide effective services

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

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

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

Focus Area 2: Communications

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

2.1. Ensure effective communications with the community and partners

2.1.1. Expand public service announcements and information outlets

The Woodlands Township Strategic Plan



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

2.2. Provide an inclusive atmosphere to enhance transparency and trust

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

Focus Area 3: Organizational Support

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

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

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

The Woodlands Township Strategic Plan



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

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

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

Focus Area 4: Governance

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

4.1. Participate in local and regional planning and advocacy efforts

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

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

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

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

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

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

The Woodlands Township Strategic Plan



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

4.5. Consider changes in the existing governance structure

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

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

Focus Area 5: Economic Development

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

5.1. Attract, retain and promote high quality businesses

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

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

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

The Woodlands Township Strategic Plan



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

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

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

Focus Area 6: Transportation and Mobility

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

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

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

The Woodlands Township Strategic Plan



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

Focus Area 7: Environmental Sustainability

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

7.1. Proactively address environmental and conservation issues

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

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

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

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

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

Focus Area 8: Fiscal Policy

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

The Woodlands Township Strategic Plan



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

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



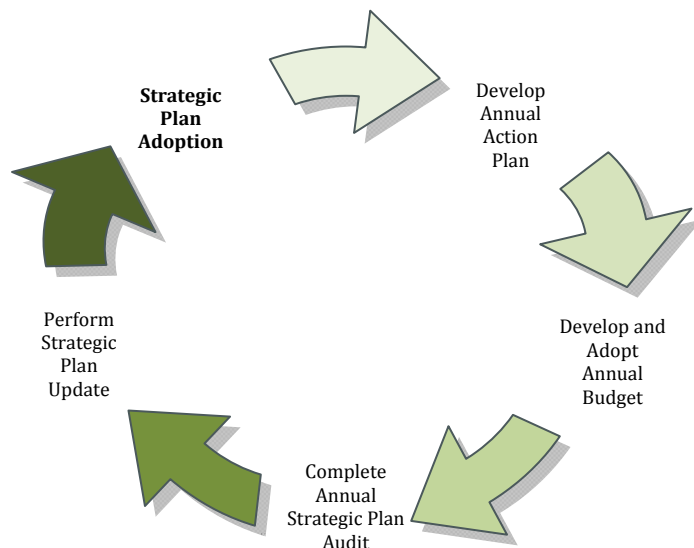
Plan Implementation

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

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

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

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



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

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

Budget Overview



In This Section You Will Find:

Overview of Consolidated Budget 4-1

Consolidated Statement of Revenues and Expenditures 4-3

Overview of Changes from 2021 Budget to 2022 Budget 4-4

Where the Money Comes from by Revenue Type..... 4-5

Department/Program Descriptions 4-6

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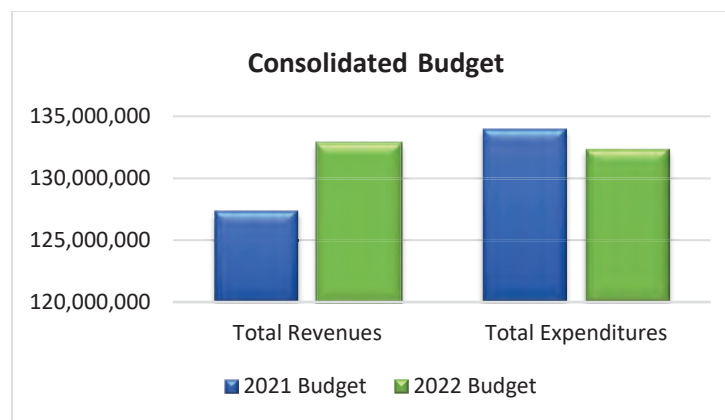
Fund Balance Analysis..... 4-17

Overview of Consolidated Budget



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

	2021 Budget	2021 Forecast	2022 Budget	\$Inc/(Dec)	%Inc/(Dec)
Total Revenues	\$ 127,357,816	127,641,124	132,802,429	5,444,614 (A)	4.3%
Total Expenditures	133,974,147	128,020,734	132,335,901	(1,638,246) (B)	-1.2%
Revenue over/under expenditures (C)	(6,616,332)	(379,611)	466,528	7,082,860	-107.1%
Beginning Fund Balance	105,253,794	105,253,794	104,874,183	(379,611)	-0.4%
Ending Fund Balance	98,637,462	104,874,183	105,340,711	6,703,249	6.8%



- (A) Revenues in the 2022 Adopted Budget are based on a property tax rate at \$0.2231, a 6.3% increase in sales and use tax revenues, and a 25.0% increase in hotel tax revenues from 2021 budget levels. Sales tax and hotel tax revenue projections reflect the beginning of a recovery of the economic impacts of the COVID-19 pandemic. Revenues from property tax, sales tax, and hotel tax total \$113.9 million and make up 85.7% 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.
- (B) The overall \$1.6 million, or 1.2% decrease in expenditures is related primarily to a \$2.7 million decline in capital asset expenditures. Capital projects for various park and pathway improvements and fire department equipment and apparatus were completed in 2021. Additionally, park and ride and trolley expenses are expected to be \$2.1 million less than the 2021 Budget, as services are adjusted for the expected demand. Offsetting these decreases are increases in Law Enforcement/Neighborhood Services (\$961,000), Parks and Recreation (\$765,000), Fire Department (\$734,000), and General Government (\$459,800) mainly due to increases in staff costs.
- (C) Net revenues generated in the 2022 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

Overview of Consolidated Budget



Changes from Proposed Budget to Adopted Budget

The change from the Proposed Budget presented in the budget workshops to the Adopted Budget is due to budget initiatives that were approved by the Board during the meetings. These include the addition of a Parks Needs Assessment (\$200,000), License Plate Readers for the Montgomery County Sheriff's Office (\$202,562), Pickleball Courts (\$405,000), Generators for Parks Building (\$405,000), and update to the Township Website (\$125,000), new audio-visual equipment in the Town Hall (\$115,000), Digital Wayfinding signage (\$57,000), and Swan Boats for the mall ring road (\$35,000) with staffing that is offset by revenue. In addition, \$2.8 million was moved from other funds to the Transportation Fund to provide a total balance of \$5.0 million for Spring Creek Greenway Trails.

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

						2021 Budget to 2022 Budget	
		2021	2021	2022	\$	%	
		Budget	Forecast	Budget	Inc/(Dec)	Inc/(Dec)	
REVENUES							
Property Tax	\$	46,328,205	\$ 47,034,248	\$ 48,672,680	\$ 2,344,475	5.1%	
Sales and Use Tax		54,492,324	56,236,078	57,923,160	3,430,836	6.3%	
Hotel Occupancy Tax		4,530,295	4,530,295	5,662,869	1,132,574	25.0%	
Supplemental HOT		1,294,370	1,294,370	1,617,963	323,593	25.0%	
Event Admissions Tax		1,401,950	710,000	1,300,000	(101,950)	-7.3%	
Program Revenue - Other		6,221,900	5,935,900	6,656,587	434,687	7.0%	
Program Revenue - Bus Fares		3,025,880	670,000	1,837,080	(1,188,800)	-39.3%	
Administrative Fees		239,500	272,500	272,500	33,000	13.8%	
Grants and Contributions		5,567,206	5,806,640	4,399,095	(1,168,111)	-21.0%	
Interest Income		877,445	502,445	862,347	(15,098)	-1.7%	
Other Income		3,378,741	4,648,647	3,598,149	219,408	6.5%	
TOTAL OPERATING REVENUES	\$	127,357,816	\$ 127,641,124	\$ 132,802,429	\$ 5,444,614	4.3%	
TOTAL REVENUES	\$	127,357,816	\$ 127,641,124	\$ 132,802,429	\$ 5,444,614	4.3%	
OPERATING EXPENDITURES							
General Government		9,557,868	9,330,314	10,017,644	459,776	4.8%	
Law Enforcement		12,761,795	12,427,863	13,696,613	934,818	7.3%	
Neighborhood Services		619,117	601,617	645,109	25,992	4.2%	
Parks and Recreation		23,863,539	23,698,515	24,629,030	765,491	3.2%	
Community Services		20,206,563	19,561,867	19,848,838	(357,725)	-1.8%	
Community Relations		1,678,314	1,596,210	1,710,733	32,419	1.9%	
Transportation		9,034,144	6,537,866	6,966,643	(2,067,501)	-22.9%	
Economic Development		250,000	230,000	223,000	(27,000)	-10.8%	
Fire Department		25,933,617	26,093,796	26,667,841	734,224	2.8%	
Convention & Visitors Bureau		2,205,009	2,182,565	2,507,330	302,321	13.7%	
Regional Participation		1,720,255	1,775,303	1,828,562	108,307	6.3%	
Other Expenditures (Operating)		2,155,535	1,573,953	2,110,166	(45,369)	-2.1%	
OPERATING EXPENDITURES	\$	109,985,756	\$ 105,609,868	\$ 110,851,508	\$ 865,752	0.8%	
OTHER							
Other Expenditures (EDZ)		2,916,162	3,016,137	3,097,765	181,603	6.2%	
Capital Outlay		11,884,420	10,206,920	11,211,224	(673,196)	-5.7%	
New Development Capital		2,319,983	2,319,983	1,000,000	(1,319,983)	-56.9%	
Transportation Capital		830,500	830,500	94,200	(736,300)	-88.7%	
Debt Service		6,037,326	6,037,326	6,081,204	43,878	0.7%	
OTHER EXPENDITURES	\$	23,988,391	\$ 22,410,866	\$ 21,484,393	\$ (2,503,998)	-10.4%	
TOTAL EXPENDITURES	\$	133,974,147	\$ 128,020,734	\$ 132,335,901	\$ (1,638,246)	-1.2%	
REVENUE OVER/(UNDER) EXPENDITURES		(6,616,332)	(379,611)	466,528	7,082,860	107.1%	
BEGINNING FUND BALANCE		105,253,794	105,253,794	104,874,183	(379,611)	-0.4%	
ENDING FUND BALANCE	\$	98,637,462	\$ 104,874,183	\$ 105,340,711	\$ 6,703,249	6.8%	

Overview of Budget Changes



Changes in Revenue

<u>2021 Budget</u>	<u>2022 Budget</u>	<u>Increase</u>
\$127,357,816	\$132,802,429	\$5,444,614
Increase/(Decrease) in Revenues due primarily to:		
Sales and Use Tax Revenue		\$3,430,836
Property Tax Revenue		2,344,475
Hotel Occupancy Tax Revenue		1,132,574
Supplemental Hotel Tax Revenue		323,593
Program Revenue – Parks and Recreation		434,687
Contracted Revenue, other (net)		219,408
Administrative Fees		33,000
Interest Income		(15,098)
Events Admission Tax		(101,950)
Grants/Contributions		(1,168,111)
Program Revenue – Bus Fares		<u>(1,188,800)</u>
Total Increase in Revenues		\$5,444,614

Detailed analysis of increases and decreases in Revenues are provided in the Revenue Sources section.

Changes in Expenditures

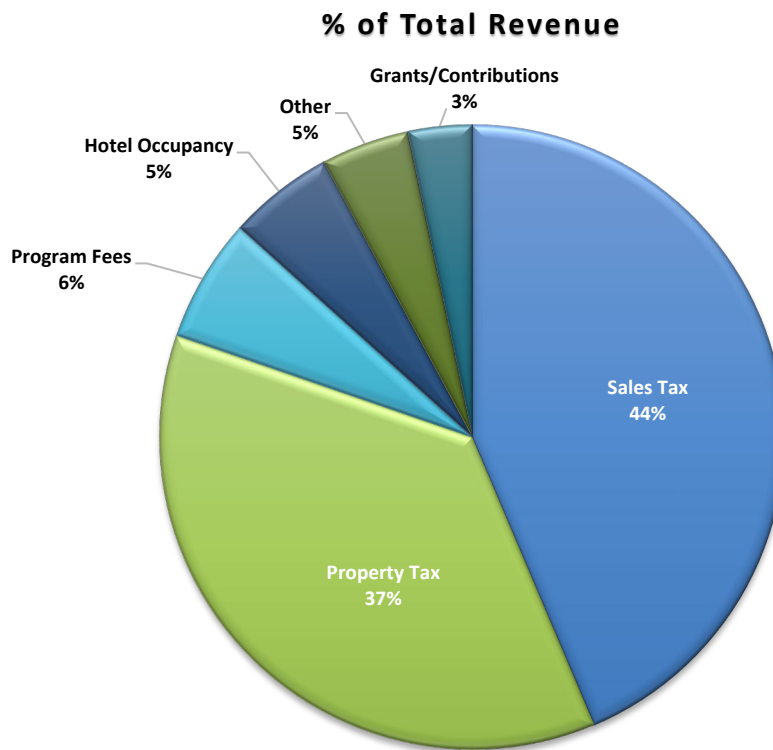
<u>2021 Budget</u>	<u>2022 Budget</u>	<u>Decrease</u>
\$133,974,147	\$132,335,901	(\$1,638,246)
Increase/(Decrease) in Expenditures due primarily to:		
Capital Projects/EDZ		(\$2,457,876)
Transportation/Infrastructure		(2,067,501)
Mounted Patrol		(535,457)
Streetscape		(456,759)
Community Relations		32,419
Debt Service		43,878
Regional Participation Agreements		108,307
Other Expenses, net		182,122
Convention and Visitors Bureau		302,321
Solid Waste Services		380,000
General Government		459,776
Fire Department		734,224
Parks and Recreation		765,491
Law Enforcement/Neighborhood Services		<u>960,810</u>
Total Decrease in Expenditures		(\$1,638,246)

Detailed analysis of increases and decreases in Expenditures are provided throughout the budget document.

Where the Money Comes from by Revenue Type



Revenue	2021 Budget	2021 Forecast	2022 Budget	\$ Change	% Change
Property Tax	\$ 46,328,205	\$ 47,034,248	\$ 48,672,680	\$ 2,344,475	5.1%
Sales and Use Tax	54,492,324	56,236,078	57,923,160	3,430,836	6.3%
Hotel Occupancy Tax	4,530,295	4,530,295	5,662,869	1,132,574	25.0%
Supplemental Hotel Occupancy	1,294,370	1,294,370	1,617,963	323,593	25.0%
Events Admission Tax	1,401,950	710,000	1,300,000	(101,950)	-7.3%
Program Revenues	9,247,780	6,605,900	8,493,667	(754,113)	-8.2%
Administrative Fees	239,500	272,500	272,500	33,000	13.8%
Grants and Contributions	5,567,206	5,806,640	4,399,095	(1,168,111)	-21.0%
Interest Income	877,445	502,445	862,347	(15,098)	-1.7%
Other Income	3,378,741	4,648,647	3,598,149	219,408	6.5%
Total Revenue	\$ 127,357,816	\$ 127,641,124	\$ 132,802,429	\$ 5,444,614	4.3%



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 Expenses

- 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

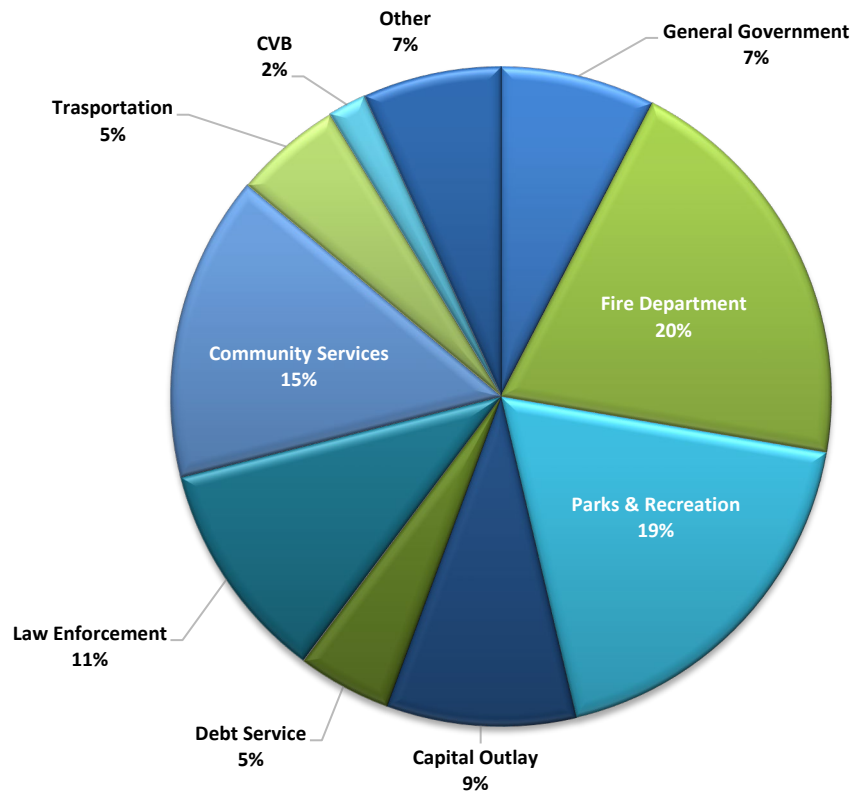
- Includes principal and interest payments on debt obligations.

Where the Money Goes by Department/Program



Department	2021 Budget	2021 Forecast	2022 Budget	\$ Change	% Change
General Government	\$ 9,557,868	\$ 9,330,314	\$ 10,017,644	\$ 459,776	4.8%
Law Enforc/Neighborhood Svcs	13,380,912	13,029,480	14,341,722	960,810	7.2%
Parks and Recreation	23,863,539	23,698,515	24,629,030	765,491	3.2%
Community Services	20,206,563	19,561,867	19,848,838	(357,725)	-1.8%
Community Relations	1,678,314	1,596,210	1,710,733	32,419	1.9%
Transportation	9,034,144	6,537,866	6,966,643	(2,067,501)	-22.9%
Economic Development	250,000	230,000	223,000	(27,000)	-10.8%
The Woodlands Fire Dept	25,933,617	26,093,796	26,667,841	734,224	2.8%
Convention & Visitors Bureau	2,205,009	2,182,565	2,507,330	302,321	13.7%
Regional Participation	1,720,255	1,775,303	1,828,562	108,307	6.3%
Other Expenditures	5,071,697	4,590,090	5,207,931	136,234	2.7%
Capital Outlay	15,034,903	13,357,403	12,305,424	(2,729,479)	-18.2%
Debt Service	6,037,326	6,037,326	6,081,204	43,878	0.7%
Total Expenditures	\$ 133,974,147	\$ 128,020,734	\$ 132,335,901	\$ (1,638,246)	-1.2%

% of Total Expenditures



Summary of Increases and Decreases



The Township's 2022 Consolidated Budget reflects a \$1.6 million (1.2%) decrease in expenditures from the 2021 Budget, as summarized below.

	2021 Budget	2022 Budget	\$Inc/(Dec)	%Inc/(Dec)
Operating Expenditures (A)	\$ 109,985,756	110,851,508	865,752	0.8%
EDZ Expenditures (B)	2,916,162	3,097,765	181,603	6.2%
Debt Service (C)	6,037,326	6,081,204	43,878	0.7%
New Development Capital (D)	2,319,983	1,000,000	(1,319,983)	-56.9%
Transportation Fund Capital (E)	830,500	94,200	(736,300)	-88.7%
Capital Projects (F)	11,884,420	11,211,224	(673,196)	-5.7%
Total Expenditures	133,974,147	132,335,901	(1,638,246)	-1.2%

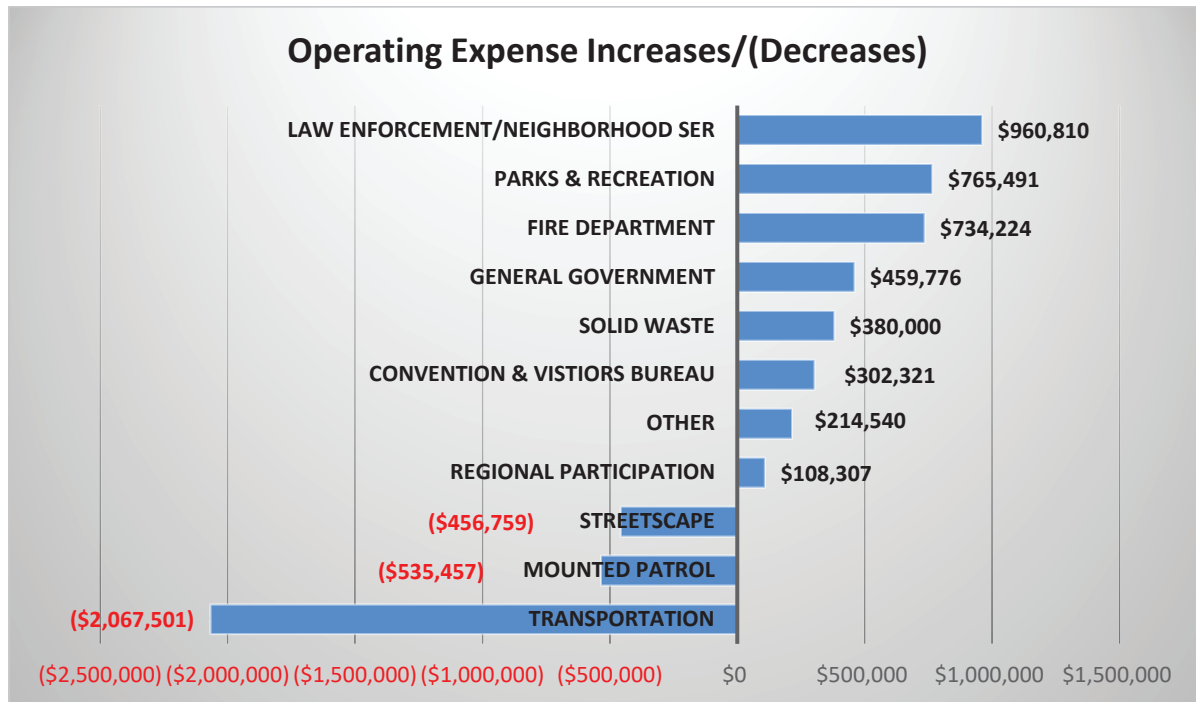
- (A) The \$0.9 million increase in expenditures is primarily related to increases in Law Enforcement (\$935,000), Parks and Recreation (\$765,000), Fire Department (\$734,000), and General Government (\$460,000) related to contracted and in-house staffing costs. These increases are offset by savings in transportation costs (\$2.1 million) related to lowering park and ride expenses and costs related to trolley services. Savings is also being achieved in Mounted Patrols (\$535,000) due to less patrols and Streetscape (\$457,000) due to performing tasks with Township staff instead of contracted services. 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 increase in debt service is due to the refinancing of revenue bonds in 2021. Principal and interest payments are based on the amortization schedules outlined in the bond agreements. This increase for 2022 will be offset by savings in the remaining years of the debt issuance. 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 2022 include improvements to Trolley maintenance equipment. 80% of the projects' costs are funded by federal grants.
- (F) Capital projects in the 2022 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 greater in 2021 than 2022, a decrease in capital projects is reflected in the 2022 Budget. Please reference the Capital Projects Fund section of this budget document for additional information regarding 2022 capital projects.

Summary of Increases and Decreases



The Township's 2022 Budget reflects an increase in operating expenditures of \$865,752, which is a 0.8% increase over the 2021 Budget.

Increases and decreases in operating expenditures from the 2021 Budget to the 2022 Budget are summarized below by department.



Law Enforcement: increase is primarily related to the increased contracted service costs for Montgomery County Sheriff's Office staff and equipment.

Parks and Recreation, Fire Department, and General Government: increases are due to increased staff costs for 2022.

Solid Waste: increase is due to new accounts added for 2022 and a 3.5% escalation clause in the contract.

Convention and Visitors Bureau: expense increase is due to the increase in marketing and event expenses as the hospitality industry continues to recover from the pandemic.

Transportation: savings in transportation expenses as park & ride expenses are adjusted to reflect the lower demand for services and trolley expenses are adjusted to reflect the in-house cost levels needed to run the service.

Mounted patrol: costs are decreasing to meet the forecasted costs levels.

Streetscape: costs have been reduced with the assumption of more tasks being accomplished by Township staff instead of contracted services.

Additional details regarding departmental budgets are provided in the Department Profiles section of this budget binder.

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.

GOVERNMENTAL FUNDS

General Fund

Debt Service Fund

- Debt Service - Hotel & Sales Tax
- Debt Service - I&S Property Tax
- Bond Fund for Performing Arts/Convention Center

Bond Redemption Reserve Fund

Capital Projects Fund

- Information Technology Capital Projects
- Parks & Recreation Capital Projects
- Fire Department Capital Projects
- Town Hall Facility Capital Projects
- Capital Replacement Reserve
- Sales Tax Reserve
- Cultural Education Reserve
- Incorporation Reserve
- Flood and Drainage Reserve
- Grogan's Mill Property Site Plan Reserve
- Capital Contingency Reserve

Special Revenue Fund

- The Woodlands Township Economic Development Zone
 - EDZ Project 2
 - EDZ Project 3

Convention & Visitors Bureau

ENTERPRISE FUNDS

Transportation Fund

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.

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.

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.

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.

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.

**The Woodlands Township
Consolidated Budget Summary by Fund
(FY 2022)**

	General Fund	Debt Service Fund	Debt Service Reserve Fund	Bond Redemption Reserve Fund	Capital Projects Fund	Special Revenue Fund	Transportation Fund	The Woodlands CVB	Total
REVENUES									
Property Tax	\$ 45,434,976	\$ 3,237,704	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,672,680
Sales and Use Tax	29,256,992	-	-	-	-	28,666,168	-	-	57,923,160
Hotel Occupancy Tax	-	5,662,869	-	-	-	-	-	-	5,662,869
Supplemental HOT	-	-	-	-	-	-	-	1,617,963	1,617,963
Event Admissions Tax	1,300,000	-	-	-	-	-	-	-	1,300,000
Program Revenues	6,656,587	-	-	-	-	-	1,837,080	-	8,493,667
Administrative Fees	272,500	-	-	-	-	-	-	-	272,500
Grants and Contributions	201,250	-	-	-	-	-	4,197,845	-	4,399,095
Interest Income	855,847	6,000	-	-	-	-	-	500	862,347
Other Income	3,598,149	-	-	-	-	-	-	-	3,598,149
TOTAL REVENUES	\$ 87,576,301	\$ 8,906,573	\$ -	\$ -	\$ -	\$ 28,666,168	\$ 6,034,925	\$ 1,618,463	\$ 132,802,429
EXPENDITURES									
General Government	10,017,644	-	-	-	-	-	-	-	10,017,644
Law Enforc/Neighborhood Svcs	14,341,722	-	-	-	-	-	-	-	14,341,722
Parks and Recreation	24,629,030	-	-	-	-	-	-	-	24,629,030
Community Services	19,848,838	-	-	-	-	-	-	-	19,848,838
Community Relations	1,710,733	-	-	-	-	-	-	-	1,710,733
Transportation	654,380	-	-	-	-	-	6,312,263	-	6,966,643
Economic Development	223,000	-	-	-	-	-	-	-	223,000
Regional Participation	1,828,562	-	-	-	-	-	-	-	1,828,562
Other Expenditures	2,110,166	-	-	-	-	3,097,765	-	-	5,207,931
Fire Department	26,667,841	-	-	-	-	-	-	-	26,667,841
Convention & Visitors Bureau	-	-	-	-	-	-	-	2,507,330	2,507,330
Capital Outlay	-	-	-	-	11,211,224	-	94,200	-	11,305,424
New Development Capital	-	-	-	-	1,000,000	-	-	-	1,000,000
Debt Service	-	6,081,204	-	-	-	-	-	-	6,081,204
TOTAL EXPENDITURES	\$ 102,031,916	\$ 6,081,204	\$ -	\$ -	\$ 12,211,224	\$ 3,097,765	\$ 6,406,463	\$ 2,507,330	\$ 132,335,901
REV OVER/(UNDER) EXP (before transfers)	(14,455,615)	2,825,369	-	-	(12,211,224)	25,568,403	(371,538)	(888,867)	466,528
NET TRANSFERS IN/(OUT)	20,230,580	(1,004,291)	-	-	1,912,626	(25,345,250)	3,317,468	888,867	(0)
REV OVER/(UNDER) EXP (after transfers)	5,774,965	1,821,078	-	-	(10,298,598)	223,153	2,945,930	-	466,528
BEGINNING FUND BALANCE	31,461,593	4,482,086	111,430	-	72,186,769	(5,610,493)	872,341	1,370,458	104,874,183
ENDING FUND BALANCE	\$ 37,236,557	\$ 6,303,164	\$ 111,430	\$ -	\$ 61,888,171	\$ (5,387,340)	\$ 3,818,271	\$ 1,370,458	\$ 105,340,711

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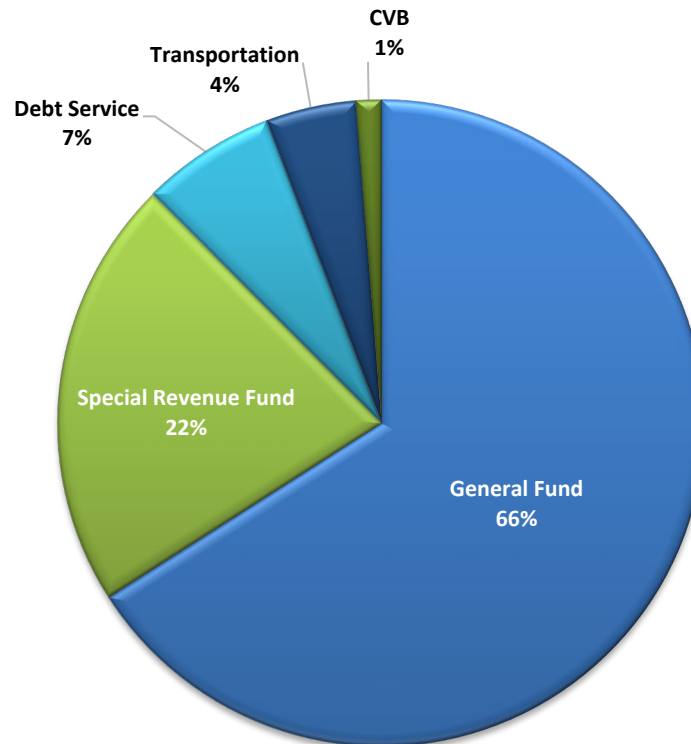


Where the Money Comes from by Fund Type



Fund Type	2021 Budget	2021 Forecast	2022 Budget	\$ Change	% Change
General Fund	\$ 82,904,368	\$ 84,441,138	\$ 87,576,301	\$ 4,671,933	5.6%
Debt Service Fund	7,729,745	7,729,745	8,906,573	1,176,828	15.2%
Special Revenue Fund (EDZ)	26,968,247	27,831,231	28,666,168	1,697,921	6.3%
Transportation Fund	8,460,586	6,344,140	6,034,925	(2,425,661)	-28.7%
Convention & Visitors Bureau	1,294,870	1,294,870	1,618,463	323,593	25.0%
Total Revenue	\$ 127,357,816	\$ 127,641,124	\$ 132,802,429	\$ 5,444,614	4.3%

% of Total Revenue

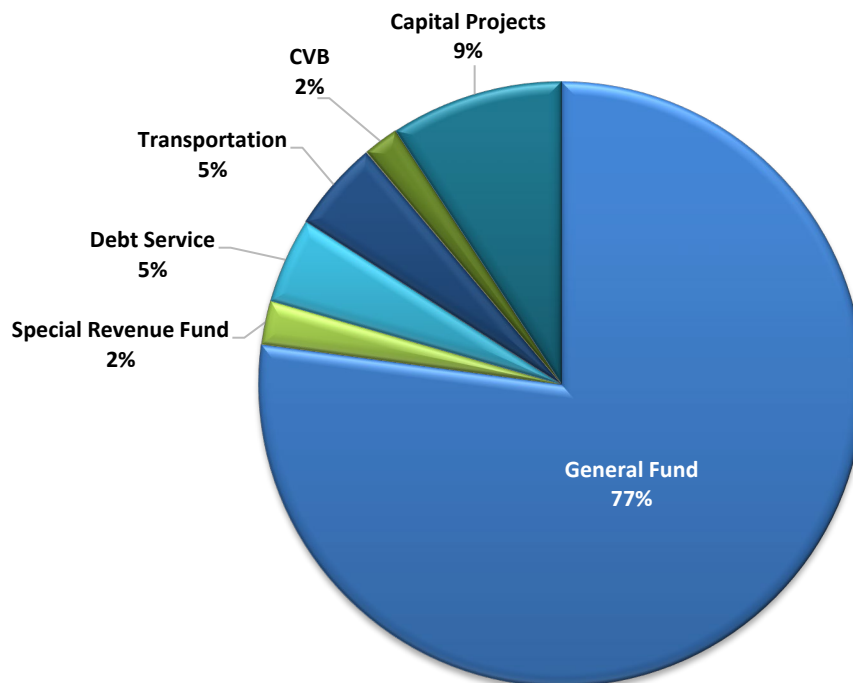


Where the Money Goes by Fund Type



Fund Type	2021 Budget	2021 Forecast	2022 Budget	\$ Change	% Change
General Fund	\$ 99,352,510	\$ 97,507,563	\$ 102,031,916	\$ 2,679,406	2.7%
Debt Service Fund	6,037,326	6,037,326	6,081,204	43,878	0.7%
Capital Projects Fund	14,204,403	12,526,903	12,211,224	(1,993,179)	-14.0%
Special Revenue Fund (EDZ)	2,916,162	3,016,137	3,097,765	181,603	6.2%
Transportation Fund	9,258,737	6,750,240	6,406,463	(2,852,274)	-30.8%
Convention & Visitors Bureau	2,205,009	2,182,565	2,507,330	302,321	13.7%
Total Expenditures	\$ 133,974,147	\$ 128,020,734	\$ 132,335,901	\$ (1,638,246)	-1.2%

% of Total Expenditures



Changes in Fund Balance



Fund	Estimated Fund				Estimated Fund	% Change in Fund Balance
	Balance 12/31/2021	Revenues FY 2022	Expenditures FY 2022	Net Transfers FY 2022	Balance 12/31/2022	
General Fund	\$ 31,461,593	\$ 87,576,301	\$ 102,031,916	\$ 20,230,580	37,236,557	18.4%
Debt Service Fund	4,482,086	8,906,573	6,081,204	(1,004,291)	6,303,164	40.6%
Debt Service Reserve Fund	111,430	-	-	-	111,430	0.0%
Capital Projects Fund	72,186,769	-	12,211,224	1,912,626	61,888,171	-14.3%
Special Revenue Fund	(5,610,493)	28,666,168	3,097,765	(25,345,250)	(5,387,340)	-4.0%
Transportation Fund	872,341	6,034,925	6,406,463	3,317,468	3,818,271	337.7%
Convention & Visitors Bureau	1,370,458	1,618,463	2,507,330	888,867	1,370,458	0.0%
	\$ 104,874,183	\$ 132,802,429	\$ 132,335,901	\$ (0)	\$ 105,340,711	0.4%

Changes in Fund Balance

General Fund - The General Fund balance is comprised of an operating reserve 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 a change in funding methodology of the operating reserve from a 20% balance of general fund operating expenses to an additional transfer amount of Sales Tax and Capital Contingency balances. In addition, \$0.9 million in undesignated funds generated in 2022 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 and undesignated hotel tax proceeds that exceed the debt requirements.

Debt Service Reserve Fund - Interest Revenue balance remaining on bonds that have been refinanced or paid off.

Capital Projects Fund - The net decrease in the Capital Projects Fund relates primarily to the utilization of reserves for capital projects and transfers to other funds. The ending fund balance is comprised of \$38.8 million for capital asset replacements, \$1.0 million for contingent parks projects, \$1.0 for cultural education, \$0.2 million for flood/drainage reserve, and \$20.8 million in the incorporation reserve account.

Special Revenue Fund (The Woodlands Economic Development Zone) - The deficit in the Special Revenue Fund will improve by \$223,153 in FY 2022. 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 \$326,847 and principal payments of \$223,153 which will reduce the overall principal balance due to the Township's General Fund.

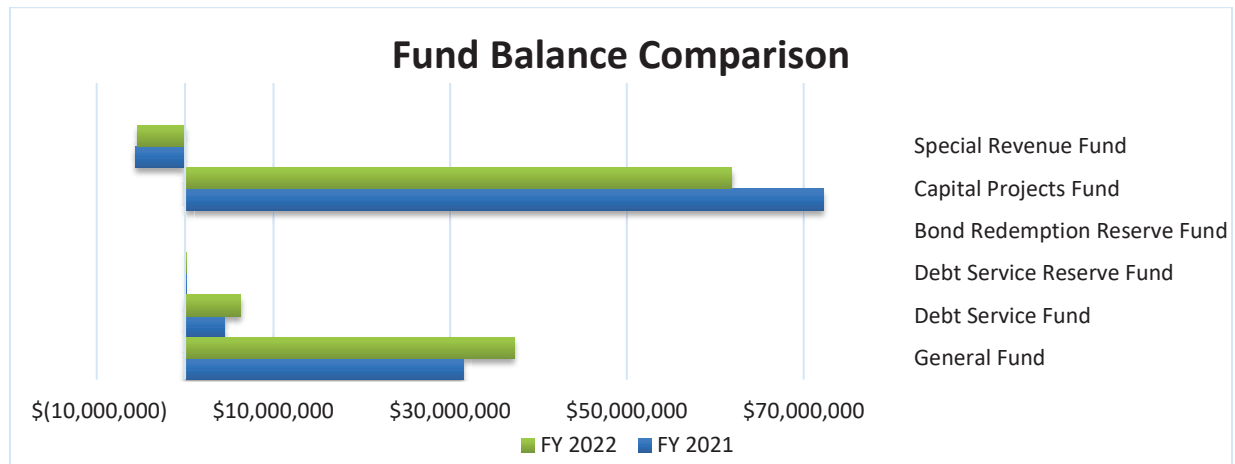
Transportation Fund - Transportation expenses are funded by bus fares, grant funds from various governmental agencies, fund transfers from the General Fund, and transfers from the Capital Contingency Reserve. The increase in the fund balance from 2021 to 2022 is attributable to funding for the Spring Creek Greenway Trails projects.

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 \$1.6 million of revenue in 2022. 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

Changes in Fund Balance



for CVB operations. It is projected that a transfer of \$0.9 million of base hotel tax revenue will be made to the CVB in 2022.



The Woodlands Township
Summary of Operating Transfers
January 1, 2022 - December 31, 2022

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	\$ 25,345,250 A	\$ -	\$ -	\$ -	\$ -	\$ (25,345,250) A	\$ -	\$ -	\$ -
Capital Reserves	(6,537,200) B	-	-	-	6,537,200 (2,194,567) B H	-	2,194,567 H	-	-
Capital Projects	(1,929,750) C	-	-	-	1,929,750 C	-	-	-	-
Convention & Visitors Bureau	(888,867) D	-	-	-	-	-	-	888,867 D	-
Debt Service	1,004,291 E	(1,004,291) E	-	-	-	-	-	-	-
Transportation	(1,122,901) F	-	-	-	-	-	1,122,901 F	-	-
Other Operating Transfers	4,359,757 G	-	-	-	(4,359,757) G	-	-	-	-
Total Transfers In/(Out)	\$ 20,230,580	\$ (1,004,291)	\$ -	\$ -	\$ 1,912,626	\$ (25,345,250)	\$ 3,317,468	\$ 888,867	\$ -
Transfers In									
A	\$25,345,250	(25,345,250)	Sales tax collected in the Economic Development Zone for Fire Department operations transferred to General Fund.						
B	6,537,200	(6,537,200)	General Fund monies transferred to Capital Projects Fund for the capital replacement reserve and the cultural projects reserve.						
C	1,929,750	(1,929,750)	General Fund monies transferred to Capital Projects Fund for payment of capital project expenditures not funded from replacement fund.						
D	888,867	(888,867)	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	1,004,291	(1,004,291)	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 and phase III of trolley operations,						
F	1,122,901	(1,122,901)	General Fund monies transferred to the Transportation Fund for the Township's share of expenditures.						
G	4,359,757	(4,359,757)	Sales Tax Reserve funds transferred from the Capital Project fund to the General Fund to fund the Operating Reserve						
H	2,194,567	(2,194,567)	Capital Contingency monies transferred to the Transportation Fund for Spring Creek Greenway Trails						
TOTAL	\$43,382,583	(43,382,583)							

**The Woodlands Township
Fund Balance Summary
(in whole dollars)**

	General Fund	Debt Service Fund	Debt Service 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	884,286 A	-	-	-	-	-	-	-	884,286
LONG-TERM RECEIVABLES	5,387,343 C	-	-	-	-	-	-	-	5,387,343
DESIGNATED FOR:									
EDZ Projects	-	-	-	-	-	(5,387,340) C	-	-	(5,387,340)
Debt Service	-	3,239,243 E	111,430 F	-	-	-	-	-	3,350,673
Bond Reserve/Cultural Arts & Convention Center	-	3,063,921 E	-	-	-	-	-	-	3,063,921
Capital Replacements	-	-	-	-	38,954,379 G	-	-	-	38,954,379
CCSA Projects Reserve	-	-	-	-	1,000,000 G	-	-	-	1,000,000
Incorporation Reserve	-	-	-	-	20,782,356 G	-	-	-	20,782,356
Flood/Drainage Reserve	-	-	-	-	151,135 G	-	-	-	151,135
Health Insurance Reserve	849,588 D	-	-	-	-	-	-	-	849,588
Transportation	-	-	-	-	-	-	3,818,271 I	-	3,818,271
Operating Reserves	30,115,340 B	-	-	-	-	-	-	-	30,115,340
Economic Development	-	-	-	-	-	-	-	-	-
Cultural Education Reserve	-	-	-	-	1,000,301 H	-	-	-	1,000,301
The Woodlands CVB	-	-	-	-	-	-	-	1,370,458 J	1,370,458
ENDING FUND BALANCE	\$ 37,236,557	\$ 6,303,164	\$ 111,430	\$ -	\$ 61,888,171	\$ (5,387,340)	\$ 3,818,271	\$ 1,370,458	\$ 105,340,711

A UNDESIGNATED FUND BALANCE

2021 Undesignated Fund Bal	(0)
2022 Undesignated Fund Bal	884,288
Total	884,288

B OPERATING RESERVES:

GF Operating Expense	\$ 102,031,916
Min. Reserve %	20.00%
Minimum Operating Reserve	20,406,383
Projected Operating Reserve	30,115,340
Projected Reserve %	29.52%

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 Debt service reserve remaining interest balance

G Funds available for the replacement of capital assets in accordance with the Township's Capital Reserve Study, a Capital Contingency Amount, Incorporation Reserve, Flood/Drainage Reserve, and a CCSA Reserve.

H Funds reserved for future cultural education projects.

I Payable balance due to the Capital Reserve for monies advanced for Park & Ride bus purchases, (\$2,051,729); funds available for transportation initiatives, \$5,120,000; and bus replacement reserve, \$750,000.

J Funds reserved for The Woodlands Convention & Visitors Bureau.

Components of Fund Balance



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

	2021 Forecast	2022 Budget
Operating Reserve	\$ 25,001,513	\$ 30,115,340
Self-funded Health Insurance Reserve	849,588	849,588
Capital Carryover	1,677,500	-
Capital Replacement Fund	38,099,423	36,902,648
Capital Replacement Fund - Receivable from Transportation Fund	2,051,729	2,051,729
CCSA Reserve	2,000,000	1,000,000
Sales Tax Reserve	4,359,757	-
Incorporation Reserve	20,782,356	20,782,356
Flood and Drainage Reserve	151,135	151,135
Cultural Education Reserve	870,301	1,000,301
Debt Service Reserve	111,430	111,430
Debt Service Fund	3,239,243	3,239,243
Debt Service Reserve - Performing Arts/Convention Center	1,242,843	3,063,921
Transportation Fund	2,924,070	5,870,000
Transportation Fund - Payable to Capital Replacement Fund	(2,051,729)	(2,051,729)
CVB Fund Balance	1,370,458	1,370,458
Capital Contingency Account	2,194,567	-
Total Designated Fund Balance	\$ 104,874,184	\$ 104,456,420
Undesignated General Fund 2021	-	-
Undesignated General Fund 2022	-	884,290
Total Undesignated Fund Balance	\$ -	\$ 884,290
Total Ending Fund Balance	\$ 104,874,184	\$ 105,340,711

Undesignated Fund Balance Reconciliation



Reconciliation of Net Revenue to Undesignated Fund Balance

	2021 Forecast	2022 Budget
Operating Revenue	\$127,641,124	\$132,802,429
Expenditures/Capital	(128,020,734)	(132,335,901)
Revenue Over/(Under) Expenses	(\$379,610)	\$466,528
Utilization of Reserve/Fund Balances to Fund Expenditures		
Capital Carryovers	5,448,113	1,677,500
Capital Purchases - Capital Reserve	4,949,100	7,603,974
Capital Purchases - Budget Initiatives	607,000	-
Bond Redemption Reserve Transfer to Sales Tax Reserve	1,859,757	-
Grogan's Mill Property Reserve transfer to Incorporation Reserve	5,195,467	-
Sales Tax Revenue Transfer to Operating Reserve	-	4,359,757
Capital Contingency Reserve transfers	5,872,319	2,194,567
CCSA Reserve for Capital Expenses	1,000,000	1,000,000
Total Utilization of Reserve Balances to Fund Expenditures	\$24,931,756	\$16,835,798
Adjusted Revenue Over/(Under) Expenses	\$24,552,146	\$17,302,326
Contributions to Reserves/Fund Balances		
Operating Reserve - to fund balance	(4,753,998)	(5,113,828)
Transportation Funding	(1,060,000)	(2,945,930)
Incorporation Reserve funding from Property Reserve	(5,195,467)	-
Capital Replacement Reserve - contribution	(5,250,000)	(6,350,000)
Additional Capital Replacement Reserve transfer	(5,500,000)	-
Capital Reserve - contractual obligations	(57,200)	(57,200)
Cultural Education Reserve	(71,000)	(130,000)
Sales Tax Reserve transfer from Bond Redemption Reserve	(1,859,757)	-
Bond Fund for Performing Arts/Convention Center - contribution	(804,724)	(1,821,078)
Total Contributions to Reserve/Fund Balances	(\$24,552,146)	(\$16,418,036)
Ending Fund Balance - Undesignated	\$ -	\$884,290

Revenue Sources



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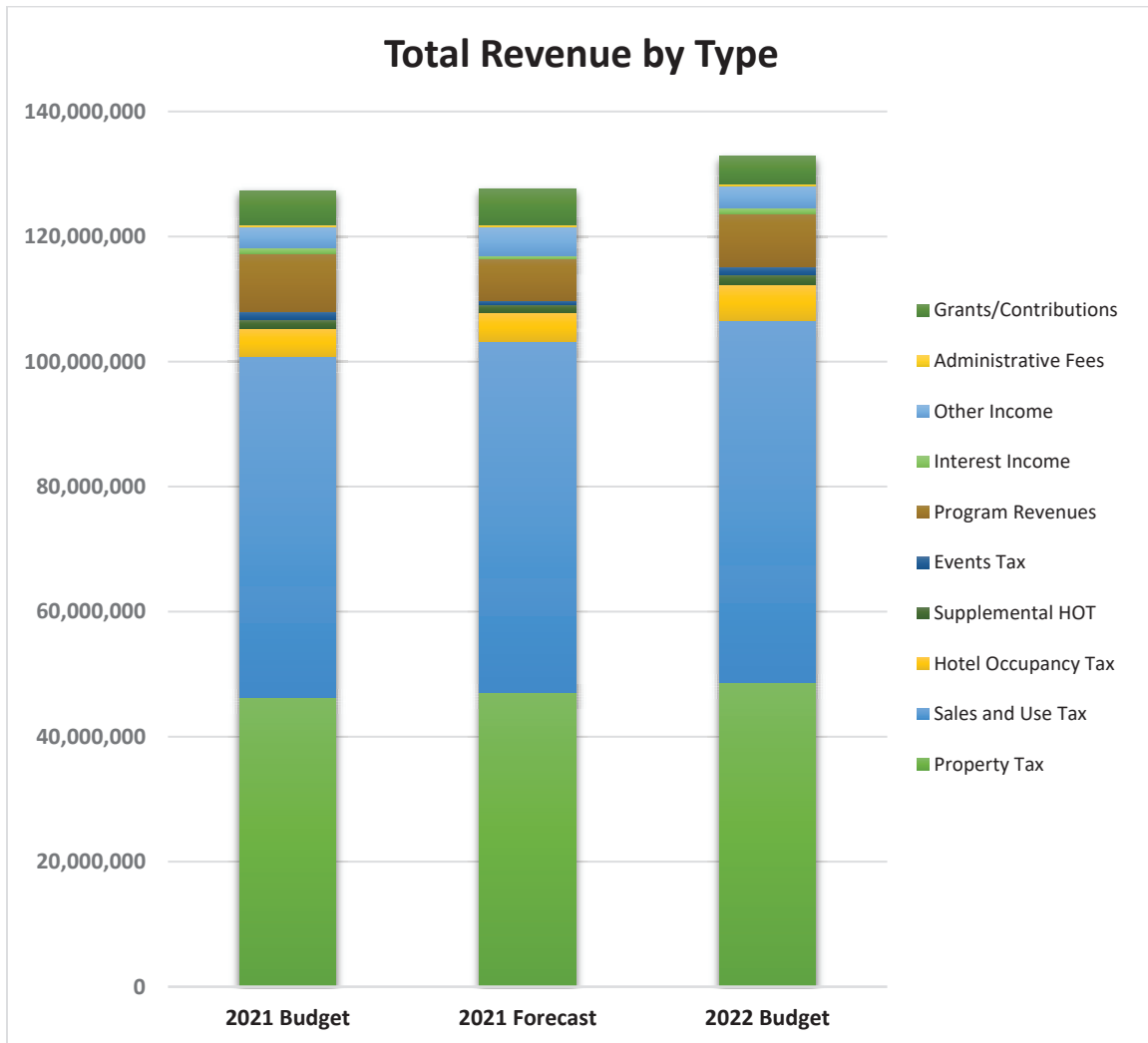
Other Revenues – Grants, Interest, Contract Revenue, Transfers 5-26

Revenue Sources



Overview

Revenues	2021 Budget	2021 Forecast	2022 Budget	\$ Inc/(Dec)	% Inc/(Dec)
Property Tax	\$46,328,205	\$47,034,248	\$48,672,680	\$2,344,475	5.1%
Sales and Use Tax	54,492,324	56,236,078	57,923,160	3,430,836	6.3%
Hotel Occupancy Tax	4,530,295	4,530,295	5,662,869	1,132,574	25.0%
Supplemental HOT	1,294,370	1,294,370	1,617,963	323,593	25.0%
Events Tax	1,401,950	710,000	1,300,000	(101,950)	-7.3%
Program Revenues	9,247,780	6,605,900	8,493,667	(754,113)	-8.2%
Interest Income	877,445	502,445	862,347	(15,098)	-1.7%
Other Income	3,378,741	4,648,647	3,598,149	219,408	6.5%
Administrative Fees	239,500	272,500	272,500	33,000	13.8%
Grants/Contributions	5,567,206	5,806,640	4,399,095	(1,168,111)	-21.0%
Total Operating Revenues	\$127,357,816	\$127,641,124	\$132,802,429	\$5,444,614	4.3%
TOTAL REVENUES	\$127,357,816	\$127,641,124	\$132,802,429	\$5,444,614	4.3%



Revenue Sources



Overview

The 2022 Budget includes \$132.8 million in consolidated revenues which is \$5.4 million or 4.3% increase in operating revenues over the 2021 Budget.

	2021 Budget	2022 Budget	\$ Change	% Change	
Property Tax	\$ 46,328,205	\$ 48,672,680	\$ 2,344,475	5.1%	(a)
Sales Tax	54,492,324	57,923,160	3,430,836	6.3%	(b)
Hotel Tax	5,824,665	7,280,832	1,456,167	25.0%	(c)
Other Revenue	20,712,622	18,925,758	(1,786,864)	-8.6%	(d)
Total Revenues	\$ 127,357,816	\$ 132,802,430	\$ 5,444,614	4.3%	

- (a) The 2022 Budget uses a property tax rate of \$0.2231, which is the same rate as the 2021 Budget. Taxable property values have increased \$0.7 billion from 2021 to 2022 due to revaluation of existing properties, new properties added to the certified property tax rolls, and the ending of some commercial property tax abatements. The \$2.3 million revenue increase is also enhanced by a lower estimated uncollectable amount of 0.5% for 2022 as compared to the 2.0% amount that was used for 2021 in anticipation of COVID-19 reductions in revenue.
- (b) Due to the recovery in sales tax revenue experienced in the 2021 Forecast from the 2020 COVID-19 impact on revenue and the growth in internet sales, the 2022 Budget is \$3.4 million more than the 2021 Budget.
- (c) The recovery in hotel occupancy tax is expected to continue in the 2022 Budget as the impact of COVID-19 on the hospitality industry is expected to lessen over the next year with a \$1.5 million revenue increase from the 2021 Budget.
- (d) The 2022 Budget for other revenues is less than the 2021 Budget due to \$1.2 million less in transportation related grant revenue as expenses for trolleys and park and ride services are budgeted to be \$2.9 million less in the 2022 Budget. In addition, programs revenues for the 2022 Budget are less than the 2021 Budget by \$0.8 million due to lower budgeted bus fares for 2022. Offsetting these decreases is a \$0.2 million increase for the 2022 Budget in miscellaneous income.

Revenue Sources



Forecasted Revenue

The 2021 revenues are forecasted to be \$127.6 million, an approximated \$283,000 or 0.2% increase from the 2021 Budget.

	2021 Budget	2021 Forecast	\$ Change	% Change	
Property Tax	\$ 46,328,205	\$ 47,034,249	\$ 706,044	1.5%	(a)
Sales Tax	54,492,324	56,236,078	1,743,754	3.2%	(b)
Hotel Tax	5,824,665	5,824,665	-	0.0%	
Other Revenue	20,712,622	18,546,132	(2,166,490)	-10.5%	(c)
Total Revenues	\$ 127,357,816	\$ 127,641,124	\$ 283,308	0.2%	

- (a) The forecasted increase of \$0.7 million for 2021 is mainly due to the collection rate for property tax being at the same levels as in prior years. For the 2021 Budget, the Board had adjusted the uncollectible rate to 2.0% from 0.5% due to the concern that the COVID-19 pandemic would impact revenue.
- (b) The 2021 budgeted sales tax amount was held to the 2020 budget based on concerns the recovery of the revenue stream would be delayed by the pandemic. Due to strong internet sales and other solid business sector performances, the forecast has been adjusted to reflect a \$1.7 million increase from the 2021 Budget.
- (c) The \$2.2 million decrease from the 2021 Budget for other revenues is primarily due to the \$2.4 million decrease in anticipated bus fares collected for the Transportation Department's Park & Ride Service. With the delay in many firms returning to work in office settings, the ridership numbers are expected to remain low throughout 2021. In addition, the events admission tax is expected to be below budget for 2021 by \$0.7 million, as concerts at the Cynthia Woods Mitchell Pavilion have not returned to budgeted numbers. Interest income is also forecasted to be \$0.4 million below budget as interest rates earned on fund balances have been less than budgeted. Offsetting these unfavorable variances is a favorable variance in other income of \$1.3 million for property tax abatement agreements that have been terminated.

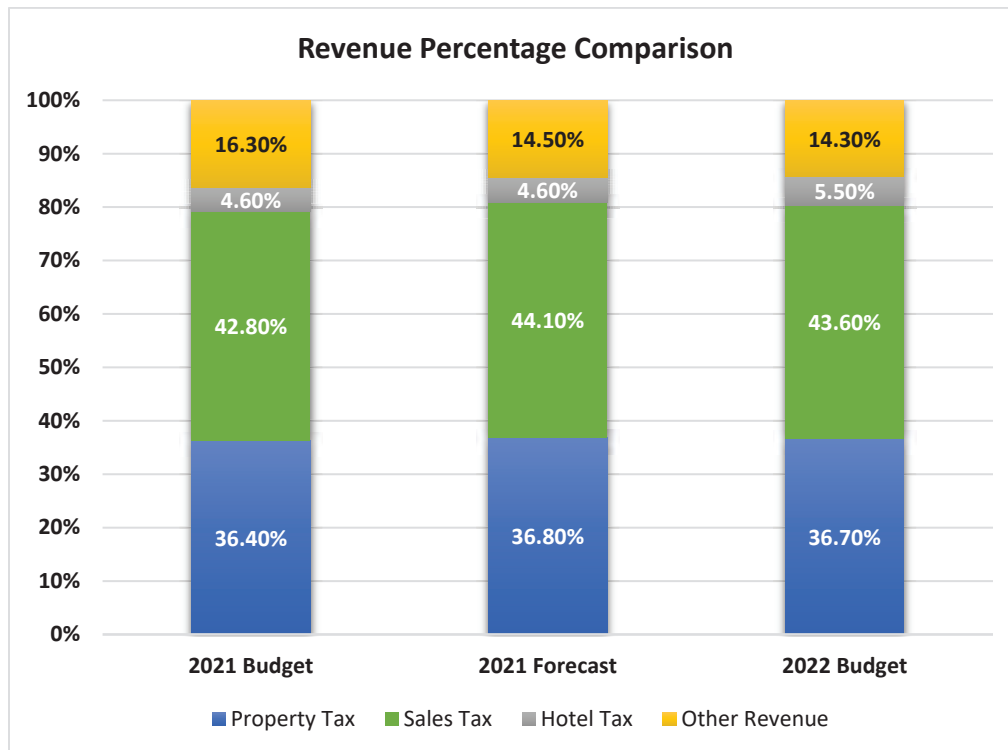
Revenue Sources



Overview

The following chart illustrates the percent of total revenue contributed by each revenue component. For the 2022 Budget, the non-property tax revenues represent 63% of the total revenue sources and property tax represents 37%.

	2021 Budget	2021 Forecast	2022 Budget	%Inc/(Dec)
Property Tax	36%	37%	37%	0.3%
Sales Tax	43%	44%	44%	0.8%
Hotel Tax	5%	5%	6%	0.9%
Other Revenues	16%	15%	14%	-2.0%
Total Revenue %	100%	100%	100%	



Revenue Sources



Property Tax

Property Values

Property values were derived from information provided by the Montgomery County Appraisal District and the Harris County Appraisal District. Values include land, improvements, and personal property of approximately \$20.3 billion for Township properties located in Montgomery County and \$3.2 billion for properties located in Harris County, for a total of \$23.5 billion. Total property values are lowered by approximately \$1.7 billion to a taxable value of \$21.8 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 2022 Budget reflects a taxable value increase of \$0.7 billion, or 3.7% from the previous year. Please note that 2021 tax year values apply to the Township's 2022 budget year.

	2020 Tax Year	2021 Tax Year	\$ Change	% Change
Taxable Property Value	\$21.1 billion	\$21.8 billion	\$0.7 billion	3.7%
New Properties			\$0.2 billion	1.1%
Revaluation of existing properties			\$0.5 billion	2.6%

Following is taxable property value information for Montgomery County and Harris County for the 2021 tax year (2022 budget year).

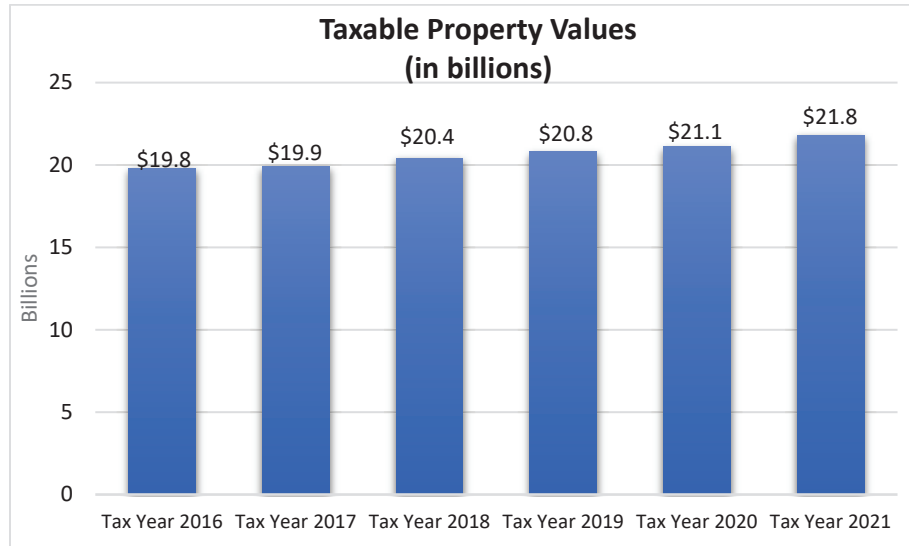
	Montgomery County	Harris County	Total
Taxable Property Value	\$18.6 billion	\$3.2 billion	\$21.8 billion
New Properties	\$0.1 billion	\$0.1 billion	
Revalued Properties	\$0.3 billion	\$0.2 billion	
Total Increase in Taxable Property Value	\$0.4 billion	\$0.3 billion	\$0.7 billion
New Property Growth %	0.6%	4.6%	1.1%
Revaluation %	1.7%	8.7%	2.6%
Total Increase in Taxable Property Value	2.3%	13.3%	3.7%

Revenue Sources



Property Tax

Taxable property values have increased \$2.0 billion, or 10% over the past five years as shown in the chart below.



Increase %	2016	2017	2018	2019	2020	2021
Revaluation	4.9%	(0.2%)	1.1%	1.1%	0.5%	2.6%
New Properties	1.6%	0.9%	1.2%	1.0%	1.1%	1.1%

Property Tax Rate

The 2022 Budget has been prepared using the Board adopted property tax rate of \$0.2231, which is the same rate as last year. Based on an adjusted tax base of approximately \$21.8 billion, one cent will generate \$2,183,606 in tax revenue.

Tax Rate Component	2021 Tax Rate (applies to 2022 Budget)
Maintenance & Operations	\$0.2085
Debt Service	0.0146
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 2022.

Revenue Sources



Property Tax

Following is a chart showing the Township's historical, current, and adopted (tax year 2021) property tax rates by each component. The no- new-revenue tax rate (discussed below) is also shown.

Component	Actual 2017 Rate	Actual 2018 Rate	Actual 2019 Rate	Actual 2020 Rate	Adopted 2021 Rate	Difference (2020 to 2021)
Maintenance & Operations	\$0.2126	\$0.2103	\$0.2086	\$0.2080	\$0.2085	\$0.0005
Debt Service	0.0174	0.0170	0.0154	0.0151	0.0146	(0.0005)
Total Rate	\$0.2300	\$0.2273	\$0.2240	\$0.2231	\$0.2231	\$0.0000
No New Revenue Tax Rate	\$0.2310	\$0.2273	\$0.2240	\$0.2231	\$0.2231	

No-New-Revenue Tax Rate

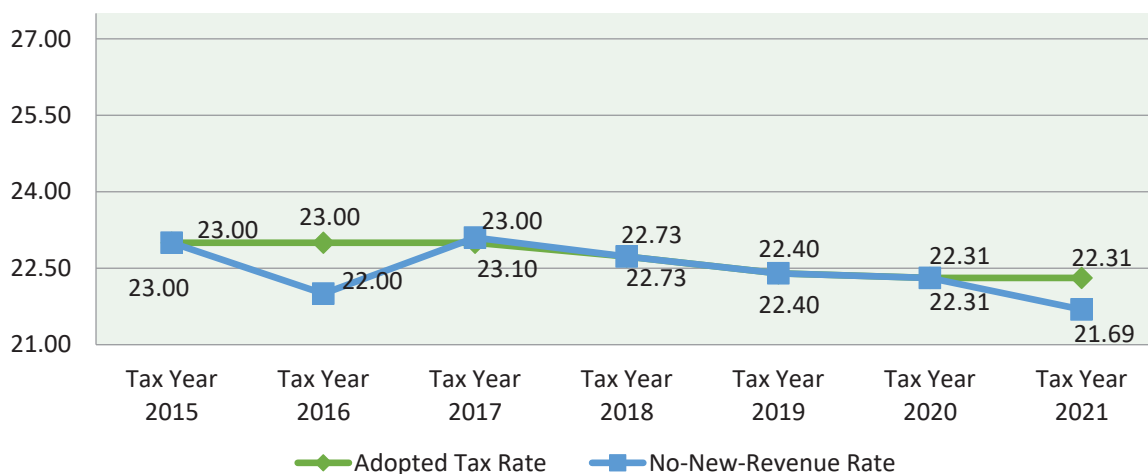
The no-new-revenue tax rate (previously referred to as the effective tax rate) enables the public to evaluate the relationship between taxes for the prior year and the current year based on a tax rate that would produce the same amount of property tax revenue if applied to the same properties taxed in 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 2021 (budget year 2022) 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.

Tax Rate Per \$100 Taxable Value



Revenue Sources



Property Tax

For tax year 2015 (budget year 2016), the Board of Directors adopted a property tax rate at the no-new-revenue tax rate. While this action 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 2018 -2020 (budget years 2019-2021), the rate was lowered to the no-new-revenue rates of \$0.2273, \$0.2240, and \$0.2231, respectively. The rate for the 2021 tax year (2022 budget year) was maintained at the current rate of \$0.2231.

Property Tax Revenue

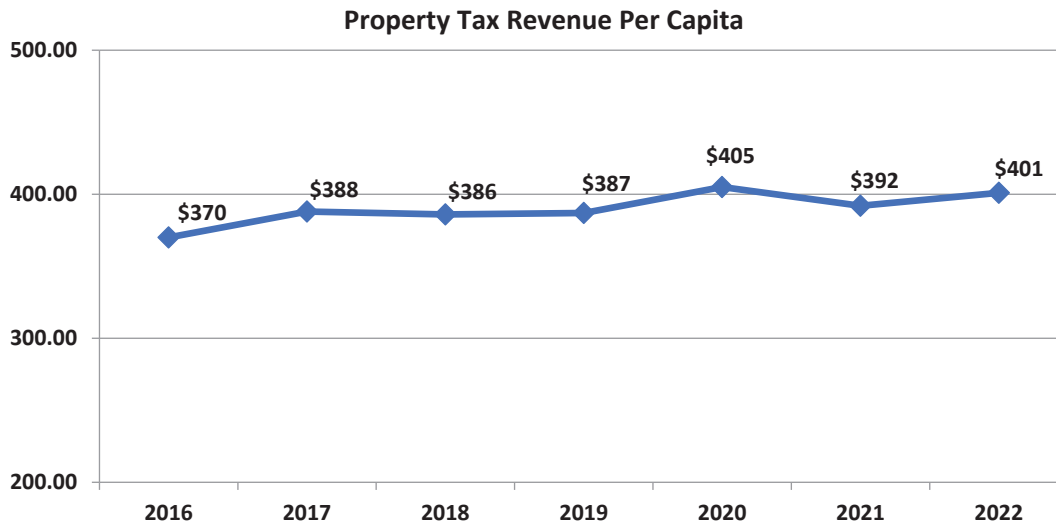
Based on tax roll data, property tax revenue is projected to be \$48.7 million in the 2022 Budget, which equals 37% of total revenue sources. This represents a \$1.6 million, or 3.5% increase from the 2021 Forecast. This increase is due to new properties and the revaluation of existing properties on the tax rolls. The uncollectible allowance has been set to 0.5%, which equates to an approximate \$244,000 decrease in revenue.

	2021 Forecast	2022 Budget	\$ Change	% Change
Property Tax Revenue	\$47,034,248	\$48,672,680	\$1,638,431	3.5%

Property Tax Revenue per Capita

The following chart shows that property tax revenue per capita has increased from \$370 in 2016 to \$401 in 2022, which is an 8.4% increase over a six-year period. Revenue per capita is increasing by \$9, or 2.4% from 2021 to 2022.

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Forecast 2021	Budget 2022
Property Tax Rate	\$0.2300	\$0.2300	\$0.2300	\$0.2273	\$0.2240	\$0.2231	\$0.2231
Property Tax Revenue	\$42,419,414	\$45,122,455	\$45,314,797	\$45,740,942	\$48,250,028	\$47,034,248	\$48,672,680
Population	114,625	116,278	117,305	118,000	119,000	120,100	121,300
Per Capita	\$370	\$388	\$386	\$387	\$405	\$392	\$401



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.

2021 Property Tax Calendar for the 2022 Budget	
January 2021	Preliminary tax values determined
May 2021	Preliminary tax rolls received
August 2021	Certified tax rolls received, adopt budget, and set tax rate
October 2021	Tax statements are mailed
January 2022	Tax payments are due

The following page titled "Property Tax Summary" summarizes property tax roll estimates and tax levy calculations for the 2021 tax year (2022 budget year).

PROPERTY TAX SUMMARY

TAXABLE VALUES

Taxable Value before Exemptions & Abatements:

Land	\$	3,469,017,543
Improvements		18,984,241,625
Personal Property		<u>1,066,308,769</u>
		23,519,567,937

Less Homestead Cap/Adjustments (81,773,850)

Less Exempt Property (1,187,259,350)

Less Productivity Loss (18,806,080)

Less Exemptions:

65 and Over	(201,142,086)
Veterans/Disabled	(64,362,489)
Freeport	(35,005,707)
Auto/Other	<u>(17,971,826)</u>

Total Exemptions (318,482,108)

Less Abatements (68,042,280)

Less Estimated Reductions in value (9,139,310)

Estimated Taxable Value \$ 21,836,064,959

TAX LEVY

Tax Rate per \$100	\$	0.2231 (1)
Tax Revenue Generated by \$.01		<u>2,183,606 (2)</u>
Tax Levy	\$	48,716,261 (1) x (2) x 100
Less Allowance for Uncollectible Taxes		(243,581)
Penalties/Interest Estimate		<u>200,000</u>
Estimated 2020 Property Tax Revenue	\$	<u>48,672,680</u>

AVG HOUSEHOLD TAX LEVY

Avg Taxable Household Value	\$	459,353
Tax Rate		<u>0.2231 / \$100</u>
Avg Tax Levy	\$	1,025

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

ORDER NO. 019-21
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 2021; 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 2021; Now, therefore,

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

Section 1: There is hereby levied for the year 2021 an ad valorem tax of \$0.2085 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.

THIS TAX RATE WILL EFFECTIVELY BE RAISED BY 2.91% AND WILL INCREASE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$0.50.

Section 2: There is hereby levied for the year 2021 an additional ad valorem tax of \$0.0146 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 2022. All taxes not paid before February 1, 2022, 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 25th day of August, 2021.



Gordy Bunch
Chairman, Board of Directors

ATTEST:



Dr. Shelley Sekula-Gibbs
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 2022, those amounts are estimated to total \$1.8 million for Houston and \$73,000 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 2022, 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 52.8% of the total.

Revenue Sources



Sales & Use Tax

Business Sector	% of Total Sales and Use Tax
Retail Trade	52.8%
Accommodation and Food Services	12.1%
Information	7.7%
Manufacturing	6.1%
Professional and Technical Services	5.1%
Wholesale Trade	4.9%
Arts, Entertainment and Recreation	2.3%
Administrative and Waste Management	1.7%
Construction	1.5%
Utilities	1.3%
Other Industries	1.1%
Other Services	1.0%
Mining and Oil and Gas Extraction	0.9%
Real Estate and Rental and Leasing	0.9%
Other	0.6%
Total	100.0%

Overview of 2022 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 \$57.9 million (44%) of total revenue sources for FY 2022. The chart below summarizes projected 2022 sales tax activity.

Taxing Entity	Sales Tax Rate	Sales Tax Revenue - 2022
State of Texas	6.25%	n/a
The Woodlands Township	1.00%	\$ 29,256,992
Township Economic Dev Zone	1.00%	\$ 28,666,168
Total	8.25%	\$ 57,923,160

Sales and use tax revenues have been more than budgeted through the first seven months of 2021 by \$1.0 million (3.5%) due to the recovery of the impacts of the COVID-19 pandemic. In response, 2021 sales tax revenues have been increased to \$56.2 million, which is \$1.7 million (3.2%) higher than the original budget of \$54.492 million. The 2022 Budget of \$57.9 million is primarily based on continued strong internet sales, and sales tax revenues rebounding to pre COVID-19 levels in most of the business sectors.

Revenue Sources

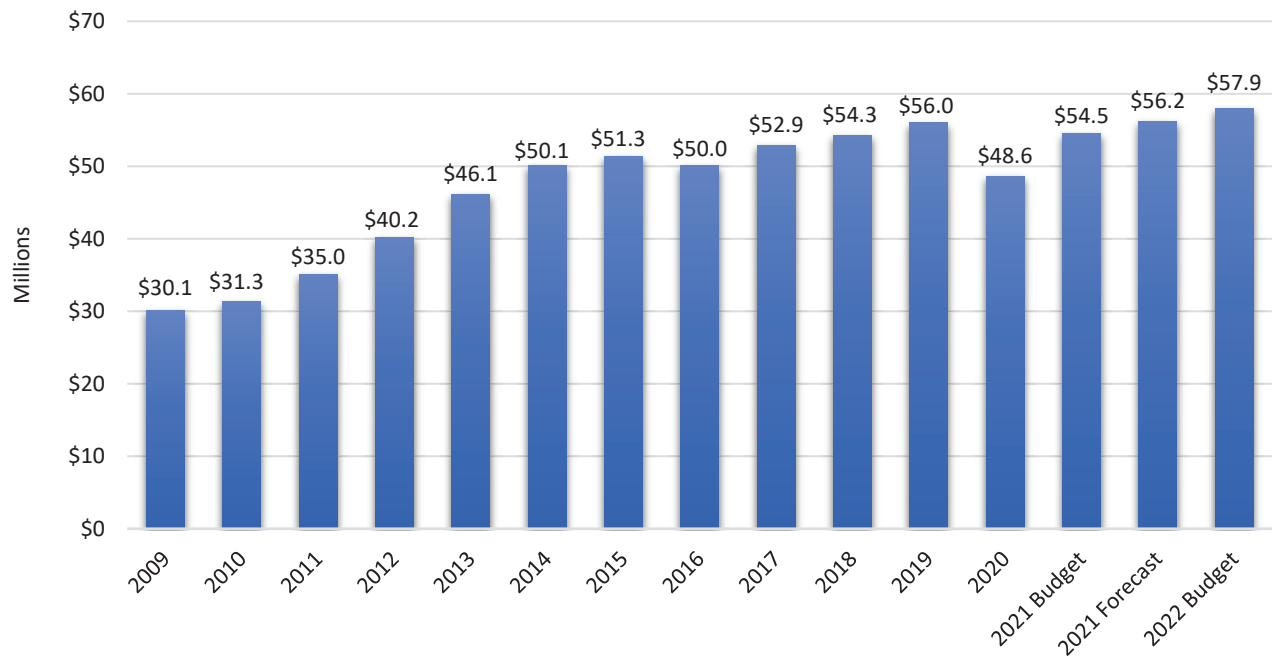


Sales & Use Tax

The following charts summarize sales and use tax revenues from 2009 – 2022.

YEAR	BASE	TWTEZ	Project #1	Project #2	Project #3	Project #4	TOTAL
2022 Budget	\$29,256,992	\$25,345,250		\$1,635,075	\$1,685,843		\$57,923,160
2021 Forecast	28,404,847	24,607,039		1,587,451	1,636,741		56,236,078
2021 Budget	27,524,077	23,844,030		1,538,228	1,585,989		54,492,324
2020 Actual	24,262,759	22,265,370		1,242,764	870,386		48,641,279
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

Historical & Projected Sales Tax Collections



Revenue Sources



Hotel Occupancy Tax

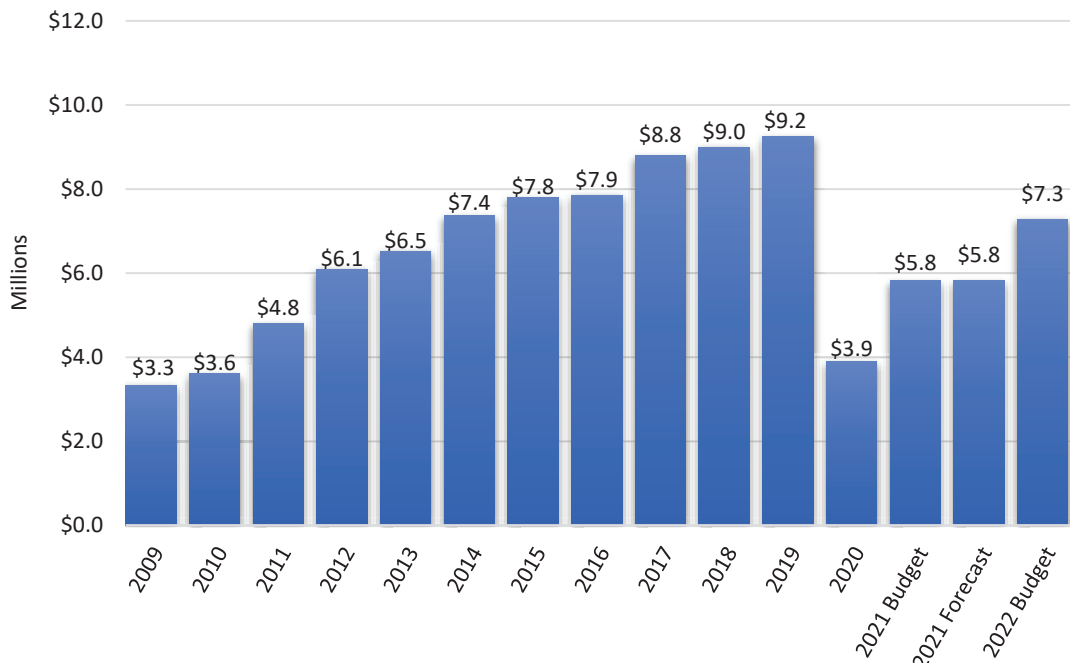
Hotel occupancy tax is levied at a rate of 15% of the price paid for a hotel room in The Woodlands Township. Hotels are required to remit 6% to the State of Texas and 9% to the Township.

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 \$5.7 million in 2022, leaving \$2.8 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 2022, the supplemental hotel tax is projected to generate \$1.6 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 \$7.3 million in hotel tax revenues for 2022 assuming economic conditions continue to 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 2021 Forecast and FY 2022 Budget

During the first seven months of 2021, hotel tax revenues were \$0.5 million, or 13.1% 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 2021 Forecast for hotel tax revenues remains at the budgeted amount of \$5.8 million. The 2022 budget of \$7.3 million assumes a 25% growth factor from the 2021 forecasted level based upon data provided by The Woodlands Convention and Visitors Bureau. This anticipated growth will bring the 2022 Budget within \$2.0 million 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	
2022 Budget	\$7,280,832
2021 Forecast	5,824,665
2021 Budget	5,824,665
2020 Audited	3,896,297
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

Hotel occupancy tax projections of \$7,280,832 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 2021 and 2022 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 2021 and 2022 hotel occupancy tax revenues are as follows:

	<u>2021 Forecast</u>			<u>2022 Budget</u>		
	7 % Base Tax	2% Supplemental	Total	7 % Base Tax	2% Supplemental	Total
Debt Service	\$2,843,875	-	\$2,843,875	\$2,843,500	-	\$2,843,500
CVB	887,695	1,294,370	2,182,065	888,867	1,617,963	2,506,830
Trolley Phase III	-	-	-	115,424	-	115,424
Hotel Tax Reserve	798,725	-	798,725	1,815,078	-	1,815,078
Total	\$4,530,295	\$1,294,370	\$5,824,665	\$5,662,869	\$1,617,963	\$7,280,832

Revenue Sources

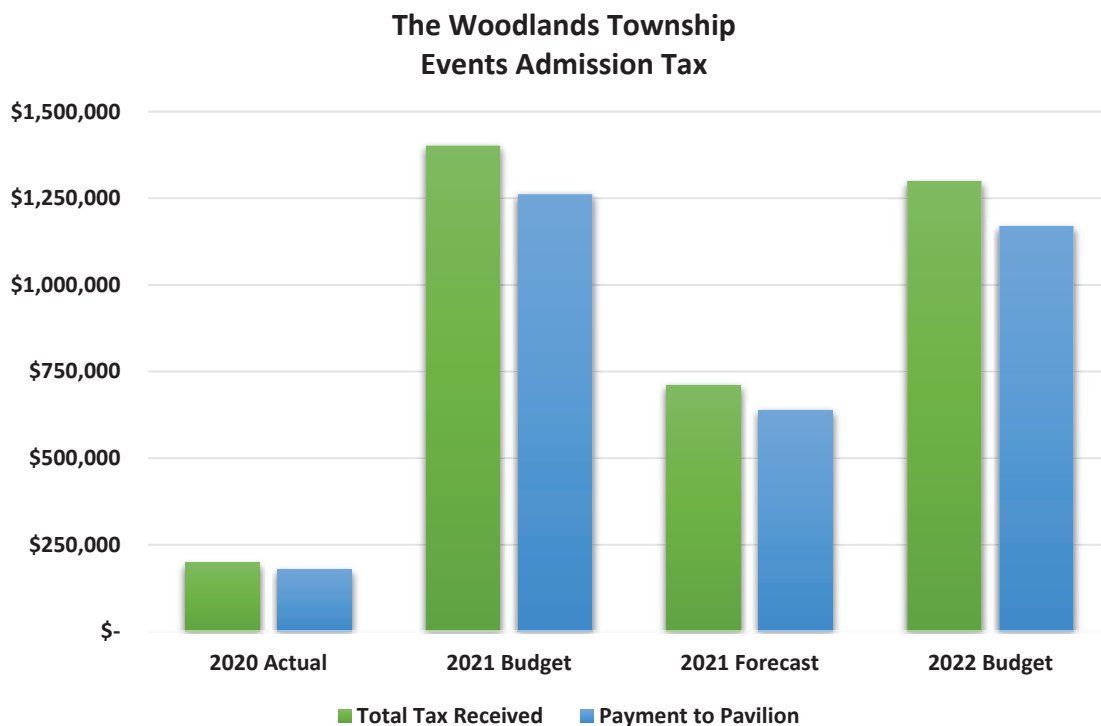


Events Admission Tax

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.

	2020 Actual	2021 Budget	2021 Forecast	2022 Budget
Total Tax Received	\$198,030	\$1,401,950	\$710,000	\$1,300,000
Payment to Pavilion	178,227	1,261,755	639,000	1,170,000
Total Net Tax Revenue	\$19,803	\$140,195	\$71,000	\$130,000



- 2020 Actual and 2021 Forecast Revenue impacted by Covid virus cancellations and ticket refunds.

Revenue Sources



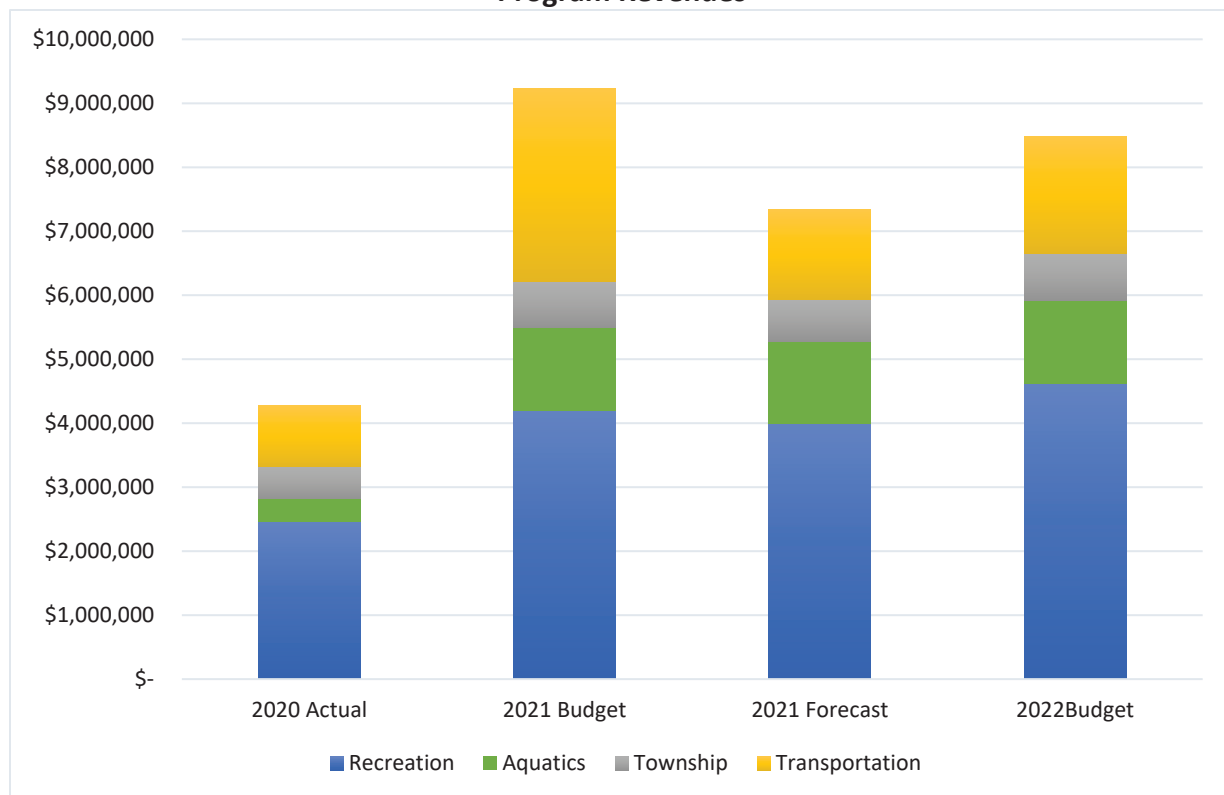
Program Revenues

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.

	2020 Actual	2021 Budget	2021 Forecast	2022 Budget
Recreation	\$2,460,540	\$4,194,750	\$3,989,400	\$4,611,937
Aquatics	360,859	1,298,000	1,295,000	1,304,000
Township Events	496,823	718,900	651,500	730,400
Neighborhood Services	10,350	10,250	0	10,250
Transportation	960,700	3,025,880	1,400,000	1,837,080
Total	\$4,289,272	\$9,247,780	\$4,720,464	\$8,493,667

**The Woodlands Township
Program Revenues**



Revenue Sources



Program Revenues

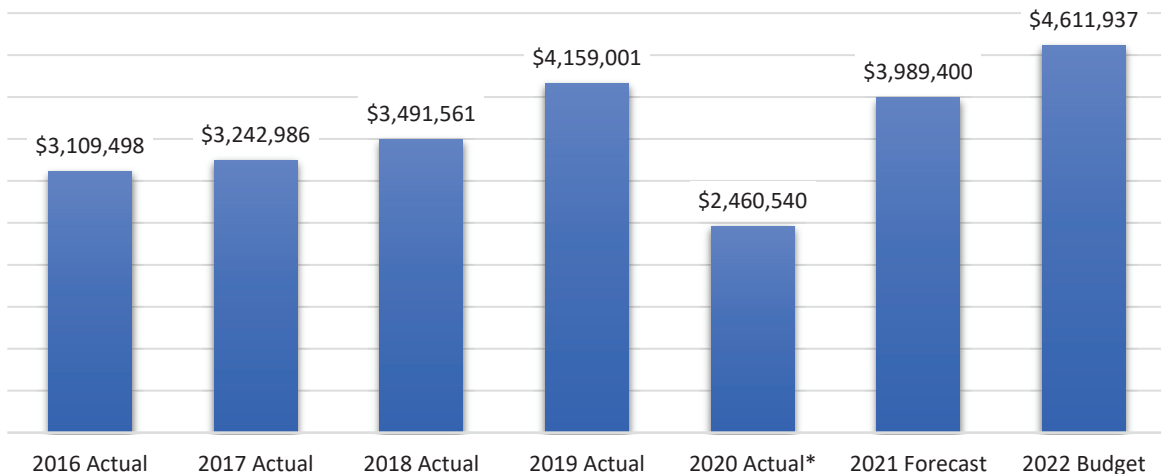
Recreation

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
2022 Budget	\$4,611,937	\$622,537	16%
2021 Forecast	\$3,989,400	\$1,528,860	62%
2020 Actual	\$2,460,540	(\$1,698,461)	(41%)
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		

Recreation Program Revenues



*2020 Actual – Impact of COVID-19 on Recreation Programs

2022 Program Fees	2022 Recreation Expense	% of Expense Recovered
\$4,611,937	\$4,244,597	109%

Revenue Sources



Program Revenues

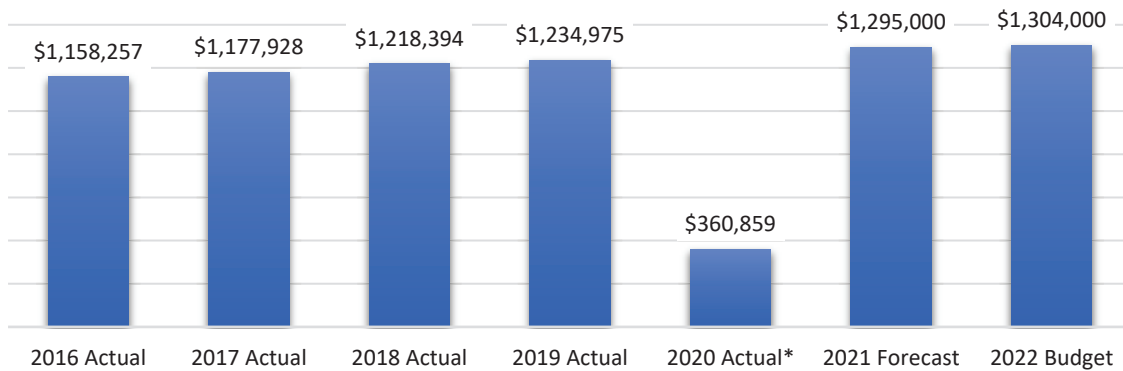
Aquatics

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
2022 Budget	\$1,304,000	\$9,000	1%
2021 Forecast	\$1,295,000	\$934,141	259%
2020 Actual	\$360,859	(\$874,116)	(71%)
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		

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

Pool Revenues



*2020 Actual – Impact of COVID-19 on Aquatics Programs

2022 Pool Fees	2022 Aquatic Expenses	% of Expense Recovered
\$1,304,000	\$2,615,227	50%

Village of Alden Bridge	Village of Cochran's Crossing	Village of Indian Springs	Village of Panther Creek
Alden Bridge Pool	Bear Branch Pool	Falconwing Pool	Creekwood Pool
Lakeside Pool	Shadow Bend Pool	Forestgate Pool	Ridgewood Pool
Windvale Pool			
Village of College Park	Village of Creekside Park	Village of Grogan's Mill	Village of Sterling Ridge
Harper's Landing Pool	Rob Fleming Aquatic Center	Sawmill Pool	Cranebrook Pool
	Wendtwoods Pool		

Revenue Sources



Program Revenues

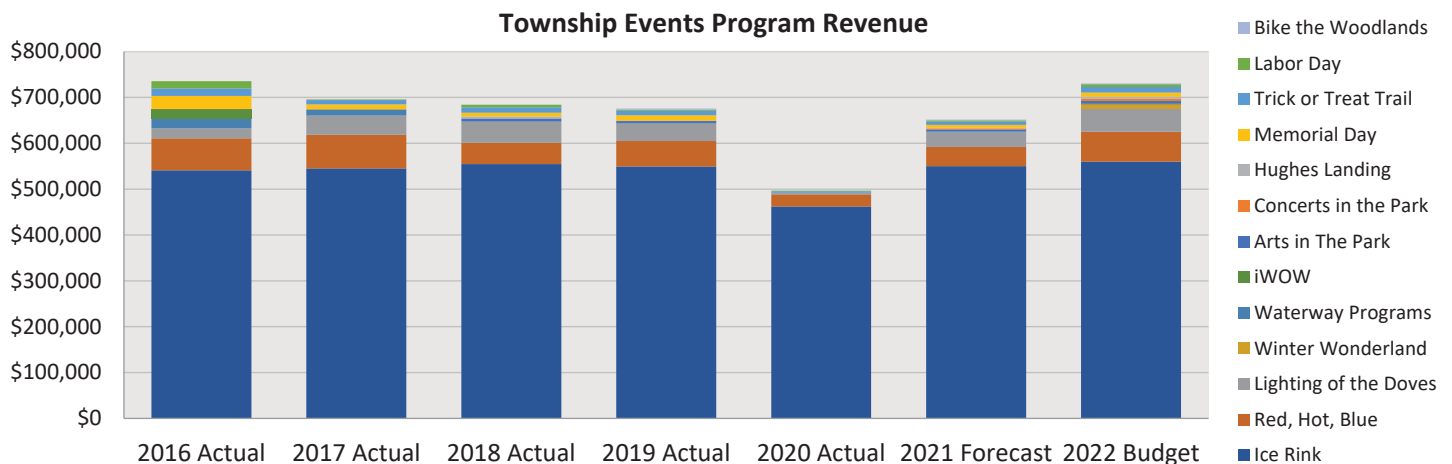
Township Events

Program revenues for Township Events include event sponsorships and sales and Ice Rink income generated by admissions, skate rentals, rink rentals, and the sale of merchandise. Prior to 2016, these events were produced by The Woodlands Convention & Visitors Bureau and accounted for in the CVB Fund. Program revenues total \$730,400, most of which is collected in the fourth quarter of the year during the holiday season. Sponsorship income is projected at \$133,500 and event sales at \$596,900 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
Hughes Landing	4,500	-	4,500
Arts in the Park	2,500	2,000	4,500
Concerts in the Park	5,000	-	5,000
Winter Wonderland	10,000	-	10,000
Memorial Day	5,500	3,500	9,000
Trick or Treat Trail	7,500	4,900	12,400
Bike The Woodlands	-	1,500	1,500
Labor Day	6,000	-	6,000
Total	\$133,500	\$596,900	\$730,400

Total revenues generated by major community events for the period 2016 to 2022 are outlined below.

Year	Revenue	\$ Change	% Change
2022 Budget	\$730,400	\$78,900	12%
2021 Forecast	\$651,500	\$154,677	31%
2020 Actual	\$496,823	(\$179,062)	(26%)
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		



Revenue Sources



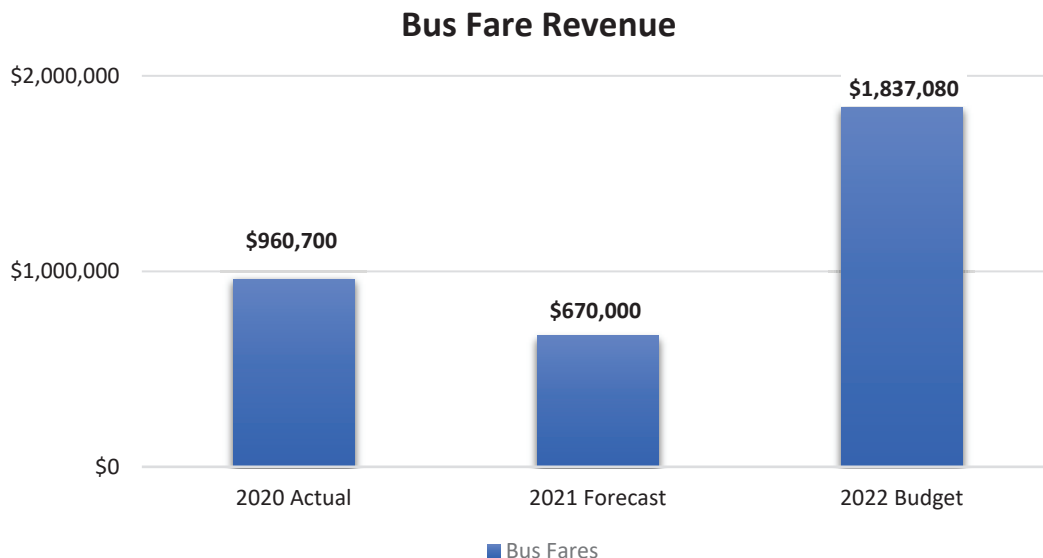
Program Revenues

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 \$1,837,080 (36%) of total revenue sources for the Park and Ride program in 2022. Bus fares are \$13 per round trip, and 141,313 round trips are projected for 2022. The impact of COVID-19 on 2021 fares is reflected in the forecast of \$670,000, which is a \$2,355,880 (77.9%) reduction from the budgeted amount of \$3,025,880. CARES Act funding is providing some grant funds to help offset the reduction in revenues due to the pandemic. For 2022, the expansion of service to the Energy Corridor is expected to add \$425,880 in fare revenue to the base estimate of \$1,411,200 in bus fares.

	2020 Actual	2021 Budget	2021 Forecast	2022 Budget
Fares	\$960,700	\$3,025,880	\$670,000	\$1,837,080
Total	\$960,700	\$3,025,880	\$670,000	\$1,837,080



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 2022, administrative fees total \$272,500 and consist of the following items:

	2021 Forecast	2022 Budget
Transfer Fees	\$248,000	\$248,000
Covenant Admin Fees	24,000	24,000
Interest and Rebilling Fees	500	500
Total	\$272,500	\$272,500

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 25 delinquent accounts with a total balance due of \$58,646. 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 \$4,197,845 in federal and state grants budgeted for 2022, including \$1,895,618 provided by the CARES Act and ARPA Funds in response to COVID-19. These funds are allocated to the following programs:

Transportation Grants	
Park & Ride Service	\$3,242,205
Trolley Service	815,640
Transportation Planning	140,000
Total	\$4,197,845

In addition to the grants listed above, the Transportation Department in the General Fund includes \$125,000 in grant funds for operations.

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 2022 Budget includes \$76,250 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	\$56,250
Dispatch Program	20,000
Total	\$76,250

Interest Income

Total projected interest income of \$862,347 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 (\$326,847). The average percentage yield for interest income on cash balances is projected at 0.65% for FY 2022. 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	326,847
Total	\$862,347

Revenue Sources



Other Income

Contract Revenue

Total contract revenue for 2022 consists of the following:

Contract Revenue	
The Woodlands Fire Dept (a)	\$683,642
Shenandoah Fire Services (b)	891,481
Convention Center Lease	132,746
Environmental Services (c)	121,200
CVB Office Space (d)	69,350
CVB Contracted Staffing (d)	893,730
Covenant Delegation (e)	300,000
Town Center Maintenance (e)	300,000
Other	206,000
Total	\$3,598,149

- (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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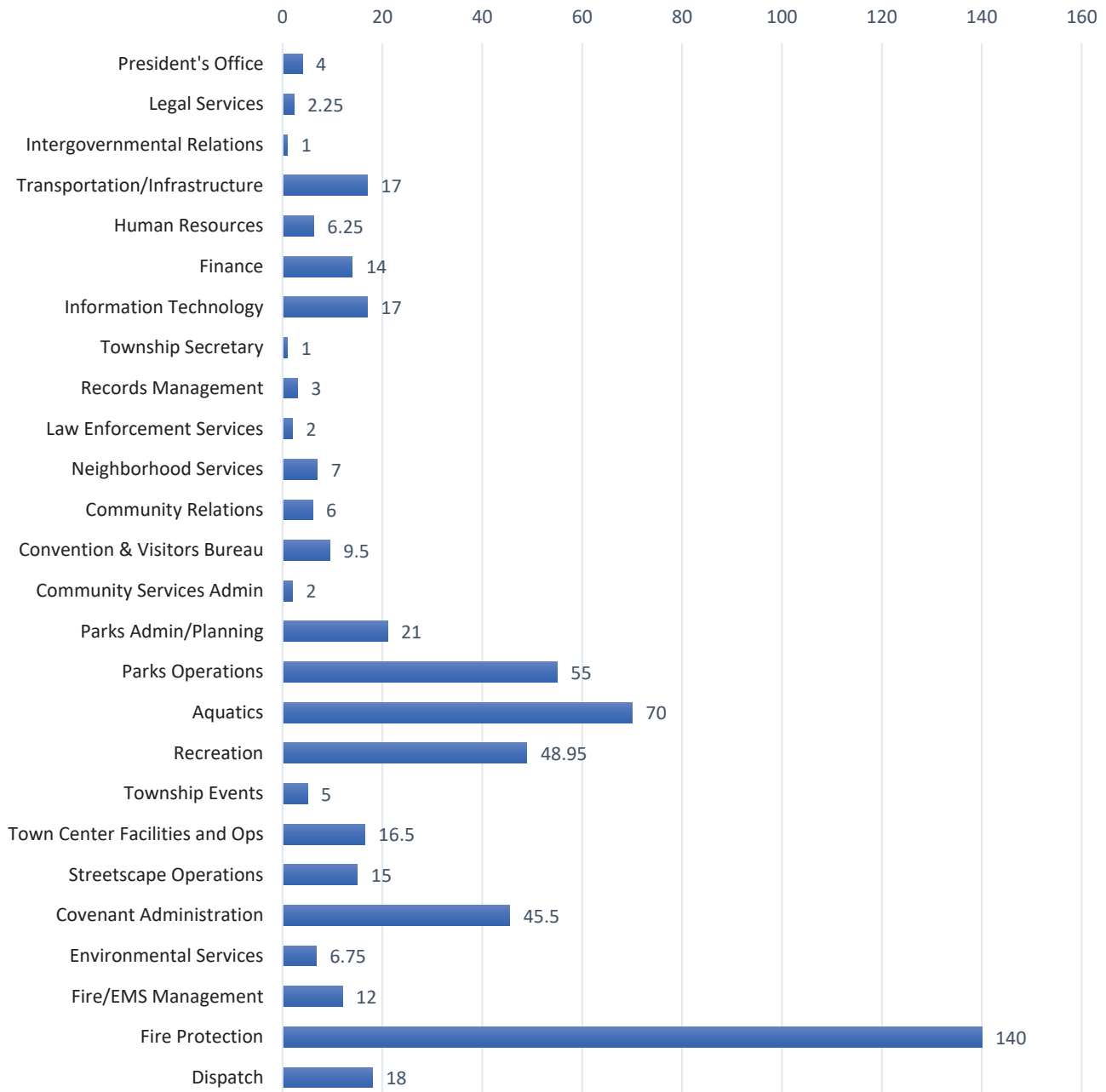
Personnel



Consolidated Staffing Levels

The 2022 Budget includes a total of 545.70 full-time equivalent (FTE) positions. The chart below illustrates staffing levels by department.

**The Woodlands Township / The Woodlands Fire Department
Consolidated Staffing Levels - 2022**





Personnel Budget Summary Salary and Benefit Expenses

Fire Department Employees	2021	2022	\$ Increase	% Increase
Current Employees	\$22,259,417	\$23,118,241	\$858,824	3.9%
New Staff Requests	n/a	\$0	\$0	0%
Total	\$22,259,417	\$23,118,241	\$858,824	3.9%
Benefits as % of Salaries	37%	38%		

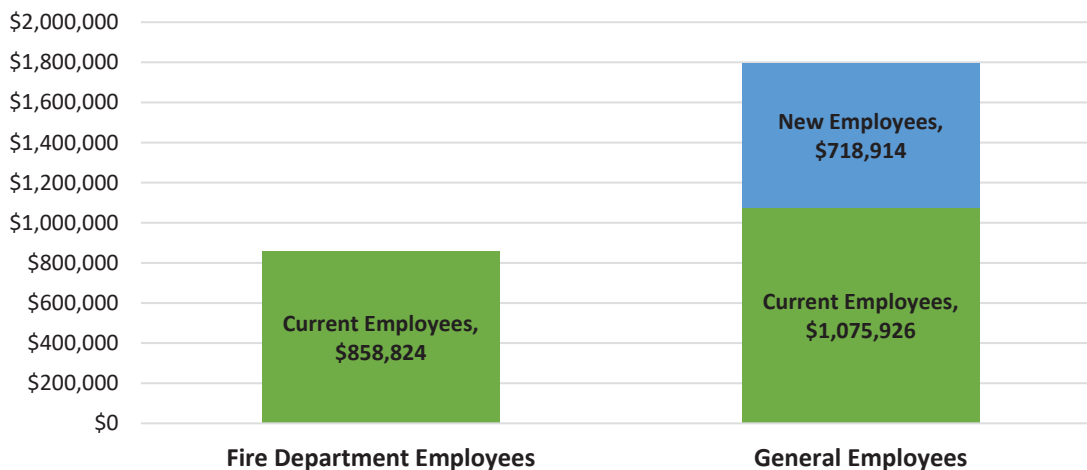
General Employees	2021	2022	\$ Increase	% Increase
Current Employees	\$22,724,234	\$23,800,160	\$1,075,926 (A)	4.1%
New Staff Requests	n/a	\$718,914	\$718,914 (B)	100%
Total	\$22,724,234	\$24,519,074	\$1,794,840	7.9%
Benefits as % of Salaries	32%	32%		

(A) Includes \$202,787 for 4.0 FTE in Parks Operations pathway employees added in 2021 to replace contracted services.

(B) The total \$718,914 increase in salaries and benefits for new staff includes:

- \$684,677 for 13.0 FTE in Streetscape Operations, which is being funded by a savings in contracted services; and
- \$34,237 for 1.0 FTE in the Recreation Division, which is funded by recreation program revenues.

Increase in Salaries & Benefits 2021 Budget to 2022 Budget



Personnel



Staffing Levels – Fire Department Employees

The 2022 Staffing Plan for the Fire Department includes 170.0 full-time equivalent positions, which is unchanged from 2021 staffing levels.

Fire Department Summary of Department Staffing Levels (Full-Time Equivalents)					
Department	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	Budget 21-22 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

Personnel



Fire Department Staff Positions by Department

	2021 Budget	2021 Forecast	2022 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 2020</u>	<u>Budget 2021</u>	<u>Forecast 2021</u>	<u>Budget 2022</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
FIRE AND EMS MANAGEMENT						
Salaries and Wages	1,198,567	1,200,103	1,200,103	1,244,402	44,299	3.7%
Overtime	20,740	18,000	18,000	18,000	-	0.0%
Employee Benefits - FICA	87,489	91,345	91,345	94,304	2,959	3.2%
Employee Benefits - TEC	2,085	1,872	1,872	3,276	1,404	75.0%
Employee Benefits - Retirement	128,534	138,348	129,922	145,491	7,143	5.2%
Employee Benefits - Insurance	137,639	194,601	194,601	211,539	16,938	8.7%
Employee Benefits - Workers Comp	5,070	8,963	7,887	8,562	(401)	-4.5%
	<u>1,580,124</u>	<u>1,653,232</u>	<u>1,643,730</u>	<u>1,725,574</u>	<u>72,342</u>	<u>4.4%</u>
FIRE PROTECTION						
Salaries and Wages	11,234,382	11,828,540	11,828,540	12,253,680	425,140	3.6%
Overtime	2,386,074	1,933,262	2,233,262	2,003,052	69,790	3.6%
Ride Up Pay	61,109	50,000	55,000	55,000	5,000	10.0%
Employee Benefits - FICA	1,001,187	1,052,780	1,137,530	1,090,640	37,860	3.6%
Employee Benefits - TEC	26,678	20,160	20,160	35,280	15,120	75.0%
Employee Benefits - Retirement	1,445,044	1,656,122	1,626,122	1,715,635	59,513	3.6%
Employee Benefits - Insurance	2,023,636	2,366,732	2,366,732	2,471,877	105,145	4.4%
Employee Benefits - Workers Comp	65,078	97,689	87,920	96,787	(902)	-0.9%
	<u>18,243,189</u>	<u>19,005,285</u>	<u>19,355,266</u>	<u>19,721,951</u>	<u>716,666</u>	<u>3.8%</u>
DISPATCH						
Salaries and Wages	990,111	1,013,640	1,013,640	1,064,387	50,747	5.0%
Overtime	127,687	151,464	169,464	159,046	7,582	5.0%
Employee Benefits - FICA	81,092	89,130	89,130	93,593	4,463	5.0%
Employee Benefits - TEC	2,878	2,766	2,766	4,818	2,052	74.2%
Employee Benefits - Retirement	91,995	98,466	98,466	103,833	5,367	5.5%
Employee Benefits - Insurance	214,228	244,218	234,218	243,768	(450)	-0.2%
Employee Benefits - Workers Comp	729	1,216	1,216	1,271	55	4.5%
	<u>1,508,721</u>	<u>1,600,900</u>	<u>1,608,900</u>	<u>1,670,716</u>	<u>69,816</u>	<u>4.4%</u>
TOTAL SALARIES & BENEFITS:						
Salaries and Wages	13,423,060	14,042,283	14,042,283	14,562,469	520,186	3.7%
Overtime	2,595,610	2,152,726	2,475,726	2,235,098	82,372	3.8%
Employee Benefits - FICA	1,169,769	1,233,255	1,318,005	1,278,537	45,282	3.7%
Employee Benefits - TEC	31,641	24,798	24,798	43,374	18,576	74.9%
Employee Benefits - Retirement	1,665,573	1,892,936	1,854,510	1,964,959	72,023	3.8%
Employee Benefits - Insurance	2,375,503	2,805,551	2,795,551	2,927,184	121,633	4.3%
Employee Benefits - Workers Comp	70,878	107,868	97,023	106,620	(1,248)	-1.2%
	<u>21,332,033</u>	<u>22,259,417</u>	<u>22,607,896</u>	<u>23,118,241</u>	<u>858,824</u>	<u>3.9%</u>
BENEFITS AS % OF SALARY & WAGES	33%	37%	37%	38%		
FTE's	170.0	170.0	170.0	170.0		
Avg Wage	94,227	95,265	97,165	98,809		
Avg Benefits	<u>31,255</u>	<u>35,673</u>	<u>35,823</u>	<u>37,180</u>		
Avg Total Compensation per FTE	<u>125,483</u>	<u>130,938</u>	<u>132,988</u>	<u>135,990</u>		

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Personnel



Staffing Levels – General Employees

The 2022 Staffing Plan for General Employees includes an increase of 17.0 full time equivalent (FTE) positions in Streetscape Operations and Parks Operations over the 2021 Budget as services have been moved from contracted services to staff positions.

The 2022 Staffing Plan also includes 1.0 FTE positions for Recreation, which is funded 100% by recreation program revenues.

Departmental staffing levels are highlighted in the chart below.

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

Department	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	Budget 21-22 Change
President's Office	4	4	4	4	0.00
Legal Services	2.25	2.25	2.25	2.25	0.00
Legislative/Government Affairs	1	1	1	1	0.00
Transportation/Infrastructure	17	17	17	17	0.00
Human Resources	6.25	6.25	6.25	6.25	0.00
Finance	14	14	14	14	0.00
Information Technology	17	17	17	17	0.00
Township Secretary	0	1	1	1	0.00
Records Management	3	3	3	3	0.00
Law Enforcement Services	2	2	2	2	0.00
Neighborhood Services	7	7	7	7	0.00
Community Relations	6	6	6	6	0.00
Convention & Visitors Bureau	9.5	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	51	51	55	55	4.00
Streetscape Operations	2	2	2	15	13.00
Aquatics	70	70	70	70	0.00
Recreation	47.95	47.95	47.95	48.95	1.00
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	6.75	6.75	6.75	6.75	0.00
Total Township-General Employees	356.7	357.7	361.7	375.7	18.00

Personnel



2022 Staffing Requests/Changes

General Employees – New for 2022

Department	Position	FTEs
Streetscape Operations	Supervisor	2.00
Streetscape Operations	Senior Technician	1.00
Streetscape Operations	Technician	10.00
Total		13.00

2022 Salary and benefit costs of \$684,677 for the staff additions in the Streetscape Operations Department will be funded by savings in contracted expenses.

General Employees – Added in 2021 and included in 2021 Forecast

Department	Position	FTEs
Parks Operations	Senior Technician	1.00
Parks Operations	Technician	3.00
Total		4.00

Salary and benefit costs of \$202,787 for the staff additions to Parks Operations were funded by savings in contracted expenses.

Recreation Employees – New for 2022

Department	Position	FTEs
Recreation	Boat House Aide	1.00
Total		1.00

2022 Salary and benefit costs of \$34,237 for the staff addition in the Recreation Department will be funded 100% by recreation program fees.

Personnel



THE WOODLANDS TOWNSHIP STAFF POSITIONS BY DEPARTMENT GENERAL EMPLOYEES

	2021 Budget	2021 Forecast	2022 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	0.25	0.25	0.25	
Total Legal Services	2.25	2.25	2.25	0.00
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

Personnel



THE WOODLANDS TOWNSHIP STAFF POSITIONS BY DEPARTMENT

GENERAL EMPLOYEES

	2021 Budget	2021 Forecast	2022 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	1	1	1	
Total Information Technology	17	17	17	0.00

Township Secretary				
Township Secretary	1	1	1	
Total Township Secretary	1	1	1	0.00

Personnel



THE WOODLANDS TOWNSHIP STAFF POSITIONS BY DEPARTMENT GENERAL EMPLOYEES

	2021 Budget	2021 Forecast	2022 Budget	Full Time Equivalents FTE Additions/(Reductions)
Records Management				
Records Supervisor	1	1	1	
Records Specialist	2	2	2	
Total Records/Database Mgmt	3	3	3	0.00
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	
Total Neighborhood Services	7	7	7.0	0.00
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



THE WOODLANDS TOWNSHIP
STAFF POSITIONS BY DEPARTMENT
GENERAL EMPLOYEES

	2021 Budget	2021 Forecast	2022 Budget	Full Time Equivalents FTE Additions/(Reductions)
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

	2021 Budget	2021 Forecast	2022 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	
Pathway Senior Technician	0	1	1	1.0 - Senior Technician, added in 2021
Pathway Technician	0	3	3	3.0 - Technician, added in 2021
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	55	55	4.00
Streetscape Operations				
Streetscape Superintendent	1	1	1	
Streetscape Supervisor	0	0	2	2.0 - Supervisors
Streetscape Senior Technician	0	0	1	1.0 - Senior Technician
Streetscape Technician	0	0	10	10.0 - Technician
Streetscape Administrative Assistant	1	1	1	
Total Streetscape Operations	2	2	15	13.00
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

Personnel



THE WOODLANDS TOWNSHIP STAFF POSITIONS BY DEPARTMENT GENERAL EMPLOYEES

	2021 Budget	2021 Forecast	2022 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	3.25	3.25	4.25	1.0 Mall Ring Road Swan Boats Rec Aide
Recreation Specialist - Boat House	1	1	1	
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	47.95	47.95	48.95	1.00
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

	2021 Budget	2021 Forecast	2022 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	1.25	1.25	1.25	
Total Environmental Svcs	6.75	6.75	6.75	0.00
TOTAL TOWNSHIP GENERAL EMPLOYEES	357.7	361.7	375.7	18.00

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

	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
PRESIDENT'S OFFICE						
Salaries and Wages	617,437	547,884	547,884	532,707	(15,177)	-2.8%
Overtime	-	-	-	-	-	-
Employee Benefits - FICA	36,153	32,029	32,029	33,542	1,513	4.7%
Employee Benefits - TEC	804	576	576	1,008	432	75.0%
Employee Benefits - Retirement	69,607	72,591	62,160	38,306	(34,285)	-47.2%
Employee Benefits - Insurance	82,335	78,335	78,335	83,182	4,847	6.2%
Employee Benefits - Workers Comp	331	544	544	561	17	3.1%
	806,666	731,959	721,528	689,306	(42,653)	-5.8%
LEGAL SERVICES						
Salaries and Wages	180,763	235,516	186,016	241,257	5,741	2.4%
Overtime	-	1,200	600	600	(600)	-50.0%
Employee Benefits - FICA	10,849	15,766	11,826	16,159	393	2.5%
Employee Benefits - TEC	178	288	144	504	216	75.0%
Employee Benefits - Retirement	24,378	26,095	25,930	26,598	503	1.9%
Employee Benefits - Insurance	15,992	17,462	15,694	11,572	(5,890)	-33.7%
Employee Benefits - Workers Comp	153	251	158	256	5	2.1%
	232,313	296,578	240,368	296,946	368	0.1%
TRANSPORTATION						
Salaries and Wages	419,122	432,908	435,608	455,170	22,262	5.1%
Overtime	3,225	3,000	3,000	3,000	-	0.0%
Employee Benefits - FICA	31,534	33,347	32,860	35,050	1,703	5.1%
Employee Benefits - TEC	945	864	864	1,512	648	75.0%
Employee Benefits - Retirement	42,858	40,987	46,143	49,464	8,477	20.7%
Employee Benefits - Insurance	50,888	62,312	62,312	63,289	977	1.6%
Employee Benefits - Workers Comp	302	489	489	495	6	1.2%
	548,873	573,907	581,276	607,980	34,073	5.9%
LEGISLATIVE AND GOVERNMENTAL AFFAIRS						
Salaries and Wages	103,756	104,054	104,054	107,170	3,116	3.0%
Overtime	-	-	-	-	-	-
Employee Benefits - FICA	7,377	7,960	7,960	8,199	239	3.0%
Employee Benefits - TEC	161	144	144	252	108	75.0%
Employee Benefits - Retirement	14,357	13,874	13,874	14,289	415	3.0%
Employee Benefits - Insurance	19,437	24,222	23,422	24,190	(32)	-0.1%
Employee Benefits - Workers Comp	69	113	113	110	(3)	-2.3%
	145,157	150,367	149,567	154,210	3,843	2.6%
HUMAN RESOURCES						
Salaries and Wages	453,797	465,958	395,958	490,368	24,410	5.2%
Overtime	1,173	700	700	700	-	0.0%
Employee Benefits - FICA	31,389	34,486	29,131	36,551	2,065	6.0%
Employee Benefits - TEC	1,012	995	995	1,748	753	75.7%
Employee Benefits - Retirement	56,805	61,443	53,043	57,043	(4,400)	-7.2%
Employee Benefits - Insurance	64,431	76,940	74,500	75,641	(1,299)	-1.7%
Employee Benefits - Workers Comp	3,269	501	501	526	25	4.9%
	611,875	641,023	554,828	662,577	21,554	3.4%
FINANCE						
Salaries and Wages	1,115,197	1,129,241	1,129,241	1,176,974	47,733	4.2%
Overtime	664	3,500	3,500	3,500	-	0.0%
Employee Benefits - FICA	78,500	83,408	83,408	86,883	3,475	4.2%
Employee Benefits - TEC	2,216	2,016	2,016	3,528	1,512	75.0%
Employee Benefits - Retirement	130,089	137,584	137,584	139,974	2,390	1.7%
Employee Benefits - Insurance	122,362	167,348	162,938	191,639	24,291	14.5%
Employee Benefits - Workers Comp	745	1,223	1,223	1,267	44	3.6%
Employee Benefits - Other	-	-	-	-	-	-
	1,449,774	1,524,320	1,519,910	1,603,765	79,445	5.2%
INFORMATION TECHNOLOGY						
Salaries and Wages	1,229,677	1,339,729	1,315,441	1,379,637	39,908	3.0%
Overtime	26,993	22,000	27,000	22,000	-	0.0%
Employee Benefits - FICA	91,850	103,242	101,370	106,328	3,086	3.0%
Employee Benefits - TEC	3,040	2,448	2,448	4,284	1,836	75.0%
Employee Benefits - Retirement	121,148	138,402	131,769	133,058	(5,344)	-3.9%
Employee Benefits - Insurance	151,006	222,078	218,716	229,532	7,454	3.4%
Employee Benefits - Workers Comp	864	1,457	1,457	1,514	57	3.9%
	1,624,578	1,829,356	1,798,201	1,876,353	46,997	2.6%

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

	<u>Actual 2020</u>	<u>Budget 2021</u>	<u>Forecast 2021</u>	<u>Budget 2022</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
RECORDS/PROPERTY DATA MANAGEMENT						
Salaries and Wages	156,652	160,362	161,452	168,158	7,796	4.9%
Overtime	631	3,000	1,500	1,500	(1,500)	-50.0%
Employee Benefits - FICA	11,040	12,497	12,580	12,979	482	3.9%
Employee Benefits - TEC	461	432	432	756	324	75.0%
Employee Benefits - Retirement	16,055	11,270	16,415	17,247	5,977	53.0%
Employee Benefits - Insurance	31,589	33,175	33,175	33,568	393	1.2%
Employee Benefits - Workers Comp	140	179	179	184	5	2.9%
	<u>216,568</u>	<u>220,915</u>	<u>225,733</u>	<u>234,392</u>	<u>13,477</u>	<u>6.1%</u>
TOWNSHIP SECRETARY						
Salaries and Wages	-	88,500	29,500	118,885	30,385	34.3%
Overtime	-	-	-	-	-	-
Employee Benefits - FICA	-	6,770	2,257	9,095	2,325	34.3%
Employee Benefits - TEC	-	145	145	252	107	73.8%
Employee Benefits - Retirement	-	4,470	-	8,916	4,446	99.5%
Employee Benefits - Insurance	-	10,905	3,635	14,540	3,635	33.3%
Employee Benefits - Workers Comp	-	210	55	210	-	0.0%
	<u>-</u>	<u>111,000</u>	<u>35,592</u>	<u>151,898</u>	<u>40,898</u>	<u>36.8%</u>
LAW ENFORCEMENT SERVICES						
Salaries and Wages	159,728	162,416	108,659	167,206	4,790	2.9%
Overtime	37	1,200	600	600	(600)	-50.0%
Employee Benefits - FICA	11,965	12,517	8,359	12,837	320	2.6%
Employee Benefits - TEC	317	288	288	504	216	75.0%
Employee Benefits - Retirement	20,273	20,800	13,274	21,511	711	3.4%
Employee Benefits - Insurance	21,119	23,575	14,861	24,175	600	2.5%
Employee Benefits - Workers Comp	106	178	178	182	4	2.5%
	<u>213,547</u>	<u>220,974</u>	<u>146,219</u>	<u>227,015</u>	<u>6,041</u>	<u>2.7%</u>
NEIGHBORHOOD SERVICES						
Salaries and Wages	334,937	341,659	341,659	360,879	19,220	5.6%
Overtime	238	2,600	2,600	2,600	-	0.0%
Employee Benefits - FICA	23,981	26,336	26,336	27,806	1,470	5.6%
Employee Benefits - TEC	1,356	1,296	1,296	2,268	972	75.0%
Employee Benefits - Retirement	41,151	42,294	42,294	44,503	2,209	5.2%
Employee Benefits - Insurance	53,375	71,358	68,358	74,761	3,403	4.8%
Employee Benefits - Workers Comp	237	374	374	392	18	4.9%
	<u>455,276</u>	<u>485,917</u>	<u>482,917</u>	<u>513,209</u>	<u>27,292</u>	<u>5.6%</u>
PARKS & RECREATION ADMIN/PLANNING						
Salaries and Wages	1,076,354	1,134,072	1,134,072	1,209,420	75,348	6.6%
Overtime	5,246	22,000	22,000	22,000	-	0.0%
Employee Benefits - FICA	77,580	87,773	87,773	93,543	5,770	6.6%
Employee Benefits - TEC	3,269	3,168	3,168	5,544	2,376	75.0%
Employee Benefits - Retirement	120,001	128,406	128,406	137,537	9,131	7.1%
Employee Benefits - Insurance	232,505	281,148	267,148	283,589	2,441	0.9%
Employee Benefits - Workers Comp	4,107	5,818	5,818	6,283	465	8.0%
	<u>1,519,062</u>	<u>1,662,385</u>	<u>1,648,385</u>	<u>1,757,916</u>	<u>95,531</u>	<u>5.7%</u>
PARKS AND PATHWAY OPERATIONS						
Salaries and Wages	2,246,066	2,220,332	2,280,332	2,439,586	219,254	9.9%
Overtime	40,812	90,000	115,000	90,000	-	0.0%
Employee Benefits - FICA	167,071	176,740	183,243	193,513	16,773	9.5%
Employee Benefits - TEC	9,487	8,928	10,704	16,632	7,704	86.3%
Employee Benefits - Retirement	212,150	213,012	210,012	200,556	(12,456)	-5.8%
Employee Benefits - Insurance	462,079	482,760	464,760	489,045	6,285	1.3%
Employee Benefits - Workers Comp	17,796	29,598	25,898	26,974	(2,624)	-8.9%
	<u>3,155,462</u>	<u>3,221,370</u>	<u>3,289,949</u>	<u>3,456,306</u>	<u>234,936</u>	<u>7.3%</u>
AQUATICS						
Salaries and Wages	851,609	1,584,907	1,558,237	1,587,663	2,756	0.2%
Overtime	3,126	13,000	13,000	13,000	-	0.0%
Employee Benefits - FICA	63,085	122,240	120,200	122,451	211	0.2%
Employee Benefits - TEC	8,929	4,161	5,031	7,283	3,122	75.0%
Employee Benefits - Retirement	22,042	24,957	24,957	25,538	581	2.3%
Employee Benefits - Insurance	74,998	81,372	81,372	91,100	9,728	12.0%
Employee Benefits - Workers Comp	10,181	17,307	13,807	15,992	(1,315)	-7.6%
	<u>1,033,970</u>	<u>1,847,944</u>	<u>1,816,604</u>	<u>1,863,027</u>	<u>15,083</u>	<u>0.8%</u>

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

	<u>Actual 2020</u>	<u>Budget 2021</u>	<u>Forecast 2021</u>	<u>Budget 2022</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
RECREATION						
Salaries and Wages	1,437,870	1,607,907	1,607,907	1,712,509	104,602	6.5%
Overtime	11,721	22,000	22,000	22,000	-	0.0%
Employee Benefits - FICA	106,153	124,688	124,688	132,690	8,002	6.4%
Employee Benefits - TEC	9,615	8,612	8,612	14,934	6,322	73.4%
Employee Benefits - Retirement	62,218	58,553	62,753	65,666	7,113	12.1%
Employee Benefits - Insurance	143,557	229,066	229,066	240,843	11,777	5.1%
Employee Benefits - Workers Comp	7,959	13,904	9,733	11,195	(2,709)	-19.5%
	<u>1,779,092</u>	<u>2,064,730</u>	<u>2,064,759</u>	<u>2,199,837</u>	<u>135,107</u>	<u>6.5%</u>
TOWN CENTER FACILITIES AND OPERATIONS						
Salaries and Wages	733,127	709,468	721,146	738,714	29,246	4.1%
Overtime	5,813	12,000	15,000	15,000	3,000	25.0%
Employee Benefits - FICA	54,732	55,193	56,315	57,430	2,237	4.1%
Employee Benefits - TEC	3,960	3,888	4,637	6,804	2,916	75.0%
Employee Benefits - FUTA	-	-	-	-	-	-
Employee Benefits - Retirement	59,909	56,540	57,668	58,563	2,023	3.6%
Employee Benefits - Insurance	81,722	93,491	87,491	88,668	(4,823)	-5.2%
Employee Benefits - Workers Comp	5,530	8,470	6,776	7,598	(872)	-10.3%
	<u>944,793</u>	<u>939,050</u>	<u>949,033</u>	<u>972,777</u>	<u>33,727</u>	<u>3.6%</u>
TOWNSHIP EVENTS						
Salaries and Wages	242,994	257,350	260,200	271,737	14,387	5.6%
Overtime	4,839	12,400	12,400	12,400	-	0.0%
Employee Benefits - FICA	17,783	20,636	20,865	21,736	1,100	5.3%
Employee Benefits - TEC	765	720	720	1,260	540	75.0%
Employee Benefits - FUTA	-	-	-	-	-	-
Employee Benefits - Retirement	13,597	16,417	24,417	28,196	11,779	71.7%
Employee Benefits - Insurance	46,270	66,496	70,738	77,681	11,185	16.8%
Employee Benefits - Workers Comp	183	341	261	307	(34)	-10.1%
	<u>326,431</u>	<u>374,360</u>	<u>389,601</u>	<u>413,317</u>	<u>38,957</u>	<u>10.4%</u>
COMMUNITY SERVICES ADMINISTRATION						
Salaries and Wages	237,921	238,980	238,980	246,864	7,884	3.3%
Overtime	141	500	500	500	-	0.0%
Employee Benefits - FICA	14,443	14,972	14,972	15,491	519	3.5%
Employee Benefits - TEC	332	288	288	504	216	75.0%
Employee Benefits - Retirement	31,308	32,581	32,581	33,631	1,050	3.2%
Employee Benefits - Insurance	20,428	24,266	24,266	24,957	691	2.8%
Employee Benefits - Workers Comp	154	253	253	260	7	2.7%
	<u>304,727</u>	<u>311,840</u>	<u>311,840</u>	<u>322,207</u>	<u>10,367</u>	<u>3.3%</u>
COVENANT ADMINISTRATION						
Salaries and Wages	2,179,198	2,239,191	2,250,391	2,350,010	110,819	4.9%
Overtime	26,316	21,000	26,000	26,000	5,000	23.8%
Employee Benefits - FICA	163,387	172,905	174,153	181,382	8,477	4.9%
Employee Benefits - TEC	9,394	9,072	9,072	15,876	6,804	75.0%
Employee Benefits - Retirement	223,432	214,571	224,958	218,767	4,196	2.0%
Employee Benefits - Insurance	229,849	292,998	289,498	319,013	26,015	8.9%
Employee Benefits - Workers Comp	1,475	2,445	1,712	1,917	(528)	-21.6%
	<u>2,833,051</u>	<u>2,952,182</u>	<u>2,975,784</u>	<u>3,112,965</u>	<u>160,783</u>	<u>5.4%</u>
ENVIRONMENTAL SERVICES						
Salaries and Wages	346,058	347,144	362,144	381,334	34,190	9.8%
Overtime	9,178	10,200	13,000	13,000	2,800	27.5%
Employee Benefits - FICA	26,299	27,337	28,518	29,952	2,615	9.6%
Employee Benefits - TEC	1,450	1,256	1,256	2,268	1,012	80.6%
Employee Benefits - Retirement	31,912	31,219	33,719	35,725	4,506	14.4%
Employee Benefits - Insurance	43,763	39,982	39,982	42,477	2,495	6.2%
Employee Benefits - Workers Comp	232	365	365	388	23	6.2%
	<u>458,893</u>	<u>457,503</u>	<u>478,984</u>	<u>505,144</u>	<u>47,641</u>	<u>10.4%</u>
STREETSCAPE OPERATIONS						
Salaries and Wages	108,328	111,263	111,263	608,742	497,479	447.1%
Overtime	26	-	-	16,285	16,285	-
Employee Benefits - FICA	8,023	8,512	8,512	49,060	40,548	476.4%
Employee Benefits - TEC	305	288	288	3,780	3,492	1212.5%
Employee Benefits - Retirement	15,422	15,577	15,577	60,821	45,244	290.5%
Employee Benefits - Insurance	14,033	16,764	16,764	101,441	84,677	505.1%
Employee Benefits - Workers Comp	864	1,115	1,115	1,824	709	63.6%
	<u>147,001</u>	<u>153,519</u>	<u>153,519</u>	<u>841,953</u>	<u>688,434</u>	<u>448.4%</u>

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

	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
COMMUNITY RELATIONS						
Salaries and Wages	438,507	446,986	446,986	462,741	15,755	3.5%
Overtime	5,841	2,000	7,500	2,000	-	0.0%
Employee Benefits - FICA	32,550	30,863	31,169	31,964	1,101	3.6%
Employee Benefits - TEC	933	864	864	1,512	648	75.0%
Employee Benefits - Retirement	50,826	51,034	51,950	52,886	1,852	3.6%
Employee Benefits - Insurance	38,057	58,926	62,540	72,153	13,227	22.4%
Employee Benefits - Workers Comp	294	482	386	497	15	3.1%
	567,009	591,155	601,395	623,753	32,598	5.5%
CVB STAFF SERVICES						
Salaries and Wages	565,998	636,396	615,547	658,080	21,684	3.4%
Overtime	4,654	8,000	8,000	8,000	-	0.0%
Employee Benefits - FICA	37,853	49,081	47,486	50,806	1,725	3.5%
Employee Benefits - TEC	1,283	1,440	1,440	2,520	1,080	75.0%
Employee Benefits - Retirement	58,798	64,485	64,485	66,823	2,338	3.6%
Employee Benefits - Insurance	103,091	106,815	106,815	106,788	(27)	0.0%
Employee Benefits - Workers Comp	427	692	692	713	21	3.0%
	772,103	866,909	844,465	893,730	26,821	3.1%
TROLLEYS (Fund 600)						
Salaries and Wages	108,848	404,344	404,344	435,937	31,593	7.8%
Overtime	2,324	-	9,200	9,200	9,200	
Employee Benefits - FICA	8,446	30,932	30,932	34,053	3,121	10.1%
Employee Benefits - TEC	1,607	2,448	2,448	4,032	1,584	64.7%
Employee Benefits - Retirement	-	19,580	19,580	10,538	(9,042)	-46.2%
Employee Benefits - Insurance	6,458	33,656	33,656	41,938	8,282	24.6%
Employee Benefits - Workers Comp	-	4,011	4,011	2,793	(1,218)	-30.4%
	127,683	494,971	504,171	538,491	43,520	8.8%
TOTAL SALARIES & BENEFITS:						
Salaries and Wages	15,343,945	16,946,567	16,747,021	18,301,748	1,355,181	8.0%
Overtime	152,998	250,300	303,100	283,885	33,585	13.4%
Employee Benefits - FICA	1,112,044	1,290,230	1,276,942	1,399,500	109,270	8.5%
Employee Benefits - TEC	61,819	54,625	57,876	99,565	44,940	82.3%
Employee Benefits - Retirement	1,438,337	1,496,742	1,493,549	1,546,156	49,414	3.3%
Employee Benefits - Insurance	2,109,342	2,595,450	2,530,042	2,805,782	210,332	8.1%
Employee Benefits - Workers Comp	55,418	90,320	76,098	82,438	(7,882)	-8.7%
Employee Benefits - Other	-	-	-	-	-	
	20,273,903	22,724,234	22,484,628	24,519,074	1,794,840	7.9%
BENEFITS AS % OF SALARY & WAGES	31%	32%	32%	32%		

General Fund



In This Section You Will Find:

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Statement of Revenues, Expenditures and Changes in Fund Balance..... 7-2

Operating Expenditures per Capita 7-3

General Fund Revenue Detail..... 7-4

Department Expenditures by Type 7-6

General Fund

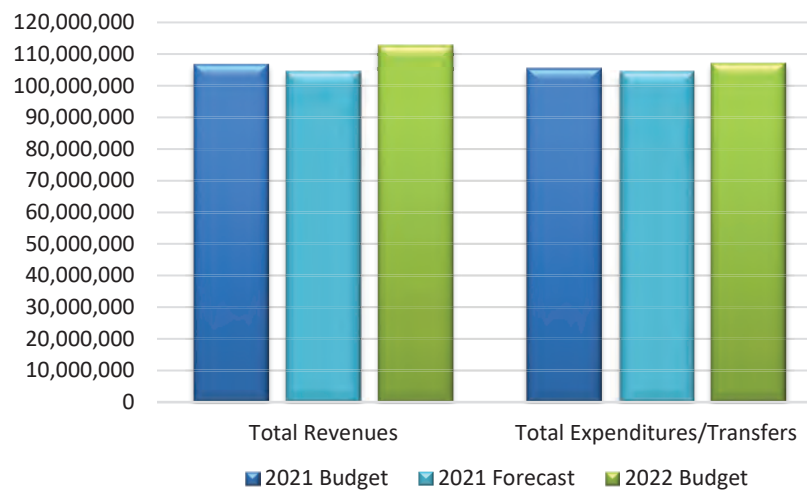


Overview

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.

	2021 Budget	2021 Forecast	2022 Budget	\$Inc/(Dec)	%Inc/(Dec)
Total Revenues	\$ 106,748,398	109,048,177	112,921,551	6,173,153 (A)	5.8%
Operating Expenditures	99,352,510	97,507,563	102,031,916	2,679,406 (B)	2.7%
Transfers	6,184,955	6,994,671	5,114,671	(1,070,285)	-17.3%
Revenues Over/(Under) Expenditures	1,210,933	4,545,943	5,774,965	4,564,032	376.9%
Beginning Fund Balance	26,915,652	26,915,652	31,461,595	4,545,943	16.9%
Ending Fund Balance	28,126,584	31,461,595	37,236,559	9,109,975	32.4%

General Fund



- (A) The \$6.2 million increase in revenues is due primarily to a \$3.2 million increase in sales and use tax as the economy continues to rebound from the impact of COVID-19. In addition, property tax revenue is experiencing a \$2.3 million increase due to new properties, revaluation of existing properties, and the ending of some abatement agreements. Finally, other income increases of \$0.7 million are due to increases in recreation program revenue and miscellaneous income.
- (B) The \$2.7 million increase in operating expenditures is due primarily to: (1) a \$1.0 million increase in law enforcement expense for MCSO deputies and equipment; (2) a \$0.8 million increase in Parks and Recreation expenses due to staffing costs and a needs assessment study; (3) a \$0.7 million increase in Fire Department expenses mainly due to staffing costs; (4) \$0.5 million in general government increases related to staffing and contracted services; and (5) a \$0.4 million increase in solid waste due to new properties and contractual annual cost increases. Partially offsetting these increases is a \$0.7 million decrease in community services primarily related to streetscape savings and mounted patrol savings.

General Fund



Statement of Revenues, Expenditures & Changes in Fund Balance

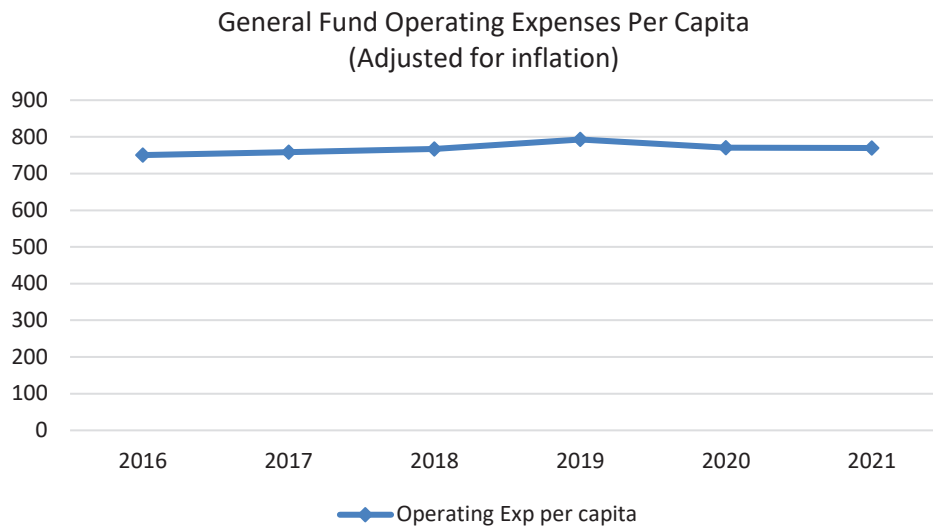
	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	\$ Inc/(Dec)	% Inc/(Dec)
REVENUES						
Tax Revenue						
Property Tax	\$ 44,912,436	\$ 43,134,755	\$ 43,840,798	\$ 45,434,976	\$ 2,300,221	5.3%
Sales and Use Tax	24,262,759	27,524,077	28,404,847	29,256,992	1,732,915	6.3%
EDZ Sales and Use Tax	22,265,370	23,844,030	24,607,039	25,345,250	1,501,220	6.3%
Event Admissions Tax	198,030	1,401,950	710,000	1,300,000	(101,950)	-7%
	91,638,596	95,904,812	97,562,685	101,337,218	5,432,407	5.7%
Other Sources						
Program Revenues	3,328,573	6,221,900	5,935,900	6,656,587	434,687	7.0%
Administrative Fees	321,850	239,500	272,500	272,500	33,000	13.8%
Grants and Contributions	1,041,198	132,500	132,500	201,250	68,750	
Interest Income	871,150	870,945	495,945	855,847	(15,098)	-1.7%
Other Income	3,427,106	3,378,741	4,648,647	3,598,149	219,408	6.5%
TOTAL REVENUES	100,628,473	106,748,398	109,048,177	112,921,551	6,173,153	5.8%
OPERATING EXPENDITURES						
General Government						
Board of Directors	39,812	51,100	43,100	51,100	-	0.0%
President's Office	822,395	754,359	743,528	711,706	(42,653)	-5.7%
Legal Services	756,763	749,478	748,778	748,746	(732)	-0.1%
Intergovernmental Relations	146,770	178,567	276,967	212,610	34,043	19.1%
Human Resources	822,402	865,473	779,728	999,327	133,854	15.5%
Finance	1,696,319	1,789,120	1,773,260	1,903,965	114,845	6.4%
Information Technology	2,576,318	3,022,256	2,946,901	3,243,453	221,197	7.3%
Records/Database Mgmt	233,678	277,315	284,133	255,792	(21,523)	-7.8%
Township Secretary	-	121,500	41,992	172,298	50,798	41.8%
Non-Departmental	1,610,772	1,748,700	1,691,927	1,718,647	(30,053)	-1.7%
	8,705,228	9,557,868	9,330,314	10,017,644	459,776	4.8%
Law Enforc/Neighborhood Svcs						
Law Enforcement Services	12,437,105	12,761,795	12,427,863	13,696,613	934,818	7.3%
Neighborhood Services	496,374	619,117	601,617	645,109	25,992	4.2%
	12,933,479	13,380,912	13,029,480	14,341,722	960,810	7.2%
Parks and Recreation						
PARD Admin/Planning	2,005,127	2,275,785	2,250,485	2,578,116	302,331	13.3%
Park & Pathway Operations	9,409,662	10,234,320	10,204,533	10,364,256	129,936	1.3%
Town Center Facilities/Operations	2,947,625	2,911,800	3,052,083	3,070,027	158,227	5.4%
Township Events	1,137,925	1,704,660	1,720,401	1,756,817	52,157	3.1%
Aquatics	1,746,253	2,592,144	2,559,804	2,615,227	23,083	0.9%
Recreation	3,062,056	4,144,830	3,911,209	4,244,587	99,757	2.4%
	20,308,648	23,863,539	23,698,515	24,629,030	765,491	3.2%
Community Services						
Covenant Administration	3,002,486	3,163,082	3,200,084	3,370,065	206,983	6.5%
Environmental Services	577,529	662,003	641,884	699,544	37,541	5.7%
Streetlighting	737,224	1,155,000	1,065,000	1,155,000	-	0.0%
Streetscape Operations	6,279,901	6,010,871	6,010,871	5,554,112	(456,759)	-7.6%
Solid Waste Services	6,743,403	7,120,000	7,120,000	7,500,000	380,000	5.3%
Other Community Services	1,579,467	2,095,607	1,524,028	1,570,117	(525,490)	-25.1%
	18,920,011	20,206,563	19,561,867	19,848,838	(357,725)	-1.8%
Community Relations						
Community Relations	655,777	811,405	751,745	817,003	5,598	0.7%
CVB Staff Services	772,103	866,909	844,465	893,730	26,821	3.1%
	1,427,880	1,678,314	1,596,210	1,710,733	32,419	1.9%
Woodlands Fire Department						
Fire and EMS Management	2,192,181	2,568,532	2,380,730	2,496,274	(72,258)	-2.8%
Fire Protection	20,593,300	21,689,685	22,029,666	22,426,351	736,666	3.4%
Dispatch	1,524,783	1,675,400	1,683,400	1,745,216	69,816	4.2%
Fire Department	24,310,264	25,933,617	26,093,796	26,667,841	734,224	2.8%
Other Expenditures						
Transportation	579,356	605,907	618,126	654,380	48,473	8.0%
Economic Development	222,355	250,000	230,000	223,000	(27,000)	-10.8%
Regional Participation	1,550,326	1,720,255	1,775,303	1,828,562	108,307	6.3%
Other Expenditures	1,524,520	2,155,535	1,573,953	2,110,166	(45,369)	-2.1%
	3,876,557	4,731,697	4,197,382	4,816,108	84,411	1.8%
TOTAL OPERATING EXPENSE	90,482,068	99,352,510	97,507,563	102,031,916	2,679,406	2.7%
TRANSFERS						
Convention & Visitors Bureau	419,066	845,881	887,695	888,867	42,986	5.1%
Capital Outlay	(433,643)	382,800	382,800	1,929,750	1,546,950	404.1%
Capital/Econ Dev Reserves	11,617,851	5,221,118	5,145,771	6,537,200	1,316,082	25.2%
Transportation	486,008	581,037	1,466,100	1,122,901	541,864	93.3%
Incorporation Reserve	(199,328)	-	-	-	-	0.0%
Flooding/Drainage Reserve	(17,344)	-	-	-	-	0.0%
Debt Service/Other Reserve	(419,066)	(845,881)	(887,695)	(5,364,048)	(4,518,167)	534.1%
	11,453,544	6,184,955	6,994,671	5,114,670	(1,070,285)	-17.3%
TOTAL EXPENDITURES	101,935,611	105,537,465	104,502,234	107,146,586	1,609,121	1.5%
REV OVER/(UNDER) EXP	(1,307,139)	1,210,933	4,545,943	5,774,965	4,564,032	-376.9%
BEGINNING FUND BALANCE	28,222,791	26,915,652	26,915,652	31,461,595	4,545,943	16.9%
ENDING FUND BALANCE	\$ 26,915,652	\$ 28,126,584	\$ 31,461,595	\$ 37,236,559	\$ 9,109,975	32.4%

General Fund



General Fund Operating Expenses Per Capita

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Operating Expenses	\$ 87,253,377	\$ 91,113,503	\$ 93,789,877	\$ 97,836,341	\$ 99,352,510	\$ 102,031,916
Population	116,278	117,305	118,000	119,000	120,100	121,300
Per Capita	\$ 750.39	\$ 776.72	\$ 794.83	\$ 822.15	\$ 827.25	\$ 841.15
Per Capita, adjusted for inflation	\$ 750.39	\$ 758.52	\$ 767.21	\$ 792.82	\$ 770.97	\$ 769.58



Expenses per capita (adjusted for inflation) has grown 9.8% over the five-year period 2017-2022.

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

1. Substantial community growth, including commercial areas
2. Enhanced streetscape and community maintenance
3. Enhanced law enforcement services
4. High contracted costs for trash removal services based on market conditions
5. Funding 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 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
REVENUES							
Tax Revenue							
Property Tax	100-190-4010-0000-10	44,912,436	43,134,755	43,840,798	45,434,976	2,300,221	5.3%
Sales and Use Tax	100-190-4020-0000-10	24,262,759	27,524,077	28,404,847	29,256,992	1,732,915	6.3%
Event Admissions Tax	100-190-4040-0000-10	198,030	1,401,950	710,000	1,300,000	(101,950)	-7.3%
		69,373,226	72,060,782	72,955,646	75,991,968	3,931,186	5.5%
Program Revenues							
Aquatic Program - Hurricane Swim Te	100-330-4100-3000-10	662	49,000	49,000	49,000	-	0.0%
Aquatic Program - Rip Tides Swim Te	100-330-4100-3001-10	330	26,000	26,000	26,000	-	0.0%
Aquatic Program - Waves Swim Team	100-330-4100-3002-10	-	45,000	45,000	45,000	-	0.0%
Aquatic Program - Misc	100-330-4100-3099-10	50,768	270,000	270,000	270,000	-	0.0%
Athletic Program - Basketball	100-330-4101-3100-10	14,975	13,000	15,000	25,000	12,000	92.3%
Athletic Program - Soccer	100-330-4101-3103-10	62,738	100,000	100,000	100,000	-	0.0%
Athletic Program - Softball	100-330-4101-3104-10	62,930	60,000	60,000	65,000	5,000	8.3%
Athletic Program - Tennis Leagues	100-330-4101-3105-10	43,209	50,000	50,000	50,000	-	0.0%
Athletic Program - Tennis Group Less	100-330-4101-3106-10	305,258	325,000	325,000	325,000	-	0.0%
Athletic Program - Tennis Individ. Les	100-330-4101-3107-10	275,787	275,000	275,000	275,000	-	0.0%
Athletic Program - Misc	100-330-4101-3199-10	16,507	30,000	30,000	25,000	(5,000)	-16.7%
Athletic Program - Muddy Fest	100-330-4102-3200-10	4,122	39,000	-	27,000	(12,000)	-30.8%
Athletic Program - 5K Series	100-330-4102-3201-10	-	-	24,200	30,000	30,000	-
Athletic Program - Ten for Texas	100-330-4102-3202-10	(1,716)	123,000	108,700	108,000	(15,000)	-12.2%
Athletic Program - Triathlon	100-330-4102-3203-10	-	119,000	-	119,000	-	0.0%
Recreation Program - Boat House	100-330-4103-3301-10	3,656	5,500	5,500	6,500	1,000	18.2%
Recreation Program - D&D Dinner Dar	100-330-4103-3303-10	38,488	45,000	45,000	45,000	-	0.0%
Recreation Program - Day Camps	100-330-4103-3304-10	165,666	500,000	400,000	500,000	-	0.0%
Recreation Program - Family Camps	100-330-4103-3305-10	1,910	20,000	20,000	15,000	(5,000)	-25.0%
Recreation Program - Contractor Cam	100-330-4103-3315-10	7,988	80,000	80,000	80,000	-	0.0%
Recreation Program - Fitness	100-330-4103-3308-10	42,449	35,000	35,000	35,000	-	0.0%
Recreation Program - Gorilla Hole	100-330-4103-3309-10	2,446	9,000	9,000	9,000	-	0.0%
Recreation Program - Haunting	100-330-4103-3310-10	-	35,000	35,000	35,000	-	0.0%
Recreation Program - Preschool	100-330-4103-3311-10	119,014	130,000	130,000	150,000	20,000	15.4%
Recreation Program - Crush/Teen	100-330-4103-3312-10	-	25,000	-	18,000	(7,000)	-28.0%
Recreation Program - Outdoor Advent	100-330-4103-3318-10	4,470	20,000	20,000	20,000	-	0.0%
Recreation Program - Misc	100-330-4103-3399-10	42,690	150,000	150,000	150,000	-	0.0%
Concessions - Boat House	100-330-4104-3630-10	9,875	11,000	10,000	10,000	(1,000)	-9.1%
Concessions - Contracts	100-330-4104-3632-10	3,383	18,500	23,500	21,800	3,300	17.8%
Concessions - Adventure Course	100-330-4104-3634-10	6,331	8,000	8,000	8,000	-	0.0%
Rental - Boat House	100-330-4105-3620-10	507,744	487,000	510,000	560,637	73,637	15.1%
Rental - BB Facility	100-330-4105-3622-10	49,273	45,000	45,000	25,000	(20,000)	-44.4%
Rental - Courts	100-330-4105-3625-10	-	-	-	25,000	25,000	-
Rental - Field	100-330-4105-3623-10	164,927	325,000	325,000	400,000	75,000	23.1%
Rental - Pavilion	100-330-4105-3624-10	36,425	90,000	90,000	100,000	10,000	11.1%
Rental - Major Sponsor Agreement	100-330-4105-TBD-10	-	-	145,000	200,000	200,000	-
Rental - RF Indoor Rentals	100-330-4105-3628-10	(2,400)	35,000	20,000	35,000	-	0.0%
Rental - RF Outdoor Rentals	100-330-4105-3629-10	4,132	7,000	7,000	4,000	(3,000)	-42.9%
Rental - Northshore Kayak Storage	100-330-4105-3633-10	2,377	7,500	7,500	7,500	-	0.0%
Memberships - Recreation Center	100-330-4106-3612-10	24,971	50,000	25,000	40,000	(10,000)	-20.0%
Guest Fees - Recreation Center	100-330-4107-3602-10	1,575	1,000	1,000	5,000	4,000	400.0%
Guest Fees - Adventure Course Daily	100-330-4107-3634-10	341,880	282,250	360,000	360,000	77,750	27.5%
Guest Fees - Adventure Course(Group	100-330-4107-3635-10	46,354	125,000	90,000	90,000	(35,000)	-28.0%
Sponsorships - Muddy Trails	100-330-4108-3200-10	(350)	22,000	-	7,500	(14,500)	-65.9%
Sponsorships - 5K Series	100-330-4108-3201-10	-	-	-	8,000	8,000	-
Sponsorships - Ten for Texas	100-330-4108-3202-10	(1,240)	39,000	7,000	39,000	-	0.0%
Sponsorships - Triathlon	100-330-4108-3203-10	(1,000)	55,000	-	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	2,692	3,000	3,000	3,000	-	0.0%
Sponsorships - Arts in the Park	100-350-4108-3300-10	-	2,500	1,500	2,500	-	0.0%
Sponsorships - Concerts in the Park	100-350-4108-3302-10	-	5,000	2,500	5,000	-	0.0%
Sponsorships - Hughes Landing	100-350-4108-3317-10	-	4,500	2,500	4,500	-	0.0%
Sponsorships - Red, Hot & Blue	100-350-4108-4001-10	26,500	40,000	25,000	40,000	-	0.0%
Sponsorships - LOTD	100-350-4108-4002-10	2,500	25,000	15,000	25,000	-	0.0%
Sponsorships - Ice Rink	100-350-4108-4003-10	11,500	25,000	15,000	25,000	-	0.0%
Sponsorships - Winter Wonderland	100-350-4108-4004-10	-	-	-	10,000	10,000	-
Sponsorships - Waterway	100-350-4108-4013-10	1,500	2,500	1,500	2,500	-	0.0%
Sponsorships - Memorial Day	100-350-4108-4008-10	-	5,500	3,500	5,500	-	0.0%
Sponsorships - Labor Day	100-350-4108-4009-10	1,500	6,000	3,000	6,000	-	0.0%
Sponsorships - Trick or Treat Trail	100-350-4108-4011-10	2,000	7,500	3,500	7,500	-	0.0%
Sales Income - Arts in the Park	100-350-4109-3300-10	175	2,000	2,000	2,000	-	0.0%
Sales Income - Red, Hot & Blue	100-350-4109-4001-10	-	25,000	17,000	25,000	-	0.0%
Sales Income - LOTD	100-350-4109-4002-10	-	25,000	17,000	25,000	-	0.0%
Sales Income - Memorial Day	100-350-4109-4008-10	-	3,500	2,500	3,500	-	0.0%
Sales Income - Ice Rink	100-350-4109-4003-10	450,698	535,000	535,000	535,000	-	0.0%
Sales Income - Trick or Treat Trail	100-350-4109-4011-10	450	4,900	3,500	4,900	-	0.0%
Sales Income - Bike The Woodlands	100-350-4109-4018-10	-	-	1,500	1,500	1,500	-
Sponsorships - Public Safety Heroes	100-210-4108-3504-10	6,250	6,500	-	6,500	-	0.0%
Sponsorships - Hurricane Preparedne	100-210-4108-3406-10	3,750	3,750	-	3,750	-	0.0%
Sponsorships - National Night Out	100-210-4108-3409-10	350	-	-	-	-	-
		2,967,714	4,923,900	4,640,900	5,352,587	428,687	8.7%

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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
Pool Fees							
Concessions - Pool	100-320-4104-3631-10	-	23,000	23,000	23,000	-	0.0%
Guest Fees - Pool	100-320-4107-3601-10	108,357	600,000	602,000	602,000	2,000	0.3%
Memberships - Pool	100-320-4106-3611-10	153,570	490,000	490,000	492,000	2,000	0.4%
Rental - Pool	100-320-4105-3621-10	98,932	185,000	180,000	187,000	2,000	1.1%
		360,859	1,298,000	1,295,000	1,304,000	6,000	0.5%
Administrative Fees							
Document Transfer Fees	100-160-4210-0000-10	296,500	215,000	248,000	248,000	33,000	15.3%
Penalties and Interest	100-190-4200-0000-10	2,356	500	500	500	-	0.0%
Covenant Maintenance Fees	100-410-4240-0000-10	22,994	24,000	24,000	24,000	-	0.0%
		321,850	239,500	272,500	272,500	33,000	13.8%
Grants and Contributions							
Miscellaneous Grants	100-190-4300-0000-10	-	-	-	125,000	125,000	
MCECD PSAP Improvement Program	100-810-4300-0000-10	76,198	112,500	112,500	56,250	(56,250)	-50.0%
CARES Act Grants	100-190-4309-0000-10	959,199	-	-	-	-	
Miscellaneous Contributions (Dispatch)	100-812-4310-0000-10	-	20,000	20,000	20,000	-	0.0%
Gifts for Our Community	100-190-4315-0000-10	5,800	-	-	-	-	
		1,041,198	132,500	132,500	201,250	68,750	51.9%
Interest Income							
General	100-190-4400-0000-10	515,125	529,000	154,000	529,000	-	0.0%
Priority Pmt - Town Green Park	100-190-4410-0000-10	300,291	306,810	306,810	313,752	6,942	1.3%
Priority Pmt - Waterway Square	100-190-4420-0000-10	55,734	35,135	35,135	13,095	(22,040)	-7.2%
		871,150	870,945	495,945	855,847	(15,098)	-43.0%
Other Income							
Convention Center Lease	100-190-4500-0000-10	129,100	131,789	131,789	132,746	957	0.7%
CCSA Covenant Administration	100-410-4516-0000-10	300,000	300,000	300,000	300,000	-	0.0%
Town Center Maintenance Agreement	100-435-4515-0000-10	300,000	300,000	300,000	300,000	-	0.0%
EMS Housing Agreement - MCHD	100-810-4530-0000-10	36,000	36,000	36,000	36,000	-	0.0%
EMS Housing Agreement - Cypress Ci	100-810-4530-0000-10	17,000	12,000	12,000	-	(12,000)	-100.0%
Montgomery County Dispatch Agreeem	100-810-4540-0000-10	553,673	553,673	553,673	581,356	27,683	5.0%
Shenandoah Fire Services Agreement	100-810-4546-0000-10	841,849	879,734	849,487	891,481	11,747	1.3%
Emergency Training Center	100-810-4550-0000-10	56,286	56,286	56,286	66,286	10,000	17.8%
Garage Replacement Reserve	100-190-4570-0000-10	6,844	6,000	6,000	6,000	-	0.0%
Insurance Proceeds	100-190-4580-0000-10	48,851	-	-	-	-	
Other Income - Environmental Service	100-420-4599-0000-10	117,685	117,000	123,000	121,200	4,200	3.6%
Other Income - Woodlands Fire Depar	100-810-4599-0000-10	1,500	-	-	-	-	
Other Income - Woodlands Fire Depar	100-812-4599-0000-10	26,150	-	-	-	-	
Other Income - CVB Contracted Staffir	100-510-4595-0000-10	772,103	866,909	844,465	893,730	26,821	3.1%
Other Income - CVB Office Lease	100-190-4595-0000-10	69,350	69,350	69,350	69,350	-	0.0%
Other Income - Exxon Mobil Abatemer	100-190-4599-0000-10	-	-	1,316,597	-	-	
Other Income	100-190-4599-0000-10	150,715	50,000	50,000	200,000	150,000	300.0%
		3,427,106	3,378,741	4,648,647	3,598,149	219,408	438.8%
Transfers In							
EDZ #5 Sales Tax Transfer (WFD)	100-190-4800-8060-10	22,265,370	23,844,030	24,607,039	25,345,250	1,501,220	6.3%
Debt Service (HOT for CVB funding)	100-190-4800-8050-10	419,066	845,881	887,695	888,867	42,986	5.1%
Trolleys Phase III Funding	100-190-4800-8096-10	-	-	-	115,424	115,424	
Transportation Release of Funds	100-190-4800-8099-10	-	30,000	30,000	-	(30,000)	-100.0%
Drainage Engineering Funding	100-190-4800-8099-10	17,344	-	-	-	-	
Incorporation Study Funding	100-190-4800-8099-10	199,328	-	-	-	-	
Undesignated Funds Transfer	100-190-4800-8099-10	242,474	226,277	3,500,000	4,359,757	4,133,480	1826.7%
		23,143,582	24,946,188	29,024,734	30,709,298	5,763,110	23.1%
		<u>101,506,684</u>	<u>109,173,267</u>	<u>113,465,872</u>	<u>118,285,599</u>	<u>10,435,043</u>	<u>9.6%</u>
TOTAL REVENUES							
GENERAL FUND SUMMARY BY REVENUE TYPE:							
Ad Valorem Tax		44,912,436	43,134,755	43,840,798	45,434,976	2,300,221	5.3%
Sales and Use Tax		24,262,759	27,524,077	28,404,847	29,256,992	1,732,915	6.3%
Event Tax		198,030	1,401,950	710,000	1,300,000	(101,950)	-7.3%
Program Revenues		3,328,573	6,221,900	5,935,900	6,656,587	434,687	7.0%
Administrative Fees		321,850	239,500	272,500	272,500	33,000	13.8%
Grants and Contributions		1,041,198	132,500	132,500	201,250	68,750	51.9%
Interest Income		871,150	870,945	495,945	855,847	(15,098)	-1.7%
Other Income		3,427,106	3,378,741	4,648,647	3,598,149	219,408	6.5%
Transfers In		23,143,582	24,946,188	29,024,734	30,709,298	5,763,110	23.1%
		<u>101,506,684</u>	<u>107,850,556</u>	<u>113,465,872</u>	<u>118,285,599</u>	<u>10,435,043</u>	<u>9.7%</u>
% OF TOTAL BY REVENUE TYPE:							
Ad Valorem Tax		44.2%	40.0%	38.6%	38.4%		
Sales and Use Tax		23.9%	25.5%	25.0%	24.7%		
Program Revenues		3.3%	5.8%	5.2%	5.6%		
Administrative Fees		0.3%	0.2%	0.2%	0.2%		
Grants and Contributions		1.0%	0.1%	0.1%	0.2%		
Interest Income		0.9%	0.8%	0.4%	0.7%		
Other Income		3.4%	3.1%	4.1%	3.0%		
Transfers In		22.8%	23.1%	25.6%	26.0%		
		<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>		

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

	<u>Actual 2020</u>	<u>Budget 2021</u>	<u>Forecast 2021</u>	<u>Budget 2022</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
BOARD OF DIRECTORS						
Staff/Board Development	20,495	32,700	34,000	34,000	1,300	4.0%
Equipment Expense	10,239	7,400	7,900	7,900	500	6.8%
Program Expense	8,642	8,000	-	8,000	-	0.0%
Administrative Expense	436	3,000	1,200	1,200	(1,800)	-60.0%
	<u>39,812</u>	<u>51,100</u>	<u>43,100</u>	<u>51,100</u>	<u>-</u>	<u>0.0%</u>
PRESIDENT'S OFFICE						
Salaries and Benefits	806,666	731,959	721,528	689,306	(42,653)	-5.8%
Staff/Board Development	3,815	11,000	11,000	11,000	-	0.0%
Equipment Expense	2,294	3,400	3,400	3,400	-	0.0%
Administrative Expense	9,619	8,000	7,600	8,000	-	0.0%
	<u>822,395</u>	<u>754,359</u>	<u>743,528</u>	<u>711,706</u>	<u>(42,653)</u>	<u>-5.7%</u>
LEGAL SERVICES						
Salaries and Benefits	232,313	296,578	240,368	296,946	368	0.1%
Staff/Board Development	2,373	3,200	3,200	3,200	-	0.0%
Equipment Expense	885	1,900	1,300	1,300	(600)	-31.6%
Contracted Services	509,029	437,000	493,110	436,500	(500)	-0.1%
Administrative Expense	12,164	10,800	10,800	10,800	-	0.0%
	<u>756,763</u>	<u>749,478</u>	<u>748,778</u>	<u>748,746</u>	<u>(732)</u>	<u>-0.1%</u>
INTERGOVERNMENTAL RELATIONS						
Salaries and Benefits	145,157	150,367	149,567	154,210	3,843	2.6%
Staff/Board Development	59	1,800	2,000	3,000	1,200	66.7%
Equipment Expense	1,083	1,200	1,200	1,200	-	0.0%
Contracted Services	-	20,000	120,000	50,000	30,000	150.0%
Administrative Expense	470	5,200	4,200	4,200	(1,000)	-19.2%
	<u>146,770</u>	<u>178,567</u>	<u>276,967</u>	<u>212,610</u>	<u>34,043</u>	<u>19.1%</u>
HUMAN RESOURCES						
Salaries and Benefits	611,875	641,023	554,828	662,577	21,554	3.4%
Staff/Board Development	36,434	30,400	27,200	51,200	20,800	68.4%
Equipment Expense	919	2,050	1,400	1,850	(200)	-9.8%
Contracted Services	159,567	174,400	179,000	266,400	92,000	52.8%
Public Education/Relations	3,133	6,000	6,000	6,000	-	0.0%
Administrative Expense	10,475	11,600	11,300	11,300	(300)	-2.6%
	<u>822,402</u>	<u>865,473</u>	<u>779,728</u>	<u>999,327</u>	<u>133,854</u>	<u>15.5%</u>
FINANCE						
Salaries and Benefits	1,449,774	1,524,320	1,519,910	1,603,765	79,445	5.2%
Staff/Board Development	406	4,300	4,300	4,300	-	0.0%
Equipment Expense	1,126	3,200	3,050	3,200	-	0.0%
Contracted Services	231,369	245,600	233,800	280,500	34,900	14.2%
Administrative Expense	13,644	11,700	12,200	12,200	500	4.3%
	<u>1,696,319</u>	<u>1,789,120</u>	<u>1,773,260</u>	<u>1,903,965</u>	<u>114,845</u>	<u>6.4%</u>
INFORMATION TECHNOLOGY						
Salaries and Benefits	1,624,578	1,829,356	1,798,201	1,876,353	46,997	2.6%
Staff/Board Development	16,582	24,400	24,400	24,400	-	0.0%
Facility Expense	156,998	164,000	164,000	164,000	-	0.0%
Equipment Expense	71,151	87,900	73,900	53,900	(34,000)	-38.7%
Contracted Services	706,618	914,100	884,100	1,122,500	208,400	22.8%
Administrative Expense	391	2,500	2,300	2,300	(200)	-8.0%
	<u>2,576,318</u>	<u>3,022,256</u>	<u>2,946,901</u>	<u>3,243,453</u>	<u>221,197</u>	<u>7.3%</u>
RECORDS/PROPERTY DATA MANAGEMENT						
Salaries and Benefits	216,568	220,915	225,733	234,392	13,477	6.1%
Staff/Board Development	-	1,300	1,300	1,300	-	0.0%
Equipment Expense	-	1,000	1,000	1,000	-	0.0%
Contracted Services	16,688	52,000	54,000	17,000	(35,000)	-67.3%
Administrative Expense	422	2,100	2,100	2,100	-	0.0%
	<u>233,678</u>	<u>277,315</u>	<u>284,133</u>	<u>255,792</u>	<u>(21,523)</u>	<u>-7.8%</u>
TOWNSHIP SECRETARY						
Salaries and Benefits	-	111,000	35,592	151,898	40,898	36.8%
Staff/Board Development	-	3,000	1,500	3,000	-	0.0%
Equipment Expense	-	3,100	2,400	3,000	(100)	-3.2%
Contracted Services	-	-	-	10,000	10,000	
Administrative Expense	-	4,400	2,500	4,400	-	0.0%
	<u>-</u>	<u>121,500</u>	<u>41,992</u>	<u>172,298</u>	<u>50,798</u>	<u>41.8%</u>

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

	<u>Actual 2020</u>	<u>Budget 2021</u>	<u>Forecast 2021</u>	<u>Budget 2022</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
NON-DEPARTMENTAL						
Facility Expense	366,312	329,000	332,000	332,000	3,000	0.9%
Equipment Expense	86,051	114,400	114,400	114,400	-	0.0%
Contracted Services	490,378	580,100	543,927	526,847	(53,253)	-9.2%
Administrative Expense	<u>668,031</u>	<u>725,200</u>	<u>701,600</u>	<u>745,400</u>	<u>20,200</u>	<u>2.8%</u>
	1,610,772	1,748,700	1,691,927	1,718,647	(30,053)	-1.7%
LAW ENFORCEMENT SERVICES						
Salaries and Benefits	213,547	220,974	146,219	227,015	6,041	2.7%
Staff/Board Development	927	5,100	1,600	5,100	-	0.0%
Equipment Expense	1,268,105	915,000	763,432	1,208,787	293,787	32.1%
Contracted Services	10,953,711	11,606,121	11,502,512	12,241,110	634,989	5.5%
Public Education/Relations	-	12,000	12,000	12,000	-	0.0%
Administrative Expense	<u>815</u>	<u>2,600</u>	<u>2,100</u>	<u>2,600</u>	<u>-</u>	<u>0.0%</u>
	12,437,105	12,761,795	12,427,863	13,696,613	934,818	7.3%
NEIGHBORHOOD SERVICES						
Salaries and Benefits	455,276	485,917	482,917	513,209	27,292	5.6%
Staff/Board Development	301	2,700	1,600	1,800	(900)	-33.3%
Equipment Expense	5,411	7,900	7,900	7,900	-	0.0%
Program Expense	29,554	105,400	92,400	105,400	-	0.0%
Administrative Expense	<u>5,832</u>	<u>17,200</u>	<u>16,800</u>	<u>16,800</u>	<u>(400)</u>	<u>-2.3%</u>
	496,374	619,117	601,617	645,109	25,992	4.2%
PARKS & RECREATION ADMIN/PLANNING						
Salaries and Benefits	1,519,062	1,662,385	1,648,385	1,757,916	95,531	5.7%
Staff/Board Development	36,376	55,300	55,500	55,500	200	0.4%
Facility Expense	107,424	127,000	128,400	138,400	11,400	9.0%
Equipment Expense	290,758	358,900	350,100	352,100	(6,800)	-1.9%
Contracted Services	12,253	37,000	31,000	237,000	200,000	540.5%
Administrative Expense	<u>39,254</u>	<u>35,200</u>	<u>37,100</u>	<u>37,200</u>	<u>2,000</u>	<u>5.7%</u>
	2,005,127	2,275,785	2,250,485	2,578,116	302,331	13.3%
PARKS AND PATHWAY OPERATIONS						
Salaries and Benefits	3,155,462	3,221,370	3,289,949	3,456,306	234,936	7.3%
Staff/Board Development	2,711	8,000	8,000	8,000	-	0.0%
Facility Expense	801,801	678,100	734,600	757,100	79,000	11.7%
Equipment Expense	51,351	91,000	91,000	91,000	-	0.0%
Contracted Services	4,289,293	5,138,850	4,989,384	4,744,050	(394,800)	-7.7%
Maintenance Expense	1,040,493	1,022,000	1,026,600	1,232,800	210,800	20.6%
Program Expense	68,476	75,000	65,000	75,000	-	0.0%
Administrative Expense	<u>74</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	9,409,662	10,234,320	10,204,533	10,364,256	129,936	1.3%
AQUATICS						
Salaries and Benefits	1,033,970	1,847,944	1,816,604	1,863,027	15,083	0.8%
Staff/Board Development	22,017	17,500	17,500	18,500	1,000	5.7%
Facility Expense	573,186	593,000	593,000	593,000	-	0.0%
Equipment Expense	80,592	93,000	93,000	101,000	8,000	8.6%
Contracted Services	20,030	18,500	18,500	18,500	-	0.0%
Administrative Expense	<u>16,459</u>	<u>22,200</u>	<u>21,200</u>	<u>21,200</u>	<u>(1,000)</u>	<u>-4.5%</u>
	1,746,253	2,592,144	2,559,804	2,615,227	23,083	0.9%
RECREATION						
Salaries and Benefits	1,779,092	2,064,730	2,064,759	2,199,837	135,107	6.5%
Staff/Board Development	28,689	33,600	33,600	34,400	800	2.4%
Facility Expense	188,895	213,500	213,500	213,500	-	0.0%
Equipment Expense	66,829	102,700	101,700	105,300	2,600	2.5%
Contracted Services	133,349	215,000	195,000	185,000	(30,000)	-14.0%
Program Expense	842,695	1,457,800	1,275,150	1,449,050	(8,750)	-0.6%
Administrative Expense	<u>22,507</u>	<u>57,500</u>	<u>27,500</u>	<u>57,500</u>	<u>-</u>	<u>0.0%</u>
	3,062,056	4,144,830	3,911,209	4,244,587	99,757	2.4%
TOWN CENTER FACILITIES AND OPERATIONS						
Salaries and Benefits	944,793	939,050	949,033	972,777	33,727	3.6%
Staff/Board Development	14,730	17,000	20,000	21,000	4,000	23.5%
Facility Expense	260,076	314,500	293,000	293,000	(21,500)	-6.8%
Equipment Expense	18,443	25,000	23,800	25,000	-	0.0%
Contracted Services	1,461,057	1,368,000	1,506,000	1,506,000	138,000	10.1%
Maintenance Expense	21,332	44,000	53,000	45,000	1,000	2.3%
Program Expense	223,912	201,000	204,000	204,000	3,000	1.5%
Administrative Expense	<u>3,283</u>	<u>3,250</u>	<u>3,250</u>	<u>3,250</u>	<u>-</u>	<u>0.0%</u>
	2,947,625	2,911,800	3,052,083	3,070,027	158,227	5.4%

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

	<u>Actual 2020</u>	<u>Budget 2021</u>	<u>Forecast 2021</u>	<u>Budget 2022</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
TOWNSHIP EVENTS						
Salaries and Benefits	326,431	374,360	389,601	413,317	38,957	10.4%
Equipment Expense	4,389	5,800	5,300	5,300	(500)	-8.6%
Program Expense	807,105	1,324,500	1,325,500	1,338,200	13,700	1.0%
	<u>1,137,925</u>	<u>1,704,660</u>	<u>1,720,401</u>	<u>1,756,817</u>	<u>52,157</u>	<u>3.1%</u>
COMMUNITY SERVICES ADMINISTRATION						
Salaries and Benefits	304,727	311,840	311,840	322,207	10,367	3.3%
Staff/Board Development	-	600	250	500	(100)	-16.7%
Equipment Expense	1,083	1,600	1,300	1,300	(300)	-18.8%
Contracted Services	1,273,341	1,780,767	1,209,038	1,245,310	(535,457)	-30.1%
Administrative Expense	317	800	1,600	800	-	0.0%
	<u>1,579,467</u>	<u>2,095,607</u>	<u>1,524,028</u>	<u>1,570,117</u>	<u>(525,490)</u>	<u>-25.1%</u>
COVENANT ADMINISTRATION						
Salaries and Benefits	2,833,051	2,952,182	2,975,784	3,112,965	160,783	5.4%
Staff/Board Development	933	4,000	2,000	2,000	(2,000)	-50.0%
Equipment Expense	38,743	42,000	42,000	43,200	1,200	2.9%
Contracted Services	2,374	24,000	24,000	24,000	-	0.0%
Program Expense	84,462	75,000	100,000	125,000	50,000	66.7%
Public Education/Relations	1,182	4,000	2,000	2,000	(2,000)	-50.0%
Administrative Expense	41,741	61,900	54,300	60,900	(1,000)	-1.6%
	<u>3,002,486</u>	<u>3,163,082</u>	<u>3,200,084</u>	<u>3,370,065</u>	<u>206,983</u>	<u>6.5%</u>
ENVIRONMENTAL SERVICES						
Salaries and Benefits	458,893	457,503	478,984	505,144	47,641	10.4%
Staff/Board Development	110	5,300	5,100	5,100	(200)	-3.8%
Equipment Expense	6,045	7,200	6,900	6,900	(300)	-4.2%
Contracted Services	-	10,500	1,500	-	(10,500)	-100.0%
Program Expense	106,390	174,500	140,500	173,500	(1,000)	-0.6%
Administrative Expense	6,092	7,000	8,900	8,900	1,900	27.1%
	<u>577,529</u>	<u>662,003</u>	<u>641,884</u>	<u>699,544</u>	<u>37,541</u>	<u>5.7%</u>
OTHER CONTRACTED SERVICES						
Streetlighting	737,224	1,155,000	1,065,000	1,155,000	-	0.0%
Solid Waste Services	6,743,403	7,120,000	7,120,000	7,500,000	380,000	5.3%
	<u>7,480,627</u>	<u>8,275,000</u>	<u>8,185,000</u>	<u>8,655,000</u>	<u>380,000</u>	<u>4.6%</u>
STREETSCAPE OPERATIONS						
Salaries and Benefits	147,001	153,519	153,519	841,953	688,434	448.4%
Staff Development	-	-	-	10,820	10,820	
Facility Expense	621,891	-	-	750,000	750,000	
Equipment Expense	-	-	-	43,015	43,015	
Contracted Services	5,508,282	5,817,352	5,817,352	3,868,324	(1,949,028)	-33.5%
Program Expense	-	40,000	40,000	40,000	-	0.0%
Administrative Expense	2,728	-	-	-	-	
	<u>6,279,901</u>	<u>6,010,871</u>	<u>6,010,871</u>	<u>5,554,112</u>	<u>(456,759)</u>	<u>-7.6%</u>
COMMUNITY RELATIONS						
Salaries and Benefits	567,009	591,155	601,395	623,753	32,598	5.5%
Staff/Board Development	49	3,900	2,600	3,900	-	0.0%
Equipment Expense	3,824	7,800	7,200	7,800	-	0.0%
Contracted Services	63,436	148,450	83,450	125,450	(23,000)	-15.5%
Program Expense	567	900	900	900	-	0.0%
Public Education/Relations	10,434	41,000	43,000	37,000	(4,000)	-9.8%
Administrative Expense	10,458	18,200	13,200	18,200	-	0.0%
	<u>655,777</u>	<u>811,405</u>	<u>751,745</u>	<u>817,003</u>	<u>5,598</u>	<u>0.7%</u>
CVB STAFF SERVICES						
Salaries and Benefits	772,103	866,909	844,465	893,730	26,821	3.1%
	<u>772,103</u>	<u>866,909</u>	<u>844,465</u>	<u>893,730</u>	<u>26,821</u>	<u>3.1%</u>
TRANSPORTATION						
Salaries and Benefits	548,873	573,907	581,276	607,980	34,073	5.9%
Staff/Board Development	3,113	6,500	6,500	11,500	5,000	76.9%
Equipment Expense	6,733	5,300	9,150	13,700	8,400	158.5%
Administrative Expense	20,637	20,200	21,200	21,200	1,000	5.0%
	<u>579,356</u>	<u>605,907</u>	<u>618,126</u>	<u>654,380</u>	<u>48,473</u>	<u>8.0%</u>

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

	<u>Actual 2020</u>	<u>Budget 2021</u>	<u>Forecast 2021</u>	<u>Budget 2022</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
ECONOMIC DEVELOPMENT						
Contracted Services	175,000	175,000	175,000	175,000	-	0.0%
Program Expense	40,000	40,000	40,000	25,000	(15,000)	-37.5%
Public Education/Relations	6,105	30,000	12,000	20,000	(10,000)	-33.3%
Administrative Expense	<u>1,250</u>	<u>5,000</u>	<u>3,000</u>	<u>3,000</u>	<u>(2,000)</u>	<u>-40.0%</u>
	222,355	250,000	230,000	223,000	(27,000)	-10.8%
FIRE AND EMS MANAGEMENT						
Salaries and Benefits	1,580,124	1,653,232	1,643,730	1,725,574	72,342	4.4%
Staff/Board Development	22,762	53,000	51,000	51,000	(2,000)	-3.8%
Equipment Expense	81,401	104,000	91,500	95,200	(8,800)	-8.5%
Contracted Services	479,965	683,300	523,300	553,300	(130,000)	-19.0%
Program Expense	4,336	26,000	23,000	23,000	(3,000)	-11.5%
Public Education/Relations	(758)	8,100	8,100	8,100	-	0.0%
Administrative Expense	<u>24,351</u>	<u>40,900</u>	<u>40,100</u>	<u>40,100</u>	<u>(800)</u>	<u>-2.0%</u>
	2,192,181	2,568,532	2,380,730	2,496,274	(72,258)	-2.8%
FIRE PROTECTION						
Salaries and Benefits	18,243,189	19,005,285	19,355,266	19,721,951	716,666	3.8%
Staff/Board Development	207,808	264,000	264,000	264,000	-	0.0%
Facility Expense	1,154,189	1,060,000	1,075,000	1,075,000	15,000	1.4%
Equipment Expense	<u>988,115</u>	<u>1,360,400</u>	<u>1,335,400</u>	<u>1,365,400</u>	<u>5,000</u>	<u>0.4%</u>
	20,593,300	21,689,685	22,029,666	22,426,351	736,666	3.4%
DISPATCH						
Salaries and Benefits	1,508,721	1,600,900	1,608,900	1,670,716	69,816	4.4%
Staff/Board Development	15,318	32,500	32,500	32,500	-	0.0%
Equipment Expense	300	41,000	41,000	41,000	-	0.0%
Administrative Expense	<u>444</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>-</u>	<u>0.0%</u>
	1,524,783	1,675,400	1,683,400	1,745,216	69,816	4.2%
OTHER EXPENDITURES						
Transition	199,328	-	-	-	-	
Regional Participation	1,550,326	1,720,255	1,775,303	1,828,562	108,307	6.3%
Other Expenditures	1,325,192	2,155,535	1,573,953	2,110,166	(45,369)	-2.1%
Transfers out	<u>12,334,465</u>	<u>7,257,113</u>	<u>11,412,366</u>	<u>10,478,718</u>	<u>3,221,605</u>	<u>44.4%</u>
	15,409,310	11,132,903	14,761,622	14,417,446	3,284,543	29.5%
	<u>102,816,532</u>	<u>106,609,623</u>	<u>108,919,929</u>	<u>112,510,634</u>	<u>5,901,011</u>	<u>5.5%</u>
TOTAL EXENDITURES BY TYPE:						
Salaries and Benefits	41,478,254	44,488,680	44,588,352	47,098,824	2,610,144	5.9%
Staff/Board Development	436,009	621,100	610,650	661,020	39,920	6.4%
Facility Expense	4,230,771	3,479,100	3,533,500	4,316,000	836,900	24.1%
Equipment Expense	3,085,871	3,394,150	3,180,632	3,705,052	310,902	9.2%
Contracted Services	33,966,364	37,721,040	36,768,973	36,287,791	(1,433,249)	-3.8%
Maintenance Expense	1,061,825	1,066,000	1,079,600	1,277,800	211,800	19.9%
Program Expense	2,216,141	3,528,100	3,306,450	3,567,050	38,950	1.1%
Public Education/Relations	20,095	101,100	83,100	85,100	(16,000)	-15.8%
Administrative Expense	911,891	1,077,450	1,007,050	1,094,550	17,100	1.6%
Incorporation Study	199,328	-	-	-	-	
Regional Participation	1,550,326	1,720,255	1,775,303	1,828,562	108,307	6.3%
Other Expenditures	1,325,192	2,155,535	1,573,953	2,110,166	(45,369)	-2.1%
Transfers Out	<u>12,334,465</u>	<u>7,257,113</u>	<u>11,412,366</u>	<u>10,478,718</u>	<u>3,221,605</u>	<u>44.4%</u>
	<u>102,816,532</u>	<u>106,609,623</u>	<u>108,919,929</u>	<u>112,510,634</u>	<u>5,901,011</u>	<u>5.5%</u>
% OF TOTAL BY EXPENSE TYPE:						
Salaries and Benefits	40%	42%	41%	42%		
Staff/Board Development	0%	1%	1%	1%		
Facility Expense	4%	3%	3%	4%		
Equipment Expense	3%	3%	3%	3%		
Contracted Services	33%	35%	34%	32%		
Maintenance Expense	1%	1%	1%	1%		
Program Expense	2%	3%	3%	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	1%	2%	1%	2%		
Transfers Out	<u>12%</u>	<u>7%</u>	<u>10%</u>	<u>9%</u>		
	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>		

Department Profiles



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2022 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.

2021 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 2022 Budget and five-year plan.
- Continued Incorporation discussion and called an Incorporation election for November 2, 2021.
- Held planning sessions in to discuss the Incorporation planning study and strategic planning.
- Participated in activities and events sponsored by strategic partners.
- Held regular public meetings twice per month.
- Transitioned from videoconference meetings back to in-person meetings during the COVID-19 pandemic.
- Considered policy decisions impacting local governance and strategic planning.
- Enhanced service levels to residents and community offerings and amenity levels higher than most, at a lower local government property tax rate than most communities.
- Through financial policies and budget 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.

2022 Objectives

- Continue to lead the community, serving as the governing body for most municipal-type services and economic development for The Woodlands community or lead transition to a city, based on the outcome of the November 2, 2021 election.
- Set and affirm policies for the continuation of quality services in The Woodlands.
- Continue to offer the opportunity for public input through regular monthly meetings, budget workshops and 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 governance needs.

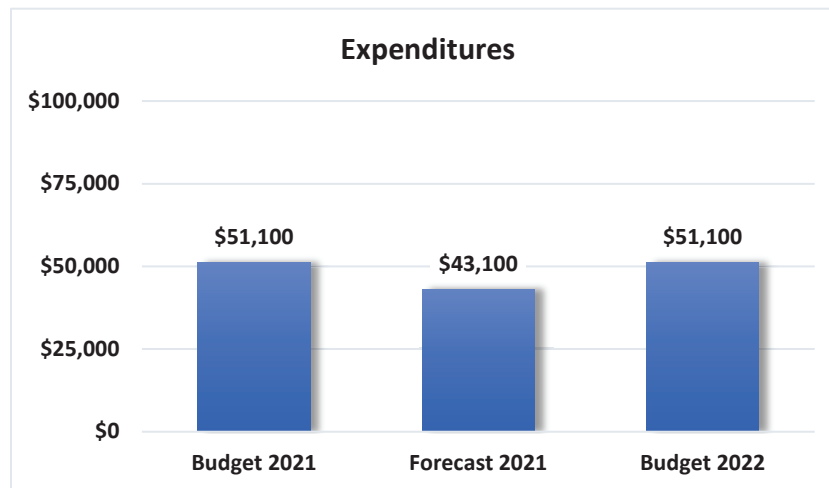
2022 Board of Directors Budget Plan



- Continue to set policy, financial and governing decisions throughout the pandemic to meet service expectations and encourage safety.

Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Board Development	\$ 32,700	\$ 34,000	\$ 34,000	\$ 1,300	4.0%
Equipment Expense	7,400	7,900	7,900	500	6.8%
Program Expense	8,000	-	8,000	-	0.0%
Administrative Expense	3,000	1,200	1,200	(1,800)	-60.0%
Total	\$ 51,100	\$ 43,100	\$ 51,100	\$ -	0.0%



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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
BOARD OF DIRECTORS - Dept 100							
Board Development							
Meetings	100-100-5100-0000-10	18,223	14,700	16,000	16,000	1,300	8.8%
Board Workshops	100-100-5110-0000-10	-	4,000	4,000	4,000	-	0.0%
Training & Conferences	100-100-5120-0000-10	2,272	14,000	14,000	14,000	-	0.0%
		20,495	32,700	34,000	34,000	1,300	4.0%
Equipment Expense							
Data Services	100-100-5335-0000-10	10,239	7,400	7,900	7,900	500	6.8%
		10,239	7,400	7,900	7,900	500	6.8%
Program Expense							
Volunteer Appreciation Event	100-100-5605-3412-10	8,642	8,000	-	8,000	-	0.0%
		8,642	8,000	-	8,000	-	0.0%
Administrative Expense							
Supplies	100-100-5800-0000-10	436	3,000	1,200	1,200	(1,800)	-60.0%
		436	3,000	1,200	1,200	(1,800)	-60.0%
Total Board of Directors		39,812	51,100	43,100	51,100	-	0.0%

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2022 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.

2021 Accomplishments

- Continued commitment to quality of life services in accordance with Transition Agreement.
- Finalized 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.
- Led Township staff in accordance with policies and strategies established by Board of Directors.
- Transitioned services back to in-person to provide for continued services to constituents while ensuring the safety of employees during the COVID-19 pandemic.
- 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.

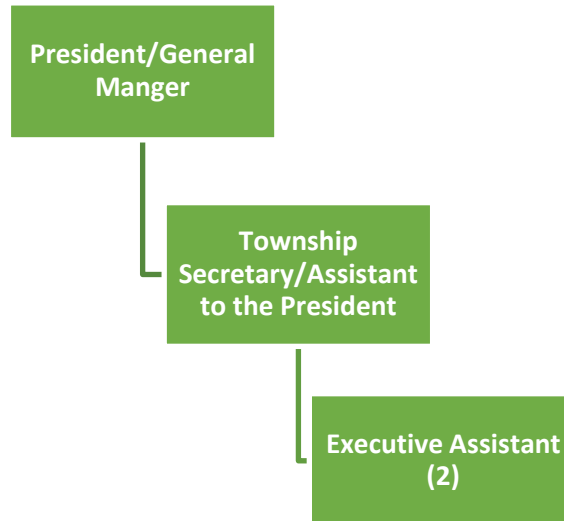
2022 Objectives

- 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 potential incorporation, based on the outcome of the November 2, 2021 election.
- 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.

2022 President's Office Department Budget Plan



Organization Chart



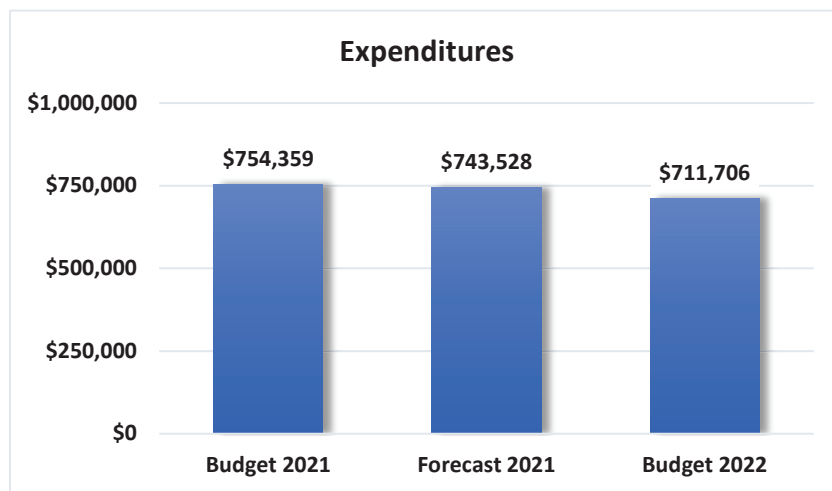
STAFFING - FTE COUNT	Budget 2021	Budget 2022	Change
President/General Manager	1.00	1.00	0.00
Township Secretary/Assistant to the President	1.00	1.00	0.00
Executive Assistant	2.00	2.00	0.00
TOTAL	4.00	4.00	0.00
Position(s) added in 2022 Budget	0.00	0.00	0.00

2022 President's Office Department Budget Plan



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 731,959	\$ 721,528	\$ 689,306	\$ (42,653)	-5.8%
Staff Development	11,000	11,000	11,000	-	0.0%
Equipment Expense	3,400	3,400	3,400	-	0.0%
Administrative Expense	8,000	7,600	8,000	-	0.0%
Total	\$ 754,359	\$ 743,528	\$ 711,706	\$ (42,653)	-5.7%



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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
PRESIDENT'S OFFICE - Dept 110							
Salaries and Benefits							
Salaries and Wages	100-110-5010-0000-10	617,437	547,884	547,884	532,707	(15,177)	-2.8%
Employee Benefits - FICA	100-110-5020-0000-10	36,153	32,029	32,029	33,542	1,513	4.7%
Employee Benefits - TEC	100-110-5021-0000-10	804	576	576	1,008	432	75.0%
Employee Benefits - Retirement	100-110-5030-0000-10	69,607	72,591	62,160	38,306	(34,285)	-47.2%
Employee Benefits - Insurance	100-110-5031-0000-10	82,335	78,335	78,335	83,182	4,847	6.2%
Employee Benefits - Workers Comp	100-110-5032-0000-10	331	544	544	561	17	3.1%
		<u>806,666</u>	<u>731,959</u>	<u>721,528</u>	<u>689,306</u>	<u>(42,653)</u>	<u>-5.8%</u>
Staff Development							
Meetings	100-110-5100-0000-10	861	3,000	3,000	3,000	-	0.0%
Training & Conferences	100-110-5120-0000-10	2,954	8,000	8,000	8,000	-	0.0%
		<u>3,815</u>	<u>11,000</u>	<u>11,000</u>	<u>11,000</u>	<u>-</u>	<u>0.0%</u>
Equipment Expense							
Equipment	100-110-5330-0000-10	128	1,000	1,000	1,000	-	0.0%
Data Services	100-110-5335-0000-10	2,166	2,400	2,400	2,400	-	0.0%
		<u>2,294</u>	<u>3,400</u>	<u>3,400</u>	<u>3,400</u>	<u>-</u>	<u>0.0%</u>
Administrative Expense							
Supplies	100-110-5800-0000-10	686	1,200	1,200	1,200	-	0.0%
Dues & Subscriptions	100-110-5802-0000-10	8,933	5,600	5,600	5,600	-	0.0%
Mileage Reimbursement	100-110-5804-0000-10	-	200	800	1,200	1,000	500.0%
Other	100-110-5899-0000-10	-	1,000	-	-	(1,000)	-100.0%
		<u>9,619</u>	<u>8,000</u>	<u>7,600</u>	<u>8,000</u>	<u>-</u>	<u>0.0%</u>
Total President's Office		<u>822,395</u>	<u>754,359</u>	<u>743,528</u>	<u>711,706</u>	<u>(42,653)</u>	<u>-5.7%</u>

2022 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.

2021 Accomplishments

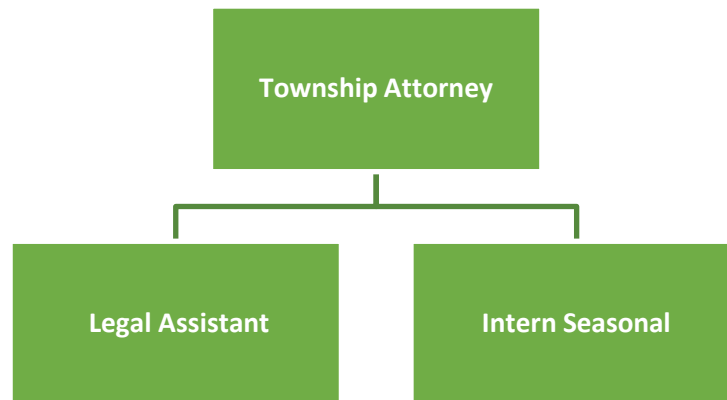
- Developed, presented and/or assisted in the planning and implementation of new or revised policies, procedures and programs to meet executive management and Board goals.
- Advised Township Board, President/General Manager and departments of new legislation, agency rules/regulations, court cases or regulatory opinions that may impact their operations, particularly employment law changes.
- 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 furthering, drafting and determining supporting foundational documents for possible incorporation.
- Implemented training program to ensure accuracy in contracting, and preliminary insurance document review.
- Drafted, negotiated, and coordinated legal documents necessary for transfer of Brazos Transit District assets.

2022 Objectives

- Support and advance the Township's strategic objective to provide high quality, cost effective legal services to the President/General Manager, staff, and the Board through preventive 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 standard 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 President/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 legal issues with legal consultants, as they arise.



Organization Chart



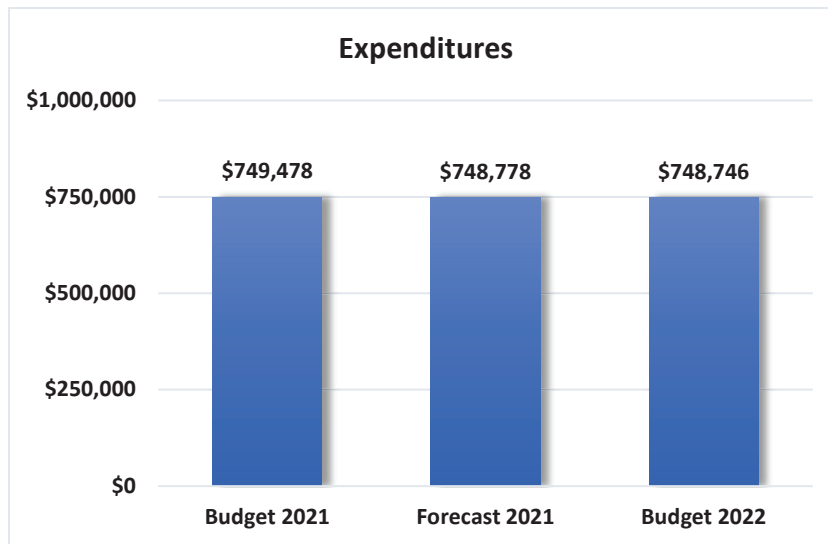
STAFFING - FTE COUNT	Budget 2021	Budget 2022	Change
Township Attorney	1.00	1.00	0.00
Legal Assistant	1.00	1.00	0.00
Intern Seasonal	0.25	0.25	0.00
TOTAL	2.25	2.25	0.00
Position(s) added in 2022 Budget	0.00	0.00	0.00

2022 Legal Budget Plan



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 296,578	\$ 240,368	\$ 296,946	\$ 368	0.1%
Staff Development	3,200	3,200	3,200	-	0.0%
Equipment Expense	1,900	1,300	1,300	(600)	-31.6%
Contracted Services	437,000	493,110	436,500	(500)	-0.1%
Administrative Expense	10,800	10,800	10,800	-	0.0%
Total	\$ 749,478	\$ 748,778	\$ 748,746	\$ (732)	-0.1%



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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
LEGAL SERVICES - Dept 115							
Salaries and Benefits							
Salaries and Wages	100-115-5010-0000-10	180,763	235,516	186,016	241,257	5,741	2.4%
Overtime	100-115-5011-0000-10	-	1,200	600	600	(600)	-50.0%
Employee Benefits - FICA	100-115-5020-0000-10	10,849	15,766	11,826	16,159	393	2.5%
Employee Benefits - TEC	100-115-5021-0000-10	178	288	144	504	216	75.0%
Employee Benefits - Retirement	100-115-5030-0000-10	24,378	26,095	25,930	26,598	503	1.9%
Employee Benefits - Insurance	100-115-5031-0000-10	15,992	17,462	15,694	11,572	(5,890)	-33.7%
Employee Benefits - Workers Comp	100-115-5032-0000-10	153	251	158	256	5	2.1%
		232,313	296,578	240,368	296,946	368	0.1%
Staff Development							
Meetings	100-115-5100-0000-10	-	200	200	200	-	0.0%
Training & Conferences	100-115-5120-0000-10	2,373	3,000	3,000	3,000	-	0.0%
		2,373	3,200	3,200	3,200	-	0.0%
Equipment Expense							
Equipment	100-115-5330-0000-10	316	1,000	600	600	(400)	-40.0%
Data Services	100-115-5335-0000-10	569	900	700	700	(200)	-22.2%
		885	1,900	1,300	1,300	(600)	-31.6%
Contracted Services							
Filing Fees	100-115-5497-0000-10	1,335	2,000	1,500	1,500	(500)	-25.0%
Contract Labor	100-115-5407-0000-10	58,374	-	56,610	-	-	-
Legal	100-115-5402-0000-10	449,319	435,000	435,000	435,000	-	0.0%
		509,029	437,000	493,110	436,500	(500)	-0.1%
Administrative Expense							
Supplies	100-115-5800-0000-10	752	700	700	700	-	0.0%
Dues & Subscriptions	100-115-5802-0000-10	11,383	10,000	10,000	10,000	-	0.0%
Mileage Reimbursement	100-115-5804-0000-10	29	100	100	100	-	0.0%
		12,164	10,800	10,800	10,800	-	0.0%
Total Legal Services		756,763	749,478	748,778	748,746	(732)	-0.1%

2022 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.

2021 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 the 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.
- Began review and tracking of legislation for the 87th Texas Legislature in November. Identified bills with potential impact on Township. Bills found to have an impact on the Township are tracked through the entire legislative process and addressed as appropriate.
- 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.

2022 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.
- 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 and Public Utility Commission of Texas 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.

2022 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 2023 legislative session, the following actions will need to take place in 2022:
 - 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.

2022 Intergovernmental Relations Budget Plan



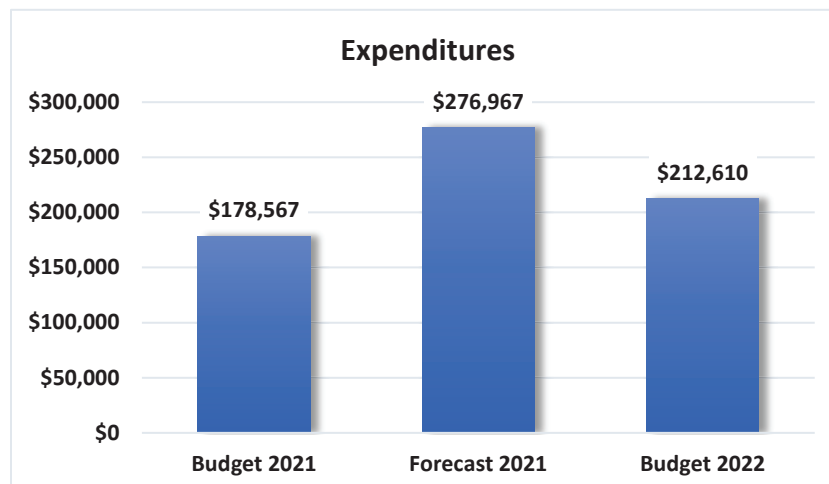
Organization Chart

Intergovernmental
Relations Manager

STAFFING - FTE COUNT	Budget 2021	Budget 2022	Change
Intergovernmental Relations Manager	1.00	1.00	0.00
TOTAL	1.00	1.00	0.00
Position(s) added in 2022 Budget	0.00	0.00	0.00

Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 150,367	\$ 149,567	\$ 154,210	\$ 3,843	2.6%
Staff Development	1,800	2,000	3,000	1,200	66.7%
Equipment Expense	1,200	1,200	1,200	-	0.0%
Contracted Services	20,000	120,000	50,000	30,000	150.0%
Administrative Expense	5,200	4,200	4,200	(1,000)	-19.2%
Total	\$ 178,567	\$ 276,967	\$ 212,610	\$ 34,043	19.1%



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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
INTERGOVERNMENTAL RELATIONS - Dept 120							
Salaries and Benefits							
Salaries and Wages	100-120-5010-0000-10	103,756	104,054	104,054	107,170	3,116	3.0%
Employee Benefits - FICA	100-120-5020-0000-10	7,377	7,960	7,960	8,199	239	3.0%
Employee Benefits - TEC	100-120-5021-0000-10	161	144	144	252	108	75.0%
Employee Benefits - Retirement	100-120-5030-0000-10	14,357	13,874	13,874	14,289	415	3.0%
Employee Benefits - Insurance	100-120-5031-0000-10	19,437	24,222	23,422	24,190	(32)	-0.1%
Employee Benefits - Workers Comp	100-120-5032-0000-10	69	113	113	110	(3)	-2.3%
		145,157	150,367	149,567	154,210	3,843	2.6%
Staff Development							
Meetings	100-120-5100-0000-10	59	800	800	500	(300)	-37.5%
Training & Conferences	100-120-5120-0000-10	-	1,000	1,200	2,500	1,500	150.0%
		59	1,800	2,000	3,000	1,200	66.7%
Equipment Expense							
Data Services	100-120-5335-0000-10	1,083	1,200	1,200	1,200	-	0.0%
		1,083	1,200	1,200	1,200	-	0.0%
Contracted Services							
Consulting	100-120-5401-0000-10	-	-	100,000	30,000	30,000	
Legal	100-120-5402-0000-10	-	20,000	20,000	20,000	-	0.0%
		-	20,000	120,000	50,000	30,000	150.0%
Administrative Expense							
Supplies	100-120-5800-0000-10	-	200	200	200	-	0.0%
Dues & Subscriptions	100-120-5802-0000-10	360	2,800	2,800	2,800	-	0.0%
Mileage Reimbursement	100-120-5804-0000-10	110	2,200	1,200	1,200	(1,000)	-45.5%
		470	5,200	4,200	4,200	(1,000)	-19.2%
Total Intergovernmental Relations		146,770	178,567	276,967	212,610	34,043	19.1%

2022 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.

2021 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 2021, even though the national trend increase in health care costs is 5.9%. Dental insurance also remained flat, with no increase projected.
- 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.
- 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.

2022 Human Resources Department Budget Plan



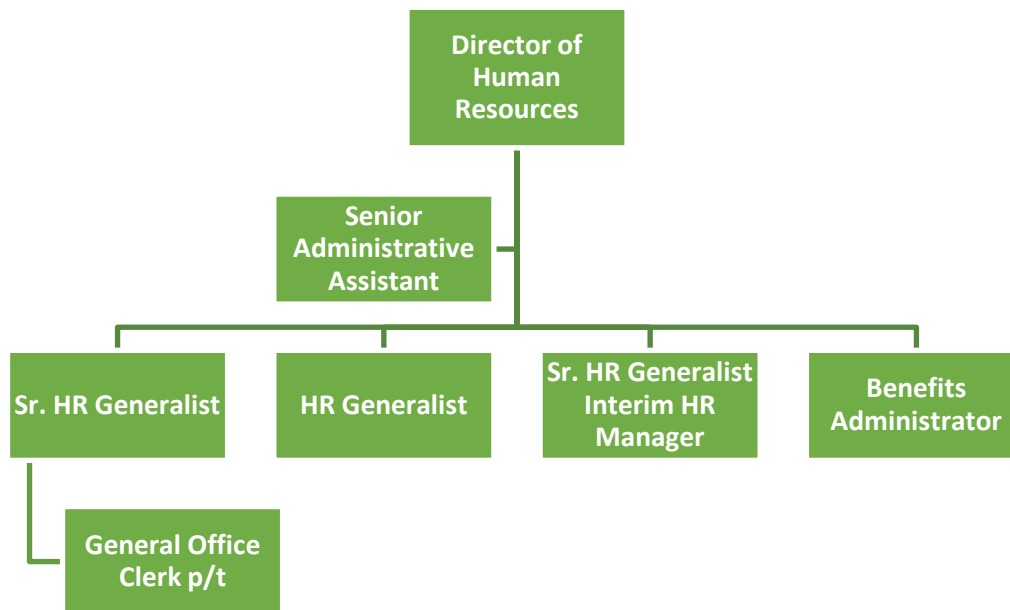
2022 Objectives

- Conduct a compensation study to ensure appropriateness and competitiveness of the Township's salary and benefits structure.
- 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.
- 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.

2022 Human Resources Department Budget Plan



Organization Chart



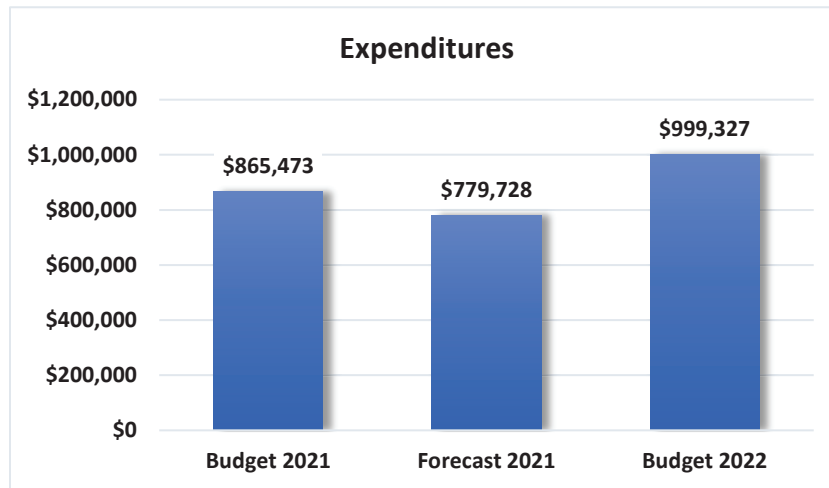
STAFFING - FTE COUNT	Budget 2021	Budget 2022	Change
Director of Human Resources	1.00	1.00	0.00
Sr. HR Generalist	2.00	2.00	0.00
Benefits Administrator	1.00	1.00	0.00
HR Generalist	1.00	1.00	0.00
Senior Admin Assistant	1.00	1.00	0.00
General Office Clerk	0.25	0.25	0.00
TOTAL	6.25	6.25	0.00
Position(s) added in 2022 Budget	0.00	0.00	0.00

2022 Human Resources Department Budget Plan



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 641,023	\$ 554,828	\$ 662,577	\$ 21,554	3.4%
Staff Development	30,400	27,200	51,200	20,800	68.4%
Equipment Expense	2,050	1,400	1,850	(200)	-9.8%
Contracted Services	174,400	179,000	266,400	92,000	52.8%
Public Education/Relations	6,000	6,000	6,000	-	0.0%
Administrative Expense	11,600	11,300	11,300	(300)	-2.6%
Total	\$ 865,473	\$ 779,728	\$ 999,327	\$ 133,854	15.5%



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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
HUMAN RESOURCES - Dept 130							
Salaries and Benefits							
Salaries and Wages	100-130-5010-0000-10	453,797	465,958	395,958	490,368	24,410	5.2%
Overtime	100-130-5011-0000-10	1,173	700	700	700	-	0.0%
Employee Benefits - FICA	100-130-5020-0000-10	31,389	34,486	29,131	36,551	2,065	6.0%
Employee Benefits - TEC	100-130-5021-0000-10	1,012	995	995	1,748	753	75.7%
Employee Benefits - Retirement	100-130-5030-0000-10	56,805	61,443	53,043	57,043	(4,400)	-7.2%
Employee Benefits - Insurance	100-130-5031-0000-10	64,431	76,940	74,500	75,641	(1,299)	-1.7%
Employee Benefits - Workers Comp	100-130-5032-0000-10	3,269	501	501	526	25	4.9%
		<u>611,875</u>	<u>641,023</u>	<u>554,828</u>	<u>662,577</u>	<u>21,554</u>	<u>3.4%</u>
Staff Development							
Meetings	100-130-5100-0000-10	-	400	200	200	(200)	-50.0%
Training & Conferences	100-130-5120-0000-10	13,210	9,000	9,000	25,000	16,000	177.8%
Tuition Reimbursement	100-130-5140-0000-10	4,091	9,000	6,000	6,000	(3,000)	-33.3%
Employee Events/Recognition	100-130-5150-0000-10	19,133	12,000	12,000	20,000	8,000	66.7%
		<u>36,434</u>	<u>30,400</u>	<u>27,200</u>	<u>51,200</u>	<u>20,800</u>	<u>68.4%</u>
Equipment Expense							
Equipment	100-130-5330-0000-10	328	1,200	1,000	1,000	(200)	-16.7%
Data Services	100-130-5335-0000-10	591	850	400	850	-	0.0%
		<u>919</u>	<u>2,050</u>	<u>1,400</u>	<u>1,850</u>	<u>(200)</u>	<u>-9.8%</u>
Contracted Services							
Legal - Employee Relations	100-130-5403-0000-10	1,053	15,000	15,000	15,000	-	0.0%
Contract Labor	100-130-5407-0000-10	333	3,000	7,600	30,000	27,000	900.0%
Recruiting Fees	100-130-5408-0000-10	102,304	99,000	99,000	99,000	-	0.0%
Drug Testing	100-130-5409-0000-10	7,011	12,000	12,000	12,000	-	0.0%
Other	100-130-5499-0000-10	48,866	45,400	45,400	110,400	65,000	143.2%
		<u>159,567</u>	<u>174,400</u>	<u>179,000</u>	<u>266,400</u>	<u>92,000</u>	<u>52.8%</u>
Public Education/Relations							
Advertising	100-130-5704-0000-10	3,133	6,000	6,000	6,000	-	0.0%
		<u>3,133</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>	<u>-</u>	<u>0.0%</u>
Administrative Expense							
Supplies	100-130-5800-0000-10	2,683	2,500	2,500	2,500	-	0.0%
Dues & Subscriptions	100-130-5802-0000-10	1,033	1,200	1,200	1,200	-	0.0%
Printing	100-130-5803-0000-10	-	800	500	500	(300)	-37.5%
Mileage Reimbursement	100-130-5804-0000-10	86	600	600	600	-	0.0%
Affordable Care Tax	100-130-5810-0000-10	1,595	1,500	1,500	1,500	-	0.0%
Other Admin	100-130-5899-0000-10	5,078	5,000	5,000	5,000	-	0.0%
		<u>10,475</u>	<u>11,600</u>	<u>11,300</u>	<u>11,300</u>	<u>(300)</u>	<u>-2.6%</u>
Total Human Resources		<u>822,402</u>	<u>865,473</u>	<u>779,728</u>	<u>999,327</u>	<u>133,854</u>	<u>15.5%</u>

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2022 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.

2021 Accomplishments

- Standard & Poor's raised its credit rating on the Township's general obligation debt from "AA" to "AA+", which is the highest bond rating achieved in the State of Texas for an unincorporated community. Only 4% of local government jurisdictions in the state of Texas hold an AA+ rating.
- Refinanced \$8.13 million in debt originally issued in 2011 and 2012 with an average interest rate of 3.1% to a historically low all-in interest cost of 1.224%, saving taxpayers in the Township \$884,323.
- Received the award for the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.
- Received the 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.

2022 Finance Department Budget Plan



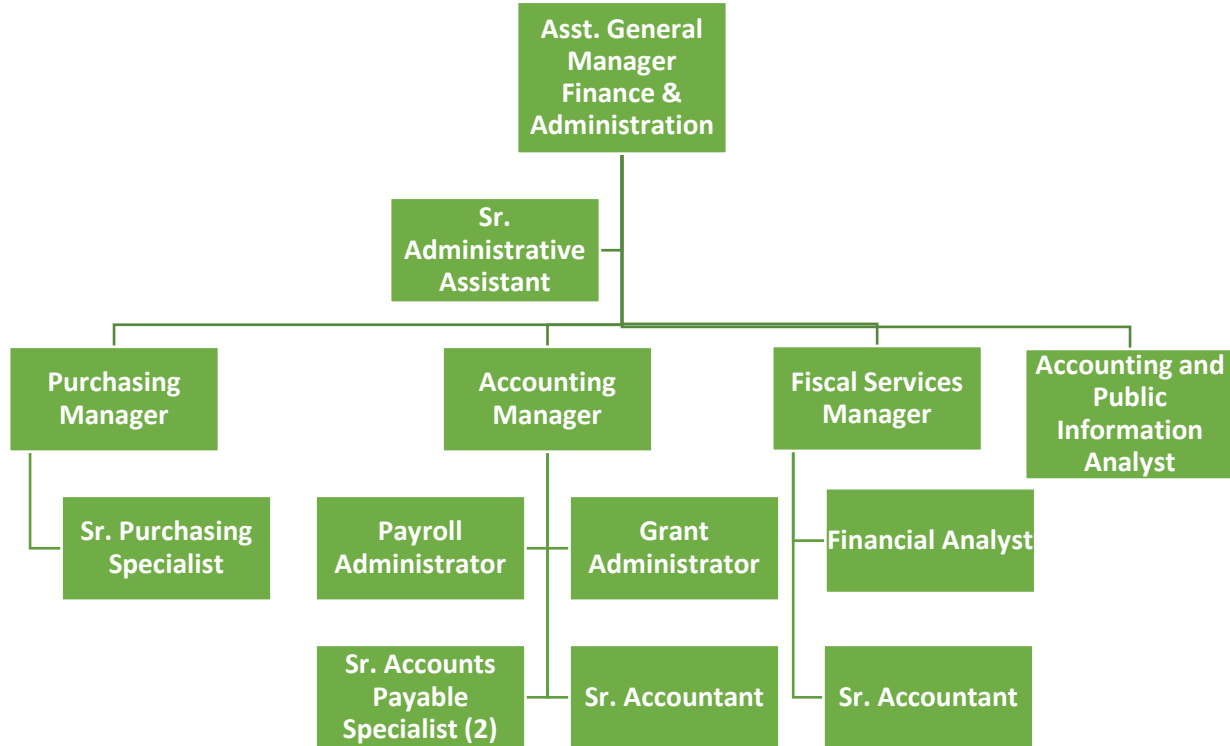
2022 Objectives

- 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.
- 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.

2022 Finance Department Budget Plan



Organization Chart



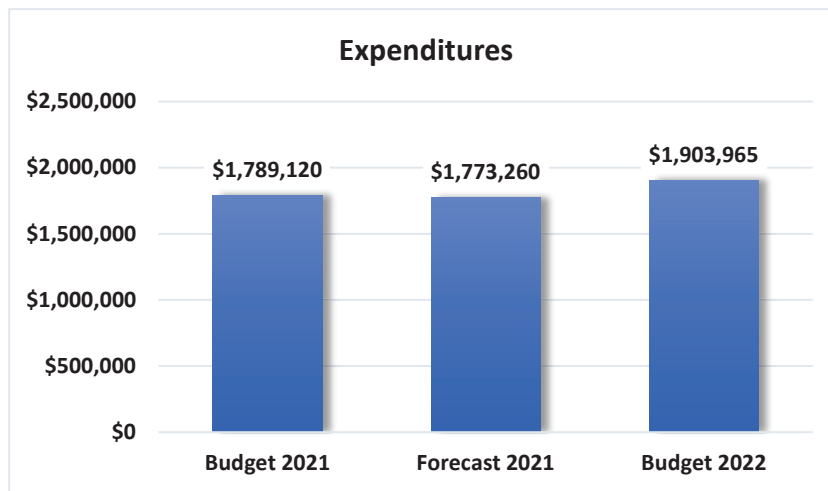
STAFFING - FTE COUNT	Budget 2021	Budget 2022	Change
Assistant General Manager - Finance and Administration	1.00	1.00	0.00
Fiscal Services Manager	1.00	1.00	0.00
Accounting Manager	1.00	1.00	0.00
Financial Analyst	1.00	1.00	0.00
Grant Administrator	1.00	1.00	0.00
Purchasing Manager	1.00	1.00	0.00
Senior Purchasing Specialist	1.00	1.00	0.00
Senior Accountant	2.00	2.00	0.00
Accounting Analyst	1.00	1.00	0.00
Payroll Analyst	1.00	1.00	0.00
Senior Accounts Payable Specialist	2.00	2.00	0.00
Senior Administrative Assistant	1.00	1.00	0.00
TOTAL	14.00	14.00	0.00
Position(s) added in 2022 Budget	0.00	0.00	0.00

2022 Finance Department Budget Plan



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 1,524,320	\$ 1,519,910	\$ 1,603,765	\$ 79,445	5.2%
Staff Development	4,300	4,300	4,300	-	0.0%
Equipment Expense	3,200	3,050	3,200	-	0.0%
Contracted Services	245,600	233,800	280,500	34,900	14.2%
Administrative Expense	11,700	12,200	12,200	500	4.3%
Total	\$ 1,789,120	\$ 1,773,260	\$ 1,903,965	\$ 114,845	6.4%



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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
FINANCE - Dept 140							
Salaries and Benefits							
Salaries and Wages	100-140-5010-0000-10	1,115,197	1,129,241	1,129,241	1,176,974	47,733	4.2%
Overtime	100-140-5011-0000-10	664	3,500	3,500	3,500	-	0.0%
Employee Benefits - FICA	100-140-5020-0000-10	78,500	83,408	83,408	86,883	3,475	4.2%
Employee Benefits - TEC	100-140-5021-0000-10	2,216	2,016	2,016	3,528	1,512	75.0%
Employee Benefits - Retirement	100-140-5030-0000-10	130,089	137,584	137,584	139,974	2,390	1.7%
Employee Benefits - Insurance	100-140-5031-0000-10	122,362	167,348	162,938	191,639	24,291	14.5%
Employee Benefits - Workers Comp	100-140-5032-0000-10	745	1,223	1,223	1,267	44	3.6%
		<u>1,449,774</u>	<u>1,524,320</u>	<u>1,519,910</u>	<u>1,603,765</u>	<u>79,445</u>	<u>5.2%</u>
Staff Development							
Meetings	100-140-5100-0000-10	11	300	300	300	-	0.0%
Training & Conferences	100-140-5120-0000-10	395	4,000	4,000	4,000	-	0.0%
		<u>406</u>	<u>4,300</u>	<u>4,300</u>	<u>4,300</u>	<u>-</u>	<u>0.0%</u>
Equipment Expense							
Equipment	100-140-5330-0000-10	43	2,000	1,700	1,700	(300)	-15.0%
Data Services	100-140-5335-0000-10	1,083	1,200	1,350	1,500	300	25.0%
		<u>1,126</u>	<u>3,200</u>	<u>3,050</u>	<u>3,200</u>	<u>-</u>	<u>0.0%</u>
Contracted Services							
Consulting	100-140-5401-0000-10	7,500	10,000	2,500	2,500	(7,500)	-75.0%
Audit Fees	100-140-5404-0000-10	100,204	112,300	107,600	153,300	41,000	36.5%
Payroll Processing Fees	100-140-5405-0000-10	122,937	121,300	123,700	124,700	3,400	2.8%
Contract Labor	100-140-5407-0000-10	728	2,000	-	-	(2,000)	-100.0%
		<u>231,369</u>	<u>245,600</u>	<u>233,800</u>	<u>280,500</u>	<u>34,900</u>	<u>14.2%</u>
Administrative Expense							
Supplies	100-140-5800-0000-10	7,433	7,000	7,500	7,500	500	7.1%
Dues & Subscriptions	100-140-5802-0000-10	3,677	3,000	3,000	3,000	-	0.0%
Mileage Reimbursement	100-140-5804-0000-10	-	200	200	200	-	0.0%
Bank Fees	100-140-5805-0000-10	2,535	500	500	500	-	0.0%
Public Notices	100-140-5895-0000-10	-	1,000	1,000	1,000	-	0.0%
		<u>13,644</u>	<u>11,700</u>	<u>12,200</u>	<u>12,200</u>	<u>500</u>	<u>4.3%</u>
Total Finance		<u>1,696,319</u>	<u>1,789,120</u>	<u>1,773,260</u>	<u>1,903,965</u>	<u>114,845</u>	<u>6.4%</u>

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2022 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)

2021 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
- Upgraded VDI Video Playback Performance
- Implemented Digital Signatures
- Implemented VDI Software
- Implement Microsoft Teams
- Implemented Remote Work Capabilities
- Implemented Zoom Board Meetings
- Implemented Park Amenities GIS Map
- Implemented Park AV Equipment
- Implemented Mosquito Testing GIS Application
- Upgraded Fire Department Portable Radios

2022 Objectives

- Upgrade desktop and laptop computers
- Upgrade servers and software
- Upgrade network infrastructure
- Upgrade/Expand Rec Center AV Systems
- Expand Storage Area Network
- Replace the Accela Asset Management System
- Replace the Accela Land Management System

2022 Information Technology Department Budget Plan

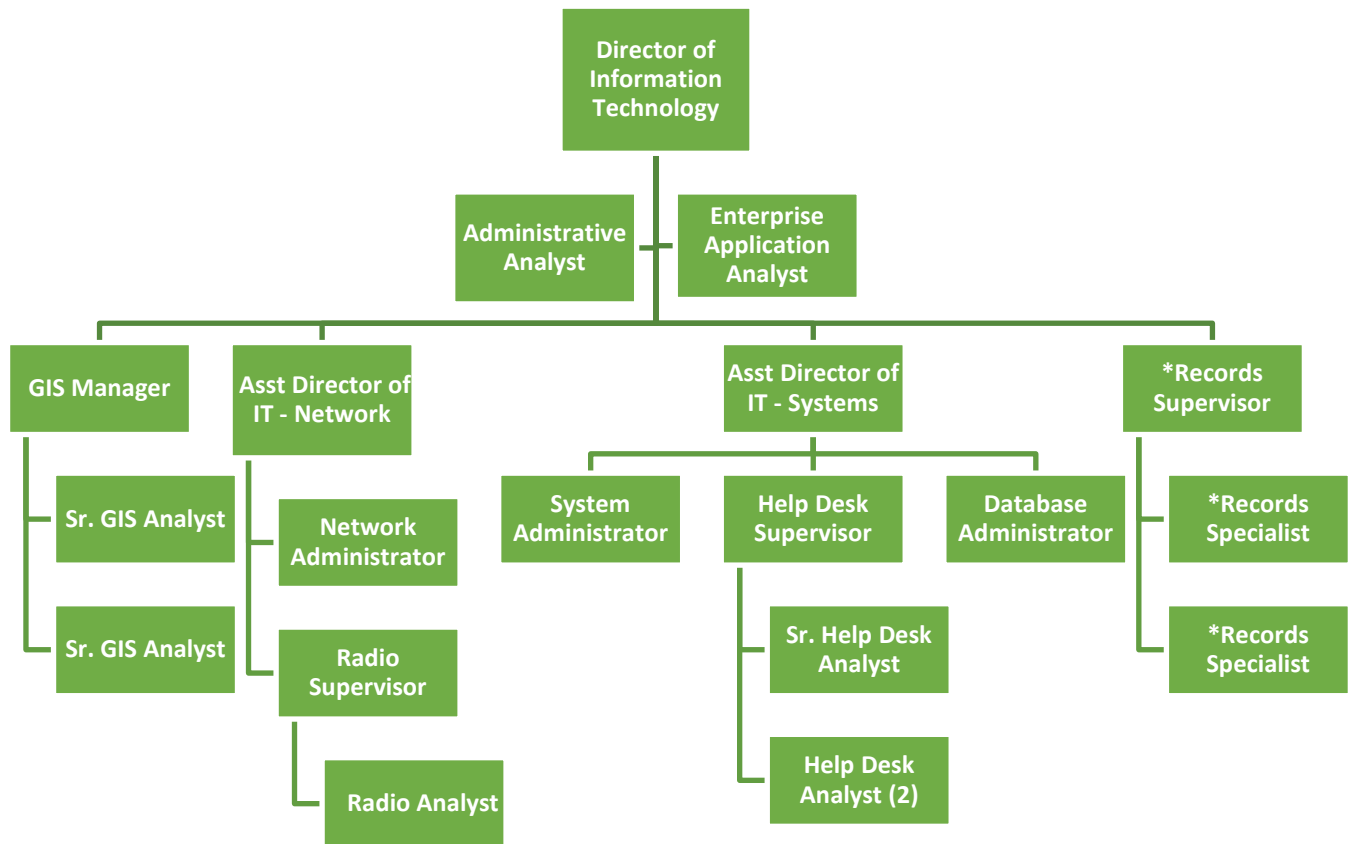


- Replace Fire Department Mobile Data Computers
- Replace Parks Mobile Data Computers
- Replace Conference Room Solstice Pods
- Replace Storage Area Network
- Replace Fire Dispatch Exacom Audio Recorder
- Upgrade Conference Rooms with Teams Room Device
- Upgrade network infrastructure
- Upgrade Microsoft Office 365
- Upgrade Phone System
- Upgrade/Expand Fire Station Video Management Systems
- Outfit replacement Fire Apparatus with Mobile Data Computers and Radio equipment

2022 Information Technology Department Budget Plan



Organization Chart



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

2022 Information Technology Department Budget Plan



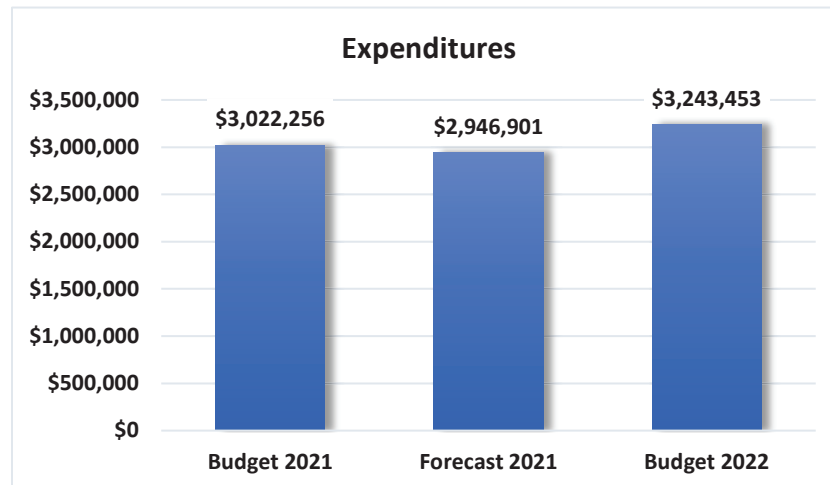
STAFFING – FTE COUNT	Budget 2021	Budget 2022	Change
Director of Information Technology	1.00	1.00	0.00
Asst. Director of IT – Network	1.00	1.00	0.00
Asst. Director of IT – Systems	1.00	1.00	0.00
Systems Administrator	1.00	1.00	0.00
Network Administrator	1.00	1.00	0.00
Database Administrator	1.00	1.00	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	1.00	1.00	0.00
TOTAL	17.00	17.00	0.00
Position(s) added in 2022 Budget	0.00	0.00	0.00

2022 Information Technology Department Budget Plan



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 1,829,356	\$ 1,798,201	\$ 1,876,353	\$ 46,997	2.6%
Staff Development	24,400	24,400	24,400	-	0.0%
Facility Expense	164,000	164,000	164,000	-	0.0%
Equipment Expense	87,900	73,900	53,900	(34,000)	-38.7%
Contracted Services	914,100	884,100	1,122,500	208,400	22.8%
Administrative Expense	2,500	2,300	2,300	(200)	-8.0%
Total	\$ 3,022,256	\$ 2,946,901	\$ 3,243,453	\$ 221,197	7.3%



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

Budget Code		Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
INFORMATION TECHNOLOGY - Dept 150							
Salaries and Benefits							
Salaries and Wages	100-150-5010-0000-10	1,229,677	1,339,729	1,315,441	1,379,637	39,908	3.0%
Overtime	100-150-5011-0000-10	26,993	22,000	27,000	22,000	-	0.0%
Employee Benefits - FICA	100-150-5020-0000-10	91,850	103,242	101,370	106,328	3,086	3.0%
Employee Benefits - TEC	100-150-5021-0000-10	3,040	2,448	2,448	4,284	1,836	75.0%
Employee Benefits - Retirement	100-150-5030-0000-10	121,148	138,402	131,769	133,058	(5,344)	-3.9%
Employee Benefits - Insurance	100-150-5031-0000-10	151,006	222,078	218,716	229,532	7,454	3.4%
Employee Benefits - Workers Comp	100-150-5032-0000-10	864	1,457	1,457	1,514	57	3.9%
		1,624,578	1,829,356	1,798,201	1,876,353	46,997	2.6%
Staff Development							
Meetings	100-150-5100-0000-10	54	400	400	400	-	0.0%
Training & Conferences	100-150-5120-0000-10	16,528	24,000	24,000	24,000	-	0.0%
		16,582	24,400	24,400	24,400	-	0.0%
Facility Expense							
Telephone	100-150-5210-0000-10	156,998	164,000	164,000	164,000	-	0.0%
		156,998	164,000	164,000	164,000	-	0.0%
Equipment Expense							
Equipment	100-150-5330-0000-10	5,390	8,400	8,400	8,400	-	0.0%
Equipment - Small Hardware	100-150-5330-9000-10	50,523	10,500	10,500	10,500	-	0.0%
Equipment - Software	100-150-5330-9000-10	-	40,000	30,000	10,000	(30,000)	-75.0%
Data Services	100-150-5335-0000-10	14,077	17,000	17,000	17,000	-	0.0%
Equipment Repair & Maintenance	100-150-5365-0000-10	1,160	12,000	8,000	8,000	(4,000)	-33.3%
		71,151	87,900	73,900	53,900	(34,000)	-38.7%
Contracted Services							
Computer Support	100-150-5400-0000-10	537,258	651,900	621,900	792,500	140,600	21.6%
Contract Labor	100-150-5407-0000-10	5,612	34,000	34,000	34,000	-	0.0%
Other Contracted Services	100-150-5499-0000-10	163,748	228,200	228,200	296,000	67,800	29.7%
		706,618	914,100	884,100	1,122,500	208,400	22.8%
Administrative Expense							
Supplies	100-150-5800-0000-10	-	1,000	1,000	1,000	-	0.0%
Dues & Subscriptions	100-150-5802-0000-10	335	1,000	1,000	1,000	-	0.0%
Mileage Reimbursement	100-150-5804-0000-10	56	500	300	300	(200)	-40.0%
		391	2,500	2,300	2,300	(200)	-8.0%
Total Information Technology		2,576,318	3,022,256	2,946,901	3,243,453	221,197	7.3%

2022 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

2021 Accomplishments

- Continued excellent response to all Public Information Requests from the public
- Completed Commercial property files digitizing project

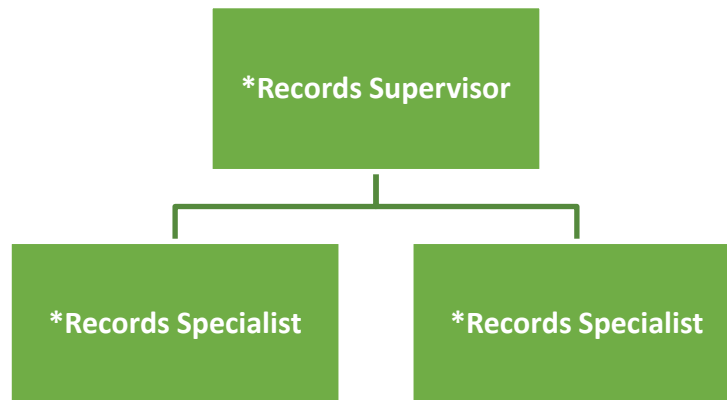
2022 Objectives

- 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

2022 Records Management Department Budget Plan



Organization Chart



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

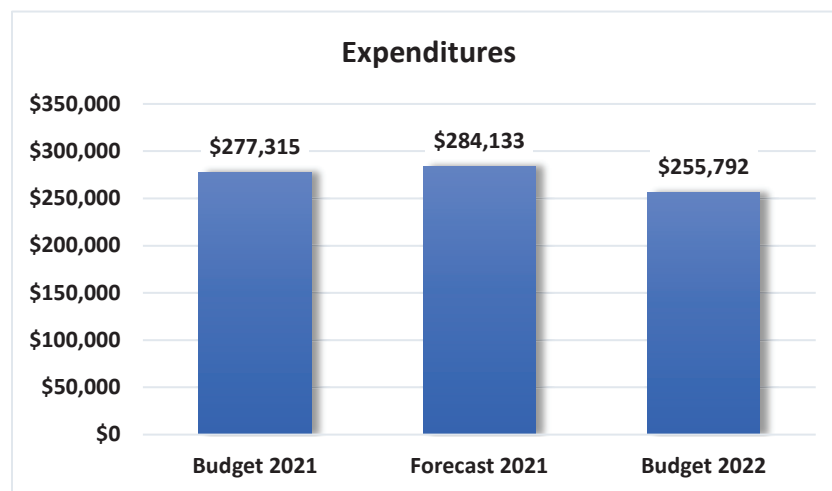
STAFFING - FTE COUNT	Budget 2021	Budget 2022	Change
Records Supervisor	1.00	1.00	0.00
Records Specialist	2.00	2.00	0.00
TOTAL	3.00	3.00	0.00
Position(s) added in 2022 Budget	0.00	0.00	0.00

2022 Records Management Department Budget Plan



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 220,915	\$ 225,733	\$ 234,392	\$ 13,477	6.1%
Staff Development	1,300	1,300	1,300	-	0.0%
Equipment Expense	1,000	1,000	1,000	-	0.0%
Contracted Services	52,000	54,000	17,000	(35,000)	-67.3%
Administrative Expense	2,100	2,100	2,100	-	0.0%
Total	\$ 277,315	\$ 284,133	\$ 255,792	\$ (21,523)	-7.8%



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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
RECORDS/PROPERTY DATA MGMT - Dept 160							
Salaries and Benefits							
Salaries and Wages	100-160-5010-0000-10	156,652	160,362	161,452	168,158	7,796	4.9%
Overtime	100-160-5011-0000-10	631	3,000	1,500	1,500	(1,500)	-50.0%
Employee Benefits - FICA	100-160-5020-0000-10	11,040	12,497	12,580	12,979	482	3.9%
Employee Benefits - TEC	100-160-5021-0000-10	461	432	432	756	324	75.0%
Employee Benefits - Retirement	100-160-5030-0000-10	16,055	11,270	16,415	17,247	5,977	53.0%
Employee Benefits - Insurance	100-160-5031-0000-10	31,589	33,175	33,175	33,568	393	1.2%
Employee Benefits - Workers Comp	100-160-5032-0000-10	140	179	179	184	5	2.9%
		216,568	220,915	225,733	234,392	13,477	6.1%
Staff Development							
Meetings	100-160-5100-0000-10	-	100	100	100	-	0.0%
Training & Conferences	100-160-5120-0000-10	-	1,200	1,200	1,200	-	0.0%
		-	1,300	1,300	1,300	-	0.0%
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	-	35,000	35,000	-	(35,000)	-100.0%
Records Storage	100-160-5410-0000-10	12,220	12,000	14,000	12,000	-	0.0%
Other Contracted Services	100-160-5499-0000-10	4,467	5,000	5,000	5,000	-	0.0%
		16,688	52,000	54,000	17,000	(35,000)	-67.3%
Administrative Expense							
Supplies	100-160-5800-0000-10	197	1,500	1,500	1,500	-	0.0%
Dues & Subscriptions	100-160-5802-0000-10	225	500	500	500	-	0.0%
Mileage Reimbursement	100-160-5804-0000-10	-	100	100	100	-	0.0%
		422	2,100	2,100	2,100	-	0.0%
Total Records/Property Data Mgmt		233,678	277,315	284,133	255,792	(21,523)	-7.8%

2022 Township Secretary's Office Department Budget Plan



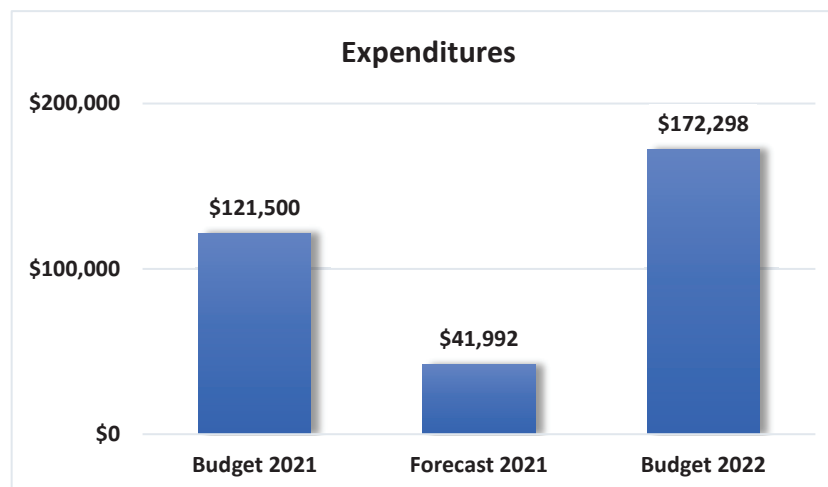
Organization Chart

Township Secretary

STAFFING - FTE COUNT	Budget 2021	Budget 2022	Change
Township Secretary	1.00	1.00	0.00
TOTAL	1.00	1.00	0.00
Position(s) added in 2022 Budget	0.00	0.00	0.00

Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 111,000	\$ 35,592	\$ 151,898	\$ 40,898	36.8%
Staff Development	3,000	1,500	3,000	-	0.0%
Equipment Expense	3,100	2,400	3,000	(100)	-3.2%
Contracted Services	-	-	10,000	10,000	
Administrative Expense	4,400	2,500	4,400	-	0.0%
Total	\$ 121,500	\$ 41,992	\$ 172,298	\$ 50,798	41.8%



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

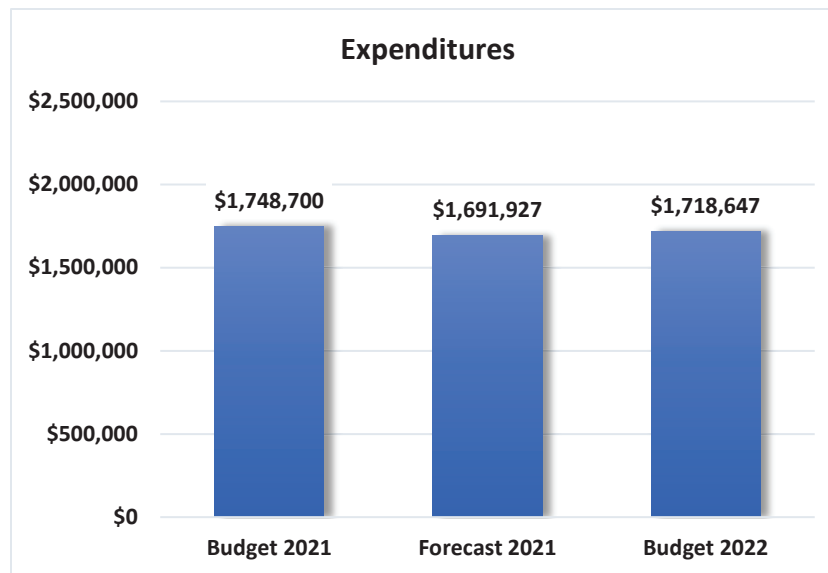
Budget Code		Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
TOWNSHIP SECRETARY - Dept 165							
Salaries and Benefits							
Salaries and Wages	100-165-5010-0000-10	-	88,500	29,500	118,885	30,385	34.3%
Employee Benefits - FICA	100-165-5020-0000-10	-	6,770	2,257	9,095	2,325	34.3%
Employee Benefits - TEC	100-165-5021-0000-10	-	145	145	252	107	73.8%
Employee Benefits - Retirement	100-165-5030-0000-10	-	4,470	-	8,916	4,446	99.5%
Employee Benefits - Insurance	100-165-5031-0000-10	-	10,905	3,635	14,540	3,635	33.3%
Employee Benefits - Workers Comp	100-165-5032-0000-10	-	210	55	210	-	0.0%
		-	111,000	35,592	151,898	40,898	36.8%
Staff Development							
Training & Conferences	100-165-5120-0000-10	-	3,000	1,500	3,000	-	0.0%
		-	3,000	1,500	3,000	-	0.0%
Equipment Expense							
Equipment	100-165-5330-0000-10	-	2,000	2,000	2,000	-	0.0%
Data Services	100-165-5335-0000-10	-	1,100	400	1,000	(100)	-9.1%
		-	3,100	2,400	3,000	(100)	-3.2%
Contracted Services							
Other Contracted Services	100-165-5499-0000-10	-	-	-	10,000	10,000	
		-	-	-	10,000	10,000	
Administrative Expense							
Supplies	100-165-5800-0000-10	-	1,400	500	1,400	-	0.0%
Dues & Subscriptions	100-165-5802-0000-10	-	3,000	2,000	3,000	-	0.0%
		-	4,400	2,500	4,400	-	0.0%
Total Township Secretary		-	121,500	41,992	172,298	50,798	41.8%

2022 Non Departmental



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Facility Expense	\$ 329,000	\$ 332,000	\$ 332,000	\$ 3,000	0.9%
Equipment Expense	114,400	114,400	114,400	-	0.0%
Contracted Services	580,100	543,927	526,847	(53,253)	-9.2%
Administrative Expense	725,200	701,600	745,400	20,200	2.8%
Total	\$ 1,748,700	\$ 1,691,927	\$ 1,718,647	\$ (30,053)	-1.7%



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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
NON-DEPARTMENTAL - Dept 190							
Facility Expense							
Utilities	100-190-5220-0000-10	171,678	135,000	140,000	140,000	5,000	3.7%
Facility Repair & Maintenance	100-190-5230-0000-10	140,802	120,000	120,000	120,000	-	0.0%
Facility Supplies	100-190-5240-0000-10	5,525	22,000	20,000	20,000	(2,000)	-9.1%
Custodial Services	100-190-5280-0000-10	48,307	52,000	52,000	52,000	-	0.0%
		<u>366,312</u>	<u>329,000</u>	<u>332,000</u>	<u>332,000</u>	<u>3,000</u>	<u>0.9%</u>
Equipment Expense							
Copier Lease & Maintenance	100-190-5340-0000-10	75,420	103,200	103,200	103,200	-	0.0%
Postage Equip/Supplies/Maint	100-190-5345-0000-10	10,631	11,200	11,200	11,200	-	0.0%
		<u>86,051</u>	<u>114,400</u>	<u>114,400</u>	<u>114,400</u>	<u>-</u>	<u>0.0%</u>
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	29,002	95,000	95,000	65,000	(30,000)	-31.6%
Property Tax Admin Fees	100-190-5412-0000-10	445,176	468,900	432,727	445,647	(23,253)	-5.0%
		<u>490,378</u>	<u>580,100</u>	<u>543,927</u>	<u>526,847</u>	<u>(53,253)</u>	<u>-9.2%</u>
Administrative Expense							
Supplies	100-190-5800-0000-10	17,089	37,500	33,000	37,500	-	0.0%
Postage and Delivery	100-190-5801-0000-10	56,161	80,400	70,400	80,400	-	0.0%
Printing	100-190-5803-0000-10	3,540	8,000	7,000	7,000	(1,000)	-12.5%
Insurance	100-190-5808-0000-10	588,089	594,300	586,200	615,500	21,200	3.6%
Other Admin	100-190-5899-0000-10	3,152	5,000	5,000	5,000	-	0.0%
		<u>668,031</u>	<u>725,200</u>	<u>701,600</u>	<u>745,400</u>	<u>20,200</u>	<u>2.8%</u>
Total Non-Departmental		<u>1,610,772</u>	<u>1,748,700</u>	<u>1,691,927</u>	<u>1,718,647</u>	<u>(30,053)</u>	<u>-1.7%</u>

2022 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
- Neighborhood Services - The Woodlands Township Neighborhood Watch
 - Detailed in separate budget

2021 Accomplishments

- Montgomery County Sheriff's Office - Patrol, The Woodlands Township Division, employed ninety-two 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 pro-active crime prevention programming in partnership with The Woodlands Township Neighborhood Watch. Due to COVID19, programming was presented through virtual programming when available.
- Continued community and tourism oriented policing initiatives.

2022 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, through a continued partnership with The Woodlands Township Neighborhood Watch.
- 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.
- Continue to coordinate law enforcement at several large community events.

2022 Law Enforcement Services Department Budget Plan



Organization Chart



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

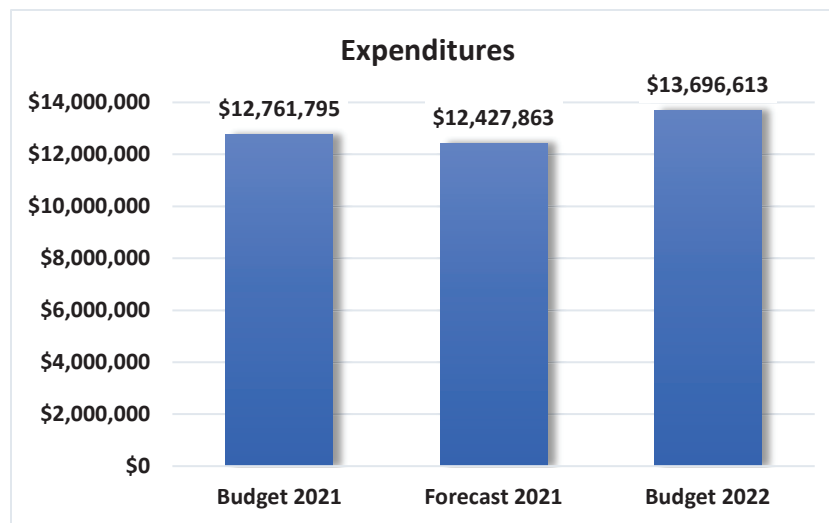
STAFFING - FTE COUNT	Budget 2021	Budget 2022	Change
Director of Law Enforcement	1.00	1.00	0.00
Sr. Administrative Assistant	1.00	1.00	0.00
TOTAL	2.00	2.00	0.00
Position(s) added in 2022 Budget	0.00	0.00	0.00

2022 Law Enforcement Services Department Budget Plan



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 220,974	\$ 146,219	\$ 227,015	\$ 6,041	2.7%
Staff Development	5,100	1,600	5,100	-	0.0%
Equipment Expense	915,000	763,432	1,208,787	293,787	32.1%
Contracted Services	11,606,121	11,502,512	12,241,110	634,989	5.5%
Public Education/Relatio	12,000	12,000	12,000	-	0.0%
Administrative Expense	2,600	2,100	2,600	-	0.0%
Total	\$ 12,761,795	\$ 12,427,863	\$ 13,696,613	\$ 934,818	7.3%



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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
LAW ENFORCEMENT SERVICES - Dept 200							
Salaries/Benefits - Administration							
Salaries and Wages	100-200-5010-0000-10	159,728	162,416	108,659	167,206	4,790	2.9%
Overtime	100-200-5011-0000-10	37	1,200	600	600	(600)	-50.0%
Employee Benefits - FICA	100-200-5020-0000-10	11,965	12,517	8,359	12,837	320	2.6%
Employee Benefits - TEC	100-200-5021-0000-10	317	288	288	504	216	75.0%
Employee Benefits - Retirement	100-200-5030-0000-10	20,273	20,800	13,274	21,511	711	3.4%
Employee Benefits - Insurance	100-200-5031-0000-10	21,119	23,575	14,861	24,175	600	2.5%
Employee Benefits - Workers Comp	100-200-5032-0000-10	106	178	178	182	4	2.5%
		213,547	220,974	146,219	227,015	6,041	2.7%
Staff Development							
Meetings	100-200-5100-0000-10	927	2,100	1,600	2,100	-	0.0%
Training & Conferences	100-200-5120-0000-10	-	3,000	-	3,000	-	0.0%
		927	5,100	1,600	5,100	-	0.0%
Equipment Expense							
Expensed Vehicles/Equipment	100-200-5330-9000-10	1,224,059	870,000	718,432	1,163,787	293,787	33.8%
Data Services	100-200-5335-0000-10	569	800	800	800	-	0.0%
Equipment Repair & Maintenance	100-200-5365-0000-10	43,477	44,200	44,200	44,200	-	0.0%
		1,268,105	915,000	763,432	1,208,787	293,787	32.1%
Contracted Services							
City of Shenandoah	100-200-5415-5002-10	266,336	261,907	-	-	(261,907)	-100.0%
Constable Pct 3 Internet Crimes	100-200-5415-5011-10	102,379	104,502	106,502	108,475	3,973	3.8%
Harris County Constable	100-200-5415-5020-10	1,247,880	1,349,088	1,314,088	1,380,179	31,091	2.3%
MCISO/Constable Pct 3 Safe Harbor	100-200-5415-5025-10	296,057	315,835	315,835	332,890	17,055	5.4%
JP Pct 3 Clerk	100-200-5415-5030-10	58,487	62,189	62,189	65,298	3,109	5.0%
MCISO Personnel	100-200-5415-5040-10	7,784,351	8,116,800	8,276,098	8,863,468	746,668	9.2%
MCISO Overtime	100-200-5415-5041-10	976,066	1,099,600	1,141,600	1,199,600	100,000	9.1%
MCISO Vehicle Fuel	100-200-5415-5042-10	222,155	291,200	286,200	291,200	-	0.0%
Other Private Security	100-200-5416-0000-10	-	5,000	-	-	(5,000)	-100.0%
		10,953,711	11,606,121	11,502,512	12,241,110	634,989	5.5%
Public Education/Relations							
Public Safety Relations	100-200-5700-0000-10	-	2,000	2,000	2,000	-	0.0%
Public Safety Training Programs	100-200-5701-0000-10	-	10,000	10,000	10,000	-	0.0%
		-	12,000	12,000	12,000	-	0.0%
Administrative Expense							
Supplies	100-200-5800-0000-10	101	1,000	1,000	1,000	-	0.0%
Dues & Subscriptions	100-200-5802-0000-10	124	200	200	200	-	0.0%
Printing	100-200-5803-0000-10	162	1,000	500	1,000	-	0.0%
Mileage Reimbursement	100-200-5804-0000-10	427	400	400	400	-	0.0%
		815	2,600	2,100	2,600	-	0.0%
Total Law Enforcement Services		12,437,105	12,761,795	12,427,863	13,696,613	934,818	7.3%

2022 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.
- Work closely with law enforcement to promote crime prevention education.
- 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.

2021 Accomplishments

- Due to COVID19 restrictions, Neighborhood Services events and programming were highly impacted. The entire department continued communication with residents, Watch Members, Watch Coordinators, Village Associations, and all others that we would typically assist.
- As COVID19 restrictions became more flexible, Blood Drives were held with 193 units of blood donated.
- Neighborhood Services provided staffing at drop-off locations for Help Our Heroes – Adopt a Healthcare Worker, collecting from donors over 28,682 medical items. Crime Prevention materials were distributed at these events.
- Distributed 277 paint kits for address recognition.
- Held a Drug Tack Back – Prescription Drug – Drive-thru event collecting over 4,000 pounds of medications.
- Provided extensive communication with Community Relations (for possible distribution to the public) as well as eblasts to Watch Coordinators. The information included was provided by multiple agencies/entities including Texas Governor's Office, FEMA, FBI, FTC, Harris and Montgomery County Orders, BBB, MCCARES, FDA, Woodlands Chamber and others.
- Assisted with educational material for the 2020 Census.
- Coordinated a virtual "Talk Saves Lives" suicide prevention program for Township employees.
- Partnered with Texas Children's Hospital for a virtual Car Seat Check program.
- Continued Neighborhood Watch Facebook posts and interaction as well as monthly crime prevention articles for the Community Magazine.
- Received crime prevention award for National Night Out, placing 3rd in the nation in the population category of 100,000-300,000 through the National Association of Town Watch. Coordinated a drive-thru event with over public safety 15 routes, through the entire Woodlands.
- Through National Night Out – Neighbor Helping Neighbor, collected donations for: Interfaith Food Pantry, Montgomery County Animal Shelter and Montgomery County Women's Center.
- As COVID19 restrictions became more flexible, partnered with the Township Parks Department at drive-thru program events, including Trick-or-Treat Trail, enabling the department to continue distribution of crime prevention material.
- Partnered with the Montgomery County Library System for Facebook Live videos.

2022 Neighborhood Services Department Budget Plan



- Promoted The Woodlands Township Neighborhood Watch with updated educational/promotional material, which included changing the names of programs to better define them to increase attendance and participation.
- Facilitated two-way communication and strengthened partnerships between the Township and Village Associations by attending monthly meeting, typically via ZOOM.
- Continued excellent customer service and communication efforts for The Woodlands Township.

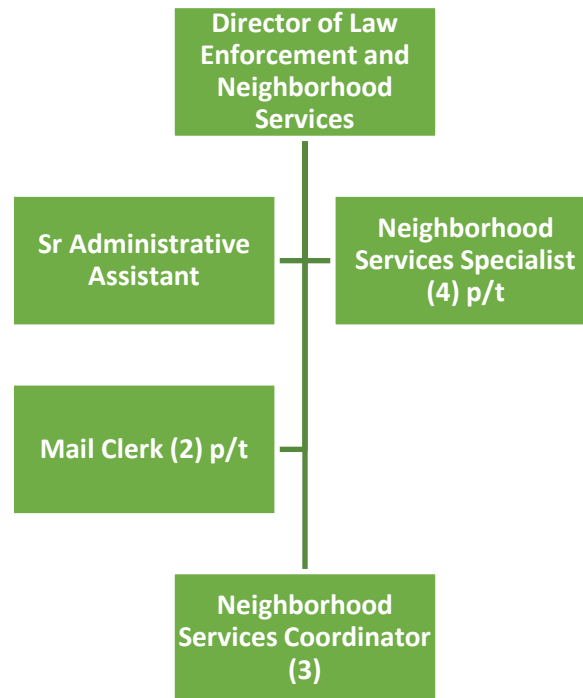
2022 Objectives

- 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 subscribers.
- Promote Neighborhood Watch programming to a fixed audience and/or pre-existing events/groups/associations, to broaden awareness and partner with other Township departments to promote crime prevention.

2022 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

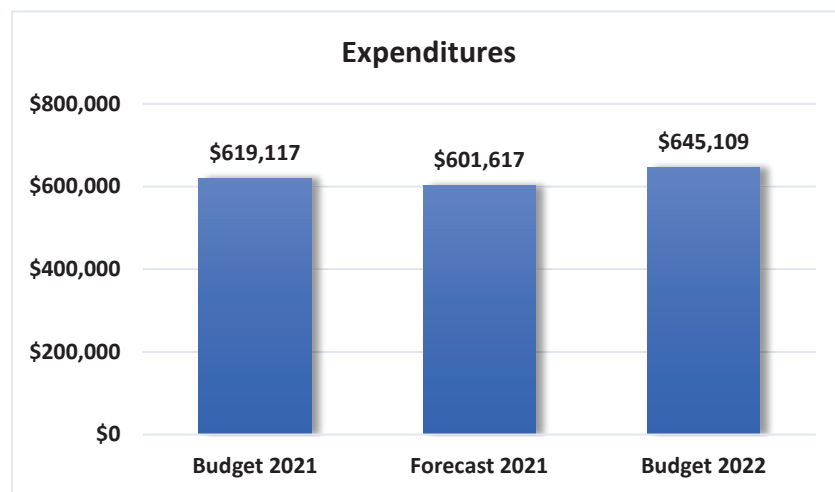
STAFFING - FTE COUNT	Budget 2021	Budget 2022	Change
Neighborhood Services Coordinator	3.00	3.00	0.00
Neighborhood Services Specialist	3.00	3.00	0.00
Mail Clerk	1.00	1.00	0.00
TOTAL	7.00	7.00	0.00
Position(s) added in 2022 Budget	0.00	0.00	0.00

2022 Neighborhood Services Department Budget Plan



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 485,917	\$ 482,917	\$ 513,209	\$ 27,292	5.6%
Staff Development	2,700	1,600	1,800	(900)	-33.3%
Equipment Expense	7,900	7,900	7,900	-	0.0%
Program Expense	105,400	92,400	105,400	-	0.0%
Administrative Expense	17,200	16,800	16,800	(400)	-2.3%
Total	\$ 619,117	\$ 601,617	\$ 645,109	\$ 25,992	4.2%



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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
NEIGHBORHOOD SERVICES - Dept 210							
Salaries and Benefits							
Salaries and Wages	100-210-5010-0000-10	334,937	341,659	341,659	360,879	19,220	5.6%
Overtime	100-210-5011-0000-10	238	2,600	2,600	2,600	-	0.0%
Employee Benefits - FICA	100-210-5020-0000-10	23,981	26,336	26,336	27,806	1,470	5.6%
Employee Benefits - TEC	100-210-5021-0000-10	1,356	1,296	1,296	2,268	972	75.0%
Employee Benefits - Retirement	100-210-5030-0000-10	41,151	42,294	42,294	44,503	2,209	5.2%
Employee Benefits - Insurance	100-210-5031-0000-10	53,375	71,358	68,358	74,761	3,403	4.8%
Employee Benefits - Workers Comp	100-210-5032-0000-10	237	374	374	392	18	4.9%
		<u>455,276</u>	<u>485,917</u>	<u>482,917</u>	<u>513,209</u>	<u>27,292</u>	<u>5.6%</u>
Staff Development							
Meetings	100-210-5100-0000-10	281	700	500	700	-	0.0%
Training & Conferences	100-210-5120-0000-10	-	1,000	600	600	(400)	-40.0%
Uniforms	100-210-5130-0000-10	20	1,000	500	500	(500)	-50.0%
		<u>301</u>	<u>2,700</u>	<u>1,600</u>	<u>1,800</u>	<u>(900)</u>	<u>-33.3%</u>
Equipment Expense							
Equipment	100-210-5330-0000-10	1,995	3,000	3,000	3,000	-	0.0%
Data Services	100-210-5335-0000-10	3,416	4,900	4,900	4,900	-	0.0%
		<u>5,411</u>	<u>7,900</u>	<u>7,900</u>	<u>7,900</u>	<u>-</u>	<u>0.0%</u>
Program Expense							
Community Involvement	100-210-5605-3401-10	-	1,000	1,000	1,000	-	0.0%
Hurricane Preparedness	100-210-5605-3406-10	2,386	4,500	4,500	4,500	-	0.0%
National Night Out	100-210-5605-3409-10	-	24,400	24,400	24,400	-	0.0%
Watch Programs	100-210-5605-3414-10	4,238	25,500	25,500	25,500	-	0.0%
Public Safety Heroes Event	100-210-5612-3504-10	22,931	50,000	37,000	50,000	-	0.0%
		<u>29,554</u>	<u>105,400</u>	<u>92,400</u>	<u>105,400</u>	<u>-</u>	<u>0.0%</u>
Administrative Expense							
Supplies	100-210-5800-0000-10	1,026	2,000	2,000	2,000	-	0.0%
Dues & Subscriptions	100-210-5802-0000-10	259	300	300	300	-	0.0%
Printing	100-210-5803-0000-10	416	7,400	7,000	7,000	(400)	-5.4%
Mileage Reimbursement	100-210-5804-0000-10	4,131	7,500	7,500	7,500	-	0.0%
		<u>5,832</u>	<u>17,200</u>	<u>16,800</u>	<u>16,800</u>	<u>(400)</u>	<u>-2.3%</u>
Total Neighborhood Services		<u>496,374</u>	<u>619,117</u>	<u>601,617</u>	<u>645,109</u>	<u>25,992</u>	<u>4.2%</u>

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2022 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

2021 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)
- 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)
- Created a four (4) in house pathway team to provide maintenance services (blowing, mowing, trimming) which has resulted in a \$15,000 per year savings. (In accordance with Strategic Plan Item #1.1.5)

2022 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)
- Facilitated the development of the Falconwing Park Renovation Plan and the Bear Branch Park Inclusive Playground. (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 360 staff including Lifeguards, Lifeguard Instructors and Water Safety Instructors. (In accordance with Strategic Plan Item #3.1.2)
- Updated day and annual pass fees in an attempt to ensure the Board directed 50% cost recovery goal is met. (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)
- 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)
- 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)

2022 Parks & Recreation Department Budget Plan



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 #1.2.2, 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)
- Facilitated the Request for Qualifications and Invitation for Bids for the streetscape maintenance program and conducted an in-house analysis for these services. (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)

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)

2022 Parks & Recreation Department Budget Plan



2022 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)

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)
- Complete the construction phase of the Falconwing Park Renovation Plan. (In accordance with Strategic Plan Item # 2.1.4, 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

- Unveil new marketing materials that highlight the different types of swimming facilities available, pool rentals, swim lessons and Aquatics special events. (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)
- Develop the 2022-2023 Aquatics Division Business and Operational Plan. (In accordance with Strategic Plan Item #8.1.5)
- Offer the most up-to-date training techniques for Aquatics staff, including implementation of a new update to the American Red Cross Lifeguarding Program. (In accordance with Strategic Plan Item #3.1.2)
- Develop a recruitment and retention plan in conjunction with Human Resources to be completed by November each year for the following year. (In accordance with Strategic Plan Item #3.2.1)

2022 Parks & Recreation Department Budget Plan



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)

Development

- Facilitate reservations of facilities for residents, groups and organizations in an efficient timeframe. (In accordance with Strategic Plan Item #1.2.2)
- Facilitate the special event application permitting process and ensure events managed by external agencies taking place on land, managed by the Township, meet specified requirements. (In accordance with Strategic Plan Item #1.2.2)
- Coordinate the reservation of equipment for divisions, groups and organizations in an efficient manner. (In accordance with Strategic Plan Item #1.2.2)
- Successfully retain existing sponsors and secure new sponsors with programs and special events for the Parks and Recreation Department. (In accordance with Strategic Plan Item #8.1.4)
- Manage and maintain relationships with qualified organizations. (In accordance with Strategic Plan Item # 1.5.2)
- Produce, manage and evaluate special events and races coordinated by the division in an efficient manner. (In accordance with Strategic Plan Item #1.2.2)

Town Center Facilities Operations

- Provide high level of detailed maintenance throughout the Town Center including public amenities at Hughes Landing. (In accordance with Strategic Plan Item #1.22, 5.1, 5.3)
- Provide support to special events and programs. (In accordance with Strategic Plan Item #1.2.2)
- Provide attentive resident and visitor services. (In accordance with Strategic Plan Item #1.22, 5.1, 5.3)
- Maintain all assets as destinations for local and regional events while creating a place for residents, workers and visitors to enjoy. (In accordance with Strategic Plan Item #1.22, 5.1, 5.3)
- Ensure all maintenance contracts are being performed to specifications so that Town Center facilities are kept to the highest standards. (In accordance with Strategic Plan Item #1.1.5)
- Increase awareness and usage of the Riva Row and Lake's Edge Boathouses, and Northshore Park Kayak Storage Facility. (In accordance with Strategic Plan Item #1.2.4/1.2.5)

Streetscape

- Ensure streetscape maintenance contract was being performed to specifications and/or on-board staff who will be providing direct maintenance services. (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)

2022 Parks & Recreation Department Budget Plan



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)

Resident Care Center

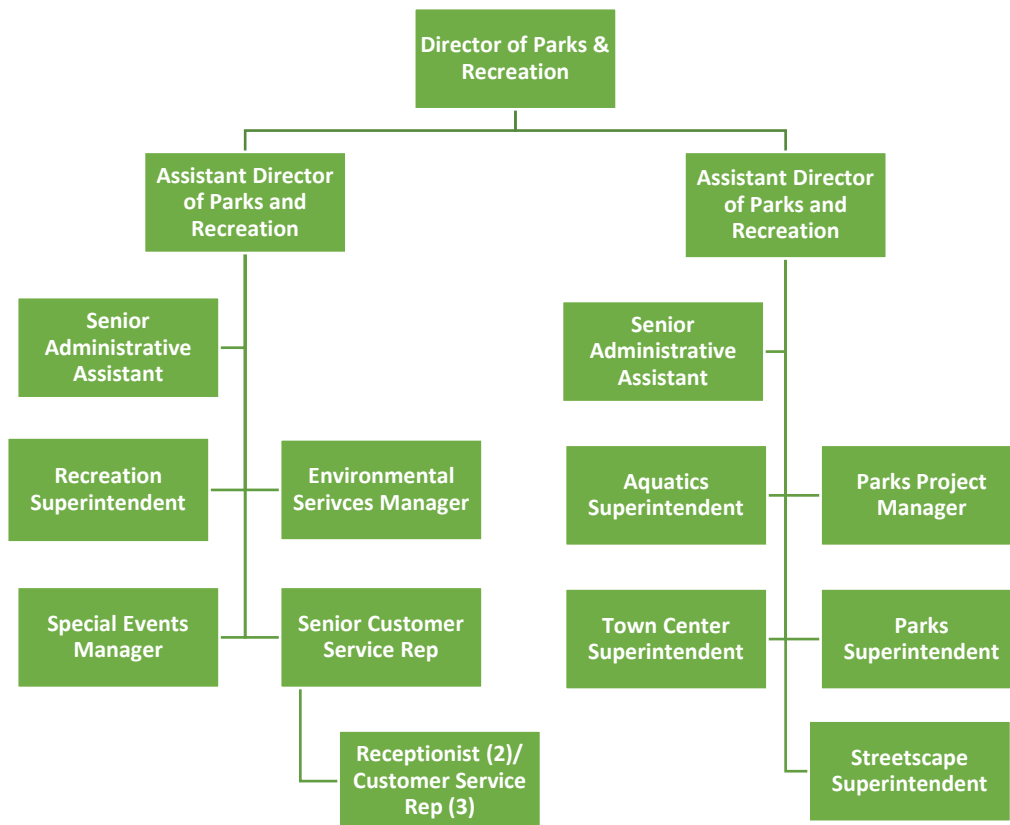
- Provide a high level of customer service daily for visitors to Town Hall, individuals requesting information over the phone and through email communication. (Focus area 1.1)

2022 Parks & Recreation Department Budget Plan

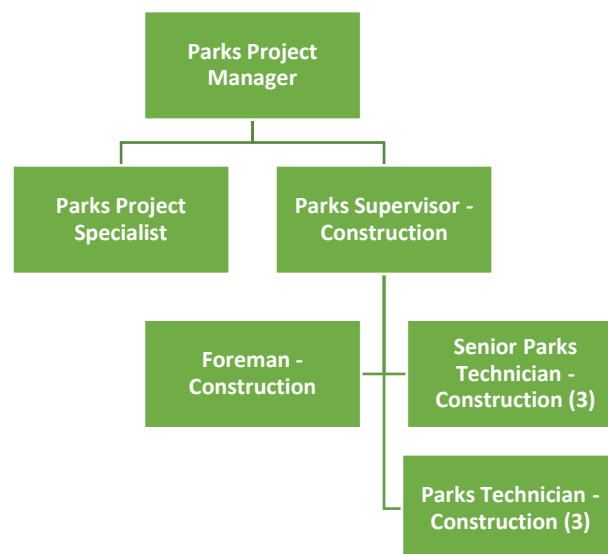


ORGANIZATION CHARTS

Parks Administration



Parks Planning



2022 Parks & Recreation Department Budget Plan

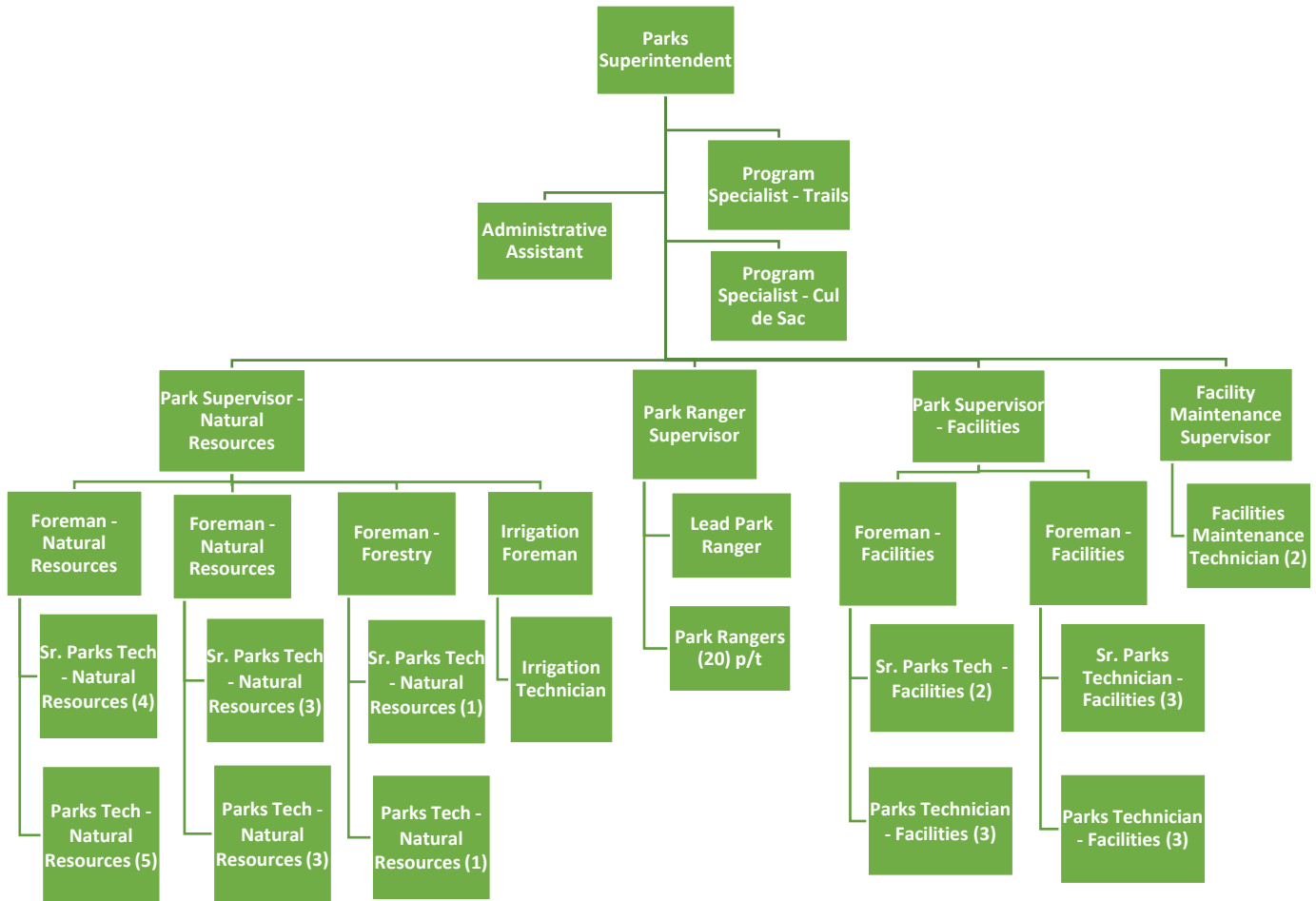


STAFFING - FTE COUNT	Budget 2021	Budget 2022	Change
Director of Parks and Recreation	1.00	1.00	0.00
Assistant Director - Parks and Recreation	2.00	2.00	0.00
Senior Customer Service Representative	1.00	1.00	0.00
Customer Service Representative	3.00	3.00	0.00
Parks Project Manager	1.00	1.00	0.00
Parks 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 2022 Budget	0.00	0.00	0.00

2022 Parks & Recreation Department Budget Plan



Park Operations



2022 Parks & Recreation Department Budget Plan

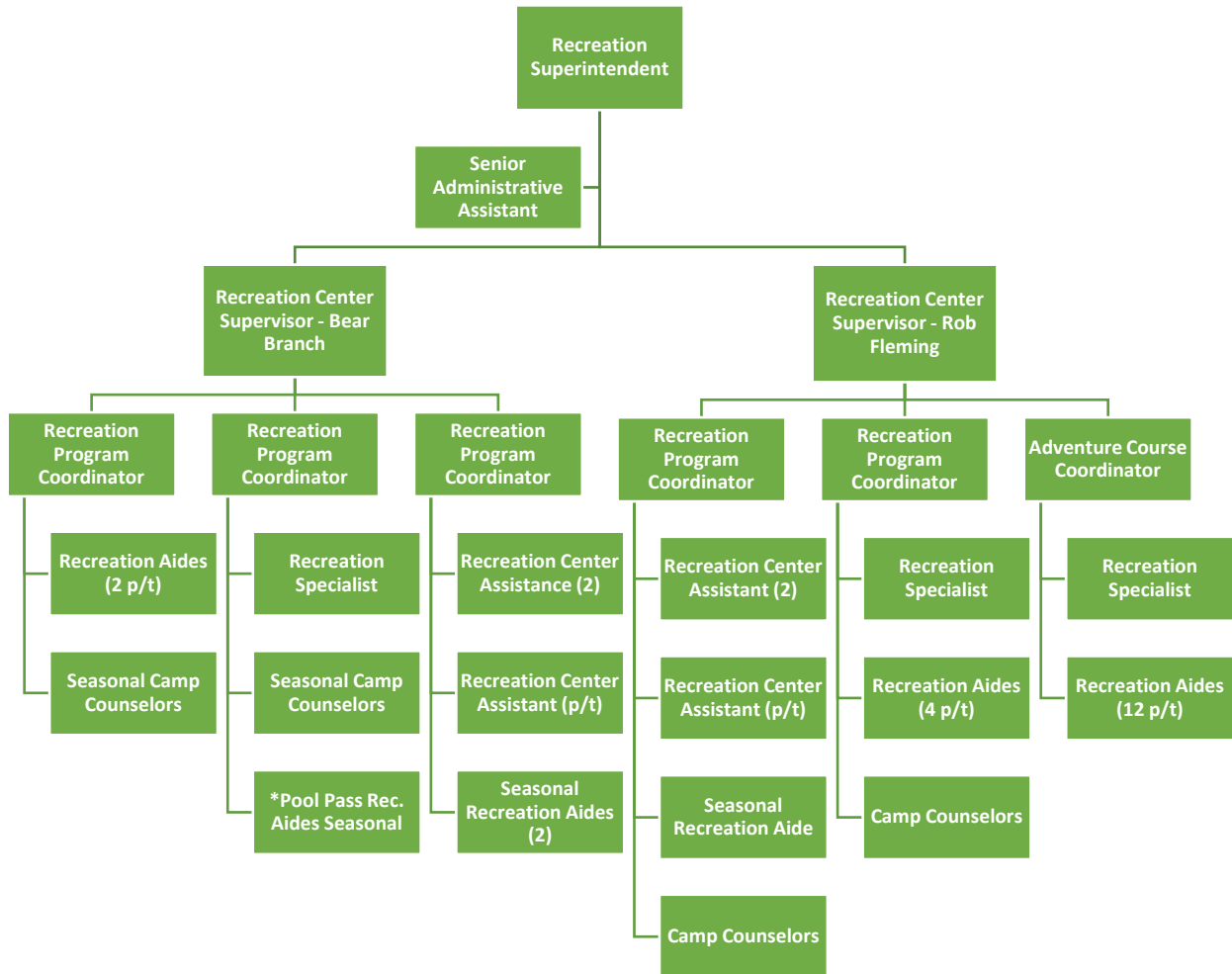


STAFFING - FTE COUNT	Budget 2021	Budget 2022	Change
Park Superintendent	1.00	1.00	0.00
Parks Supervisor - Facilities	1.00	1.00	0.00
Foreman - Facilities	2.00	2.00	0.00
Senior Parks Technician - Facilities	4.00	4.00	0.00
Parks Technician - Facilities	7.00	7.00	0.00
Parks Supervisor - Natural Resources	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
Senior Parks Technician - Pathways	1.00	1.00	0.00
Park Technician - Pathways	3.00	3.00	0.00
TOTAL	55.00	55.00	0.00
Position(s) added in 2022 Budget	0.00	0.00	0.00

2022 Parks & Recreation Department Budget Plan



Recreation



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

2022 Parks & Recreation Department Budget Plan

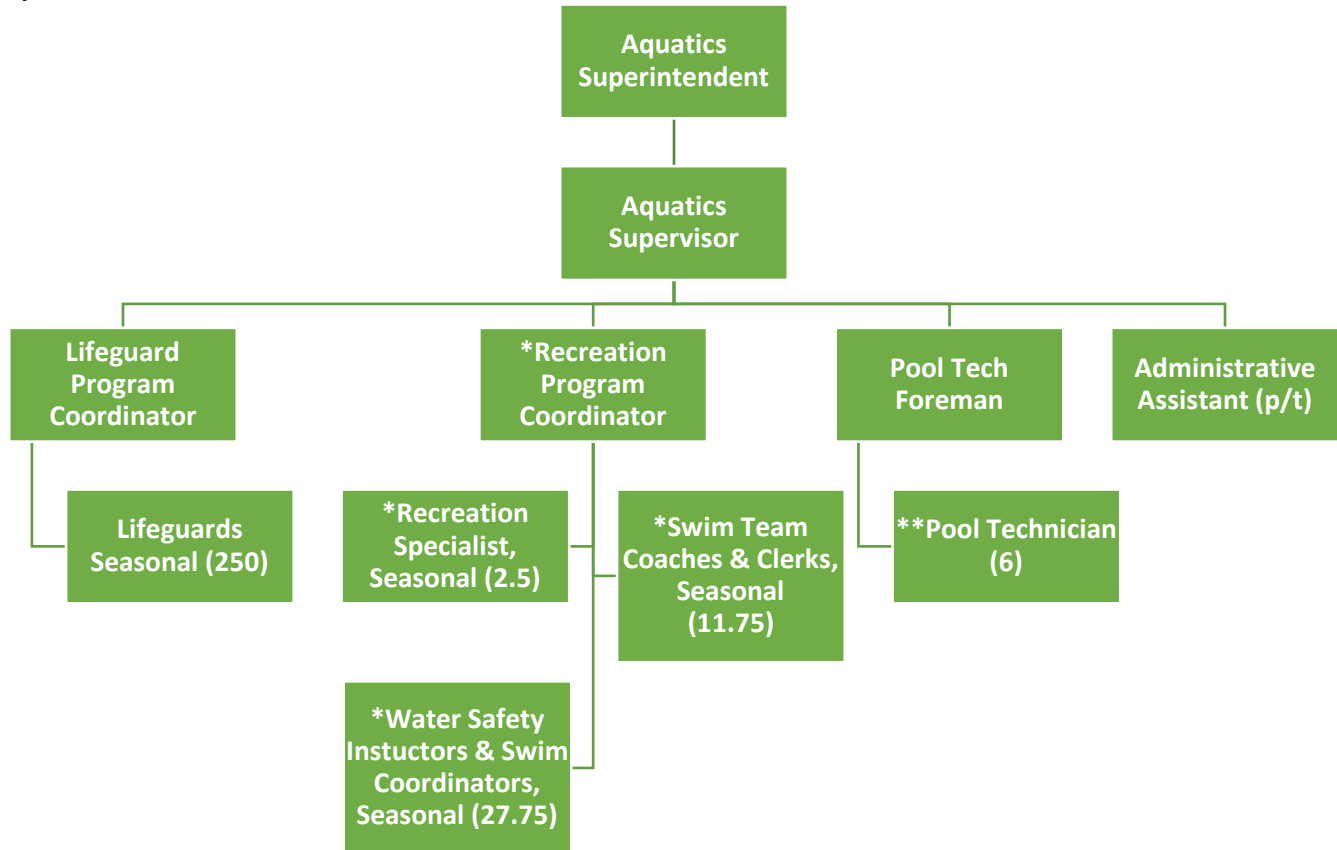


STAFFING - FTE COUNT	Budget 2021	Budget 2022	Change
Recreation Superintendent	1.00	1.00	0.00
Senior Administrative Assistant	1.00	1.00	0.00
Recreation Center Supervisor - Bear Branch	1.00	1.00	0.00
Recreation Program Coordinator - Bear Branch	3.00	3.00	0.00
Recreation Specialist - Bear Branch	2.50	2.50	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 Aide - Boat House	3.25	3.25	0.00
Recreation Aide - Mall Ring Road Swan Boats	0.00	1.00	1.00
Recreation Program Specialist - Boat House	1.00	1.00	0.00
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	47.95	48.95	1.00
Position(s) added in 2022 Budget	0.00	1.00	1.00

2022 Parks & Recreation Department Budget Plan



Aquatics



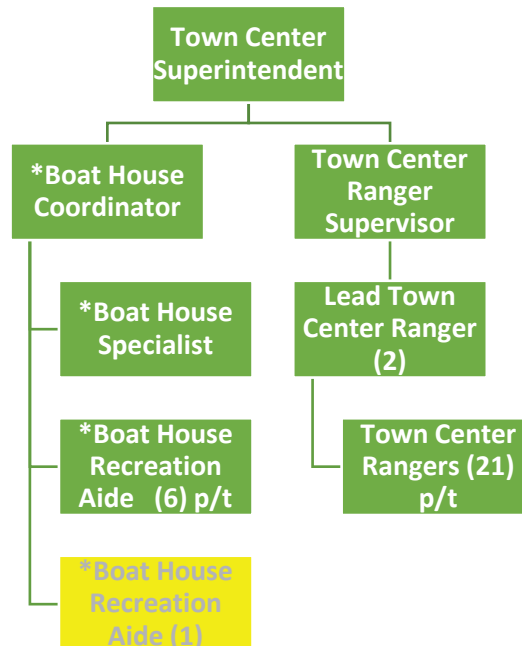
*Note – Recreation Program Coordinator, Recreation Specialist, Swim Team Coaches/Clerks, and Water Safety Instructors report to Aquatics but are budgeted under Recreation. **Note – 6.0 FTE Pool Technicians report to Aquatics but 1.0 FTE is budgeted under Town Center Facilities & Operations and 1.0 FTE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

STAFFING - FTE COUNT	Budget 2021	Budget 2022	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 2022 Budget	0.00	0.00	0.00

2022 Parks & Recreation Department Budget Plan



Town Center Facilities & Operations



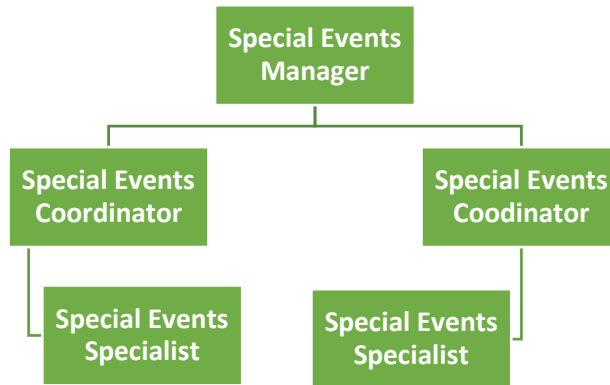
*Note – Boat House Coordinator and Aides report to Town Center Facilities & Operations but are budgeted under Recreation.

STAFFING - FTE COUNT	Budget 2021	Budget 2022	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 2022 Budget	0.00	0.00	0.00

2022 Parks & Recreation Department Budget Plan



Township Events



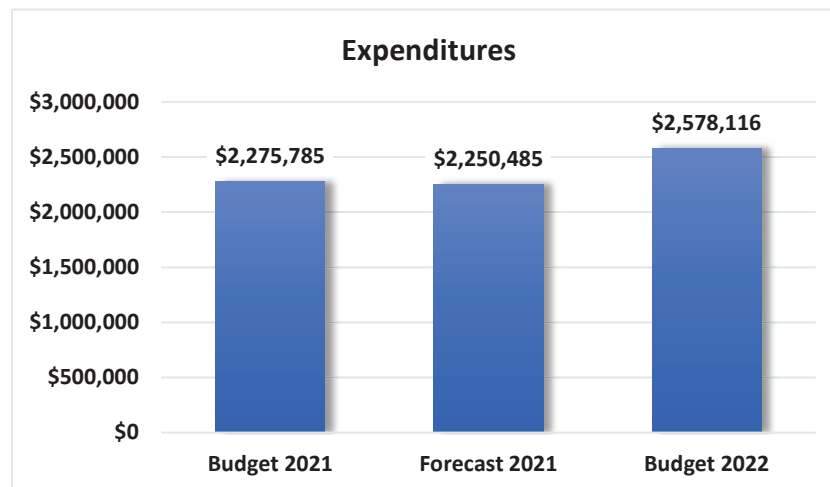
STAFFING - FTE COUNT	Budget 2021	Budget 2022	Change
Special Events Manager	1.00	1.00	0.00
Special Events Coordinator	2.00	2.00	0.00
Special Events Specialist	2.00	2.00	0.00
TOTAL	5.00	5.00	0.00
Position(s) added in 2022 Budget	0.00	0.00	0.00

2022 Parks Admin & Planning Budget Plan



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 1,662,385	\$ 1,648,385	\$ 1,757,916	\$ 95,531	5.7%
Staff Development	55,300	55,500	55,500	200	0.4%
Facility Expense	127,000	128,400	138,400	11,400	9.0%
Equipment Expense	358,900	350,100	352,100	(6,800)	-1.9%
Contracted Services	37,000	31,000	237,000	200,000	540.5%
Administrative Expense	35,200	37,100	37,200	2,000	5.7%
Total	\$ 2,275,785	\$ 2,250,485	\$ 2,578,116	\$ 302,331	13.3%

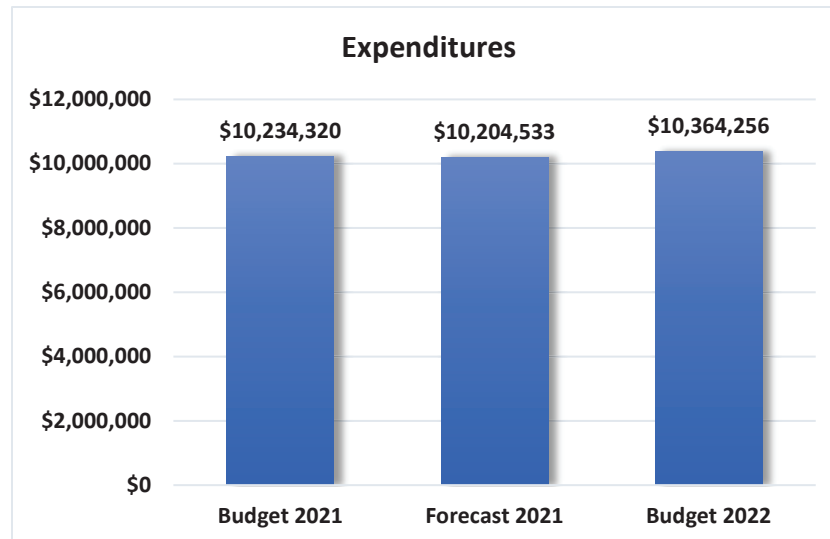


2022 Parks Operations Budget Plan



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 3,221,370	\$ 3,289,949	\$ 3,456,306	\$ 234,936	7.3%
Staff Development	8,000	8,000	8,000	-	0.0%
Facility Expense	678,100	734,600	757,100	79,000	11.7%
Equipment Expense	91,000	91,000	91,000	-	0.0%
Contracted Services	5,138,850	4,989,384	4,744,050	(394,800)	-7.7%
Maintenance Expense	1,022,000	1,026,600	1,232,800	210,800	20.6%
Program Expense	75,000	65,000	75,000	-	0.0%
Total	\$ 10,234,320	\$ 10,204,533	\$ 10,364,256	\$ 129,936	1.3%



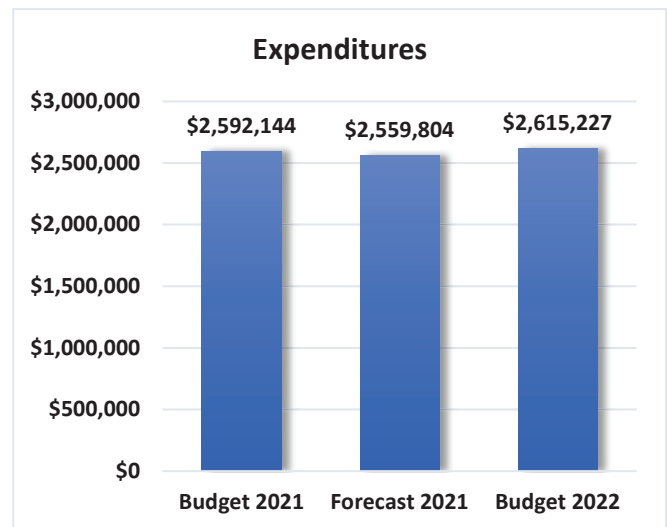
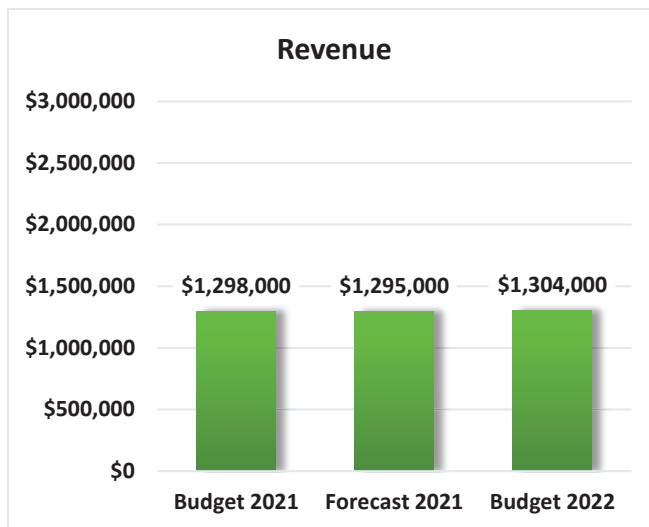
2022 Aquatics Budget Plan



Budget Summary

Revenue	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Pool Fees	\$ 1,298,000	\$ 1,295,000	\$ 1,304,000	\$ 6,000	0.5%
Total	\$ 1,298,000	\$ 1,295,000	\$ 1,304,000	\$ 6,000	0.5%

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 1,847,944	\$ 1,816,604	\$ 1,863,027	\$ 15,083	0.8%
Staff Development	17,500	17,500	18,500	1,000	5.7%
Facility Expense	593,000	593,000	593,000	-	0.0%
Equipment Expense	93,000	93,000	101,000	8,000	8.6%
Contracted Services	18,500	18,500	18,500	-	0.0%
Administrative Expense	22,200	21,200	21,200	(1,000)	-4.5%
Total	\$ 2,592,144	\$ 2,559,804	\$ 2,615,227	\$ 23,083	0.9%



Expense Recovery	Budget 2021	Forecast 2021	Budget 2022
Revenue to Expense %	50.1%	50.6%	49.9%

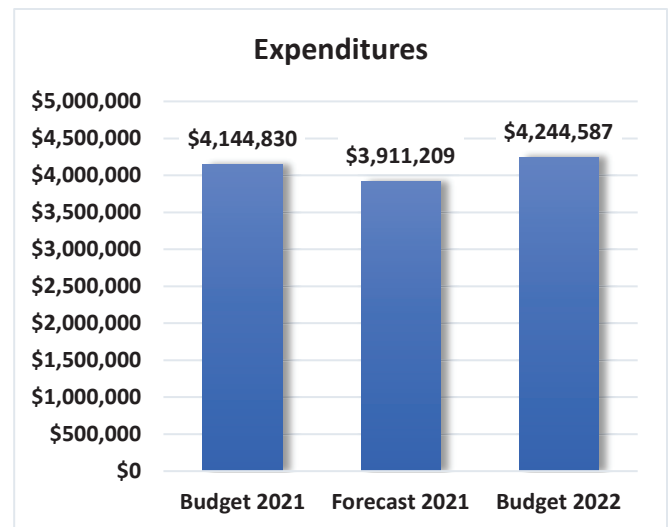
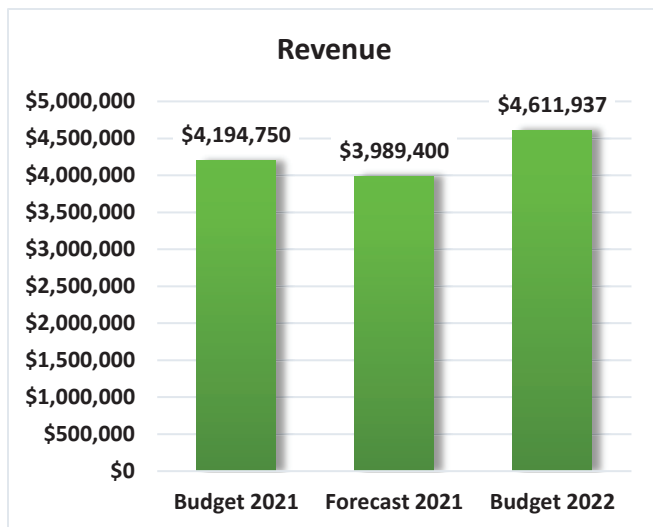
2022 Recreation Budget Plan



Budget Summary

Revenue	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Program Revenue	\$ 4,194,750	\$ 3,989,400	\$ 4,611,937	\$ 417,187	9.9%
Total	\$ 4,194,750	\$ 3,989,400	\$ 4,611,937	\$ 417,187	9.9%

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 2,064,730	\$ 2,064,759	\$ 2,199,837	\$ 135,107	6.5%
Staff Development	33,600	33,600	34,400	800	2.4%
Facility Expense	213,500	213,500	213,500	-	0.0%
Equipment Expense	102,700	101,700	105,300	2,600	2.5%
Contracted Services	215,000	195,000	185,000	(30,000)	-14.0%
Program Expense	1,457,800	1,275,150	1,449,050	(8,750)	-0.6%
Administrative Expense	57,500	27,500	57,500	-	0.0%
Total	\$ 4,144,830	\$ 3,911,209	\$ 4,244,587	\$ 99,757	2.4%



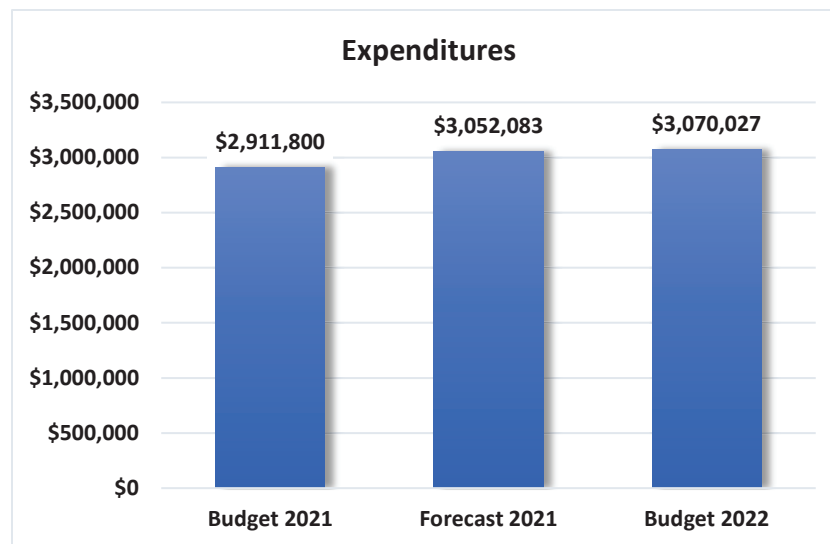
Expense Recovery	Budget 2021	Forecast 2021	Budget 2022
Revenue to Expense %	101.2%	102.0%	108.7%

2022 Town Center Budget Plan



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 939,050	\$ 949,033	\$ 972,777	\$ 33,727	3.6%
Staff Development	17,000	20,000	21,000	4,000	23.5%
Facility Expense	314,500	293,000	293,000	(21,500)	-6.8%
Equipment Expense	25,000	23,800	25,000	-	0.0%
Contracted Services	1,368,000	1,506,000	1,506,000	138,000	10.1%
Maintenance Expense	44,000	53,000	45,000	1,000	2.3%
Program Expense	201,000	204,000	204,000	3,000	1.5%
Administrative Expense	3,250	3,250	3,250	-	0.0%
Total	\$ 2,911,800	\$ 3,052,083	\$ 3,070,027	\$ 158,227	5.4%



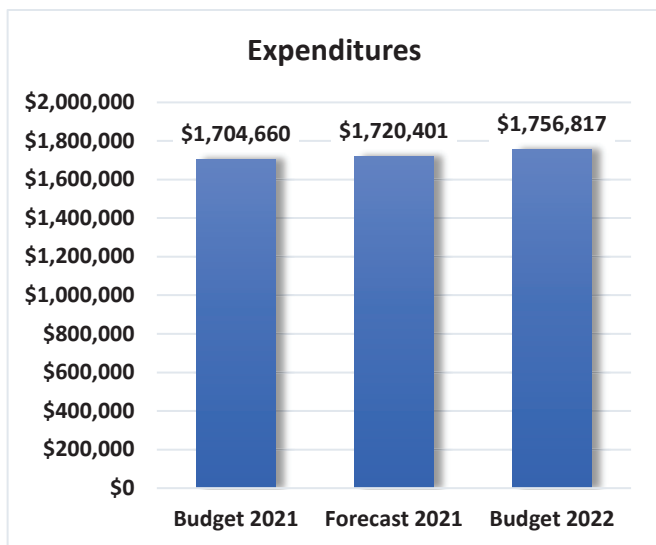
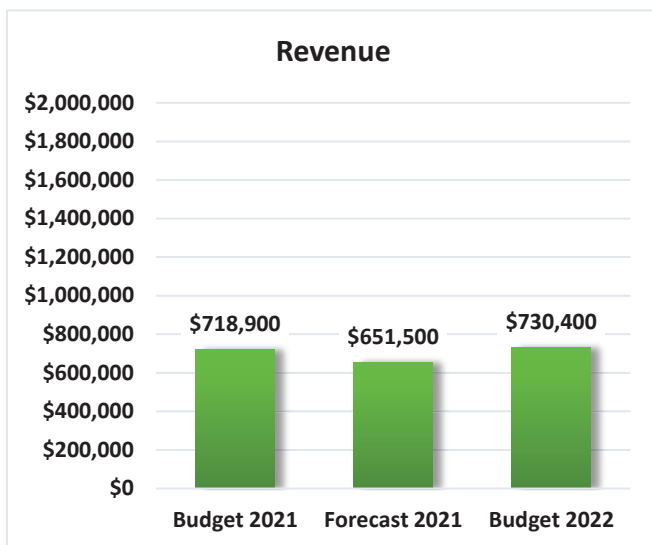
2022 Township Events Plan



Budget Summary

Revenue	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Program Revenue	\$ 718,900	\$ 651,500	\$ 730,400	\$ 11,500	1.6%
Total	\$ 718,900	\$ 651,500	\$ 730,400	\$ 11,500	1.6%

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 374,360	\$ 389,601	\$ 413,317	\$ 38,957	10.4%
Equipment Expense	5,800	5,300	5,300	(500)	-8.6%
Program Expense	1,324,500	1,325,500	1,338,200	13,700	1.0%
Total	\$ 1,704,660	\$ 1,720,401	\$ 1,756,817	\$ 52,157	3.1%



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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
REVENUES							
Program Revenues							
Aquatic Program - Hurricane Swim Tea	100-330-4100-3000-10	662	49,000	49,000	49,000	-	0.0%
Aquatic Program - Rip Tides Swim Tea	100-330-4100-3001-10	330	26,000	26,000	26,000	-	0.0%
Aquatic Program - Waves Swim Team	100-330-4100-3002-10	-	45,000	45,000	45,000	-	0.0%
Aquatic Program - Misc	100-330-4100-3099-10	50,768	270,000	270,000	270,000	-	0.0%
Athletic Program - Basketball	100-330-4101-3100-10	14,975	13,000	15,000	25,000	12,000	92.3%
Athletic Program - Soccer	100-330-4101-3103-10	62,738	100,000	100,000	100,000	-	0.0%
Athletic Program - Softball	100-330-4101-3104-10	62,930	60,000	60,000	65,000	5,000	8.3%
Athletic Program - Tennis Leagues	100-330-4101-3105-10	43,209	50,000	50,000	50,000	-	0.0%
Athletic Program - Tennis Group Lesson	100-330-4101-3106-10	305,258	325,000	325,000	325,000	-	0.0%
Athletic Program - Tennis Individ. Lesson	100-330-4101-3107-10	275,787	275,000	275,000	275,000	-	0.0%
Athletic Program - Misc	100-330-4101-3199-10	16,507	30,000	30,000	25,000	(5,000)	-16.7%
Athletic Program - Muddy Fest	100-330-4102-3200-10	4,122	39,000	-	27,000	(12,000)	-30.8%
Athletic Program - 5K Series	100-330-4102-3201-10	-	-	24,200	30,000	30,000	
Athletic Program - Ten for Texas	100-330-4102-3202-10	(1,716)	123,000	108,700	108,000	(15,000)	-12.2%
Athletic Program - Triathlon	100-330-4102-3203-10	(754)	119,000	-	119,000	-	0.0%
Recreation Program - Boat House	100-330-4103-3301-10	3,656	5,500	5,500	6,500	1,000	18.2%
Recreation Program - D&D Dinner Dance	100-330-4103-3303-10	38,488	45,000	45,000	45,000	-	0.0%
Recreation Program - Day Camps	100-330-4103-3304-10	165,666	500,000	400,000	500,000	-	0.0%
Recreation Program - Family Camps	100-330-4103-3305-10	1,910	20,000	20,000	15,000	(5,000)	-25.0%
Recreation Program - Contractor Camp	100-330-4103-3315-10	7,988	80,000	80,000	80,000	-	0.0%
Recreation Program - Fitness	100-330-4103-3308-10	42,449	35,000	35,000	35,000	-	0.0%
Recreation Program - Gorilla Hole	100-330-4103-3309-10	2,446	9,000	9,000	9,000	-	0.0%
Recreation Program - Haunting	100-330-4103-3310-10	-	35,000	35,000	35,000	-	0.0%
Recreation Program - Preschool	100-330-4103-3311-10	119,014	130,000	130,000	150,000	20,000	15.4%
Recreation Program - Crush/Teen	100-330-4103-3312-10	-	25,000	-	18,000	(7,000)	-28.0%
Recreation Program - Outdoor Adventure	100-330-4103-3318-10	4,470	20,000	20,000	20,000	-	0.0%
Recreation Program - Misc	100-330-4103-3399-10	42,690	150,000	150,000	150,000	-	0.0%
Concessions - Boat House	100-330-4104-3630-10	9,875	11,000	10,000	10,000	(1,000)	-9.1%
Concessions - Contracts	100-330-4104-3632-10	3,383	18,500	23,500	21,800	3,300	17.8%
Concessions - Adventure Course	100-330-4104-3634-10	6,331	8,000	8,000	8,000	-	0.0%
Rental - Boat House	100-330-4105-3620-10	507,744	487,000	510,000	560,637	73,637	15.1%
Rental - Facility	100-330-4105-3622-10	49,273	45,000	45,000	25,000	(20,000)	-44.4%
Rental - Courts	100-330-4105-3625-10	-	-	-	25,000	25,000	
Rental - Field	100-330-4105-3623-10	164,927	325,000	325,000	400,000	75,000	23.1%
Rental - Pavilion	100-330-4105-3624-10	36,425	90,000	90,000	100,000	10,000	11.1%
Rental - Major Sponsor Agreement	100-330-4105-TBD-10	-	-	145,000	200,000	200,000	
Rental - RF Indoor Rentals	100-330-4105-3628-10	(2,400)	35,000	20,000	35,000	-	0.0%
Rental - RF Outdoor Rentals	100-330-4105-3629-10	4,132	7,000	7,000	4,000	(3,000)	-42.9%
Rental - Northshore Kayak Storage	100-330-4105-3633-10	2,377	7,500	7,500	7,500	-	0.0%
Memberships - Recreation Center	100-330-4106-3612-10	24,971	50,000	25,000	40,000	(10,000)	-20.0%
Guest Fees - Recreation Center	100-330-4107-3602-10	1,575	1,000	1,000	5,000	4,000	400.0%
Guest Fees - Adventure Course Daily Fee	100-330-4107-3634-10	341,880	282,250	360,000	360,000	77,750	27.5%
Guest Fees - Adventure Course(Group)	100-330-4107-3635-10	46,354	125,000	90,000	90,000	(35,000)	-28.0%
Sponsorships - Muddy Trails	100-330-4108-3200-10	(350)	22,000	-	7,500	(14,500)	-65.9%
Sponsorships - 5K Series	100-330-4108-3201-10	-	-	-	8,000	8,000	
Sponsorships - Ten for Texas	100-330-4108-3202-10	(1,240)	39,000	7,000	39,000	-	0.0%
Sponsorships - Triathlon	100-330-4108-3203-10	(1,000)	55,000	-	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	2,692	3,000	3,000	3,000	-	0.0%
Sponsorships - Arts in the Park	100-350-4108-3300-10	-	2,500	1,500	2,500	-	0.0%
Sponsorships - Concerts in the Park	100-350-4108-3302-10	-	5,000	2,500	5,000	-	0.0%
Sponsorships - Hughes Landing	100-350-4108-3317-10	-	4,500	2,500	4,500	-	0.0%
Sponsorships - Red, Hot & Blue	100-350-4108-4001-10	26,500	40,000	25,000	40,000	-	0.0%
Sponsorships - LOTD	100-350-4108-4002-10	2,500	25,000	15,000	25,000	-	0.0%
Sponsorships - Ice Rink	100-350-4108-4003-10	11,500	25,000	15,000	25,000	-	0.0%
Sponsorships - Winter Wonderland	100-350-4108-4004-10	-	-	-	10,000	10,000	
Sponsorships - Waterway	100-350-4108-4013-10	1,500	2,500	1,500	2,500	-	0.0%
Sponsorships - Memorial Day	100-350-4108-4008-10	-	5,500	3,500	5,500	-	0.0%
Sponsorships - Labor Day	100-350-4108-4009-10	1,500	6,000	3,000	6,000	-	0.0%
Sponsorships - Trick or Treat Trail	100-350-4108-4011-10	2,000	7,500	3,500	7,500	-	0.0%
Sales Income - Arts in the Park	100-350-4109-3300-10	175	2,000	2,000	2,000	-	0.0%
Sales Income - Red, Hot & Blue	100-350-4109-4001-10	-	25,000	17,000	25,000	-	0.0%
Sales Income - LOTD	100-350-4109-4002-10	-	25,000	17,000	25,000	-	0.0%
Sales Income - Memorial Day	100-350-4109-4008-10	-	3,500	2,500	3,500	-	0.0%
Sales Income - Ice Rink	100-350-4109-4003-10	450,698	535,000	535,000	535,000	-	0.0%
Sales Income - Trick or Treat Trail	100-350-4109-4011-10	450	4,900	3,500	4,900	-	0.0%
Sales Income - Bike The Woodlands	100-350-4109-4018-10	-	-	1,500	1,500	1,500	
		2,957,364	4,913,650	4,640,900	5,342,337	428,687	8.7%
Pool Fees							
Concessions - Pool	100-320-4104-3631-10	-	23,000	23,000	23,000	-	0.0%
Guest Fees - Pool	100-320-4107-3601-10	108,357	600,000	602,000	602,000	2,000	0.3%
Memberships - Pool	100-320-4106-3611-10	153,570	490,000	490,000	492,000	2,000	0.4%
Rental - Pool	100-320-4105-3621-10	98,932	185,000	180,000	187,000	2,000	1.1%
		360,859	1,298,000	1,295,000	1,304,000	6,000	0.5%
TOTAL PARKS & RECREATION REVENUES		3,318,223	6,211,650	5,935,900	6,646,337	434,687	7.0%

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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
PARKS & REC ADMIN / PLANNING - Dept 300/305							
Salaries and Benefits							
Salaries and Wages	100-300-5010-0000-10	1,076,354	1,134,072	1,134,072	1,209,420	75,348	6.6%
Overtime	100-300-5011-0000-10	5,246	22,000	22,000	22,000	-	0.0%
Employee Benefits - FICA	100-300-5020-0000-10	77,580	87,773	87,773	93,543	5,770	6.6%
Employee Benefits - TEC	100-300-5021-0000-10	3,269	3,168	3,168	5,544	2,376	75.0%
Employee Benefits - Retirement	100-300-5030-0000-10	120,001	128,406	128,406	137,537	9,131	7.1%
Employee Benefits - Insurance	100-300-5031-0000-10	232,505	281,148	267,148	283,589	2,441	0.9%
Employee Benefits - Workers Comp	100-300-5032-0000-10	4,107	5,818	5,818	6,283	465	8.0%
		1,519,062	1,662,385	1,648,385	1,757,916	95,531	5.7%
Staff Development							
Meetings	100-300-5100-0000-10	-	300	500	500	200	66.7%
Training & Conferences	100-300-5120-0000-10	5,866	18,000	18,000	18,000	-	0.0%
Uniforms	100-300-5130-0000-10	30,510	37,000	37,000	37,000	-	0.0%
		36,376	55,300	55,500	55,500	200	0.4%
Facility Expense							
Telephone	100-300-5210-0000-10	14,929	18,000	16,400	16,400	(1,600)	-8.9%
Utilities	100-300-5220-0000-10	25,683	33,000	33,000	33,000	-	0.0%
Facility Maintenance	100-300-5230-0000-10	57,529	46,000	49,000	59,000	13,000	28.3%
Facility Supplies	100-300-5240-0000-10	9,284	30,000	30,000	30,000	-	0.0%
		107,424	127,000	128,400	138,400	11,400	9.0%
Equipment Expense							
Equipment	100-300-5330-0000-10	10,225	26,000	20,600	20,600	(5,400)	-20.8%
Data Services	100-300-5335-0000-10	64,697	72,500	68,500	68,500	(4,000)	-5.5%
Leased Vehicles	100-300-5355-0000-10	65,483	62,400	65,000	65,000	2,600	4.2%
Vehicle Fuel	100-300-5360-0000-10	54,159	97,000	97,000	99,000	2,000	2.1%
Equipment Repair & Maintenance	100-300-5365-0000-10	-	2,000	-	-	(2,000)	-100.0%
Vehicle Repair & Maintenance	100-300-5365-0000-10	96,194	99,000	99,000	99,000	-	0.0%
		290,758	358,900	350,100	352,100	(6,800)	-1.9%
Contracted Services							
Consulting	100-300-5401-0000-10	14,011	10,000	10,000	210,000	200,000	2000.0%
Contract Labor	100-300-5407-0000-10	3,730	19,000	13,000	19,000	-	0.0%
Other Contracted Services	100-300-5499-0000-10	(5,488)	8,000	8,000	8,000	-	0.0%
		12,253	37,000	31,000	237,000	200,000	540.5%
Administrative Expense							
Supplies	100-300-5800-0000-10	7,024	9,000	9,000	9,000	-	0.0%
Dues & Subscriptions	100-300-5802-0000-10	8,810	6,500	6,500	6,500	-	0.0%
Printing	100-300-5803-0000-10	2,222	1,200	1,200	1,200	-	0.0%
Mileage Reimbursement	100-300-5804-0000-10	17,545	14,000	15,300	16,000	2,000	14.3%
Other Admin	100-300-5899-0000-10	3,653	4,500	5,100	4,500	-	0.0%
		39,254	35,200	37,100	37,200	2,000	5.7%
Total PARD Admin/Planning		2,005,127	2,275,785	2,250,485	2,578,116	302,331	13.3%

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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
PARKS AND PATHWAYS OPERATIONS - Dept 310							
Salaries and Benefits							
Salaries and Wages	100-310-5010-0000-10	2,246,066	2,220,332	2,280,332	2,439,586	219,254	9.9%
Overtime	100-310-5011-0000-10	40,812	90,000	115,000	90,000	-	0.0%
Employee Benefits - FICA	100-310-5020-0000-10	167,071	176,740	183,243	193,513	16,773	9.5%
Employee Benefits - TEC	100-310-5021-0000-10	9,487	8,928	10,704	16,632	7,704	86.3%
Employee Benefits - Retirement	100-310-5030-0000-10	212,150	213,012	210,012	200,556	(12,456)	-5.8%
Employee Benefits - Insurance	100-310-5031-0000-10	462,079	482,760	464,760	489,045	6,285	1.3%
Employee Benefits - Workers Comp	100-310-5032-0000-10	17,796	29,598	25,898	26,974	(2,624)	-8.9%
		3,155,462	3,221,370	3,289,949	3,456,306	234,936	7.3%
Staff Development							
Training & Conferences	100-310-5120-0000-10	2,711	8,000	8,000	8,000	-	0.0%
		2,711	8,000	8,000	8,000	-	0.0%
Facility Expense							
Utilities	100-310-5220-0000-10	801,801	678,100	734,600	757,100	79,000	11.7%
		801,801	678,100	734,600	757,100	79,000	11.7%
Equipment Expense							
Equipment & Materials	100-310-5330-0000-10	21,830	36,000	36,000	36,000	-	0.0%
Rental	100-310-5350-0000-10	23,075	45,000	45,000	45,000	-	0.0%
Equipment Repair & Maintenance	100-310-5365-0000-10	6,446	10,000	10,000	10,000	-	0.0%
		51,351	91,000	91,000	91,000	-	0.0%
Contracted Services							
Park and Pathway Maintenance	100-310-5420-0000-10	2,922,494	3,350,900	3,285,734	3,100,000	(250,900)	-7.5%
Lake Management	100-310-5421-0000-10	139,434	184,200	158,400	160,800	(23,400)	-12.7%
Pest Control	100-310-5422-0000-10	12,137	17,000	17,000	17,000	-	0.0%
Tree Removal	100-310-5423-0000-10	393,260	566,500	540,000	450,000	(116,500)	-20.6%
Forest Management	100-310-5424-0000-10	371,000	446,500	446,500	446,500	-	0.0%
Sign Maintenance	100-310-5425-0000-10	51,709	40,000	50,000	52,000	12,000	30.0%
Restroom Cleaning	100-310-5427-0000-10	119,670	121,750	121,750	121,750	-	0.0%
Electrical Repairs & Maintenance	100-310-5428-0000-10	274,665	400,000	360,000	386,000	(14,000)	-3.5%
Other Contracted Services	100-310-5499-0000-10	4,925	12,000	10,000	10,000	(2,000)	-16.7%
		4,289,293	5,138,850	4,989,384	4,744,050	(394,800)	-7.7%
Maintenance Expense							
Parks Maintenance	100-310-5519-0000-10	479,279	444,600	444,600	525,000	80,400	18.1%
Pathway Maintenance	100-310-5520-0000-10	38,625	51,300	51,300	51,300	-	0.0%
Lake Maintenance	100-310-5521-0000-10	9,178	52,000	47,000	47,000	(5,000)	-9.6%
Lake Woodlands	100-310-5527-0000-10	16,463	35,200	25,000	25,000	(10,200)	-29.0%
Wildlife Management	100-310-5522-0000-10	109	500	300	300	(200)	-40.0%
Landscaping	100-310-5523-0000-10	67,367	171,200	141,200	151,200	(20,000)	-11.7%
Turf Maintenance & Irrigation	100-310-5524-0000-10	387,751	230,200	280,200	396,000	165,800	72.0%
Sign Maintenance	100-310-5525-0000-10	41,723	37,000	37,000	37,000	-	0.0%
		1,040,493	1,022,000	1,026,600	1,232,800	210,800	20.6%
Program Expense							
Bridge Painting	100-310-5647-0000-10	-	20,000	20,000	20,000	-	0.0%
George Mitchell Preserve	100-310-5644-0000-10	26,097	55,000	45,000	55,000	-	0.0%
		68,476	75,000	65,000	75,000	-	0.0%
Total Parks and Pathways Operations		9,409,662	10,234,320	10,204,533	10,364,256	129,936	1.3%

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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
AQUATICS - Dept 320							
Salaries and Benefits							
Salaries and Wages	100-320-5010-0000-10	851,609	1,584,907	1,558,237	1,587,663	2,756	0.2%
Overtime	100-320-5011-0000-10	3,126	13,000	13,000	13,000	-	0.0%
Employee Benefits - FICA	100-320-5020-0000-10	63,085	122,240	120,200	122,451	211	0.2%
Employee Benefits - TEC	100-320-5021-0000-10	8,929	4,161	5,031	7,283	3,122	75.0%
Employee Benefits - Retirement	100-320-5030-0000-10	22,042	24,957	24,957	25,538	581	2.3%
Employee Benefits - Insurance	100-320-5031-0000-10	74,998	81,372	81,372	91,100	9,728	12.0%
Employee Benefits - Workers Comp	100-320-5032-0000-10	10,181	17,307	13,807	15,992	(1,315)	-7.6%
		1,033,970	1,847,944	1,816,604	1,863,027	15,083	0.8%
Staff Development							
Meetings	100-320-5100-0000-10	2,816	4,500	4,500	4,500	-	0.0%
Training & Conferences	100-320-5120-0000-10	725	4,000	4,000	5,000	1,000	25.0%
Uniforms	100-320-5130-0000-10	18,476	9,000	9,000	9,000	-	0.0%
		22,017	17,500	17,500	18,500	1,000	5.7%
Facility Expense							
Telephone	100-320-5210-0000-10	15,981	18,000	18,000	18,000	-	0.0%
Utilities	100-320-5220-0000-10	358,157	390,000	380,000	380,000	(10,000)	-2.6%
Facility Repairs & Maintenance	100-320-5230-0000-10	86,206	80,000	80,000	80,000	-	0.0%
Treating Chemicals	100-320-5270-0000-10	112,842	105,000	115,000	115,000	10,000	9.5%
		573,186	593,000	593,000	593,000	-	0.0%
Equipment Expense							
Equipment	100-320-5330-0000-10	45,139	48,000	48,000	48,000	-	0.0%
Lifeguard Equipment	100-320-5331-0000-10	6,830	10,000	10,000	10,000	-	0.0%
Data Services	100-320-5335-0000-10	-	-	-	8,000	8,000	
Equipment Repair & Maintenance	100-320-5365-0000-10	28,623	35,000	35,000	35,000	-	0.0%
		80,592	93,000	93,000	101,000	8,000	8.6%
Contracted Services							
Other Contracted Services	100-320-5499-0000-10	20,030	18,500	18,500	18,500	-	0.0%
		20,030	18,500	18,500	18,500	-	0.0%
Administrative Expense							
Supplies	100-320-5800-0000-10	2,193	2,200	2,200	2,200	-	0.0%
Printing	100-320-5803-0000-10	-	7,000	6,000	6,000	(1,000)	-14.3%
Mileage Reimbursement	100-320-5804-0000-10	14,231	13,000	13,000	13,000	-	0.0%
Other Admin	100-320-5899-0000-10	35	-	-	-	-	
		16,459	22,200	21,200	21,200	(1,000)	-4.5%
Total Aquatics		1,746,253	2,592,144	2,559,804	2,615,227	23,083	0.9%

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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
RECREATION - Dept 330							
Salaries and Benefits							
Salaries and Wages	100-330-5010-0000-10	1,437,870	1,607,907	1,607,907	1,712,509	104,602	6.5%
Overtime	100-330-5011-0000-10	11,721	22,000	22,000	22,000	-	0.0%
Employee Benefits - FICA	100-330-5020-0000-10	106,153	124,688	124,688	132,690	8,002	6.4%
Employee Benefits - TEC	100-330-5021-0000-10	9,615	8,612	8,612	14,934	6,322	73.4%
Employee Benefits - Retirement	100-330-5030-0000-10	62,218	58,553	62,753	65,666	7,113	12.1%
Employee Benefits - Insurance	100-330-5031-0000-10	143,557	229,066	229,066	240,843	11,777	5.1%
Employee Benefits - Workers Comp	100-330-5032-0000-10	7,959	13,904	9,733	11,195	(2,709)	-19.5%
		1,779,092	2,064,730	2,064,759	2,199,837	135,107	6.5%
Staff Development							
Meetings	100-330-5100-0000-10	290	600	600	600	-	0.0%
Training & Conferences	100-330-5120-0000-10	10,178	12,000	12,000	12,600	600	5.0%
Adventure Course Training	100-330-5120-3320-10	15,872	15,000	15,000	15,000	-	0.0%
Uniforms	100-330-5130-0000-10	2,350	6,000	6,000	6,200	200	3.3%
		28,689	33,600	33,600	34,400	800	2.4%
Facility Expense							
Telephone	100-330-5210-0000-10	40,830	44,000	44,000	44,000	-	0.0%
Utilities	100-330-5220-0000-10	39,542	50,000	50,000	50,000	-	0.0%
Facility Repair & Maintenance	100-330-5230-0000-10	59,331	62,000	62,000	62,000	-	0.0%
Facility Supplies	100-330-5240-0000-10	12,406	7,500	9,500	9,500	2,000	26.7%
Janitorial	100-330-5280-0000-10	36,785	50,000	48,000	48,000	(2,000)	-4.0%
		188,895	213,500	213,500	213,500	-	0.0%
Equipment Expense							
Equipment	100-330-5330-0000-10	2,538	28,000	25,000	25,000	(3,000)	-10.7%
Equipment - Boat House	100-330-5330-3301-10	24,115	35,000	38,000	41,000	6,000	17.1%
Equipment - Adventures Course	100-330-5330-3320-10	24,950	15,000	15,000	15,000	-	0.0%
Data Services	100-330-5335-0000-10	15,052	18,700	18,700	19,300	600	3.2%
Equipment Repair & Maintenance	100-330-5365-0000-10	175	6,000	5,000	5,000	(1,000)	-16.7%
		66,829	102,700	101,700	105,300	2,600	2.5%
Contracted Services							
Credit Card Fees	100-330-5406-0000-10	115,569	200,000	180,000	170,000	(30,000)	-15.0%
Other Contracted Services	100-330-5499-0000-10	17,780	15,000	15,000	15,000	-	0.0%
		133,349	215,000	195,000	185,000	(30,000)	-14.0%
Program Expense							
Aquatic Program - Hurricane Swim Team	100-330-5600-3000-10	2,097	16,000	16,000	16,000	-	0.0%
Aquatic Program - Rip Tides Swim Team	100-330-5600-3001-10	1,585	13,000	13,000	13,000	-	0.0%
Aquatic Program - Waves Swim Team	100-330-5600-3002-10	1,201	16,000	16,000	16,000	-	0.0%
Aquatic Program - Misc	100-330-5600-3099-10	10,485	42,000	42,000	42,000	-	0.0%
Athletic Program - Soccer	100-330-5601-3103-10	41,105	60,000	60,000	60,000	-	0.0%
Athletic Program - Softball	100-330-5601-3104-10	49,050	45,000	48,750	48,750	3,750	8.3%
Athletic Program - Tennis Leagues	100-330-5601-3105-10	-	2,000	2,000	2,000	-	0.0%
Athletic Program - Tennis Group Lessons	100-330-5601-3106-10	221,720	227,500	227,500	227,500	-	0.0%
Athletic Program - Tennis Individ. Lessons	100-330-5601-3107-10	250,038	233,750	233,750	233,750	-	0.0%
Athletic Program - Misc	100-330-5601-3199-10	95	2,000	2,000	2,000	-	0.0%
Athletic Program - Muddy Fest	100-330-5602-3200-10	2,767	57,000	-	33,000	(24,000)	-42.1%
Athletic Program - Ten for Texas	100-330-5602-3202-10	7,171	101,000	80,000	80,000	(21,000)	-20.8%
Athletic Program - Triathlon	100-330-5602-3203-10	27,613	99,000	-	99,000	-	0.0%
Boat House - Marketing	100-330-5603-3301-10	4,525	14,000	14,000	14,000	-	0.0%
Boat House - Programs	100-330-5603-3301-10	-	3,500	3,500	3,500	-	0.0%
Boat House - Concessions	100-330-5603-3630-10	2,697	2,800	2,800	2,800	-	0.0%
Adventure Course - Expense	100-330-5603-3320-10	9,609	60,000	60,000	60,000	-	0.0%
Adventure Course - Concessions	100-330-5603-3634-10	2,686	4,500	4,500	4,500	-	0.0%
Recreation Program - D&D Dinner Dance	100-330-5603-3303-10	51,763	40,000	40,000	40,000	-	0.0%
Recreation Program - Day Camps	100-330-5603-3304-10	10,991	100,000	80,000	100,000	-	0.0%
Recreation Program - Family Camps	100-330-5603-3305-10	1,835	12,000	11,000	11,000	(1,000)	-8.3%
Recreation Program - Contractor Camps	100-330-5603-3315-10	2,925	56,000	56,000	56,000	-	0.0%
Recreation Program - Fitness	100-330-5603-3308-10	17,545	22,750	22,750	22,750	-	0.0%
Recreation Program - Gorilla Hole	100-330-5603-3309-10	1,115	5,500	5,500	5,500	-	0.0%
Recreation Program - Haunting	100-330-5603-3310-10	329	13,000	13,000	13,000	-	0.0%
Recreation Program - Preschool	100-330-5603-3311-10	83,345	84,500	84,500	97,500	13,000	15.4%
Recreation Program - Crush/Teen	100-330-5603-3312-10	-	7,500	-	5,000	(2,500)	-33.3%
Recreation Program - Outdoor Adventure	100-330-5603-3318-10	316	14,000	14,000	14,000	-	0.0%
Recreation Program - Misc	100-330-5603-3399-10	36,965	97,500	97,500	97,500	-	0.0%
Advertising	100-330-5704-0000-10	1,123	6,000	6,000	6,000	-	0.0%
		842,695	1,457,800	1,275,150	1,449,050	(8,750)	-0.6%
Administrative Expense							
Supplies	100-330-5800-0000-10	6,069	10,000	10,000	10,000	-	0.0%
Dues & Subscriptions	100-330-5802-0000-10	1,193	2,500	2,500	2,500	-	0.0%
Printing	100-330-5803-0000-10	13,045	40,000	10,000	40,000	-	0.0%
Mileage Reimbursement	100-330-5804-0000-10	2,128	5,000	5,000	5,000	-	0.0%
Other Admin	100-330-5899-0000-10	73	-	-	-	-	-
		22,507	57,500	27,500	57,500	-	0.0%
Total Recreation		3,062,056	4,144,830	3,911,209	4,244,587	99,757	2.4%

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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
TOWN CENTER FACILITIES AND OPERATIONS - Dept 340							
Salaries and Benefits							
Salaries and Wages	100-340-5010-0000-10	733,127	709,468	721,146	738,714	29,246	4.1%
Overtime	100-340-5011-0000-10	5,813	12,000	15,000	15,000	3,000	25.0%
Employee Benefits - FICA	100-340-5020-0000-10	54,732	55,193	56,315	57,430	2,237	4.1%
Employee Benefits - TEC	100-340-5021-0000-10	3,960	3,888	4,637	6,804	2,916	75.0%
Employee Benefits - Retirement	100-340-5030-0000-10	59,909	56,540	57,668	58,563	2,023	3.6%
Employee Benefits - Insurance	100-340-5031-0000-10	81,722	93,491	87,491	88,668	(4,823)	-5.2%
Employee Benefits - Workers Comp	100-340-5032-0000-10	5,530	8,470	6,776	7,598	(872)	-10.3%
		944,793	939,050	949,033	972,777	33,727	3.6%
Staff Development							
Training & Conferences	100-340-5120-0000-10	51	2,000	2,000	3,000	1,000	50.0%
Uniforms	100-340-5130-0000-10	14,679	15,000	18,000	18,000	3,000	20.0%
		14,730	17,000	20,000	21,000	4,000	23.5%
Facility Expense							
Utilities - Waterway	100-340-5220-3801-10	133,760	140,000	136,000	136,000	(4,000)	-2.9%
Utilities - Riva Row Park	100-340-5220-3800-10	894	1,000	1,000	1,000	-	0.0%
Utilities - Town Green Park	100-340-5220-3802-10	24,172	23,000	25,000	25,000	2,000	8.7%
Utilities - Town Center	100-340-5220-3803-10	11,460	11,000	12,000	12,000	1,000	9.1%
Utilities - Waterway Square	100-340-5220-3804-10	8,808	32,000	18,000	18,000	(14,000)	-43.8%
Utilities - Hughes Landing	100-340-5220-3805-10	7,326	15,000	8,500	8,500	(6,500)	-43.3%
Lease/Rent 20 -Waterway	100-340-5204-0000-10	73,657	92,500	92,500	92,500	-	0.0%
		260,076	314,500	293,000	293,000	(21,500)	-6.8%
Equipment Expense							
Ranger Equipment	100-340-5330-0000-10	13,040	17,000	17,000	17,000	-	0.0%
Data Services	100-340-5335-0000-10	5,403	8,000	6,800	8,000	-	0.0%
		18,443	25,000	23,800	25,000	-	0.0%
Contracted Services							
Sign Maintenance - Town Center	100-340-5425-0000-10	6,546	10,000	10,000	10,000	-	0.0%
Maintenance - Waterway	100-340-5426-3801-10	939,606	780,000	914,000	914,000	134,000	17.2%
Maintenance - Riva Row Park	100-340-5426-3800-10	13,019	30,000	26,000	26,000	(4,000)	-13.3%
Maintenance - Town Green Park	100-340-5426-3802-10	91,549	160,000	145,000	145,000	(15,000)	-9.4%
Maintenance - Waterway Square	100-340-5426-3804-10	149,944	166,000	160,000	160,000	(6,000)	-3.6%
Maintenance - Hughes Landing	100-340-5426-3805-10	137,863	102,000	125,000	125,000	23,000	22.5%
Streetlight Maintenance	100-340-5440-0000-10	122,530	120,000	126,000	126,000	6,000	5.0%
		1,461,057	1,368,000	1,506,000	1,506,000	138,000	10.1%
Maintenance Expense							
Maintenance - Riva Row Park	100-340-5526-3800-10	5,065	4,000	5,000	5,000	1,000	25.0%
Maintenance - Town Green Park	100-340-5526-3802-10	6,329	10,000	20,000	10,000	-	0.0%
Maintenance - Waterway Square	100-340-5526-3804-10	2,747	14,000	10,000	10,000	(4,000)	-28.6%
Maintenance - HL Waterway Canal Bridge	100-340-5526-3805-10	1,230	8,000	8,000	8,000	-	0.0%
Streetlight Maintenance	100-340-5540-0000-10	5,960	8,000	10,000	12,000	4,000	50.0%
		21,332	44,000	53,000	45,000	1,000	2.3%
Program Expense							
Tree Lighting	100-340-5643-0000-10	134,718	136,000	136,000	136,000	-	0.0%
Art Benches	100-340-5648-0000-10	35,245	16,000	16,000	16,000	-	0.0%
Seasonal Lighting	100-340-5642-0000-10	53,950	49,000	52,000	52,000	3,000	6.1%
		223,912	201,000	204,000	204,000	3,000	1.5%
Administrative Expense							
Supplies	100-340-5800-0000-10	1,132	1,000	1,000	1,000	-	0.0%
Dues & Subscriptions	100-340-5802-0000-10	80	250	250	250	-	0.0%
Mileage Reimbursement	100-340-5804-0000-10	2,071	2,000	2,000	2,000	-	0.0%
		3,283	3,250	3,250	3,250	-	0.0%
Total Town Center Facilities and Operations		2,947,625	2,911,800	3,052,083	3,070,027	158,227	5.4%

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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
TOWNSHIP EVENTS - Dept 350							
Salaries and Benefits							
Salaries and Wages	100-350-5010-0000-10	242,994	257,350	260,200	271,737	14,387	5.6%
Overtime	100-350-5011-0000-10	4,839	12,400	12,400	12,400	-	0.0%
Employee Benefits - FICA	100-350-5020-0000-10	17,783	20,636	20,865	21,736	1,100	5.3%
Employee Benefits - TEC	100-350-5021-0000-10	765	720	720	1,260	540	75.0%
Employee Benefits - Retirement	100-350-5030-0000-10	13,597	16,417	24,417	28,196	11,779	71.7%
Employee Benefits - Insurance	100-350-5031-0000-10	46,270	66,496	70,738	77,681	11,185	16.8%
Employee Benefits - Workers Comp	100-350-5032-0000-10	183	341	261	307	(34)	-10.1%
		326,431	374,360	389,601	413,317	38,957	10.4%
Equipment Expense							
Data Services	100-350-5335-0000-10	4,389	5,800	5,300	5,300	(500)	-8.6%
		4,389	5,800	5,300	5,300	(500)	-8.6%
Program Expense							
Event Advertising	100-350-5611-0000-10	92,308	126,200	126,200	126,200	-	0.0%
Sponsorship Expense	100-350-5605-3599-10	350	2,000	1,000	1,500	(500)	-25.0%
Concerts in the Park							
Event Production	100-350-5610-3302-10	32,487	33,600	33,600	33,600	-	0.0%
Arts in the Park							
Event Production	100-350-5610-3300-10	5,606	19,000	19,000	19,000	-	0.0%
Hughes Landing							
Event Production	100-350-5610-3317-10	24,444	27,000	27,000	27,500	500	1.9%
Red, Hot & Blue							
Event Production	100-350-5610-4001-10	104,191	248,000	248,000	248,000	-	0.0%
Event Public Safety	100-350-5612-4001-10	27,820	56,000	63,200	63,200	7,200	12.9%
Lighting of the Doves							
Event Production	100-350-5610-4002-10	26,622	138,500	138,500	138,500	-	0.0%
Event Public Safety	100-350-5612-4002-10	7,950	18,000	20,300	20,300	2,300	12.8%
Ice Rink							
Event Production	100-350-5610-4003-10	386,734	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	16,040	28,500	28,500	28,500	-	0.0%
Event Public Safety	100-350-5612-4013-10	1,920	4,000	4,600	4,600	600	15.0%
Memorial Day Event							
Event Production	100-350-5610-4008-10	-	39,000	31,000	39,000	-	0.0%
Event Public Safety	100-350-5612-4008-10	-	9,900	10,500	11,200	1,300	13.1%
Labor Day Event							
Event Production	100-350-5610-4009-10	11,024	22,500	22,500	22,500	-	0.0%
Event Public Safety	100-350-5612-4009-10	5,853	4,000	4,600	4,600	600	15.0%
Trick or Treat Trail Event							
Event Production	100-350-5610-4011-10	11,077	30,000	27,000	30,000	-	0.0%
Event Public Safety	100-350-5612-4011-10	2,290	5,000	6,700	6,700	1,700	34.0%
Bike The Woodlands							
Event Production	100-350-5610-4018-10	-	6,700	6,700	6,700	-	0.0%
Miscellaneous Events							
Event	100-350-5613-0000-10	10,015	9,600	9,600	9,600	-	0.0%
Arbor Day							
Event	100-350-5613-4101-10	-	5,000	5,000	5,000	-	0.0%
Run Thru the Woods							
Event	100-350-5613-4104-10	-	-	-	-	-	-
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	-	12,000	12,000	12,000	-	0.0%
		807,105	1,324,500	1,325,500	1,338,200	13,700	1.0%
Total Township Events		1,137,925	1,704,660	1,720,401	1,756,817	52,157	3.1%

2022 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

2021 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
- Coordinated 7 Community 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



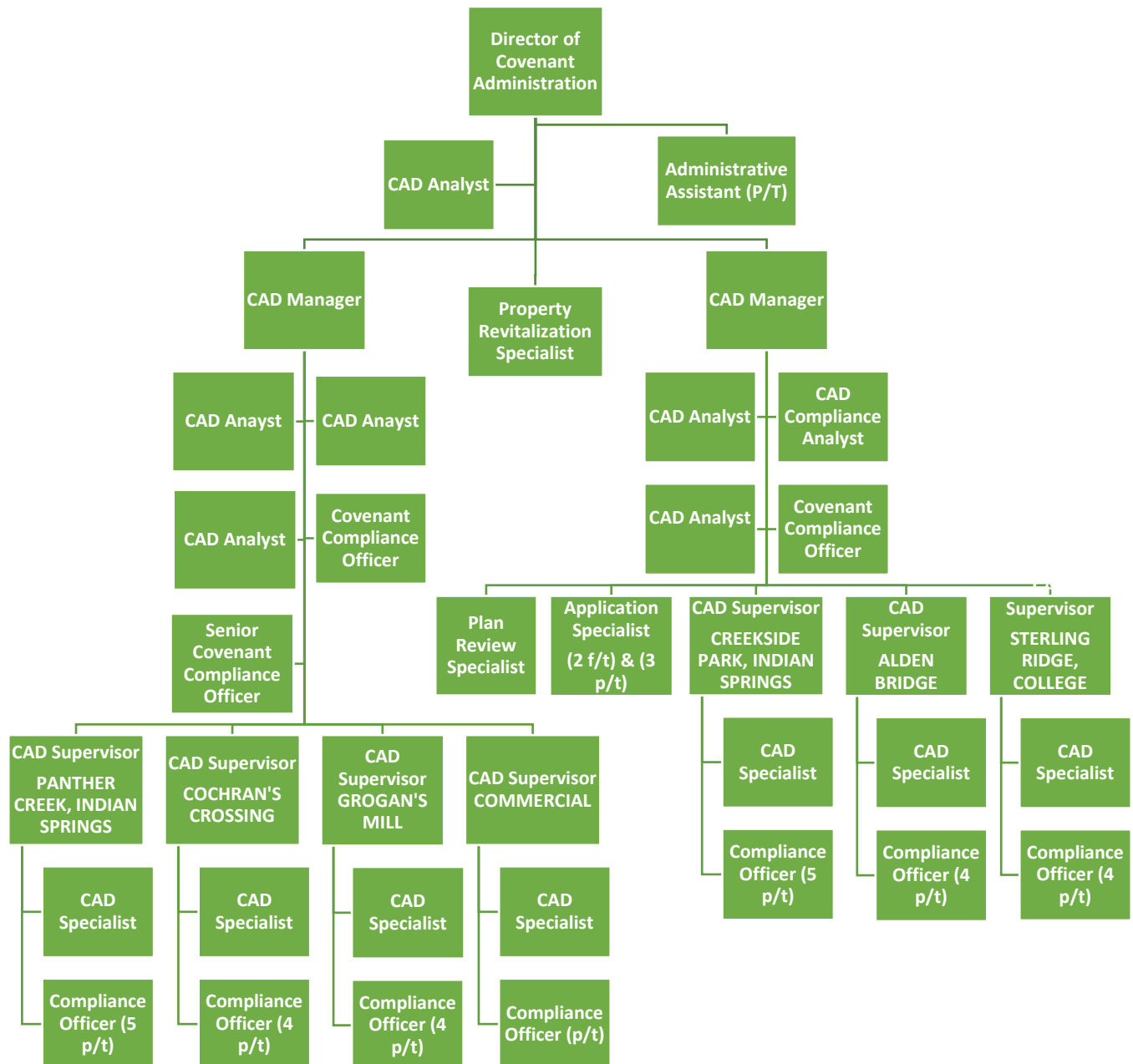
2022 Objectives

- 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.

2022 Covenant Administration Department Budget Plan



Organization Chart



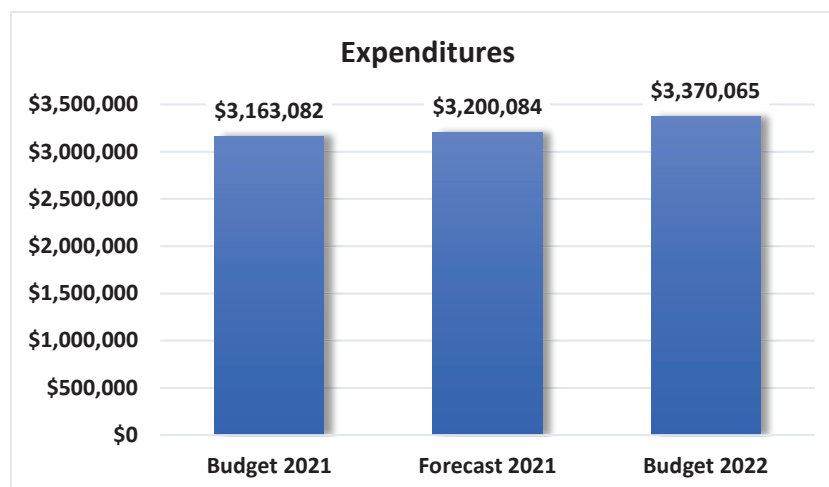
2022 Covenant Administration Department Budget Plan



STAFFING - FTE COUNT	Budget 2021	Budget 2022	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 2022 Budget	0.00	0.00	0.00

Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 2,952,182	\$ 2,975,784	\$ 3,112,965	\$ 160,783	5.4%
Staff Development	4,000	2,000	2,000	(2,000)	-50.0%
Equipment Expense	42,000	42,000	43,200	1,200	2.9%
Contracted Services	24,000	24,000	24,000	-	0.0%
Program Expense	75,000	100,000	125,000	50,000	66.7%
Program Education/Relations	4,000	2,000	2,000	(2,000)	-50.0%
Administrative Expense	61,900	54,300	60,900	(1,000)	-1.6%
Total	\$ 3,163,082	\$ 3,200,084	\$ 3,370,065	\$ 206,983	6.5%



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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
COVENANT ADMINISTRATION - Dept 410							
Salaries and Benefits							
Salaries and Wages	100-410-5010-0000-10	2,179,198	2,239,191	2,250,391	2,350,010	110,819	4.9%
Overtime	100-410-5011-0000-10	26,316	21,000	26,000	26,000	5,000	23.8%
Employee Benefits - FICA	100-410-5020-0000-10	163,387	172,905	174,153	181,382	8,477	4.9%
Employee Benefits - TEC	100-410-5021-0000-10	9,394	9,072	9,072	15,876	6,804	75.0%
Employee Benefits - Retirement	100-410-5030-0000-10	223,432	214,571	224,958	218,767	4,196	2.0%
Employee Benefits - Insurance	100-410-5031-0000-10	229,849	292,998	289,498	319,013	26,015	8.9%
Employee Benefits - Workers Comp	100-410-5032-0000-10	1,475	2,445	1,712	1,917	(528)	-21.6%
		2,833,051	2,952,182	2,975,784	3,112,965	160,783	5.4%
Staff Development							
Training & Conferences	100-410-5120-0000-10	933	2,000	2,000	2,000	-	0.0%
Uniforms	100-410-5130-0000-10	-	2,000	-	-	(2,000)	-100.0%
		933	4,000	2,000	2,000	(2,000)	-50.0%
Equipment Expense							
Equipment	100-410-5330-0000-10	400	3,500	3,500	3,500	-	0.0%
Data Services	100-410-5335-0000-10	38,344	38,500	38,500	39,700	1,200	3.1%
		38,743	42,000	42,000	43,200	1,200	2.9%
Contracted Services							
Contract Labor	100-410-5407-0000-10	2,374	24,000	24,000	24,000	-	0.0%
		2,374	24,000	24,000	24,000	-	0.0%
Program Expense							
Mailbox Replacement	100-410-56XX-0000-10	-	-	50,000	50,000	50,000	
Community Education/Revitalization	100-410-5650-0000-10	84,462	75,000	50,000	75,000	-	0.0%
		84,462	75,000	100,000	125,000	50,000	66.7%
Public Education/Relations							
Public Relations	100-410-5700-0000-10	1,182	4,000	2,000	2,000	(2,000)	-50.0%
		1,182	4,000	2,000	2,000	(2,000)	-50.0%
Administrative Expense							
Supplies	100-410-5800-0000-10	1,565	2,800	2,800	2,800	-	0.0%
Dues & Subscriptions	100-410-5802-0000-10	103	500	500	500	-	0.0%
Printing	100-410-5803-0000-10	-	3,000	2,000	2,000	(1,000)	-33.3%
Mileage Reimbursement	100-410-5804-0000-10	38,546	52,000	47,000	52,000	-	0.0%
Committee Meetings	100-410-5809-0000-10	1,527	3,600	2,000	3,600	-	0.0%
		41,741	61,900	54,300	60,900	(1,000)	-1.6%
Total Covenant Administration		3,002,486	3,163,082	3,200,084	3,370,065	206,983	6.5%

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2022 Environmental Services Budget Plan



Mission

The mission of The Woodlands Township Environmental Services Division is to empower informed choices for the sustained health of our community and environment. The Division 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 Division 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, 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 Adopt-a-Path, Great American CleanUp and America Recycles Day.
- Administering community gardens at Bear Branch Sports Field, Alden Bridge Sports Field and Wendtwoods Park.

2021 Accomplishments

- Adopt-A-Path
 - Adopt-A-Path: 67 Active groups, 1063 community service hours, and 7,556 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*
- Communications
 - Published 23 press releases, 55 magazine articles, 137 Facebook posts, 89 Blog articles, and 34 e-blasts. *Focus Areas 2.1.6, 2.1.7, 7.1.2*
 - Responded to 2,001 resident requests for information. *Focus Areas 2.1.6, 2.1.7, 2.1.8, 7.1.2*
 - Delivered outreach through 42 programs to 4,666 participants. *Focus Areas 2.1.6, 2.1.8, 7.1.2*
- Community Gardens
 - Installed new irrigation system at Wendtwoods CG to reduce maintenance and conserve water. *Focus Areas 1.2.2, 7.1.3*
 - Leased all 141 community garden plots with waiting lists. *Focus Areas 1.2.4*
- Mosquito Surveillance and Education
 - Set 1,190 traps; responded to 45 requests for surveillance by Township residents. *Focus Areas 1.1.3, 1.5.1*
 - Developed WNV Disease Response Protocols to identify key breeding sites (inspected 1393 storm sewers, 642 driveway culverts, 6 miles of swale, 28 parks and 20 schools/businesses); established 161 priority areas for ongoing surveillance and treatment. *Focus Areas 1.1.3, 1.5.1*
- Pollinator Support
 - Delivered (4) Pollinator Support Outreach Programs to 96 participants. *Focus Areas 7.1.3, 7.3.1*

2022 Environmental Services Budget Plan



- o Held 1st Annual Pollinator Village Challenge – registered 101 home pollinator gardens. *Focus Area 7.1.3, 7.3.1*
 - o Expanded emphasis on Pollinators at Woodlands Landscaping Solutions. *Focus Areas 7.1.3, 7.3.1*
 - o Held 1st Annual Pollinator Village Challenge – registered 101 home pollinator gardens. *Focus Areas 7.1.3, 7.3.1*
 - o Partnered with The Woodlands GREEN and Coulson Tough Elementary Race for Awareness to provide pollinator education and raise \$22,500 for the development of pollinator gardens at the Sterling Ridge Park & Ride. *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 13,131 tons of recycling, textiles and compost from the landfill in 2019, equivalent to conserving 3.4 million gallons of gasoline. *Focus Areas 1.3, 7.1.3, 7.2.5*
 - o Processed 1,245 customer service requests *Focus Areas 1.3, 7.1.3, 7.2.5*
 - o 3R Bazaar: 1490 participants; collected 5,114 lbs. of batteries, 1800 pairs of eyeglasses, 100 lbs. of oral care products, 2,692 lbs. of textiles, 9,547 lbs. of document shredding and recycling, 1200 cu ft of Styrofoam, 1151 lbs. of food and \$2,534 for the Interfaith Food Bank. *Focus Areas 1.3, 1.2.5, 7.1.2, 7.1.3, 7.2.5*
 - o Implemented community-wide Recycle Cart Education Tag Program: generated a 20.4% decrease in recycling contamination the ensuing quarter. *Focus Areas 1.3, 7.1.2, 7.1.3*
- Sustainable Landscapes
 - o Walk in the Woods Nature Lecture series – 5 programs and 340 participants. *Focus Areas 7.1.2, 7.3.1, 7.3.2*
 - o Delivered (10) Gardening, Landscaping and Invasive Plant Workshops – 718 participants. *Focus Areas 7.1.3, 7.3.1*
 - o Coordinated Community Tree Planting at Creekside Park West Trailhead - 373 volunteers planted 3,400 native trees, 45 flats of milkweed, 5 lbs wildflower seed, and 40 yds of mulch. *Focus Areas 7.1.3, 7.3.1*
 - o Coordinated Woodlands Landscaping Solutions – 760 participants. *Focus Areas 1.2.5, 7.1.2, 7.1.4, 7.3.1*
 - o Coordinated Invasive Plants Volunteer Task Force – 93 trained volunteers, 1004 volunteer hours removing plants. *Focus Areas 7.1.3, 7.3.1*
 - o Followed with 1st Annual Sustainable Learning Week - daily blog posts with sustainable landscaping resources - 1,729 views. *Focus Areas 1.2.4, 7.1.2, 7.3.1, 7.3.2*
- Volunteer Coordination
 - o In total, Environmental Services coordinated 1,673 volunteer hours valued at a total of \$42,544 based on Independent Sector's Texas 2019 volunteer hourly value of \$25.43. *Focus areas 2.2.6, 7.1.3*
- Walk to School
 - o Substituted with socially distanced program for 14 schools, 1,083 students and family members. *Focus Areas 1.2.5, 7.1.2*
- Water Conservation
 - o Coordinated (18) Water Conservation Outreach Program for 1,069 participants. *Focus Areas 1.2.5, 7.1.2, 7.1.3*

2022 Environmental Services Budget Plan



- o Water-Wise Village Challenge – 481 pledges = potential water savings of 8.6M gallons. *Focus areas 7.1.2, 7.1.3*
- o Disseminated 3,200 water-saving devices to residents (faucet aerators, hose-end timers, hand spray nozzles). *Focus Areas 7.1.2, 7.1.3*

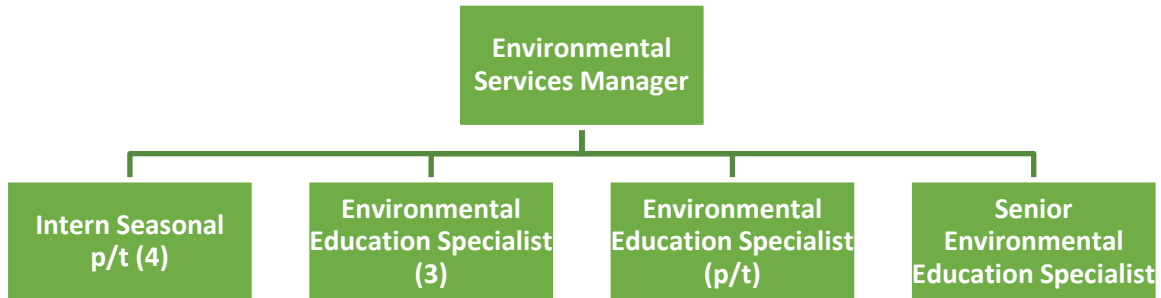
2022 Objectives

- Community Gardens
 - o Enhance accessibility features in the three existing community gardens. *Focus Area 1.2.2*
- Mosquito Surveillance and Education
 - o Augment State disease testing capacity through in-house RAMP testing. *Focus Areas 1.1.3, 1.5.1, 2.1*
 - o Collaborate with local partners to streamline procedures and add capacity for source reduction. *Focus Areas 1.1.3, 1.5.1, 1.5.2*
 - o Expand education and outreach outlets to engage more residents in bite prevention and source reduction. *Focus Areas 1.1.3, 1.5.1, 2.1.1, 7.1.2*
- Pollinator Support
 - o Increase pollinator habitat throughout The Woodlands on residential, commercial and open space lots. *Focus Areas 7.1.2, 7.1.3, 7.3.1*
 - o Promote education on alternatives to pesticides for homeowners. *Focus Areas 7.1.2, 7.1.3, 7.3.1*
- Solid Waste, Recycling and Waste Minimization
 - o Implement recycling in all Tier A parks. *Focus Areas 1.3, 7.1.3, 7.2*
 - o Reduce recycling contamination through targeted public education outreach, ensuring the Township remains below the 25% threshold. *Focus Areas 1.3, 7.1.2, 7.2.5*
 - o Develop litter education campaign for litter awareness and Adopt-a-path program. *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.*
 - o Meet the high demand for gardening education by adding additional outreach opportunities and by growing the pool of quality gardening presenters. *Focus Areas 7.1.2*
 - o Partner with local businesses including native plant nurseries, native lawn care companies and sustainable landscape design services to promote sustainable landscaping resources. *Focus Areas 7.1.2, 7.3.1*
- Water Conservation
 - o Expand school-based water conservation education through teacher workshops, virtual and classroom presentations and hands-on, field-based programs. *Focus Area 7.1.2*
 - o Train volunteers through the Watershed Project to water provide water conservation outreach to the public. *Focus Areas 2.1.3, 7.1.1, 7.1.2, 7.1.3*
 - o Grow Water-Wise Village Challenge by 25% over 2019 peak pledges. *Focus Areas 7.1.2, 7.1.3, 7.3.1*

2022 Environmental Services Budget Plan



Organization Chart



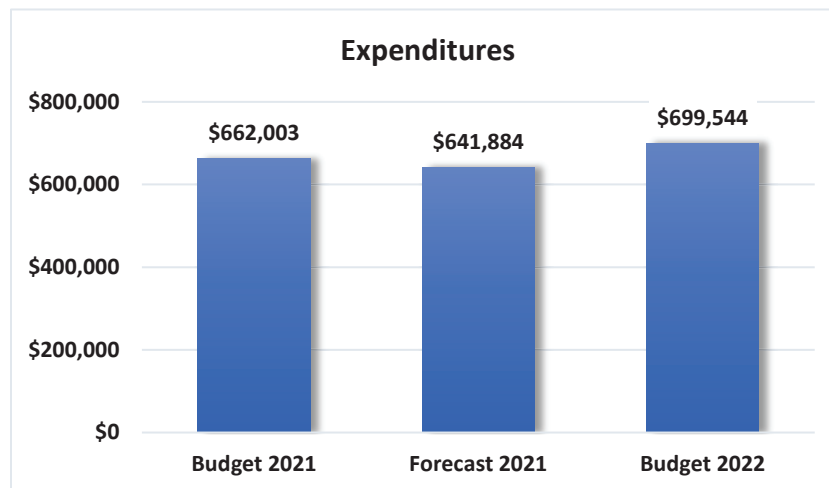
STAFFING - FTE COUNT	Budget 2021	Budget 2022	Change
Environmental Services Manager	1.00	1.00	0.00
Senior Environmental Education Specialist	1.00	1.00	0.00
Environmental Education Specialist	3.50	3.50	0.00
Intern	1.25	1.25	0.00
			0.00
TOTAL	6.75	6.75	0.00
Position(s) added in 2022 Budget	0.00	0.00	0.00

2022 Environmental Services Budget Plan



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 457,503	\$ 478,984	\$ 505,144	\$ 47,641	10.4%
Staff Development	5,300	5,100	5,100	(200)	-3.8%
Equipment Expense	7,200	6,900	6,900	(300)	-4.2%
Contracted Services	10,500	1,500	-	(10,500)	-100.0%
Program Expense	174,500	140,500	173,500	(1,000)	-0.6%
Administrative Expense	7,000	8,900	8,900	1,900	27.1%
Total	\$ 662,003	\$ 641,884	\$ 699,544	\$ 37,541	5.7%



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

Budget Code		Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
ENVIRONMENTAL SERVICES - Dept 420							
Salaries and Benefits							
Salaries and Wages	100-420-5010-0000-10	346,058	347,144	362,144	381,334	34,190	9.8%
Overtime	100-420-5011-0000-10	9,178	10,200	13,000	13,000	2,800	27.5%
Employee Benefits - FICA	100-420-5020-0000-10	26,299	27,337	28,518	29,952	2,615	9.6%
Employee Benefits - TEC	100-420-5021-0000-10	1,450	1,256	1,256	2,268	1,012	80.6%
Employee Benefits - Retirement	100-420-5030-0000-10	31,912	31,219	33,719	35,725	4,506	14.4%
Employee Benefits - Insurance	100-420-5031-0000-10	43,763	39,982	39,982	42,477	2,495	6.2%
Employee Benefits - Workers Comp	100-420-5032-0000-10	232	365	365	388	23	6.2%
		458,893	457,503	478,984	505,144	47,641	10.4%
Staff Development							
Meetings	100-420-5100-0000-10	-	100	100	100	-	0.0%
Training & Conferences	100-420-5120-0000-10	110	5,000	5,000	5,000	-	0.0%
Uniforms	100-420-5130-0000-10	-	200	-	-	(200)	-100.0%
		110	5,300	5,100	5,100	(200)	-3.8%
Equipment Expense							
Equipment	100-420-5330-0000-10	981	1,400	1,400	1,400	-	0.0%
Data Services	100-420-5335-0000-10	5,063	5,800	5,500	5,500	(300)	-5.2%
		6,045	7,200	6,900	6,900	(300)	-4.2%
Contracted Services							
Contract Labor	100-420-5407-0000-10	-	10,500	1,500	-	(10,500)	-100.0%
		-	10,500	1,500	-	(10,500)	-100.0%
Program Expense							
Other Programs	100-420-5605-3403-10	23,203	61,000	32,000	65,000	4,000	6.6%
Sustainable Landscapes	100-420-5605-3407-10	21,044	26,500	26,500	26,500	-	0.0%
Water Conservation	100-420-5605-3415-10	6,153	14,000	12,000	12,000	(2,000)	-14.3%
Pollinator Support Program	100-420-5605-3416-10	2,508	5,000	5,000	5,000	-	0.0%
Solid Waste, Recycling & Waste Min	100-420-5605-3410-10	35,925	36,000	36,000	36,000	-	0.0%
Walk-to-School	100-420-5605-3413-10	5,003	5,000	5,000	5,000	-	0.0%
Mosquito Surveillance	100-420-5605-3408-10	12,554	27,000	24,000	24,000	(3,000)	-11.1%
		106,390	174,500	140,500	173,500	(1,000)	-0.6%
Administrative Expense							
Supplies	100-420-5800-0000-10	1,544	1,400	1,400	1,400	-	0.0%
Dues & Subscriptions	100-420-5802-0000-10	2,536	2,200	3,700	3,700	1,500	68.2%
Printing	100-420-5803-0000-10	-	1,000	1,000	1,000	-	0.0%
Mileage Reimbursement	100-420-5804-0000-10	2,011	2,400	2,800	2,800	400	16.7%
		6,092	7,000	8,900	8,900	1,900	27.1%
Total Environmental Services		577,529	662,003	641,884	699,544	37,541	5.7%

2022 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 streetlight malfunctions and report these problems to the responsible utility company. There are currently 6,937 streetlights within the Township of which 5,417 are serviced by Entergy and 1,520 by Reliant/Centerpoint.

2021 Accomplishments

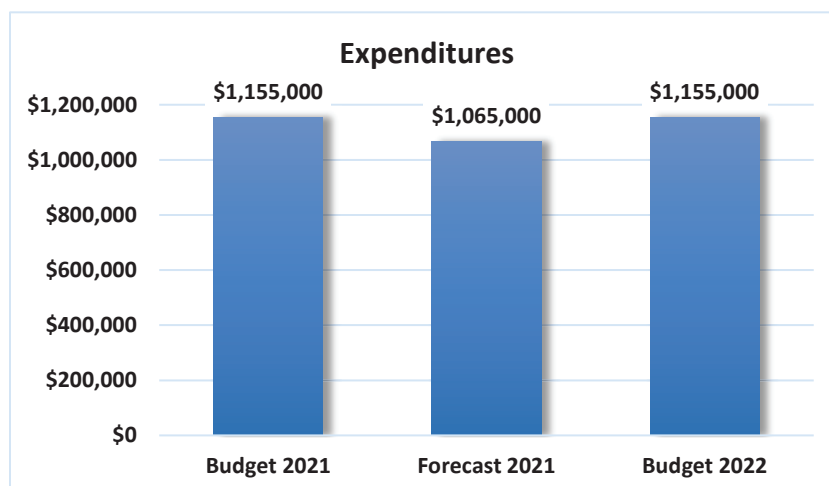
- Improved reporting and tracking of malfunctioning streetlights utilizing My Woodlands 311 app.

2022 Objectives

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

Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Streetlighting	\$ 1,155,000	\$ 1,065,000	\$ 1,155,000	\$ -	0.0%
Total	\$ 1,155,000	\$ 1,065,000	\$ 1,155,000	\$ -	0.0%



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2022 Solid Waste Budget Plan



Mission

The mission of the Solid Waste 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.

2021 Accomplishments

- Managed the Solid Waste and Recycling Services Contract; diverted 13,362 tons of recycling and compost from the landfill in 2020, equivalent to conserving 3.4 million gallons of gasoline. Focus Area: 1.3, 7.1.3, 7.2.5
- Provided solid waste services education through 13 magazine articles and 39 social media and blog posts. Focus Area: 2.1.8, 7.1.2
- Provided rapid response to Winter Storm Uri, coordinating dump stations to aid residential storm cleanup. Focus Area: 1.3
- Provided quality resident support despite a 36% increase in service call volume over 2019, and a 46% increase over 2018. Focus Area: 2.1, 1.3
- Implemented a new Recycling Cart Education Tag program which resulted in a 14% decrease in contamination. Focus Area: 7.1.2, 7.1.3
- Implemented a new service standard for multi-unit complexes which created equitable service between all complexes and resulted in an annual savings of over \$90,000 for the Township. Focus Area: 8.1

2022 Objectives

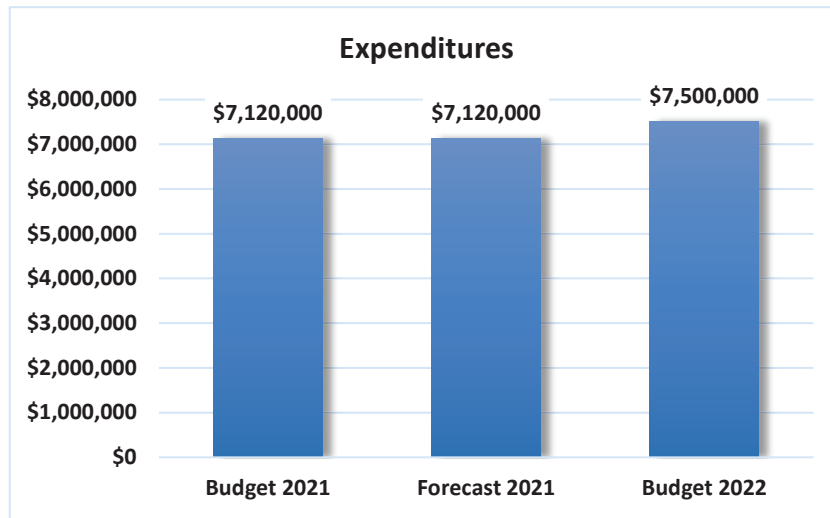
- Maintain recycling contamination below 25%. Focus Area: 1.3
- Increase recycling diversion rate by 3%. Focus Area: 7.2.5

2022 Solid Waste Budget Plan



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Solid Waste	\$ 7,120,000	\$ 7,120,000	\$ 7,500,000	\$ 380,000	5.3%
Total	\$ 7,120,000	\$ 7,120,000	\$ 7,500,000	\$ 380,000	5.3%



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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
OTHER COMMUNITY SERVICES - Dept 430							
Streetlighting	100-430-5440-0000-10	737,224	1,155,000	1,065,000	1,155,000	-	0.0%
Solid Waste Services	100-430-5442-0000-10	6,743,403	7,120,000	7,120,000	7,500,000	380,000	5.3%
Total Other Community Services		7,480,627	8,275,000	8,185,000	8,655,000	380,000	4.6%

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2022 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.

2021 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 continuity of operations and services, modifications to safety protocols, and provided oversight to the Reopening The Woodlands Plan.
- Assisted with The Woodlands Marathon and with the rescheduling of the Memorial Hermann Ironman Texas, Waterway Arts Festival. 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 efforts to improve safety and communications with underground fiber optic cable companies and other agencies.
- 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.
- 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.
- Served as Emergency Action Plan Coordinator for Township facilities including plan revisions and training.

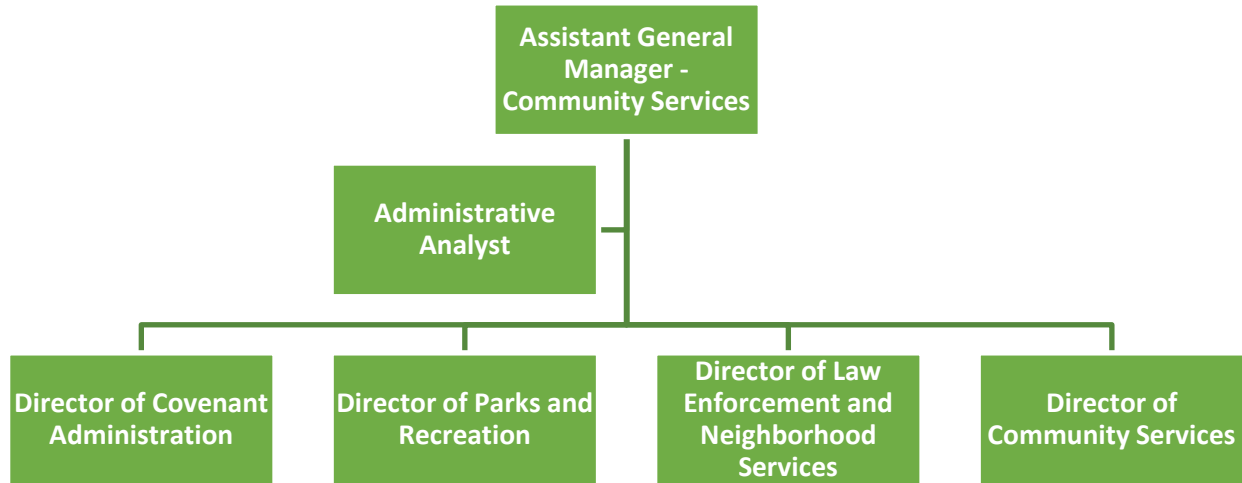
2022 Objectives

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

2022 Community Services Department Budget Plan



Organization Chart



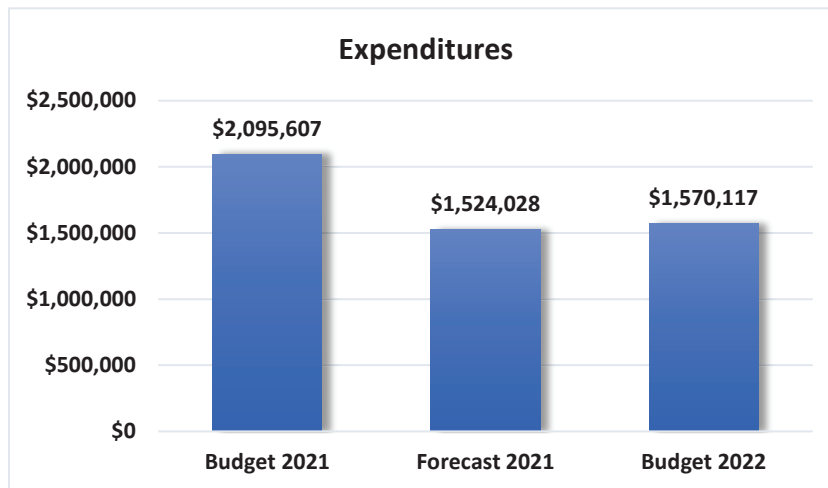
STAFFING - FTE COUNT	Budget 2021	Budget 2022	Change
Assistant General Manager – Community Services	1.00	1.00	0.00
Administrative Analyst	1.00	1.00	0.00
TOTAL	2.00	2.00	0.00
Position(s) added in 2022 Budget	0.00	0.00	0.00

2022 Community Services Department Budget Plan



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 311,840	\$ 311,840	\$ 322,207	\$ 10,367	3.3%
Staff Development	600	250	500	(100)	-16.7%
Equipment Expense	1,600	1,300	1,300	(300)	-18.8%
Contracted Services	1,780,767	1,209,038	1,245,310	(535,457)	-30.1%
Administrative Expense	800	1,600	800	-	0.0%
Total	\$ 2,095,607	\$ 1,524,028	\$ 1,570,117	\$ (525,490)	-25.1%



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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
COMMUNITY SERVICES ADMIN - Dept 400							
Salaries and Benefits							
Salaries and Wages	100-400-5010-0000-10	237,921	238,980	238,980	246,864	7,884	3.3%
Overtime	100-400-5011-0000-10	141	500	500	500	-	0.0%
Employee Benefits - FICA	100-400-5020-0000-10	14,443	14,972	14,972	15,491	519	3.5%
Employee Benefits - TEC	100-400-5021-0000-10	332	288	288	504	216	75.0%
Employee Benefits - Retirement	100-400-5030-0000-10	31,308	32,581	32,581	33,631	1,050	3.2%
Employee Benefits - Insurance	100-400-5031-0000-10	20,428	24,266	24,266	24,957	691	2.8%
Employee Benefits - Workers Comp	100-400-5032-0000-10	154	253	253	260	7	2.7%
		304,727	311,840	311,840	322,207	10,367	3.3%
Staff Development							
Training & Conferences	100-400-5120-0000-10	-	500	250	500	-	0.0%
Uniforms	100-400-5130-0000-10	-	100	-	-	(100)	-100.0%
		-	600	250	500	(100)	-16.7%
Equipment Expense							
Data Services	100-400-5335-0000-10	1,083	1,600	1,300	1,300	(300)	-18.8%
		1,083	1,600	1,300	1,300	(300)	-18.8%
Contracted Services							
Mounted Patrol	100-400-5416-0000-10	1,273,341	1,780,767	1,209,038	1,245,310	(535,457)	-30.1%
		1,273,341	1,780,767	1,209,038	1,245,310	(535,457)	-30.1%
Administrative Expense							
Supplies	100-400-5800-0000-10	157	100	100	100	-	0.0%
Dues & Subscriptions	100-400-5802-0000-10	160	200	1,000	200	-	0.0%
Other Admin	100-400-5899-0000-10	-	500	500	500	-	0.0%
		317	800	1,600	800	-	0.0%
Total Community Services Admin		1,579,467	2,095,607	1,524,028	1,570,117	(525,490)	-25.1%

2022 Community Relations Budget Plan



Mission

The Community Relations Department promotes the The Woodlands Township, focusing on awareness of the 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.

The Community Relations Department strives to specifically fulfill these items from the Township's Vision, Mission and Strategic Plan:

- 2.1. Ensure effective communications with the community and partners
 - 2.1.1. Expand public service announcements and information outlets
 - 2.1.3. Effectively utilize other entities and programs to disseminate and collect information
 - 2.1.4. Provide feedback opportunities such as surveys and opinion polling
 - 2.1.6. Communicate accurate and timely information on the activities of the Township to the media and the public
 - 2.1.7. Proactively educate residents on Township-related community issues to ensure residents have the facts and are well-educated
- 2.2.3. Effectively communicate financial information to the public
- 2.2.5. Encourage awareness of public meetings
- 2.2.6. Promote and recognize volunteer and community accomplishments
- 3.1.1. Provide a working environment that promotes productivity and high morale
- 1.2.5. Provide special event opportunities that foster community spirit, family values, and healthy lifestyles

In summary, The Woodlands Township Community Relations Department works to:

- 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.

2022 Community Relations Budget Plan



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.
- Management and maintenance of the Township's website, www.thewoodlandstownship-tx.gov, including communications originating from the website.
- Produce weekly Talk of the Township eNewsletter as well as emergency messages as needed.
- Monitor social media for Township issues and respond to resident complaints and inquiries via social media.
- Write, post and distribute Township press releases.
- Produce emergency communications as warranted.
- Design, create and produce advertising and other promotional pieces for The Woodlands Township Parks and Recreation events as well as advertising for other service departments and the Township as a whole.

2021 Accomplishments

- Managed and maintained the Township website, which continues to prove its value with **985,025** unique visitors and **1,296,523** visits in **2020**, along with **12,740** updates made by staff in **2020**.
- Created designs and artwork for publications such as The Woodlands Township Parks and Recreation Action Guide, About The Woodlands Township brochure, Public Safety Awards recognition printed material, Splash! Guide, signage and collateral for the Ice Rink, the Holiday Lighting Contest, and many other programs and services.
- 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 (**55** ads designed and placed in **2020**).
- Produced department newsletters, calendar listings, emergency alerts and other notifications with over **29,282+** total subscribers in the first half of **2021** and growing. **Overall Township subscribers increased substantially during the COVID-19 pandemic with an increase of more than 3,534 total subscribers in 2020.** (Total subscribers encompass Talk of the Township, Newsflash, Bids, Community-wide Emergency Alerts, Transit Alerts and Calendar updates.) Talk of the Township/COVID-19 Subscribers: **4,883** (An increase of **more than 275** new subscribers since December 31, **2020**, as of March **2021**). Communitywide Emergency Notifications subscribers: **7,049**.
- **21,223 Followers** 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.
- Continued production of The Woodlands Community Magazine throughout the pandemic.

2022 Community Relations Budget Plan



- **2020 Coronavirus-Related Communications sent March 2020 to March 2021:**
 - 309** Township Press Releases
 - 276** COVID-19 E-newsletters
 - 676** Partner Agency Releases
 - 29 Township Website Homepage Banners Created and posted**
 - 525+** Graphic designs created for use in e-newsletters, press releases, webpages, campaigns, etc.
- Coronavirus website sections created, including:
 - Coronavirus Information
 - Help Our Heroes
 - Community Resources
 - Township Together
 - Setrac/Hospital Capacity Webpage
 - Special Event Permit Modifications
 - Re-Opening of The Woodlands
 - #SitSafe
 - Covid Testing at Townhall
 - Stop and Screen
 - Township Safety Protocols
 - Links to local, state and federal agencies
- **Township Together Campaign wins dotCOMM Gold Award.** The dotCOMM Awards is administered and judged by the Association of Marketing and Communication Professionals (AMCP), one of the largest, oldest and most respected marketing and communications in the industry. The competition spotlights the role of creatives in the constantly evolving digital world. Winning a dotCOMM award signifies that the winner's web and digital work is among the best in the industry.
- The department expects to take on the www.thewoodlandsincorporationstudy.com website for design, updating and maintenance in 2021.

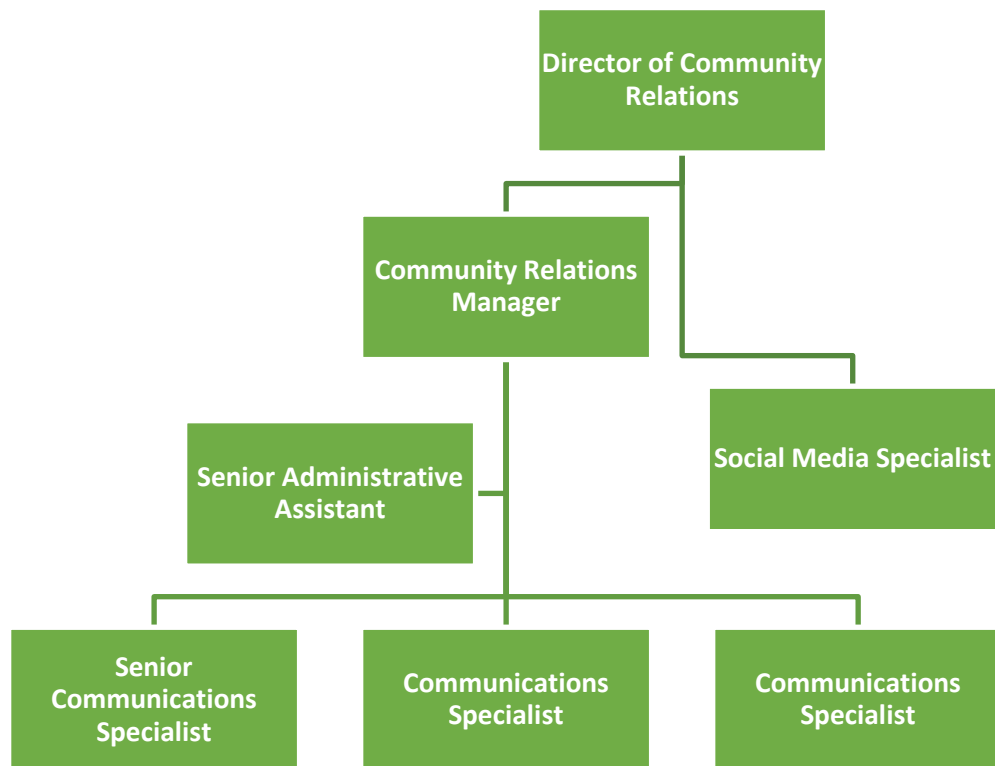
2022 Objectives

- The objectives and goals of the 2022 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.

2022 Community Relations Budget Plan



Organization Chart



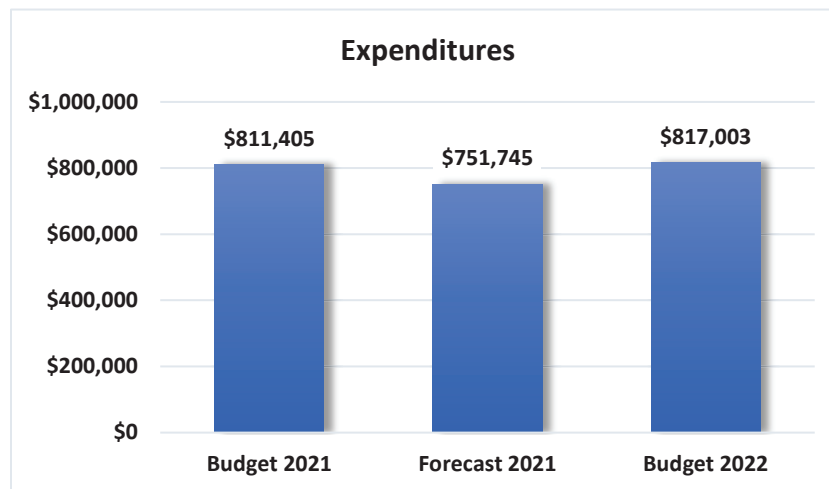
STAFFING - FTE COUNT	Budget 2021	Budget 2022	Change
Community Relations Manager	1.00	1.00	0.00
Senior Communications Specialist	1.00	1.00	0.00
Communications Specialist	2.00	2.00	0.00
Social Media Specialist	1.00	1.00	0.00
Senior Administrative Assistant	1.00	1.00	0.00
TOTAL	6.00	6.00	0.00
Position(s) added in 2022 Budget	0.00	0.00	0.00

2022 Community Relations Budget Plan



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 591,155	\$ 601,395	\$ 623,753	\$ 32,598	5.5%
Staff Development	3,900	2,600	3,900	-	0.0%
Equipment Expense	7,800	7,200	7,800	-	0.0%
Contracted Services	148,450	83,450	125,450	(23,000)	-15.5%
Program Expense	900	900	900	-	0.0%
Public Education/Relations	41,000	43,000	37,000	(4,000)	-9.8%
Administrative Expense	18,200	13,200	18,200	-	0.0%
Total	\$ 811,405	\$ 751,745	\$ 817,003	\$ 5,598	0.7%



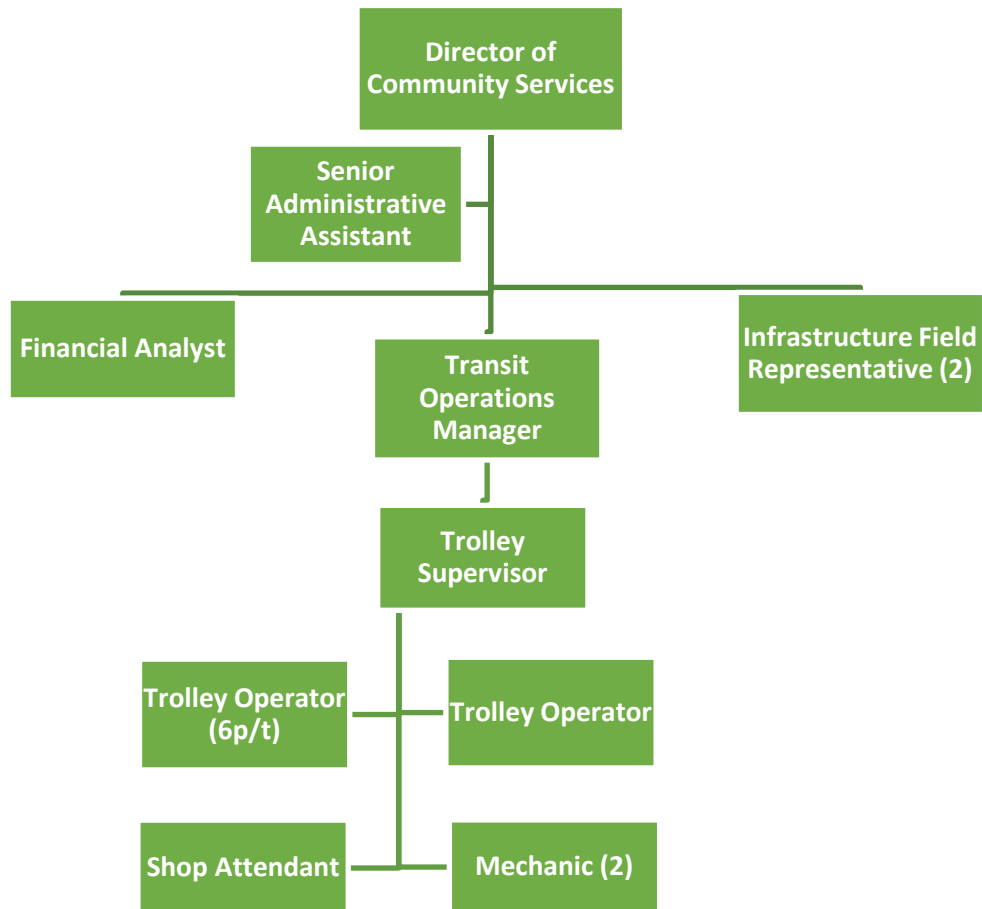
**The Woodlands Township
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
COMMUNITY RELATIONS - Dept 500							
Salaries and Benefits							
Salaries and Wages	100-500-5010-0000-10	438,507	446,986	446,986	462,741	15,755	3.5%
Overtime	100-500-5011-0000-10	5,841	2,000	7,500	2,000	-	0.0%
Employee Benefits - FICA	100-500-5020-0000-10	32,550	30,863	31,169	31,964	1,101	3.6%
Employee Benefits - TEC	100-500-5021-0000-10	933	864	864	1,512	648	75.0%
Employee Benefits - Retirement	100-500-5030-0000-10	50,826	51,034	51,950	52,886	1,852	3.6%
Employee Benefits - Insurance	100-500-5031-0000-10	38,057	58,926	62,540	72,153	13,227	22.4%
Employee Benefits - Workers Comp	100-500-5032-0000-10	294	482	386	497	15	3.1%
[Includes Allocated Cost (30% Director Comm Relations)]		567,009	591,155	601,395	623,753	32,598	5.5%
Staff Development							
Meetings	100-500-5100-0000-10	-	400	-	400	-	0.0%
Training & Conferences	100-500-5120-0000-10	49	3,500	2,600	3,500	-	0.0%
		49	3,900	2,600	3,900	-	0.0%
Equipment Expense							
Equipment	100-500-5330-0000-10	-	3,000	3,000	3,000	-	0.0%
Data Services	100-500-5335-0000-10	3,824	4,800	4,200	4,800	-	0.0%
		3,824	7,800	7,200	7,800	-	0.0%
Contracted Services							
Computer Support	100-500-5400-0000-10	4,788	5,000	5,000	5,000	-	0.0%
Contract Labor	100-500-5407-0000-10	-	13,000	3,000	3,000	(10,000)	-76.9%
Website	100-500-5470-0000-10	55,323	70,450	65,450	65,450	(5,000)	-7.1%
Video Production	100-500-5471-0000-10	3,325	15,000	10,000	10,000	(5,000)	-33.3%
Public Opinion Surveys	100-500-5499-0000-10	-	45,000	-	42,000	(3,000)	-6.7%
		63,436	148,450	83,450	125,450	(23,000)	-15.5%
Program Expense							
Holiday Lighting Contest	100-500-5605-3405-10	567	900	900	900	-	0.0%
		567	900	900	900	-	0.0%
Public Education/Relations							
Community Relations	100-500-5700-0000-10	3,192	12,000	18,000	10,000	(2,000)	-16.7%
Specialty Supplies	100-500-5702-0000-10	401	12,000	8,000	10,000	(2,000)	-16.7%
Advertising	100-500-5704-0000-10	6,841	17,000	17,000	17,000	-	0.0%
		10,434	41,000	43,000	37,000	(4,000)	-9.8%
Administrative Expense							
Supplies	100-500-5800-0000-10	1,041	1,500	1,500	1,500	-	0.0%
Dues & Subscriptions	100-500-5802-0000-10	6,886	6,500	6,500	6,500	-	0.0%
Printing	100-500-5803-0000-10	2,347	10,000	5,000	10,000	-	0.0%
Mileage Reimbursement	100-500-5804-0000-10	179	200	200	200	-	0.0%
		10,458	18,200	13,200	18,200	-	0.0%
Total Community Relations		655,777	811,405	751,745	817,003	5,598	0.7%

2022 Transportation Budget Plan



Organization Chart



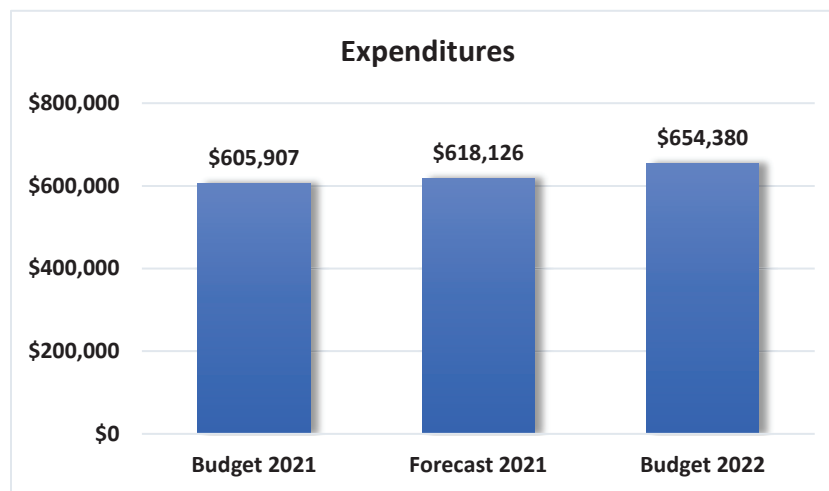
STAFFING - FTE COUNT	Budget 2021	Budget 2022	Change
Deputy Director of Community Services	1.00	1.00	0.00
Transit Operations Manager	1.00	1.00	0.00
Financial Analyst	1.00	1.00	0.00
Infrastructure Field Representative	2.00	2.00	0.00
Trolley Supervisor	1.00	1.00	0.00
Trolley Operator	1.00	1.00	0.00
Trolley Operator (6 p/t)	6.00	6.00	0.00
Mechanic	2.00	2.00	0.00
Shop Attendant	1.00	1.00	0.00
Senior Administrative Assistant	1.00	1.00	0.00
TOTAL	17.00	17.00	0.00
Position(s) added in 2022 Budget	0.00	0.00	0.00

2022 Transportation Budget Plan



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 573,907	\$ 581,276	\$ 607,980	\$ 34,073	5.9%
Staff Development	6,500	6,500	11,500	5,000	76.9%
Equipment Expense	5,300	9,150	13,700	8,400	158.5%
Administrative Expense	20,200	21,200	21,200	1,000	5.0%
Total	\$ 605,907	\$ 618,126	\$ 654,380	\$ 48,473	8.0%



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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
TRANSPORTATION - Dept 600							
Salaries and Benefits							
Salaries and Wages	100-600-5010-0000-10	419,122	432,908	435,608	455,170	22,262	5.1%
Overtime	100-600-5011-0000-10	3,225	3,000	3,000	3,000	-	0.0%
Employee Benefits - FICA	100-600-5020-0000-10	31,534	33,347	32,860	35,050	1,703	5.1%
Employee Benefits - TEC	100-600-5021-0000-10	945	864	864	1,512	648	75.0%
Employee Benefits - Retirement	100-600-5030-0000-10	42,858	40,987	46,143	49,464	8,477	20.7%
Employee Benefits - Insurance	100-600-5031-0000-10	50,888	62,312	62,312	63,289	977	1.6%
Employee Benefits - Workers Comp	100-600-5032-0000-10	302	489	489	495	6	1.2%
		<u>548,873</u>	<u>573,907</u>	<u>581,276</u>	<u>607,980</u>	<u>34,073</u>	<u>5.9%</u>
Staff Development							
Meetings	100-600-5100-0000-10	-	200	200	200	-	0.0%
Training & Conferences	100-600-5120-0000-10	3,113	6,000	6,000	11,000	5,000	83.3%
Uniforms	100-600-5130-0000-10	-	300	300	300	-	0.0%
		<u>3,113</u>	<u>6,500</u>	<u>6,500</u>	<u>11,500</u>	<u>5,000</u>	<u>76.9%</u>
Equipment Expense							
Equipment	100-600-5330-0000-10	450	700	700	700	-	0.0%
Data Services	100-600-5335-0000-10	6,283	4,600	8,450	13,000	8,400	182.6%
		<u>6,733</u>	<u>5,300</u>	<u>9,150</u>	<u>13,700</u>	<u>8,400</u>	<u>158.5%</u>
Administrative Expense							
Supplies	100-600-5800-0000-10	352	1,200	1,200	1,200	-	0.0%
Dues & Subscriptions	100-600-5802-0000-10	5,729	7,000	7,000	7,000	-	0.0%
Mileage Reimbursement	100-600-5804-0000-10	14,556	12,000	13,000	13,000	1,000	8.3%
		<u>20,637</u>	<u>20,200</u>	<u>21,200</u>	<u>21,200</u>	<u>1,000</u>	<u>5.0%</u>
Total Transportation		<u>579,356</u>	<u>605,907</u>	<u>618,126</u>	<u>654,380</u>	<u>48,473</u>	<u>8.0%</u>

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2022 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

2022 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



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.

2022 Objectives

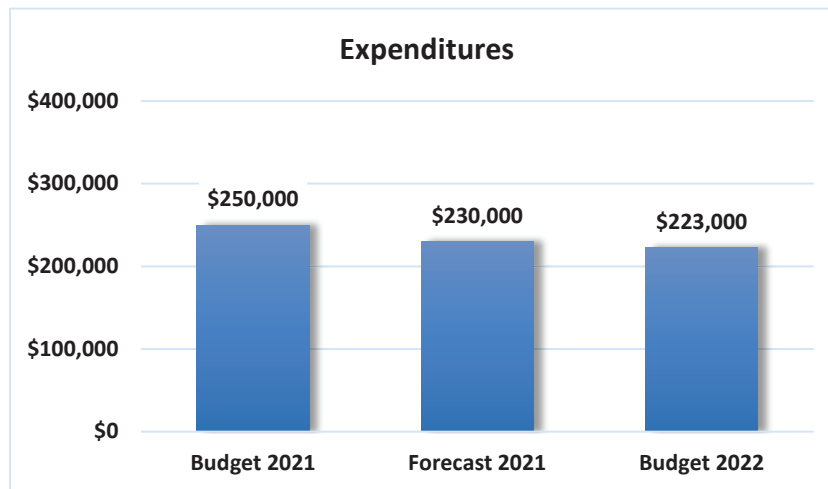
- Continue to promote The Woodlands as a world-class address for corporate headquarters.
- Continue to participate in local and regional planning efforts with other organizations and governmental entities.
- Continue to attract businesses to relocate to The Woodlands, including the Town Center, the Research 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.

2022 Economic Development Budget Plan



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Contracted Services	\$ 175,000	\$ 175,000	\$ 175,000	\$ -	0.0%
Program Expense	40,000	40,000	25,000	(15,000)	-37.5%
Public Education/Relations	30,000	12,000	20,000	(10,000)	-33.3%
Administrative Expense	5,000	3,000	3,000	(2,000)	-40.0%
Total	\$ 250,000	\$ 230,000	\$ 223,000	\$ (27,000)	-10.8%



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

Budget Code		Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
ECONOMIC DEVELOPMENT - Dept 700							
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)	-100.0%
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	25,000	(15,000)	-37.5%
Public Education/Relations							
Govt'l Rep & Strategic Partnerships	100-700-5705-0000-10	6,105	30,000	12,000	20,000	(10,000)	-33.3%
		6,105	30,000	12,000	20,000	(10,000)	-33.3%
Administrative Expense							
Dues & Subscriptions	100-700-5802-0000-10	1,250	5,000	3,000	3,000	(2,000)	-40.0%
		1,250	5,000	3,000	3,000	(2,000)	-40.0%
Total Economic Development		222,355	250,000	230,000	223,000	(27,000)	-10.8%

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2022 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

2021 Accomplishments

- Placed new Ladder Truck in service at Station 6
- Placed a new fleet services vehicle in service
- Conducted cadet interviews and hired 3 firefighters.
- Responded and mitigated 9,762 emergency incidents in 2020
- Dispatched over 40,000 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
- 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

2022 Woodlands Fire Department Budget Plan



- Represented WFD on the Local Emergency Planning Committee for Montgomery County
- Provided services for Ironman of Texas and The Woodlands Marathon
- 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

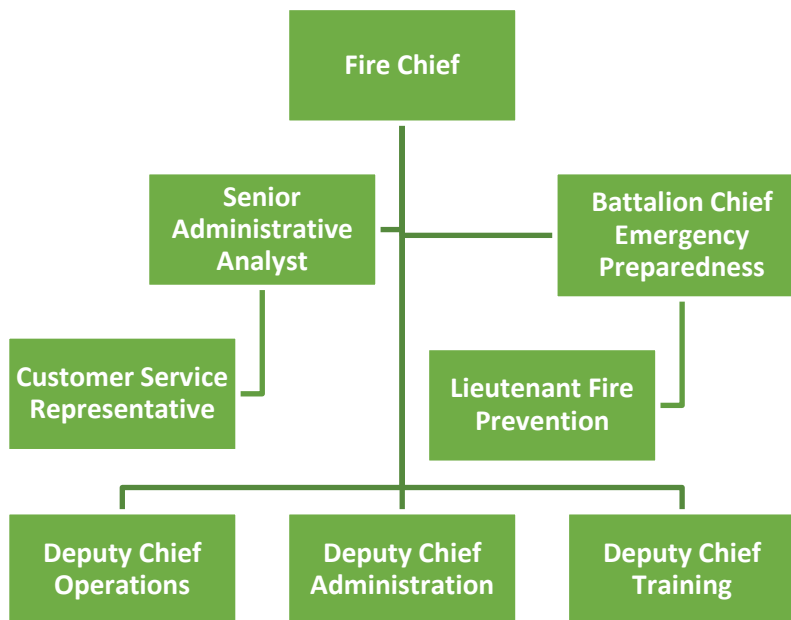
2022 Objectives

- 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

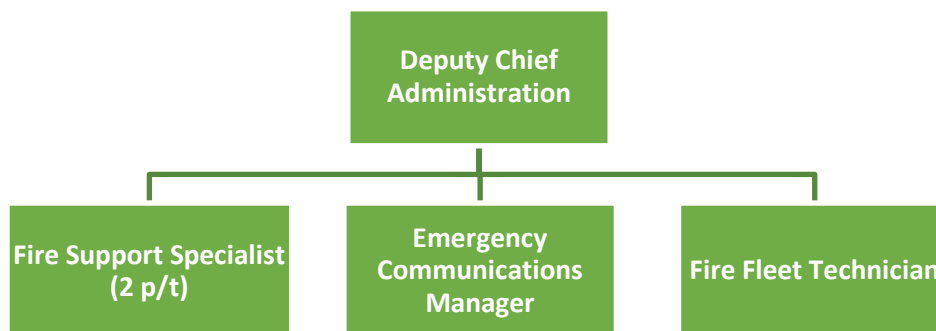


Organization Chart

Fire and EMS Management



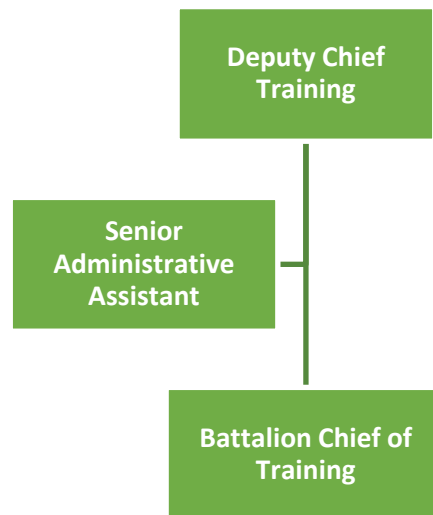
Fire Administration



2022 Woodlands Fire Department Budget Plan



Training

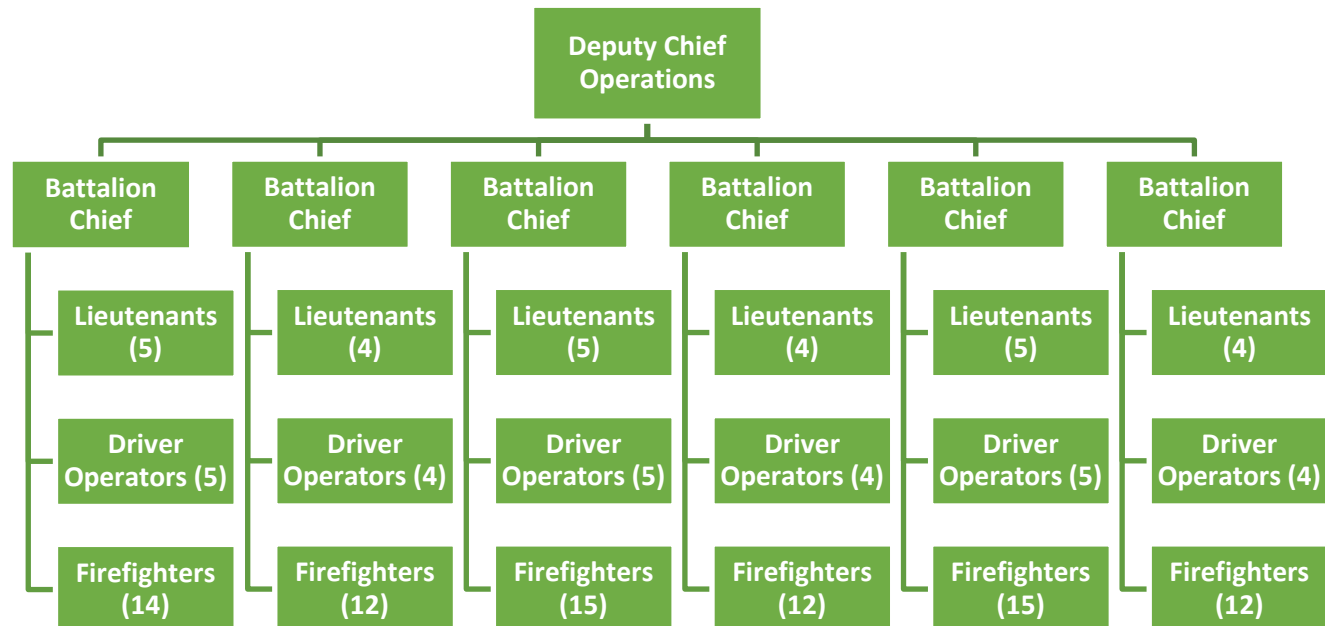


STAFFING - FTE COUNT	Budget 2021	Budget 2022	Change
Fire Chief	1.00	1.00	0.00
Deputy Chief – Administration	1.00	1.00	0.00
Deputy Chief – Operations	1.00	1.00	0.00
Deputy Chief – Training	1.00	1.00	0.00
Battalion Chief – Training	1.00	1.00	0.00
Battalion Chief-Emergency Preparedness	1.00	1.00	0.00
Lieutenant – 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 2022 Budget	0.00	0.00	0.00

2022 Woodlands Fire Department Budget Plan



Fire Protection

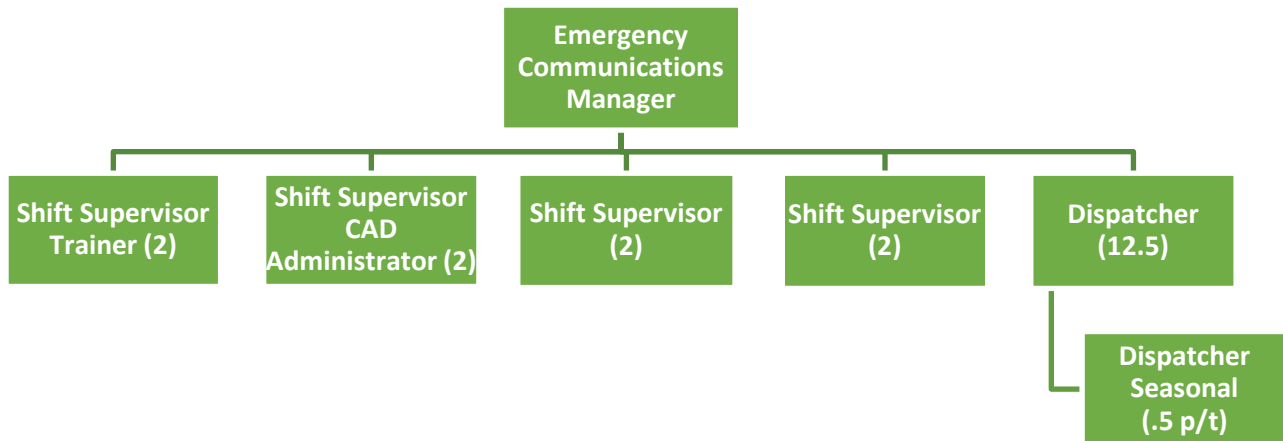


STAFFING - FTE COUNT	Budget 2021	Budget 2022	Change
Battalion Chief	6.00	6.00	0.00
Lieutenant	27.00	27.00	0.00
Driver/Operator	27.00	27.00	0.00
Firefighter	80.00	80.00	0.00
TOTAL	140.00	140.00	0.00
Position(s) added in 2022 Budget	0.00	0.00	0.00

2022 Woodlands Fire Department Budget Plan



Dispatch



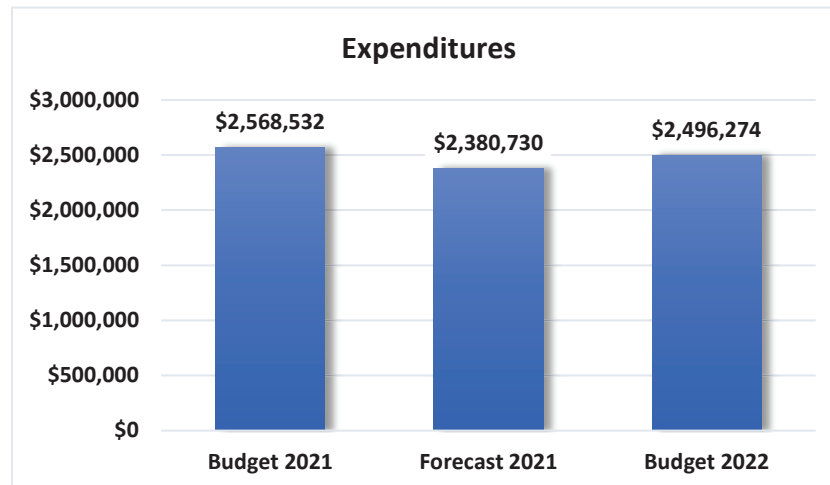
STAFFING - FTE COUNT	Budget 2021	Budget 2022	Change
Emergency Communications Manager	1.00	1.00	0.00
Shift Supervisor	4.00	4.00	0.00
Dispatcher	12.50	12.50	0.00
Dispatcher – Seasonal	0.50	0.50	0.00
TOTAL	18.00	18.00	0.00
Position(s) added in 2022 Budget	0.00	0.00	0.00

2022 Fire and EMS Management Budget Plan



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 1,653,232	\$ 1,643,730	\$ 1,725,574	\$ 72,342	4.4%
Staff Development	53,000	51,000	51,000	(2,000)	-3.8%
Equipment Expense	104,000	91,500	95,200	(8,800)	-8.5%
Contracted Services	683,300	523,300	553,300	(130,000)	-19.0%
Program Expense	26,000	23,000	23,000	(3,000)	-11.5%
Public Education/Relations	8,100	8,100	8,100	-	0.0%
Administrative Expense	40,900	40,100	40,100	(800)	-2.0%
Total	\$ 2,568,532	\$ 2,380,730	\$ 2,496,274	\$ (72,258)	-2.8%

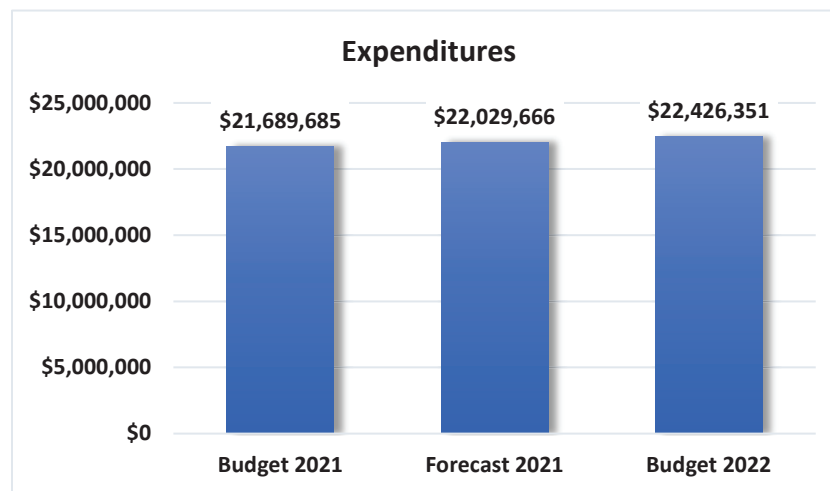


2022 Fire Protection Budget Plan



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 19,005,285	\$ 19,355,266	\$ 19,721,951	\$ 716,666	3.8%
Staff Development	264,000	264,000	264,000	-	0.0%
Facility Expense	1,060,000	1,075,000	1,075,000	15,000	1.4%
Equipment Expense	1,360,400	1,335,400	1,365,400	5,000	0.4%
Total	\$ 21,689,685	\$ 22,029,666	\$ 22,426,351	\$ 736,666	3.4%

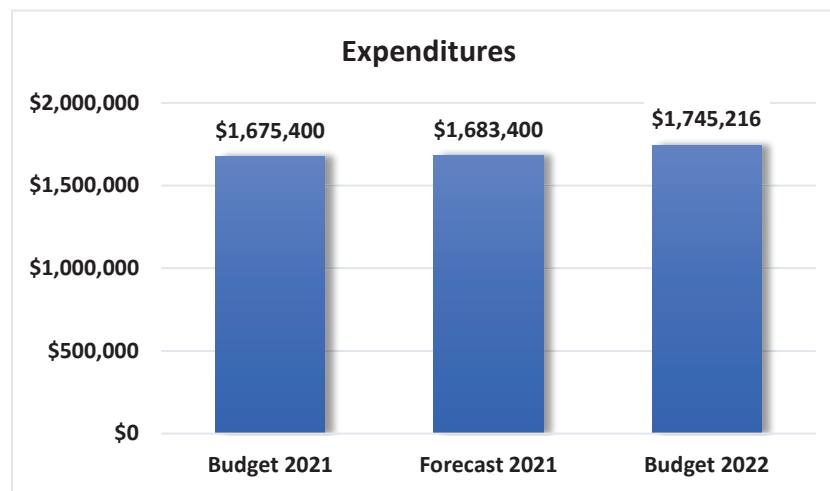


2022 Fire Dispatch Budget Plan



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 1,600,900	\$ 1,608,900	\$ 1,670,716	\$ 69,816	4.4%
Staff Development	32,500	32,500	32,500	-	0.0%
Equipment Expense	41,000	41,000	41,000	-	0.0%
Administrative Expense	1,000	1,000	1,000	-	0.0%
Total	\$ 1,675,400	\$ 1,683,400	\$ 1,745,216	\$ 69,816	4.2%



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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
FIRE AND EMS MANAGEMENT - Dept 810							
Salaries and Benefits							
Salaries and Wages	100-810-5010-0000-10	1,198,567	1,200,103	1,200,103	1,244,402	44,299	3.7%
Overtime	100-810-5011-0000-10	20,740	18,000	18,000	18,000	-	0.0%
Employee Benefits - FICA	100-810-5020-0000-10	87,489	91,345	91,345	94,304	2,959	3.2%
Employee Benefits - TEC	100-810-5021-0000-10	2,085	1,872	1,872	3,276	1,404	75.0%
Employee Benefits - Retirement	100-810-5030-0000-10	128,534	138,348	129,922	145,491	7,143	5.2%
Employee Benefits - Insurance	100-810-5031-0000-10	137,639	194,601	194,601	211,539	16,938	8.7%
Employee Benefits - Workers Comp	100-810-5032-0000-10	5,070	8,963	7,887	8,562	(401)	-4.5%
		1,580,124	1,653,232	1,643,730	1,725,574	72,342	4.4%
Staff Development							
Meetings	100-810-5100-0000-10	3,470	3,000	3,000	3,000	-	0.0%
Training & Conferences	100-810-5120-0000-10	5,196	20,000	20,000	20,000	-	0.0%
Uniforms	100-810-5130-0000-10	6,952	8,000	8,000	8,000	-	0.0%
Tuition Reimbursement	100-810-5140-0000-10	5,159	12,000	10,000	10,000	(2,000)	-16.7%
Awards Ceremony	100-810-5150-0000-10	1,984	10,000	10,000	10,000	-	0.0%
		22,762	53,000	51,000	51,000	(2,000)	-3.8%
Equipment Expense							
Equipment	100-810-5330-0000-10	16,417	12,000	12,000	12,000	-	0.0%
Data Services	100-810-5335-0000-10	35,275	38,200	34,500	38,200	-	0.0%
Vehicle Fuel	100-810-5360-0000-10	15,971	25,800	23,000	23,000	(2,800)	-10.9%
Equipment Repair & Maintenance	100-810-5365-0000-10	13,738	28,000	22,000	22,000	(6,000)	-21.4%
		81,401	104,000	91,500	95,200	(8,800)	-8.5%
Contracted Services							
Computer Support	100-810-5400-0000-10	267,492	373,300	353,300	373,300	-	0.0%
Consulting	100-810-5401-0000-10	75,825	30,000	20,000	20,000	(10,000)	-33.3%
Medical Support Services	100-810-5480-0000-10	85,098	190,000	100,000	100,000	(90,000)	-47.4%
Other Contracted Services	100-810-5499-0000-10	49,069	40,000	50,000	60,000	20,000	50.0%
Employee Relations Professional Svcs	100-810-5496-0000-10	2,481	50,000	-	-	(50,000)	-100.0%
		479,965	683,300	523,300	553,300	(130,000)	-19.0%
Program Expense							
Fire and Life Safety Education	100-810-5605-3404-10	3,705	16,000	16,000	16,000	-	0.0%
Emergency Preparedness	100-810-5605-3417-10	631	10,000	7,000	7,000	(3,000)	-30.0%
		4,336	26,000	23,000	23,000	(3,000)	-11.5%
Public Education/Relations							
Training Aids	100-810-5701-0000-10	(1,493)	6,500	6,500	6,500	-	0.0%
Advertising	100-810-5704-0000-10	393	600	600	600	-	0.0%
Fire Investigation	100-810-5706-0000-10	342	1,000	1,000	1,000	-	0.0%
		(758)	8,100	8,100	8,100	-	0.0%
Administrative Expense							
Supplies	100-810-5800-0000-10	14,535	17,000	17,000	17,000	-	0.0%
Postage and Delivery	100-810-5801-0000-10	973	2,100	2,100	2,100	-	0.0%
Dues & Subscriptions	100-810-5802-0000-10	4,677	10,000	10,000	10,000	-	0.0%
Printing	100-810-5803-0000-10	653	1,800	1,000	1,000	(800)	-44.4%
Other Admin	100-810-5899-0000-10	3,512	10,000	10,000	10,000	-	0.0%
		24,351	40,900	40,100	40,100	(800)	-2.0%
Total Fire and EMS Management		2,192,181	2,568,532	2,380,730	2,496,274	(72,258)	-2.8%

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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
FIRE PROTECTION - Dept 811							
Salaries and Benefits							
Salaries and Wages	100-811-5010-0000-10	11,234,382	11,828,540	11,828,540	12,253,680	425,140	3.6%
Overtime	100-811-5011-0000-10	2,386,074	1,933,262	2,233,262	2,003,052	69,790	3.6%
Ride Up Pay	100-811-5013-0000-10	61,109	50,000	55,000	55,000	5,000	10.0%
Employee Benefits - FICA	100-811-5020-0000-10	1,001,187	1,052,780	1,137,530	1,090,640	37,860	3.6%
Employee Benefits - TEC	100-811-5021-0000-10	26,678	20,160	20,160	35,280	15,120	75.0%
Employee Benefits - Retirement	100-811-5030-0000-10	1,445,044	1,656,122	1,626,122	1,715,635	59,513	3.6%
Employee Benefits - Insurance	100-811-5031-0000-10	2,023,636	2,366,732	2,366,732	2,471,877	105,145	4.4%
Employee Benefits - Workers Comp	100-811-5032-0000-10	65,078	97,689	87,920	96,787	(902)	-0.9%
		18,243,189	19,005,285	19,355,266	19,721,951	716,666	3.8%
Staff Development							
Training & Conferences	100-811-5120-0000-10	78,888	130,000	130,000	130,000	-	0.0%
Uniforms	100-811-5130-0000-10	86,701	110,000	110,000	110,000	-	0.0%
Training Materials	100-811-5160-0000-10	42,219	24,000	24,000	24,000	-	0.0%
		207,808	264,000	264,000	264,000	-	0.0%
Facility Expense							
Telephone	100-811-5210-0000-10	468,129	380,000	370,000	370,000	(10,000)	-2.6%
Utilities	100-811-5220-0000-10	193,761	185,000	185,000	185,000	-	0.0%
Facility Repair & Maintenance	100-811-5230-0000-10	360,904	380,000	400,000	400,000	20,000	5.3%
Facility Materials & Supplies	100-811-5240-0000-10	131,395	115,000	120,000	120,000	5,000	4.3%
		1,154,189	1,060,000	1,075,000	1,075,000	15,000	1.4%
Equipment Expense							
Vehicle Fuel	100-811-5360-0000-10	85,862	128,000	118,000	118,000	(10,000)	-7.8%
Equipment Repair & Maintenance	100-811-5365-0000-10	339,349	345,000	345,000	360,000	15,000	4.3%
Equipment	100-811-5330-0000-10	124,904	95,000	90,000	90,000	(5,000)	-5.3%
Equipment - Firefighting Tools	100-811-5330-9000-10	151,169	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	-	85,000	85,000	85,000	-	0.0%
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	25,000	25,000	(5,000)	-16.7%
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	35,000	35,000	(5,000)	-12.5%
Special Operations Materials & Supplies	100-811-5370-0000-10	67,685	52,000	52,000	52,000	-	0.0%
EMS Materials & Supplies	100-811-5371-0000-10	25,408	25,000	25,000	28,000	3,000	12.0%
Compliance Testing	100-811-5372-0000-10	26,425	120,000	120,000	120,000	-	0.0%
Other Leases & Rentals	100-811-5350-0000-10	167,312	305,200	305,200	317,200	12,000	3.9%
		988,115	1,360,400	1,335,400	1,365,400	5,000	0.4%
Total Fire Protection		20,593,300	21,689,685	22,029,666	22,426,351	736,666	3.4%

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

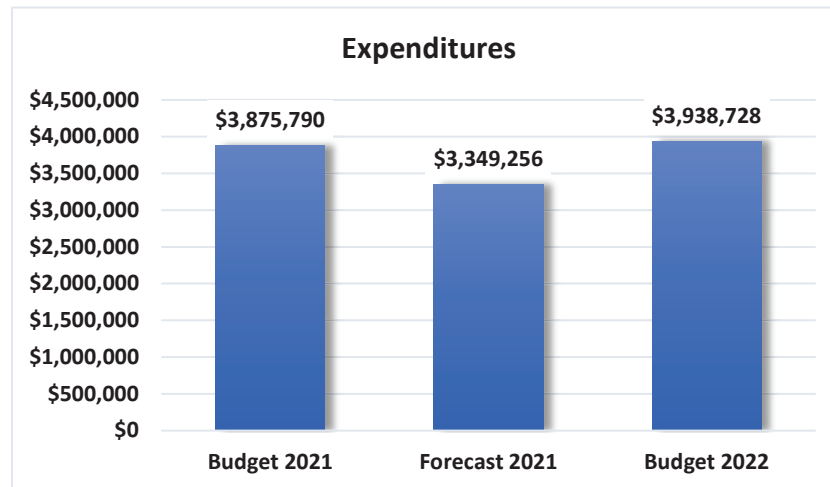
	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
DISPATCH - Dept 812							
Salaries and Benefits							
Salaries and Wages	100-812-5010-0000-10	990,111	1,013,640	1,013,640	1,064,387	50,747	5.0%
Overtime	100-812-5011-0000-10	127,687	151,464	169,464	159,046	7,582	5.0%
Employee Benefits - FICA	100-812-5020-0000-10	81,092	89,130	89,130	93,593	4,463	5.0%
Employee Benefits - TEC	100-812-5021-0000-10	2,878	2,766	2,766	4,818	2,052	74.2%
Employee Benefits - Retirement	100-812-5030-0000-10	91,995	98,466	98,466	103,833	5,367	5.5%
Employee Benefits - Insurance	100-812-5031-0000-10	214,228	244,218	234,218	243,768	(450)	-0.2%
Employee Benefits - Workers Comp	100-812-5032-0000-10	729	1,216	1,216	1,271	55	4.5%
		1,508,721	1,600,900	1,608,900	1,670,716	69,816	4.4%
Staff Development							
Training & Conferences	100-812-5120-0000-10	9,196	23,000	23,000	23,000	-	0.0%
Uniforms	100-812-5130-0000-10	4,782	8,000	8,000	8,000	-	0.0%
Training Materials	100-812-5160-0000-10	1,341	1,500	1,500	1,500	-	0.0%
		15,318	32,500	32,500	32,500	-	0.0%
Equipment Expense							
Equipment	100-812-5330-0000-10	300	5,000	5,000	5,000	-	0.0%
Other Leases & Rentals	100-812-5350-0000-10	-	36,000	36,000	36,000	-	0.0%
		300	41,000	41,000	41,000	-	0.0%
Administrative Expense							
Other Admin	100-812-5899-0000-10	444	1,000	1,000	1,000	-	0.0%
		444	1,000	1,000	1,000	-	0.0%
Total Dispatch		1,524,783	1,675,400	1,683,400	1,745,216	69,816	4.2%

2022 Other Budget Plan



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Regional Participation	\$ 1,720,255	\$ 1,775,303	\$ 1,828,562	\$ 108,307	6.3%
YMCA Funding Request	80,000	80,000	80,000	-	0.0%
Carlton Woods Assoc					
Service Fee	411,100	407,250	417,400	6,300	1.5%
Village Associations	100,000	100,000	100,000	-	0.0%
Cynthia Woods Events Tax	1,261,755	639,000	1,170,000	(91,755)	-7.3%
Sales Tax Rebate	302,680	347,703	342,766	40,086	13.2%
Total	\$ 3,875,790	\$ 3,349,256	\$ 3,938,728	\$ 62,938	1.6%



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

	<u>Budget Code</u>	<u>Actual 2020</u>	<u>Budget 2021</u>	<u>Forecast 2021</u>	<u>Budget 2022</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
OTHER EXPENDITURES - Dept 190							
Incorporation							
Incorporation Study	100-190-7001-0000-10	199,328	-	-	-	-	
		199,328	-	-	-	-	
Regional Participation							
Conroe RPA	100-190-7010-0000-10	61,736	54,095	71,012	73,142	19,047	35.2%
Houston RPA	100-190-7010-0000-10	1,488,590	1,666,160	1,704,291	1,755,420	89,260	5.4%
		1,550,326	1,720,255	1,775,303	1,828,562	108,307	6.3%
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	262,000	266,100	265,950	269,900	3,800	1.4%
Carlton Woods Creekside Svc Fee	100-190-7031-0000-10	138,173	145,000	141,300	147,500	2,500	1.7%
Village Association Contributions	100-190-7033-0000-10	62,500	100,000	100,000	100,000	-	0.0%
Cynthia Woods Mitchell Pavilion Events	100-190-7034-0000-10	178,227	1,261,755	639,000	1,170,000	(91,755)	-7.3%
Sales Tax Rebate	100-190-7037-0000-10	339,207	302,680	347,703	342,766	40,086	13.2%
Drainage Engineering Services	100-190-7042-0000-10	17,344	-	-	-	-	
Covid-19 Expense	100-190-7045-0000-10	247,741	-	-	-	-	
		1,325,192	2,155,535	1,573,953	2,110,166	(45,369)	-2.1%
Transfers Out							
CPF - Tax Funded Capital	100-190-8800-8010-10	(433,643)	382,800	382,800	1,929,750	1,546,950	404.1%
CPF - Capital/Econ Dev Reserves	100-190-8800-8020-10	11,860,325	5,447,395	8,645,771	6,537,200	1,089,805	20.0%
The Woodlands CVB	100-190-8800-8080-10	419,066	845,881	887,695	888,867	42,986	5.1%
Transportation Fund	100-190-8800-8095-10	486,008	581,037	1,496,100	1,122,901	541,864	93.3%
Bond Redemption Reserve	100-190-8800-8099-10	2,709	-	-	-	-	
		12,334,465	7,257,113	11,412,366	10,478,718	3,221,605	44.4%
Total Other Expenditures		15,409,310	11,132,903	14,761,622	14,417,446	3,284,543	29.5%

2022 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

2021 Accomplishments

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

2022 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

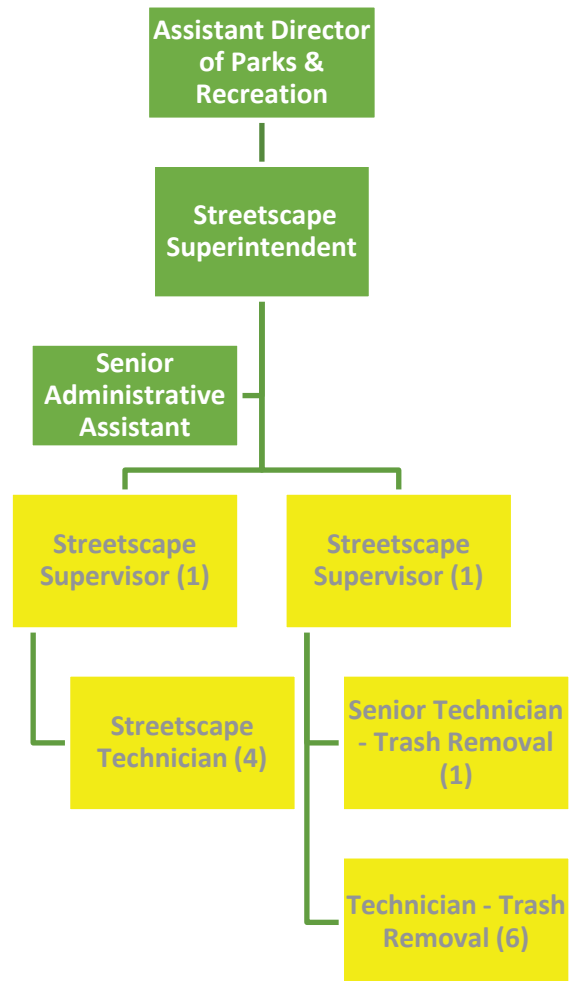
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2022 Streetscape Operations Budget Plan



Organization Chart



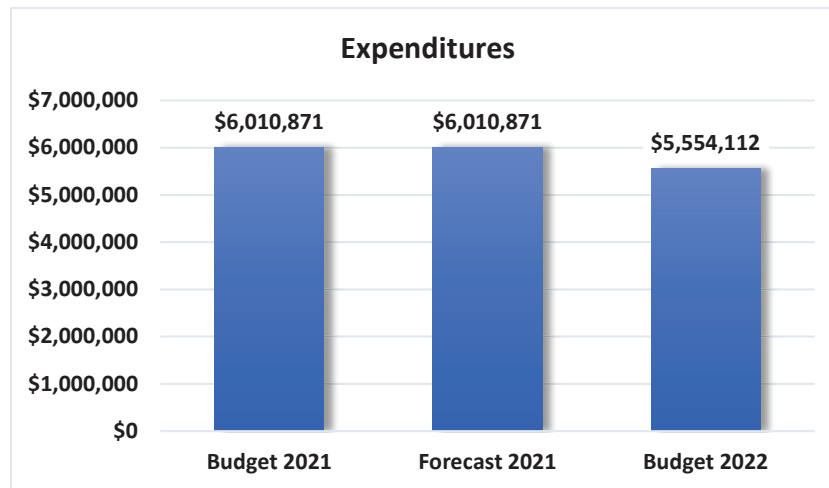
STAFFING - FTE COUNT	Budget 2021	Budget 2022	Change
Streetscape Superintendent	1.00	1.00	0.00
Streetscape Supervisor	0.00	2.00	2.00
Streetscape Technician	0.00	4.00	4.00
Trash Removal Senior Technician	0.00	1.00	1.00
Trash Removal Technician	0.00	6.00	6.00
Senior Administrative Assistant	1.00	1.00	0.00
TOTAL	2.00	15.00	13.00
Position(s) added in 2022 Budget	0.00	13.00	13.00

2022 Streetscape Operations Budget Plan



Budget Summary

Expenditures	Budget 2021	Forecast 2021	Budget 2022	\$ Change	% Change
Salaries and Benefits	\$ 153,519	\$ 153,519	\$ 841,953	\$ 688,434	448.4%
Staff Development	-	-	10,820	10,820	
Facility Expense	-	-	750,000	750,000	
Equipment Expense	-	-	43,015	43,015	
Contracted Services	5,817,352	5,817,352	3,868,324	(1,949,028)	-33.5%
Program Expense	40,000	40,000	40,000	-	0.0%
Total	\$ 6,010,871	\$ 6,010,871	\$ 5,554,112	\$ (456,759)	-7.6%



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

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
STREETSCAPE OPERATIONS - Dept 435							
Salaries and Benefits							
Salaries and Wages	100-435-5010-0000-10	108,328	111,263	111,263	608,742	497,479	447.1%
Overtime	100-435-5011-0000-10	26	-	-	16,285	16,285	
Employee Benefits - FICA	100-435-5020-0000-10	8,023	8,512	8,512	49,060	40,548	476.4%
Employee Benefits - TEC	100-435-5021-0000-10	305	288	288	3,780	3,492	1212.5%
Employee Benefits - Retirement	100-435-5030-0000-10	15,422	15,577	15,577	60,821	45,244	290.5%
Employee Benefits - Insurance	100-435-5031-0000-10	14,033	16,764	16,764	101,441	84,677	505.1%
Employee Benefits - Workers Comp	100-435-5032-0000-10	864	1,115	1,115	1,824	709	63.6%
		147,001	153,519	153,519	841,953	688,434	448.4%
Staff Development							
Training & Conferences	100-435-5120-0000-10	-	-	-	4,700	4,700	
Uniforms	100-435-5130-0000-10	-	-	-	6,120	6,120	
		-	-	-	10,820	10,820	
Facility Expense							
Utilities	100-435-5220-0000-10	621,891	-	-	750,000	750,000	
		621,891	-	-	750,000	750,000	
Equipment Expense							
Equipment	100-435-5330-0000-10	-	-	-	2,500	2,500	
Data Services	100-435-5335-0000-10	-	-	-	8,184	8,184	
Rental	100-435-5350-0000-10	-	-	-	11,736	11,736	
Vehicle Fuel	100-435-5360-0000-10	-	-	-	8,370	8,370	
Vehicle Repair & Maintenance	100-435-5365-0000-10	-	-	-	12,225	12,225	
		-	-	-	43,015	43,015	
Contracted Services							
Electrical Repairs & Maintenance	100-435-5428-0000-10	3,022	-	-	-	-	
Streetscape Maintenance	100-435-5441-0000-10	5,499,711	4,325,500	4,325,500	3,343,324	(982,176)	-22.7%
Streetscape Maintenance - Developer		-	1,000,000	1,000,000	-	(1,000,000)	-100.0%
Streetscape Maintenance - Enhanced	100-435-5441-5600-10	-	491,852	491,852	525,000	33,148	6.7%
Other Contracted Services	100-435-5499-0000-10	5,549	-	-	-	-	
		5,508,282	5,817,352	5,817,352	3,868,324	(1,949,028)	-33.5%
Program Expense							
Wildflowers	100-435-5646-0000-10	-	40,000	40,000	40,000	-	0.0%
		-	40,000	40,000	40,000	-	0.0%
Administrative Expense							
Supplies	100-435-5800-0000-10	412	-	-	-	-	
Mileage Reimbursement	100-435-5804-0000-10	2,316	-	-	-	-	
		2,728	-	-	-	-	
Total Streetscape Operations		6,279,901	6,010,871	6,010,871	5,554,112	(456,759)	-7.6%



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2022 The Woodlands CVB Budget Plan



Mission

The Woodlands Convention and Visitors Bureau, doing business as Visit The Woodlands, is the official destination marketing organization (DMO) of The Woodlands, Texas. Programs and efforts of Visit The Woodlands drive demand and awareness of 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. 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.

2021 Accomplishments

- **COVID-19 Response and Recovery** – Due to the global pandemic, overall travel was halted. Staff responded to COVID-19 in various ways to ensure business and leisure travelers knew The Woodlands was still open for business and ready to welcome visitors as restrictions lifted and travel resumed.
 - **Dedicated Website** – Visit The Woodlands launched a dedicated website to share the latest updates for The Woodlands and Montgomery County. The website shared hotel, restaurant and attraction updates and offered visitors alternatives to some of their favorite activities that may have been modified or closed during the pandemic. Learn more at www.visitthewoodlands.com/covid.
 - **Social Media** – Staff created *Travel Confidently* content that followed the voice and tone of state and national tourism authorities. Photography and video became crucial as visitors wanted to see the destination online before visiting in person.



- **Recovery Plan** - In order to effectively respond to the ever-changing effects of the COVID-19 pandemic, Visit The Woodlands updated the organization's 3-phase Covid-19 Recovery Plan. The plan, which was initially released in 2020, conveys tactics that staff is taking across all programs and in the community. The three phases are Response, Recovery and Resilience. The full plan, timeline and strategies are found on Visit The Woodlands COVID website.
- **Updated Editorial & Photography** – In order to allow visitors and meeting planners to feel safe when traveling to the destination, Visit The Woodlands updated editorial to speak to safe meetings, outdoor spaces, enhanced cleaning protocols and more. Photographs were also updated to include people in masks and groups social distancing.
- **Visit The Woodlands Website** – As Visit The Woodlands' primary marketing tool, the website plays a key role in fulfilling both the organization's mission and goals. The website, which launched in 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.
 - **Partner Website** – Visit The Woodlands launched a dedicated website to act as a resource for hospitality businesses in The Woodlands. The site includes details on Visit The Woodlands sales and marketing initiatives, provides free resources – like marketing collateral – and allows partners to sign up to work with Visit The Woodlands. The site includes information on the Show Your Badge Program, Special Offers, The Woodlands Film Commission and more.
 - **Emergency Information Website** - Visit The Woodlands launched a website that speaks to future emergency situations, like hurricane season or other severe weather events. This will allow Visit The Woodlands to activate quickly when needed. The site includes information on hotel availability, official Township news and more.
- **Strategic Marketing Media Plan** – Visit The Woodlands developed 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.

2022 The Woodlands CVB Budget Plan



- **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 *ConventionSouth*, *Houston Chronicle*, *KPRC*, *Modern Luxury Magazine*, *Texas Meetings+Events*, *SportsEvents Magazine* & 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 (DAM) software 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.
- **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:
 - **TTA & TACVB** – Visit The Woodlands continues its membership with the Texas Travel Association (TTA) in which Executive Director, Elizabeth Eddins, serves on the board and the Texas Association of Convention & Visitor Bureaus (TACVB) which Executive Director, Elizabeth Eddins, serves as a committee chair. Sales Director Josie Lewis is active with TACVB planning annual sales missions to Texas cities. 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.
 - **Texas Travel and US Travel Association**- Visit The Woodlands continues to partner with regional, state, national and international entities to spread awareness of The Woodlands as a business and leisure destination.
- **Sales Trade Show Participation** – To continue its mission to bring meetings business to The Woodlands, the Sales Department participated in several trade shows in 2022 including TACVB Dallas Sales Blitz, Smart Meetings Southwest, Connect Marketplace, TSAE New Ideas Conference, Connect Texas, Destination Texas, and an Austin Client Sales Blitz and more.
- **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, plus many more partnership-based meetings.
- **Connect Texas 2021 Win for The Woodlands** – The Visit The Woodlands sales department set aside funds within the approved 2021 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 2023 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 capture new and beneficial business. In order to host Connect Texas, Visit the Woodlands is responsible for hosting the closing reception at the 2022 event and fully hosting the opening night reception for the 2023 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 2023. There will be an emphasis on Connect shows and participation in 2022 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, which brought in the Houston area HelmsBriscoe associates to experience The Woodlands and to build relationships. Over the last three years there have been many new additions to their team; and for this reason, in 2021, the goal is to do a similar FAM event for the Houston Helmsbriscoe partners. The original goal was to have a June 2020 event, but with the Covid-19 pandemic, this was postponed to a 2021 event.
- **Texas Society of Association Executives Holiday Lunch Participation** – 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. In 2021, Visit The Woodlands participated in the TSAE Holiday luncheon, which offers the chance to invite clients to enjoy the program at the Visit The Woodlands table.
- **Trade Show Participation** – To continue its mission to bring leisure business to The Woodlands, the Tourism Department participated in several trade shows in 2021 including: Texas Travel Show, Travel Texas educational webinars, Travel and Adventure Show in Dallas, US Travel Association’s IPW, and more.
- **Visitor Services Partnership** – Visit The Woodlands continues to collaborate 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. Visit The Woodlands also launched a dedicated form on the website, which allows visitor information to be collected directly via CRM, the organization’s customer relationship management tool. This allows for better tracking and a more holistic view of visitor data.
- **The Woodlands Film Commission** – Visit The Woodlands serves as the local Film Commission to seek, support, and incentivize film, television and online media productions. Staff fulfills requests through an online form on VisitTheWoodlands.com/FILM to provide assistance with location scouting, permits and destination expertise. The dedicated website features a gallery of images to inspire production teams to choose The Woodlands.
- **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.

2022 Objectives

- **Marketing The Woodlands** – For 2022, 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:



- o Market Research
 - o Integrated Marketing Campaigns (digital advertising, marketing collateral development)
 - o Media & Public Relations Efforts
 - o Online Initiatives (website development, social media, email marketing)
 - o Strategic Partnerships (industry and local stakeholders)
- **Meeting Sales Initiatives** – For 2022, Visit The Woodlands will drive convention and group business to The Woodlands via the following meeting sales initiatives:
 - o Active lead generation through Trade Show Participation (national & international, as approved by Board of Directors)
 - o Meeting Planner Familiarization Tours
 - o RFP Bid Proposals (for The Woodlands to host conferences)
 - o Traditional Sales Efforts (leads, servicing, incentive funds, etc.)
 - o 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 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 2022. 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.
- **International Outreach** – Visit The Woodlands will continue their mission of spreading the message of the different tourism opportunities The Woodlands has to offer. By collaborating with other partners such as Visit Houston and Travel Texas, Visit The Woodlands will continue reaching to specific international markets across Mexico and Latin America.

2022 The Woodlands CVB Budget Plan

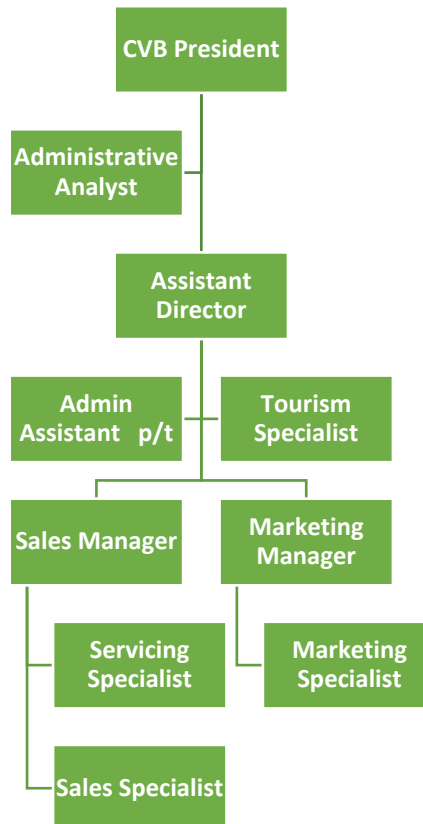


- **Leisure Market Assistance** – Visit The Woodlands will continue assisting leisure groups when visiting The Woodlands. Special niche markets for the Tourism Department of Visit The Woodlands are weddings, family and school reunions and special event promotional packages. Visit The Woodlands is available to assist to facilitate their experience and answer any questions.

The Woodlands Convention & Visitors Bureau



Organization Chart



STAFFING - FTE COUNT	Budget 2021	Budget 2022	Change
Director of Communications/CVB President	1.00	1.00	0.00
Assistant Director of the CVB	1.00	1.00	0.00
Administrative Analyst	1.00	1.00	0.00
Marketing Manager	1.00	1.00	0.00
Sales Manager	1.00	1.00	0.00
Marketing Specialist	1.00	1.00	0.00
Administrative Assistant	1.00	1.00	0.00
Tourism Specialist	0.50	0.50	0.00
Sales Specialist	1.00	1.00	0.00
Servicing Specialist	1.00	1.00	0.00
TOTAL	9.50	9.50	0.00
Position(s) added in 2022 Budget	0.00	0.00	0.00

The Woodlands Convention & Visitors Bureau



Budget Overview

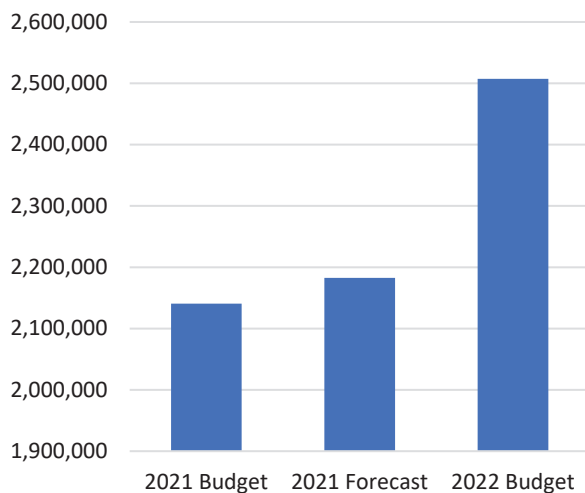
The Woodlands Convention & Visitors Bureau (CVB) is a 501(c)(6) non-profit organization which implements marketing programs and supports certain events to attract convention business and visitors to The Woodlands.

The primary source of funding for the CVB's 2022 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. If 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.

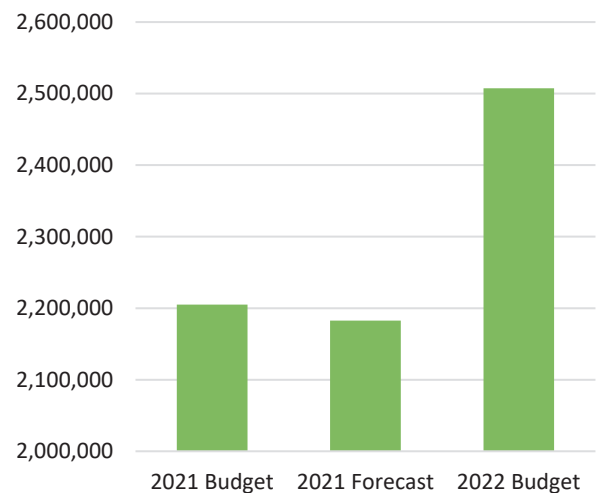
	2021 Budget	2021 Forecast	2022 Budget	\$Inc/(Dec)	%Inc/(Dec)
Total Revenues/Transfers In	\$ 2,140,751	2,182,565	2,507,330	366,579 (A)	17.1%
Total Expenditures/Transfers Out	2,205,009	2,182,565	2,507,330	302,321 (B)	13.7%
Revenues Over/(Under) Expenditures	(64,258)	-	-	64,258	-100.0%
Transfers Out	-	-	-	-	-
Beginning Fund Balance	1,370,458	1,370,458	1,370,458	-	0.0%
Ending Fund Balance	1,306,200	1,370,458	1,370,458	64,258 (C)	4.9%

- (A) The increase in revenues is due to an increase in budgeted hotel occupancy tax proceeds for 2022 due to the recovery from impacts of the COVID-19 pandemic.
- (B) The increase in expenditures is primarily due to increases in marketing and strategic partnerships expenses for 2022 as the CVB recovers from the economic impacts of COVID-19.
- (C) The increase in fund balance of \$64,258 from the 2021 Budget to the 2022 Budget is due to the funding of a position added to staff in a previous year being covered by hotel occupancy tax instead of CVB fund balance.

Total Revenues



Total Expenditures



The Woodlands Convention & Visitors Bureau



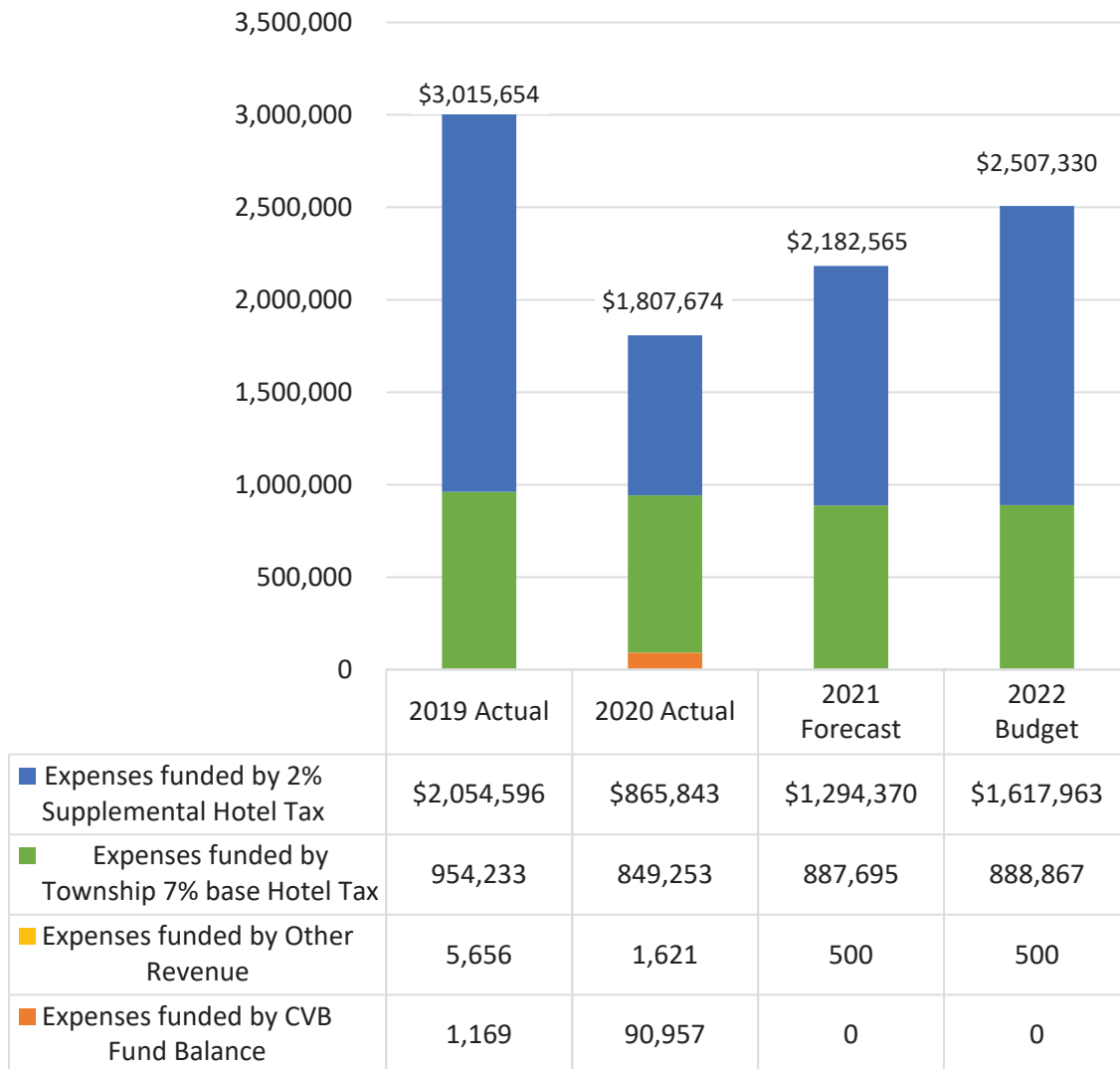
THE WOODLANDS CONVENTION & VISITORS BUREAU Statement of Revenues, Expenditures & Changes in Fund Balance (in whole dollars)

	2021 Budget	2021 Forecast	2022 Budget	\$ Inc/(Dec)	% Inc/(Dec)
REVENUES					
Supplemental Hotel Tax	\$ 1,294,370	\$ 1,294,370	\$ 1,617,963	\$ 323,593	25.0%
Sponsorships	-	-	-	-	-
Interest Income	500	500	500	-	0.0%
Transfers In (General Fund - HOT)	845,881	887,695	888,867	42,986	5.1%
TOTAL REVENUES	\$ 2,140,751	\$ 2,182,565	\$ 2,507,330	\$ 366,579	17.1%
EXPENDITURES					
General					
Contracted Township Salaries and Benefits	866,909	844,465	893,730	26,821	3.1%
Staff Development	32,000	32,000	40,000	8,000	25.0%
Facility Expense	69,350	69,350	69,350	-	0.0%
Equipment Expense	12,750	12,750	12,750	-	0.0%
Contracted Services	51,000	51,000	51,000	-	0.0%
Public Education/Relations	25,000	25,000	20,000	(5,000)	-20.0%
Administrative	26,500	26,500	36,500	10,000	37.7%
	1,083,509	1,061,065	1,123,330	39,821	3.7%
Strategic Partnerships					
Contracted Services	65,500	65,500	40,000	(25,500)	-38.9%
Community Festivals & Events	185,000	185,000	315,000	130,000	70.3%
Public Education/Relations	40,000	40,000	40,000	-	0.0%
	290,500	290,500	395,000	104,500	36.0%
Marketing					
Contracted Services	210,000	210,000	242,500	32,500	15.5%
Program Expense	352,000	352,000	495,000	143,000	40.6%
Public Education/Relations	27,000	27,000	30,000	3,000	11.1%
Administrative	5,000	5,000	5,000	-	0.0%
	594,000	594,000	772,500	178,500	30.1%
Convention Sales					
Staff Development	75,000	75,000	75,000	-	0.0%
Contracted Services	17,000	17,000	16,500	(500)	-2.9%
Program Expense	120,000	120,000	90,000	(30,000)	-25.0%
Public Education/Relations	25,000	25,000	35,000	10,000	40.0%
	237,000	237,000	216,500	(20,500)	-8.6%
TOTAL EXPENDITURES	\$ 2,205,009	\$ 2,182,565	\$ 2,507,330	\$ 302,321	13.7%
REVENUE OVER/(UNDER) EXPENDITURES	(64,258)	-	-	64,258	-100.0%
NET TRANSFERS	-	-	-		
BEGINNING FUND BALANCE	1,370,458	1,370,458	1,370,458	-	0.0%
ENDING FUND BALANCE	\$ 1,306,200	\$ 1,370,458	\$ 1,370,458	\$ 64,258	4.9%

The Woodlands Convention & Visitors Bureau



Analysis of Funding Sources for Expenditures



The Convention & Visitors Bureau's operating expenditures have decreased from \$3.0 million in 2019 to a projected total of \$2.5 million for 2022, a reduction of \$0.5 million or 16.9% 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 64.5% of CVB's total expenditures annually, and revenues from the Township's 7% base hotel tax fund 35%. Occasionally, certain defined expenses are paid from CVB's existing fund balance. A recent example of these expenses includes costs related to the convention center expansion and renovation project.

Revenues from the 2% supplemental hotel tax have decreased from \$2.0 million in 2019 to a projected total of \$1.6 million for 2022, which is a decrease of \$0.4 million or 21.3%. During the same period, funding required by the CVB from the Township's 7% base hotel tax revenues has decreased from \$0.95 million to \$0.89 million, or 3.2%.

The Woodlands Convention & Visitors Bureau



Fund Balance Analysis

	2019 Actual	2020 Actual	2021 Forecast	2022 Budget
Revenues				
2% Supplemental Hotel Tax	\$ 2,054,596	\$ 865,843	\$ 1,294,370	\$ 1,617,963
Allocation from Township Hotel Tax	954,233	849,253	887,695	888,867
Interest Income/Other	5,656	1,621	500	500
Total Revenues	\$ 3,014,485	\$ 1,716,717	\$ 2,182,565	\$ 2,507,330
Expenditures				
General	\$ 992,273	\$ 973,837	\$ 1,061,065	\$ 1,123,330
Strategic Partnerships	306,791	149,097	290,500	395,000
Marketing	1,400,761	625,801	594,000	772,500
Convention Sales	314,660	56,880	237,000	216,500
Waterway Cruisers, net (A)	1,169	2,059	-	-
Transfers Out	-	-	-	-
Total Expenditures	\$ 3,015,654	\$ 1,807,674	\$ 2,182,565	\$ 2,507,330
Increase/(Decrease) in Fund Balance	\$ (1,169)	\$ (90,957)	\$ -	\$ -

- (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 2019 and 2020 are related to exploring a new option/service.

CVB Fund Balance



The \$90,957 decrease in fund balance from 2019 to 2020 is due to funding for waterway cruiser expenses, consultant fees on the renovation of the convention center, and funds used for COVID shortfalls.

The Woodlands Convention & Visitors Bureau

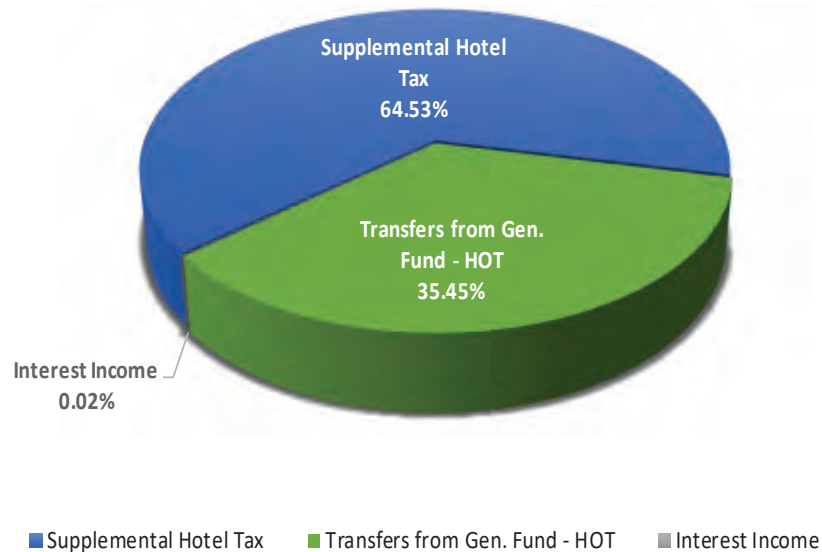


Revenue by Type

Revenues	2021 Budget to 2022 Budget				
	2021 Budget	2021 Forecast	2022 Budget	\$ Change	% Change
Supplemental Hotel Tax	\$ 1,294,370	\$ 1,294,370	\$ 1,617,963	\$ 323,593	25.0%
Interest Income	500	500	500	-	0.0%
Transfers from Gen. Fund - HOT	845,881	887,695	888,867	42,986	5.1%
Total Revenues	\$ 2,140,751	\$ 2,182,565	\$ 2,507,330	\$ 366,579	17.1%

% of Total	2021 Budget	2021 Forecast	2022 Budget
Supplemental Hotel Tax	60.46%	59.30%	64.53%
Interest Income	0.02%	0.02%	0.02%
Transfers from General Fund - HOT	39.51%	40.67%	35.45%
Total	100.00%	100.00%	100.00%

2022 BUDGET % of TOTAL REVENUES



The Woodlands Convention & Visitors Bureau

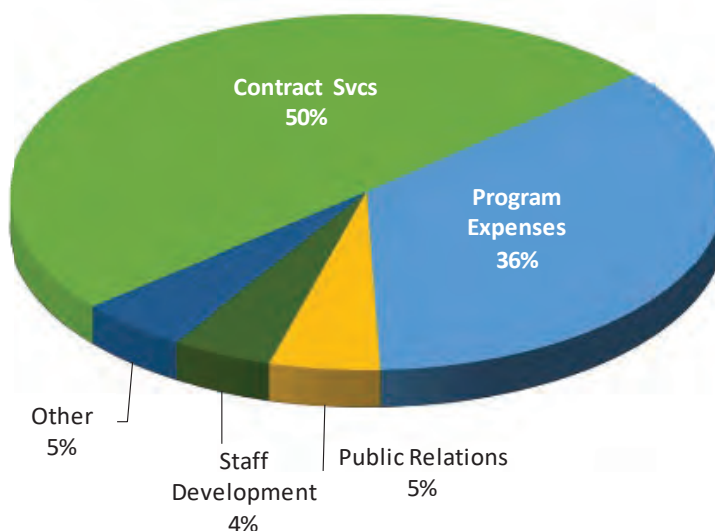


Expenditures by Type

Expenditures	2021 Budget to 2022 Budget				
	2021 Budget	2021 Forecast	2022 Budget	\$ Change	% Change
Staff Development	\$ 107,000	\$ 107,000	\$ 115,000	\$ 8,000	7.5%
Facility Expense	69,350	69,350	69,350	-	0.0%
Equipment Expense	12,750	12,750	12,750	-	0.0%
Contracted Services	1,210,409	1,187,965	1,243,730	33,321	2.8%
Program Expense	657,000	657,000	900,000	243,000	37.0%
Public Relations	117,000	117,000	125,000	8,000	6.8%
Administrative Expense	31,500	31,500	41,500	10,000	31.7%
Total Expenditures	\$ 2,205,009	\$ 2,182,565	\$ 2,507,330	\$ 302,321	13.7%

% of Total	2021 Budget	2021 Forecast	2022 Budget
Contracted Services	54.9%	54.4%	49.6%
Program Expense	29.8%	30.1%	35.9%
Public Relations	5.3%	5.4%	5.0%
Staff Development	4.9%	4.9%	4.6%
Facility Expense	3.1%	3.2%	2.8%
Administrative Expense	1.4%	1.4%	1.7%
Equipment Expense	0.6%	0.6%	0.5%
Total	100.0%	100.0%	100.0%

**2022 BUDGET
% of TOTAL EXPENDITURES**



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**The Woodlands Convention and Visitors Bureau
Department Budget Detail
(in whole dollars)**

	<u>Budget Code</u>	<u>Actual 2020</u>	<u>Budget 2021</u>	<u>Forecast 2021</u>	<u>Budget 2022</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
REVENUES							
Tax Revenue							
Supplemental HOT Revenue	110-820-4031-0000-35	865,843	1,294,370	1,294,370	1,617,963	323,593	25.0%
		865,843	1,294,370	1,294,370	1,617,963	323,593	25.0%
Other Revenue							
Interest Income	110-190-4400-0000-35	1,621	500	500	500	-	0.0%
Other Income	110-821-4599-0000-35	-	-	-	-	-	-
		1,621	500	500	500	-	0.0%
Transfers In							
Operating Transfer (from GF - HOT)	110-190-4800-8080-35	849,253	845,881	887,695	888,867	42,986	5.1%
		849,253	845,881	887,695	888,867	42,986	5.1%
TOTAL REVENUES		1,716,717	2,140,751	2,182,565	2,507,330	366,579	17.1%
GENERAL - Dept 820							
Staff Development							
Meetings	110-820-5100-0000-35	6,340	5,000	5,000	8,000	3,000	60.0%
Training & Conferences	110-820-5120-0000-35	9,783	25,000	25,000	30,000	5,000	20.0%
Uniforms	110-820-5130-0000-10	1,502	2,000	2,000	2,000	-	0.0%
		17,625	32,000	32,000	40,000	8,000	25.0%
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	622	2,500	2,500	2,500	-	0.0%
Data Services	110-820-5335-0000-35	7,617	10,250	10,250	10,250	-	0.0%
		8,240	12,750	12,750	12,750	-	0.0%
Contracted Services							
CVB Staff from The Township	110-820-5490-0000-35	772,103	866,909	844,465	893,730	26,821	3.1%
Consulting	110-820-5400-0000-35	19,200	-	-	-	-	-
Legal	110-820-5402-0000-35	58,862	46,000	46,000	46,000	-	0.0%
Contract Labor	110-820-5407-0000-35	44	5,000	5,000	5,000	-	0.0%
		850,209	917,909	895,465	944,730	26,821	2.9%
Public Education/Relations							
Promotional Supplies	110-820-5702-0000-35	7,033	25,000	25,000	20,000	(5,000)	-20.0%
		7,033	25,000	25,000	20,000	(5,000)	-20.0%
Administrative Expense							
Supplies	110-820-5800-0000-35	1,037	7,500	7,500	7,500	-	0.0%
Dues & Subscriptions	110-820-5802-0000-35	18,762	10,000	10,000	20,000	10,000	100.0%
Postage and Delivery	110-820-5801-0000-35	1,310	5,000	5,000	5,000	-	0.0%
Mileage Reimbursement	110-820-5804-0000-35	272	4,000	4,000	4,000	-	0.0%
		21,380	26,500	26,500	36,500	10,000	37.7%
TOTAL GENERAL		973,837	1,083,509	1,061,065	1,123,330	39,821	3.7%

**The Woodlands Convention and Visitors Bureau
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Inc/(Dec)	% Inc/(Dec)
STRATEGIC PARTNERSHIPS - Dept 821							
Contracted Services							
Visitor Services	110-821-5475-0000-35	45,000	65,500	65,500	40,000	(25,500)	-38.9%
		45,000	65,500	65,500	40,000	(25,500)	-38.9%
Program Expense							
Community Festivals & Events							
Other Festivals/Special Events	110-821-5613-0000-35	26,224	145,000	-	55,000	(90,000)	-62.1%
Major Venue Sponsor Agreement	110-821-5613-TBD-35	-	-	145,000	200,000	200,000	
Tourism/Leisure Initiatives	110-821-5613-4115-35	7,273	20,000	20,000	45,000	25,000	125.0%
Advocacy & Business Development	110-821-5613-4116-35	4,656	20,000	20,000	15,000	(5,000)	-25.0%
		38,154	185,000	185,000	315,000	130,000	70.3%
Public Education/Relations							
Market Research	110-821-5709-0000-35	65,944	40,000	40,000	40,000	-	0.0%
		65,944	40,000	40,000	40,000	-	0.0%
TOTAL STRATEGIC PARTNERSHIPS		149,097	290,500	290,500	395,000	104,500	36.0%
MARKETING - Dept 822							
Contracted Services							
Website	110-822-5470-0000-35	36,031	85,000	85,000	85,000	-	0.0%
Video Production	110-822-5471-0000-35	27,434	25,000	25,000	20,000	(5,000)	-20.0%
Public Relations	110-822-5473-0000-35	17,945	25,000	25,000	30,000	5,000	20.0%
Professional Services	110-822-5474-0000-35	100,729	75,000	75,000	100,000	25,000	33.3%
Photography	110-822-5478-0000-35	-	-	-	7,500	7,500	
		182,138	210,000	210,000	242,500	32,500	15.5%
Program Expense							
Leisure Advertising	110-822-5620-0000-35	261,622	202,000	202,000	285,000	83,000	41.1%
International Advertising	110-822-5621-0000-35	2,300	14,000	14,000	30,000	16,000	114.3%
Cooperative Advertising	110-822-5622-0000-35	-	10,000	10,000	60,000	50,000	500.0%
Meetings - Advertising	110-822-5624-0000-35	151,393	126,000	126,000	120,000	(6,000)	-4.8%
		415,315	352,000	352,000	495,000	143,000	40.6%
Public Education/Relations							
Other Advertising	110-822-5704-0000-35	2,044	2,000	2,000	5,000	3,000	150.0%
Marketing Collateral	110-822-5707-0000-35	25,541	25,000	25,000	25,000	-	0.0%
		27,586	27,000	27,000	30,000	3,000	11.1%
Administrative Expense							
Printing	110-822-5803-0000-35	762	5,000	5,000	5,000	-	0.0%
		762	5,000	5,000	5,000	-	0.0%
TOTAL MARKETING		625,801	594,000	594,000	772,500	178,500	30.1%
CONVENTION SALES - Dept 823							
Staff Development							
Sales Missions and Tradeshow	110-823-5125-0000-35	20,406	75,000	75,000	75,000	-	0.0%
		20,406	75,000	75,000	75,000	-	0.0%
Contracted Services							
Computer Support	110-823-5400-0000-35	18,250	17,000	17,000	16,500	(500)	-2.9%
		18,250	17,000	17,000	16,500	(500)	-2.9%
Program Expense							
Incentives	110-823-5625-0000-35	11,175	45,000	45,000	25,000	(20,000)	-44.4%
Tradeshow Sponsorship Opportunities	110-823-5628-0000-35	3,710	25,000	25,000	25,000	-	0.0%
RFP Bid Proposals and Fulfillment	110-823-5629-0000-35	71	50,000	50,000	40,000	(10,000)	-20.0%
		14,956	120,000	120,000	90,000	(30,000)	-25.0%
Public Education/Relations							
Business Development	110-823-5710-0000-35	-	-	-	-	-	
Site Tours and FAM Tours	110-823-5713-0000-35	3,267	25,000	25,000	35,000	10,000	40.0%
		3,267	25,000	25,000	35,000	10,000	40.0%
TOTAL CONVENTION SALES		56,880	237,000	237,000	216,500	(20,500)	-8.6%

The Woodlands Convention and Visitors Bureau
Department Budget Detail
(in whole dollars)

	<u>Budget Code</u>	<u>Actual 2020</u>	<u>Budget 2021</u>	<u>Forecast 2021</u>	<u>Budget 2022</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
WATERWAY CRUISERS - Dept 824							
Contracted Services							
Waterway Cruisers	110-823-5461-0000-35	-	-	-	-	-	-
Maintenance and Operations	110-824-5401-0000-37	-	-	-	-	-	-
Legal	110-824-5402-0000-37	2,059	-	-	-	-	-
Consulting	110-824-5499-0000-37	-	-	-	-	-	-
		<u>2,059</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL WATERWAY CRUISERS		<u>2,059</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES		<u>1,807,674</u>	<u>2,205,009</u>	<u>2,182,565</u>	<u>2,507,330</u>	<u>302,321</u>	<u>13.7%</u>
TOTAL TRANSFERS OUT		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENSES AND TRANSFERS OUT		<u>1,807,674</u>	<u>2,205,009</u>	<u>2,182,565</u>	<u>2,507,330</u>	<u>302,321</u>	<u>13.7%</u>

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

	<u>Budget Code</u>	<u>Actual 2020</u>	<u>Budget 2021</u>	<u>Forecast 2021</u>	<u>Budget 2022</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	565,998	636,396	615,547	658,080	21,684	3.4%
Overtime	100-510-5011-0000-10	4,654	8,000	8,000	8,000	-	0.0%
Employee Benefits - FICA	100-510-5020-0000-10	37,853	49,081	47,486	50,806	1,725	3.5%
Employee Benefits - TEC	100-510-5021-0000-10	1,283	1,440	1,440	2,520	1,080	75.0%
Employee Benefits - Retirement	100-510-5030-0000-10	58,798	64,485	64,485	66,823	2,338	3.6%
Employee Benefits - Insurance	100-510-5031-0000-10	103,091	106,815	106,815	106,788	(27)	0.0%
Employee Benefits - Workers Comp	100-510-5032-0000-10	427	692	692	713	21	3.0%
[Includes Allocated Cost (70% Director Comm Relations)]		772,103	866,909	844,465	893,730	26,821	3.1%
Total CVB Staff Services		772,103	866,909	844,465	893,730	26,821	3.1%

Transportation Fund



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Transportation and Infrastructure



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

2021 Accomplishments

- Service management during the COVID-19 pandemic and stay-at-home orders
- Acquisition and administration of the Township's sub apportionment of the 2021 American Rescue Plan Act formula grant funding
- Execution of the new The Woodlands Express service to the Energy Corridor District in partnership with Energy Corridor District
- Execution of new Interlocal Agreement with the Brazos Transit District
- Planning, design and construction initiation of nine new permanent trolley stops in Town Center and Hughes Landing in partnership with Howard Hughes Corporation
- Full build out and completion of The Woodlands Express mobile ticketing system with the installation of onboard ticket validation equipment on Township owned buses.
- Coordination for local community organization's usage of the Sterling Ridge Park and Ride Facility
- Submitted and executed FY2018 FTA Section 5339
- General grant administration support and accounting
- Ongoing departmental budget and financial forecasting
- Oversight of contracting for Mobile Ticketing System for The Woodlands Express
- Extension of 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
- Coordination of the Conroe-The Woodlands UZA FY21 5307, 5310 and 5339 apportionments
- 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
- Annual update of the Public Transportation Agency Safety Plan

Transportation and Infrastructure



- Monthly FTA National Transit Database Ridership and Safety & Security reporting
- Annual FTA National Transit Database reporting (Report Year 2020)
- 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 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 and Town Center Rangers 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 One Water 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

2022 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.

Transportation and Infrastructure



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.

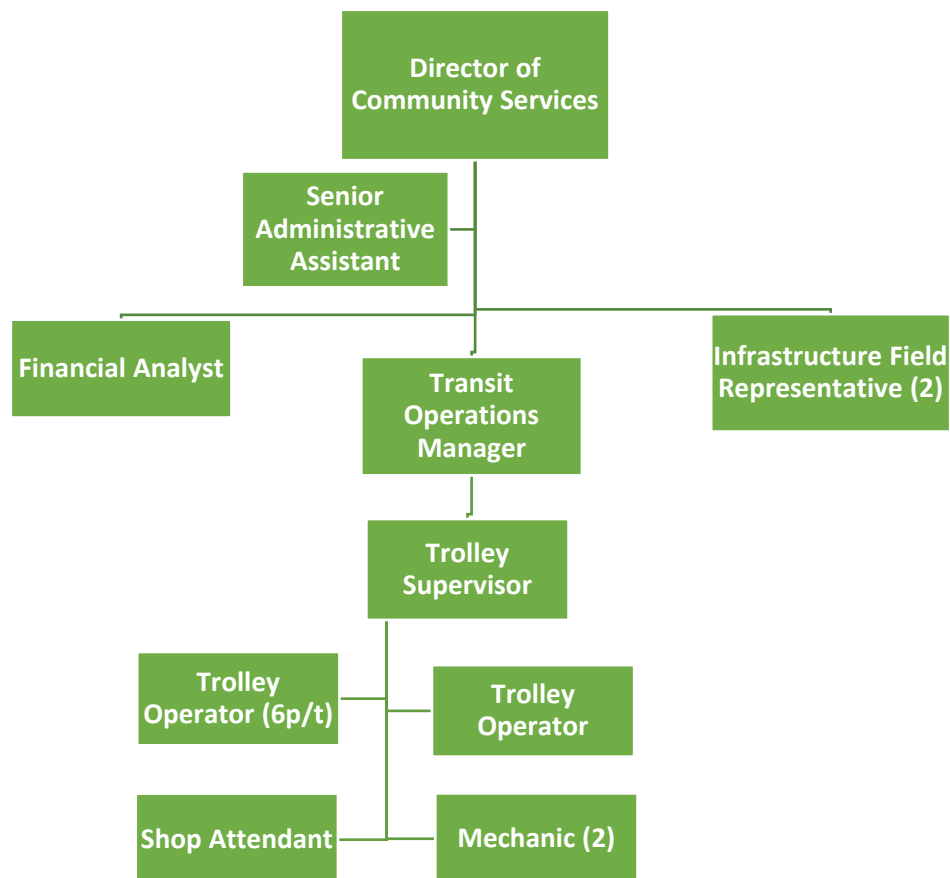
The Department will utilize the Township web site and social media outlets such as @TownshipTransit, “Notify Me” Alerts, and other means to keep residents timely informed regarding detours, special event detours, construction projects, and road and lane closures.

The Department will ensure Township compliance with local, state and federal requirements related to transportation and infrastructure services and operations.

Transportation and Infrastructure



Organization Chart



STAFFING - FTE COUNT	Budget 2021	Budget 2022	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
Mechanic	2.00	2.00	0.00
Shop Attendant	1.00	1.00	0.00
Senior Administrative Assistant	1.00	1.00	0.00
TOTAL	17.00	17.00	0.00
Position(s) added in 2022 Budget	0.00	0.00	0.00

Transportation and Infrastructure



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 and ARPA grant funding is supporting a significant portion of Park & Ride and trolley operations in 2021 and 2022.

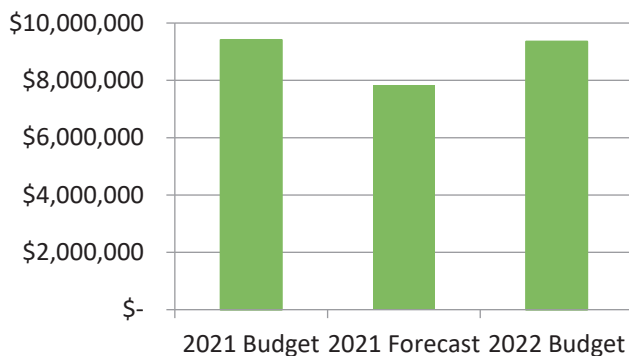
	2021 Budget	2021 Forecast	2022 Budget	\$Inc/(Dec)	%Inc/(Dec)
Total Revenues/Transfers In	\$ 9,408,737	7,840,240	9,352,393	(56,344)	-0.6%
Total Expenditures/Transfers Out	9,288,737	6,780,240	6,406,463	(2,882,274)	-31.0%
Revenues Over/(Under) Expenditures	120,000	1,060,000	2,945,930	2,825,930	
Beginning Fund Balance	(187,659)	(187,659)	872,341		
Ending Fund Balance	(67,659)	872,341	3,818,271	3,885,930	-5743.4%

The decrease in 2021 forecasted expenditures is due primarily to COVID impacts in contracted Park & Ride bus services. In addition, some cost savings have been achieved from the budgeted amount by moving the contracted trolley operations in-house.

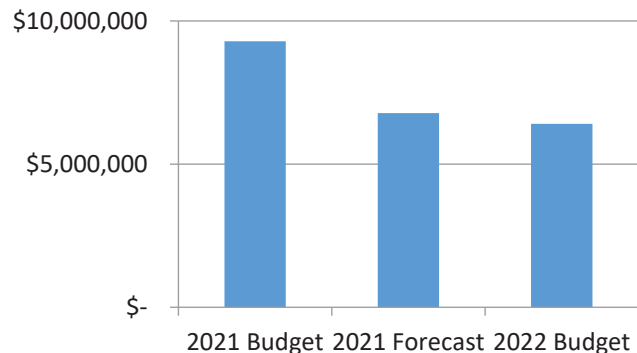
The \$2,945,930 of revenues over expenditures in 2022 is due to: 1) \$150,000 transfer from the General Fund to fund the bus replacement reserve for the twenty-five passenger buses purchased in 2015, 2016 and 2017 for the park & ride program. This reserve funding was suspended for 2020 due to the Covid virus. 2) \$2,795,930 transfer from Capital Contingency and the General Fund for Spring Creek Trails funding.

The ending fund balance of (\$3.8 million) 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 \$750,000 in the bus replacement reserve; and (C) a balance of \$5,120,000 for transportation initiatives.

TOTAL REVENUES



TOTAL EXPENDITURES



Transportation and Infrastructure



THE WOODLANDS TOWNSHIP TRANSPORTATION FUND - 2022 BUDGET SUMMARY STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

REVENUES	2022 BUDGET	
CARES Act Grant Funds	\$1,895,618	CARES Act funding for Park & Ride and Trolley operations
5307 Grant Funds	1,138,983	Park & Ride (grant % varies from 32% - 40%)
5307 Grant Funds	75,360	Trolley Capital (80%)
5307 Grant Funds	140,000	Transit Planning (80%)
HGAC-CMAQ Grmat - 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	426,000	Annual funding received for transportation expenses
Total Grant Funds	4,197,845	
Bus Fares	1,837,080	141,314 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	133,551	Trolley program
Transfers In - General Fund	57,987	Park & Ride program
Transfers In - General Fund	601,363	Funding for Transportation Initiatives - Spring Creek Trails
Transfers In - Capital Fund	2,194,567	Funding for Transportation Initiatives - Spring Creek Trails
Total Transfers In	3,317,468	
Total Revenues	\$9,352,393	

EXPENDITURES	2022 BUDGET	
Park & Ride Contracted Services	\$4,928,372	Contracted bus services, security, and other expenses
Park & Ride Operations/Administration	208,900	Facility, equipment, advertising, and admin expenses
Trolley Operations	817,491	Staffing, facility, and equipment expenses
Trolley Administration	37,500	Advertising and administrative expenses
Trolley Capital	94,200	Trolley maintenance equipment
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
Total Expenditures	\$6,406,463	

Transportation and Infrastructure

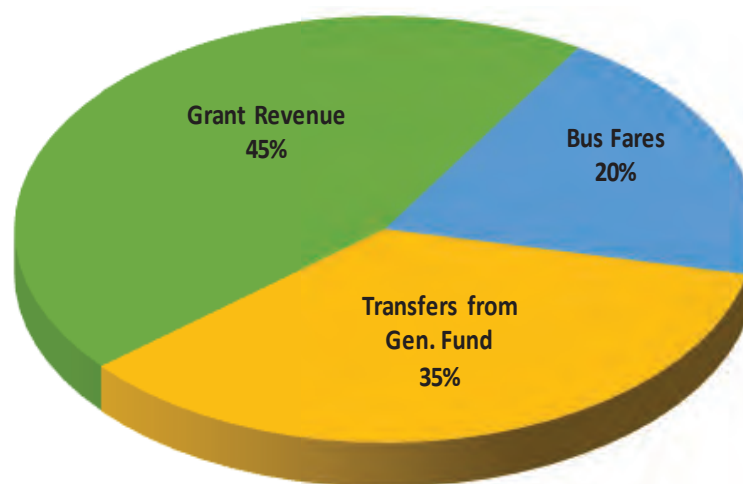


Revenues by Type

Revenues	2021 Budget to 2022 Budget					
	2021 Budget	2021 Forecast	2022 Budget	\$ Change	% Change	
Grant Revenue	\$ 5,801,820	\$ 5,674,140	\$ 4,197,845	\$ (1,603,975)	-27.6%	
Bus Fares	3,025,880	670,000	1,837,080	(1,188,800)	-39.3%	
Transfers from Gen. Fund	581,037	1,496,100	3,317,468	2,736,431	471.0%	
Total Revenues	\$ 9,408,737	\$ 7,840,240	\$ 9,352,393	\$ (56,344)	-0.6%	

% of Total	2021 Budget	2021 Forecast	2022 Budget
Grant Revenue	61.66%	72.37%	44.89%
Bus Fares	32.16%	8.55%	19.64%
Transfers from Gen. Fund	6.18%	19.08%	35.47%
Total	100.00%	100.00%	100.00%

**2022 BUDGET
% of TOTAL REVENUES**



Transportation and Infrastructure

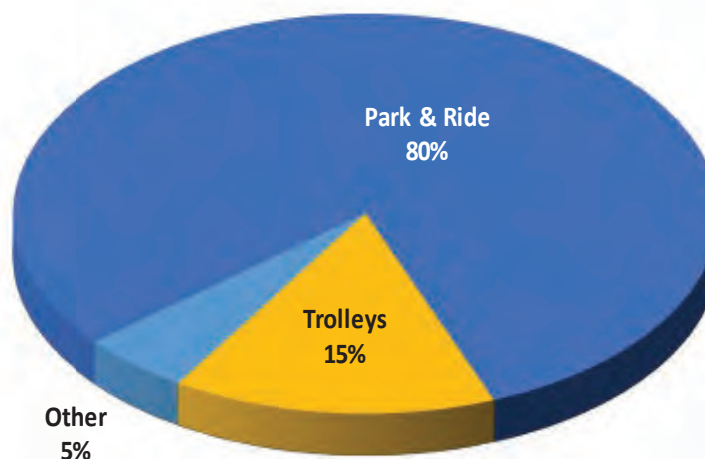


Expenditures by Program

Expenditures	2021 Budget	2021 Forecast	2022 Budget	2021 Budget to 2022 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	30,000	90,000	-	(30,000)	-100.0%
Park & Ride (Operations)	7,057,281	4,726,424	5,137,272	(1,920,009)	-27.2%
Park & Ride (Capital)	425,000	425,000	-	(425,000)	-100.0%
Trolleys	1,456,456	1,218,816	949,191	(507,265)	-34.8%
Total Expenditures	\$ 9,288,737	\$ 6,780,240	\$ 6,406,463	\$ (2,882,274)	-31.0%

% of Total	2021 Budget	2021 Forecast	2022 Budget
Transportation Planning	1.99%	2.73%	2.89%
Other Trans Services	1.45%	1.99%	2.11%
Transportation Initiatives	0.32%	1.33%	0.00%
Park & Ride	80.55%	75.98%	80.19%
Trolleys	15.68%	17.98%	14.82%
Total	100.0%	100.0%	100.0%

2022 BUDGET
% of TOTAL EXPENDITURES



Transportation and Infrastructure



THE WOODLANDS TOWNSHIP TRANSPORTATION SOURCES AND USES OF FUNDS BY PROGRAM

PARK AND RIDE OPERATIONS		2022 Budget
Revenues		
Bus Fares	\$1,837,080	141,314 round trips x \$13
CARES Act Funds	\$1,155,338	CARES Act funding for operations
5307 Grant Funds	0	40% of bus contract expenses (for leased buses)
5307 Grant Funds	1,138,983	32% of bus contract expenses (for owned buses)
State Grant Funds	426,000	
HGAC-CMAQ Grant	463,897	Grant funds for Energy Corridor pilot program
Energy Corridor District	57,987	Local match assistance for pilot program
Transfers In - General Fund	57,987	Funds to cover operations not funded by fares/grants
Total Revenues	5,137,272	
Expenditures		
Bus Contract - for buses owned by the Township	4,565,072	32% reimbursable
Operations/Administration	572,200	
Total Expenditures	5,137,272	
Revenues Over/(Under) Expenses	\$0	
Bus Replacement Reserve		
Beginning Balance at 1/1/2022	\$600,000	
Allocation from General Fund	150,000	
Ending Balance at 12/31/2022	\$750,000	

TROLLEYS		2022 Budget
Revenues		
CARES Act Funds	\$740,280	100% of operating expenses
5307 Grant Funds	75,360	80% of capital expenses
Transfers In - General Fund	133,551	20% of capital expenses and Phase III of the trolleys
Total Revenues	949,191	
Expenditures		
Operations/Administration	854,991	100% reimbursable
Capital	94,200	80% reimbursable
Total Expenditures	949,191	
Revenues Over/(Under) Expenses	\$0	

Transportation and Infrastructure



THE WOODLANDS TOWNSHIP TRANSPORTATION SOURCES AND USES OF FUNDS BY PROGRAM

TRANSIT PLANNING		2022 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		2022 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		2022 Budget
Revenues		
Transfers In - General Fund	\$601,363	Funding for Spring Creek Trails
Transfers In - Capital Contingency	\$2,194,567	Funding for Spring Creek Trails
Total Revenues	2,795,930	
Expenditures		
Transfer Out	0	Transfer to fund pathway connectors
Total Expenditures	0	
Revenues Over/(Under) Expenses	\$2,795,930	

Transportation and Infrastructure



Summary of Transportation Initiatives

2022 Projects	Funding Amount	Estimated Funding/ (Expense)	Balance Remaining
Transportation Initiatives Fund Balance	@ 1-1-2022		@ 12-31-2022
George Mitchell Preserve/Spring Creek Greenway Trails	\$2,204,070	\$2,795,930	\$5,000,000
San Jacinto Easements	\$10,000	\$0	\$10,000
Mountain Bike Trails	\$10,000	\$0	\$10,000
Pedestrian and Bicycle Master Plan Projects	<u>\$100,000</u>	<u>0</u>	<u>\$100,000</u>
Transportation Initiatives Fund Balance	\$2,324,070	\$2,795,930	\$5,120,000

PARK AND RIDE BUS PURCHASES / REIMBURSEMENT TO CAPITAL REPLACEMENT RESERVE

	2015	2016	2017	2018	2019	2020	2021	2022
CAPITAL - BUS PURCHASES	5@ \$572,231	10 @ \$572,000	10 @ \$578,000	Total				
Buses (25 total)	\$2,861,155	\$5,722,310	\$5,780,602	\$14,364,067				
<i>Funding sources for bus purchases:</i>								
H-GAC Grant	\$2,288,924	\$4,577,848	\$4,433,228	\$11,300,000				
Funding from Capital Replacement Reserve	\$572,231	\$1,144,462	\$1,347,374	\$3,064,067	<i>Total amount borrowed</i>			
Total	\$2,861,155	\$5,722,310	\$5,780,602	\$14,364,067				
Beginning Loan Balance	\$0	\$572,231	\$971,678	\$2,379,133	\$2,059,105	\$2,051,729	\$2,051,729	\$2,051,729
Total Borrowed From Capital Reserve	\$572,231	\$1,144,462	\$1,347,374	-	-	-	-	-
Reimburse Capital Replacement Reserve (a)		(\$745,015)	\$60,081	(\$320,028)	(\$7,376)	\$0	\$0	\$0
Loan Balance at Year-End	\$572,231	\$971,678	\$2,379,133	\$2,059,105	\$2,051,729	\$2,051,729	\$2,051,729	\$2,051,729

(a) Annual net operating revenue generated by the Park and Ride program is used to reimburse the Capital Replacement Reserve.

**Transportation
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2020	Budget 2021	Forecast 2021	Budget 2022	\$ Incl/(Dec)	% Incl/(Dec)
REVENUES							
Transportation Planning							
FTA 5307 Grant	600-825-4303-0016-38	64,311	140,000	140,000	140,000	-	0.0%
		64,311	140,000	140,000	140,000	-	0.0%
Park and Ride							
Fares	600-829-4110-0000-38	960,700	2,600,000	670,000	1,411,200	(1,188,800)	-45.7%
Fares - Energy Corridor	600-829-4111-0000-38	-	425,880	-	425,880	-	0.0%
FTA 5307 Grant - 40% - Leased Buses	600-829-4301-0016-38	97,774	463,290	103,290	-	(463,290)	-100.0%
FTA 5307 Grant - 32% - Owned Buses	600-829-4306-0016-38	875,589	1,388,514	1,248,000	1,138,983	(249,531)	-18.0%
FTA 5307 Grant - P&R Admin	600-829-4302-0016-38	18,556	-	-	-	-	-
State Grant Funds	600-829-4307-0019-38	421,269	421,000	426,459	426,000	5,000	1.2%
FTA 5307/5339 Grant - P&R Facility Impr - 80%	600-829-4305-0016-38	-	280,000	340,000	-	(280,000)	-100.0%
HGAC - CMAQ Grant Energy Corridor	600-829-4300-0021-38	-	463,897	-	463,897	-	0.0%
Energy Corridor District Contribution	600-829-4310-0021-38	-	57,987	-	57,987	-	0.0%
CARES Act Funding	600-829-4309-0020-38	1,384,300	1,211,776	2,278,675	1,155,338	(56,438)	-4.7%
Other Income	600-829-4599-0000-38	6,442	-	-	-	-	-
		3,764,630	7,312,344	5,066,424	5,079,285	(2,233,059)	-30.5%
Trolleys							
FTA 5307 Grant - Operating & Other Admin	600-830-4302-0016-38	28,994	-	-	-	-	-
FTA 5339 Grant - Trolley Impr - 80%	600-830-4305-0015-38	12,640	324,400	324,400	75,360	(249,040)	-76.8%
CARES Act Funding	600-830-4309-0020-38	635,421	1,050,956	813,316	740,280	(310,676)	-29.6%
		677,055	1,375,356	1,137,716	815,640	(559,716)	-40.7%
Transfers In							
Operating Transfer (from GF - Trolleys)	600-830-4800-8095-38	360,574	81,100	81,100	133,551	52,451	64.7%
Operating Transfer (from GF - Trans Planning)	600-825-4800-8095-38	20,821	45,000	45,000	45,000	-	0.0%
Operating Transfer (from GF - Other Trans Svcs)	600-827-4800-8095-38	73,157	135,000	135,000	135,000	-	0.0%
Operating Transfer (from GF - Trans Initiatives)	600-828-4800-8095-38	-	-	1,000,000	2,795,930	2,795,930	-
Operating Transfer (from GF - Park and Ride)	600-829-4800-8095-38	31,456	319,937	235,000	207,987	(111,950)	-35.0%
		486,008	581,037	1,496,100	3,317,468	2,736,431	471.0%
TOTAL REVENUES/TRANSFERS IN		4,992,004	9,408,737	7,840,240	9,352,393	(56,344)	-0.6%
EXPENDITURES							
TRANSPORTATION PLANNING - Dept 825							
Contracted Services							
Consulting	600-825-5401-0000-38	80,396	175,000	175,000	175,000	-	0.0%
Legal	600-825-5402-0000-38	4,735	10,000	10,000	10,000	-	0.0%
		85,132	185,000	185,000	185,000	-	0.0%
TOTAL TRANSPORTATION PLANNING		85,132	185,000	185,000	185,000	-	0.0%
OTHER TRANSPORTATION SVCS - Dept 827							
Contracted Services							
Senior Rides	600-827-5462-0000-38	53,680	55,000	55,000	55,000	-	0.0%
Interfaith	600-827-5462-0000-38	14,760	80,000	80,000	80,000	-	0.0%
Other	600-827-5462-0000-38	4,717	-	-	-	-	-
		73,157	135,000	135,000	135,000	-	0.0%
TOTAL OTHER TRANSPORTATION SVCS		73,157	135,000	135,000	135,000	-	0.0%
TRANSPORTATION INITIATIVES - Dept 828							
Program Expenses							
Transportation Initiatives	600-828-7036-0000-38	-	-	60,000	-	-	-
George Mitchell Preserve (Bridges/Pathways/Signage)	600-828-7036-3909-38	57,750	-	-	-	-	-
		57,750	-	60,000	-	-	-
Transfers Out							
Fund Transfer (From Transportation to General Fund - to fund Pathway Crosswalks)		-	30,000	30,000	-	(30,000)	-100.0%
		-	30,000	30,000	-	-	0.0%
TOTAL TRANSPORTATION INITIATIVES		57,750	30,000	90,000	-	-	0.0%

**Transportation
Department Budget Detail
(in whole dollars)**

	<u>Budget Code</u>	<u>Actual 2020</u>	<u>Budget 2021</u>	<u>Forecast 2021</u>	<u>Budget 2022</u>	<u>\$ Incl(Dec)</u>	<u>% Incl(Dec)</u>
PARK & RIDE - Dept 829							
Facility Expense							
Telephone	600-829-5210-0000-38	7,646	10,800	10,800	10,800	-	0.0%
Utilities	600-829-5220-0000-38	35,715	45,000	45,000	45,000	-	0.0%
Facility Repair & Maintenance	600-829-5230-0000-38	60,972	45,000	70,000	70,000	25,000	55.6%
Janitorial	600-829-5280-0000-38	26,909	18,000	10,000	11,000	(7,000)	-38.9%
		<u>131,242</u>	<u>118,800</u>	<u>135,800</u>	<u>136,800</u>	<u>18,000</u>	<u>15.2%</u>
Equipment Expense							
Equipment Repair & Maintenance	600-829-5365-0000-38	2,231	5,000	5,000	5,000	-	0.0%
		<u>2,231</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	101,855	116,000	116,000	116,000	-	0.0%
Credit Card Fees	600-829-5406-0000-38	5,490	40,000	35,000	35,000	(5,000)	-12.5%
Private Security	600-829-5416-0000-38	125,357	201,100	203,100	206,100	5,000	2.5%
Pest Control	600-829-5422-0000-38	450	1,200	1,200	1,200	-	0.0%
Electrical Repairs and Maintenance	600-829-5428-0000-38	-	5,000	5,000	5,000	-	0.0%
Contracted Bus Service - 40%	600-829-5463-0000-38	244,434	1,158,224	258,224	-	(1,158,224)	-100.0%
Contracted Bus Service - 32%	600-829-5465-0000-38	3,157,490	4,339,106	3,900,000	3,559,321	(779,785)	-18.0%
Contracted Bus Service - Energy Corridor	600-829-5466-0000-38	-	1,005,751	-	1,005,751	-	0.0%
		<u>3,635,075</u>	<u>6,866,381</u>	<u>4,518,524</u>	<u>4,928,372</u>	<u>(1,938,009)</u>	<u>-28.2%</u>
Public Education/Relations							
Advertising	600-829-5704-0000-38	3,328	15,000	15,000	15,000	-	0.0%
		<u>3,328</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	773	2,000	2,000	2,000	-	0.0%
Postage & Delivery	600-829-5801-0000-38	8	100	100	100	-	0.0%
Printing	600-829-5803-0000-38	204	10,000	10,000	10,000	-	0.0%
Covid	600-829-7045-0000-38	4,815	-	-	-	-	-
Other Admin/Contingency/Insurance	600-829-5899-0000-38	18,409	40,000	40,000	40,000	-	0.0%
		<u>24,210</u>	<u>52,100</u>	<u>52,100</u>	<u>52,100</u>	<u>-</u>	<u>-</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>3,796,086</u>	<u>7,482,281</u>	<u>5,151,424</u>	<u>5,137,272</u>	<u>(2,345,009)</u>	<u>-31.3%</u>
		3,796,086	7,057,281	4,726,424	5,137,272		
TROLLEYS - Dept 830							
Salaries and Benefits							
Salaries and Wages	600-830-5010-0000-38	108,848	404,344	404,344	435,937	31,593	7.8%
Overtime	600-830-5011-0000-38	2,324	-	9,200	9,200	9,200	-
Employee Benefits - FICA	600-830-5020-0000-38	8,446	30,932	30,932	34,053	3,121	10.1%
Employee Benefits - TEC	600-830-5021-0000-38	1,607	2,448	2,448	4,032	1,584	64.7%
Employee Benefits - Retirement	600-830-5030-0000-38	-	19,580	19,580	10,538	(9,042)	-46.2%
Employee Benefits - Insurance	600-830-5031-0000-38	6,458	33,656	33,656	41,938	8,282	24.6%
Employee Benefits - Workers Comp	600-830-5032-0000-38	-	4,011	4,011	2,793	(1,218)	-30.4%
		<u>127,683</u>	<u>494,971</u>	<u>504,171</u>	<u>538,491</u>	<u>43,520</u>	<u>8.8%</u>
Staff Development							
Meetings	600-830-5100-0000-38	-	500	500	500	-	0.0%
Training & Conferences	600-830-5120-0000-38	-	5,000	2,500	2,500	(2,500)	-50.0%
Uniforms	600-830-5130-0000-38	-	10,000	1,000	1,000	(9,000)	-90.0%
		<u>-</u>	<u>15,500</u>	<u>4,000</u>	<u>4,000</u>	<u>(11,500)</u>	<u>-74.2%</u>
Facility Expense							
Telephone	600-830-5210-0000-38	-	2,500	2,500	2,500	-	0.0%
Utilities	600-830-5220-0000-38	2,531	20,000	32,000	32,000	12,000	60.0%
Facility Repair & Maintenance	600-830-5230-0000-38	7,635	45,000	48,460	48,460	3,460	7.7%
Facility Materials & Supplies	600-830-5240-0000-38	4,328	5,000	12,000	12,000	7,000	-
Janitorial	600-830-5280-0000-38	4,690	9,000	8,000	8,000	(1,000)	-11.1%
		<u>19,184</u>	<u>81,500</u>	<u>102,960</u>	<u>102,960</u>	<u>21,460</u>	<u>26.3%</u>
Equipment Expense							
Equipment	600-830-5330-0000-38	6,906	20,000	50,000	50,000	30,000	150.0%
Vehicle Fuel	600-830-5360-0000-38	15,788	182,000	52,000	65,000	(117,000)	-64.3%
Equipment Repair & Maintenance	600-830-5365-0000-38	10,352	194,245	34,245	35,000	(159,245)	-82.0%
		<u>33,046</u>	<u>396,245</u>	<u>136,245</u>	<u>150,000</u>	<u>(246,245)</u>	<u>-62.1%</u>
Contracted Services							
Trolley Services	600-830-5460-0000-38	829,243	-	-	-	-	-
Computer Support	600-830-5400-0000-38	14,056	10,840	10,840	10,840	-	0.0%
Drug Testing	600-830-5409-0000-38	-	5,000	-	5,000	-	-
Pest Control	600-830-5422-0000-38	-	1,200	1,200	1,200	-	-
Electrical Repairs & Maintenance	600-830-5428-0000-38	643	5,000	7,500	5,000	-	0.0%

**Transportation
Department Budget Detail
(in whole dollars)**

	<u>Budget Code</u>	<u>Actual 2020</u>	<u>Budget 2021</u>	<u>Forecast 2021</u>	<u>Budget 2022</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
		843,943	22,040	19,540	22,040	-	0.0%
Public Education/Relations							
Advertising	600-830-5704-0000-38	4,881	3,000	12,200	3,000	-	0.0%
		4,881	3,000	12,200	3,000	-	0.0%
Other Expenses							
Supplies	600-830-5800-0000-38	840	1,200	1,700	2,000	800	
Printing	600-830-5803-0000-38	291	4,000	2,000	2,000	(2,000)	
Mileage Reimbursement	600-830-5804-0000-38	27	2,500	500	500	(2,000)	
Insurance	600-830-5808-0000-38	-	25,000	25,000	25,000	-	
Other Admin/Contingency	600-830-5899-0000-38	7,734	5,000	5,000	5,000	-	0.0%
		8,893	37,700	34,200	34,500	(3,200)	-8.5%
Capital Outlay							
Trolley Capital Projects	600-830-9000-1760-38	-	405,500	405,500	-	(405,500)	-100.0%
Trolley Capital Projects - Maintenance Equipment	600-830-9000-22XX-38	-	-	-	94,200	94,200	
		-	405,500	405,500	94,200	(311,300)	-76.8%
TOTAL TROLLEYS		<u>1,037,629</u>	<u>1,456,456</u>	<u>1,218,816</u>	<u>949,191</u>	<u>(507,265)</u>	<u>-34.8%</u>
TOTAL EXPENDITURES/TRANSFERS OUT		<u>5,049,754</u>	<u>9,288,737</u>	<u>6,780,240</u>	<u>6,406,463</u>	<u>(2,852,274)</u>	<u>-30.7%</u>
Revenues Over/(Under) Expenditures per Year		(57,750)	120,000	1,060,000	2,945,930		
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	600,000	750,000		
Net Park and Ride Balance		(1,601,730)	(1,451,730)	(1,451,730)	(1,301,730)		
Other Fund Balance		1,414,070	1,384,070	2,324,070	5,120,000		
Ending Fund Balance		(187,660)	(67,660)	872,340	3,818,270		
TRANSPORTATION FUND SUMMARY BY EXPENSE TYPE:							
Salaries and Benefits		127,683	494,971	504,171	538,491	43,520	8.8%
Staff/Board Development		-	15,500	4,000	4,000	(11,500)	-74.2%
Facility Expense		150,426	200,300	238,760	239,760	39,460	19.7%
Equipment Expense		35,278	401,245	141,245	155,000	(246,245)	-61.4%
Contracted Services		4,637,307	7,208,421	4,858,064	5,270,412	(1,938,009)	-26.9%
Maintenance Expense		-	-	-	-	-	
Program Expense		57,750	-	60,000	-	-	
Public Education/Relations		8,209	18,000	27,200	18,000	-	0.0%
Administrative Expense		33,102	89,800	86,300	86,600	(3,200)	-3.6%
Capital		-	830,500	830,500	94,200	(736,300)	-88.7%
Transfers Out		-	30,000	30,000	-	(30,000)	-100.0%
		<u>5,049,754</u>	<u>9,288,737</u>	<u>6,780,240</u>	<u>6,406,463</u>	<u>(2,882,274)</u>	<u>-31.0%</u>

Capital Projects Fund



In This Section You Will Find:

Capital Projects Fund Overview 11-1

Capital Projects Fund Summary 11-9

Capital Budget – The Woodlands Fire Department 11-11

Capital Budget – Parks and Recreation 11-33

Capital Budget – Information Technology 11-145

Capital Budget – Other 11-171

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 \$72.1 million at 1/1/2022. Projected contributions of \$8.46 million, transfers out of \$8.23 million, and expenditures of \$10.53 million during 2022 will result in an ending fund balance of \$68.18 million at 12/31/2022. 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 1/1/22	Transfers In/Funding	Expenses	Transfers Out/Funding	Ending Balance 12/31/22
New Capital Projects (not funded from reserves)	\$0	\$1,929,750	(\$1,929,750)	\$0	\$0
Capital Replacement Reserve	38,099,422	6,407,200	(7,603,974)	0	\$36,902,648
Bus Purchase Receivable	2,051,729	0	0	0	\$2,051,729
Cultural Projects Reserve	870,301	130,000	0	0	\$1,000,301
Undesignated Capital (Contingency) Reserve	\$2,194,567	0	0	(2,194,567)	\$0
Incorporation Reserve	20,782,356	0	0	0	\$20,782,356
Flood/Drainage Reserve	151,135	0	0	0	\$151,135
Capital Projects Carryover	1,677,500	0	0	(1,677,500)	\$0
Sales Tax Reserve	4,359,757	0	0	(4,359,757)	\$0
CCSA Projects Reserve	\$2,000,000	0	(1,000,000)	0	\$1,000,000
Total	\$72,186,767	\$8,466,950	(\$10,533,724)	(\$8,231,824)	\$68,188,169

Capital Projects Fund



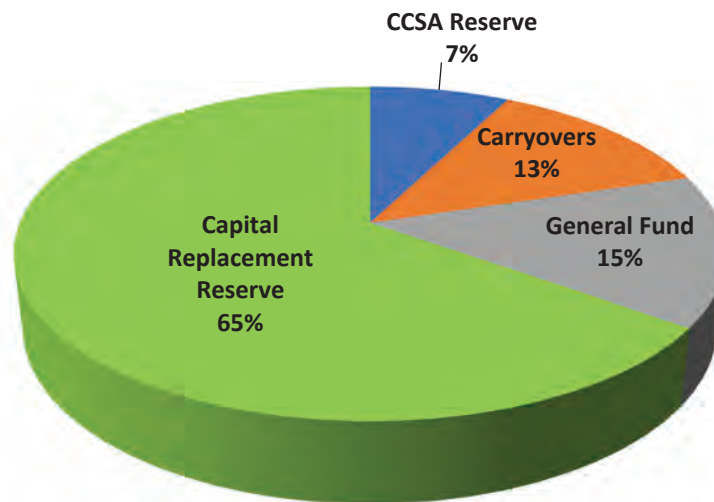
Capital Projects

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. Proposed capital projects for 2022 are summarized in this section, and a description of each capital project can be found in the sections of the budget document immediately following this one. Those sections include the Fire Department, Parks and Recreation, Information Technology, and Other.

Projects budgeted for 2022 are summarized as follows:

Department	Amount
Parks & Recreation	\$6,687,020
Fire Department	3,731,500
Information Technology	1,741,950
Other	50,754
Total 2022 Capital Budget	\$12,211,224

Funding Sources for 2022 Capital Projects



Funding Source	Amount
Capital Replacement Reserve (replacement assets/budget initiatives)	\$7,603,974
Transfer from General Fund (new assets)	1,929,750
CCSA Projects Reserve	1,000,000
Carryovers	1,677,500
Total	\$12,211,224

Capital Projects Fund



Capital Projects

As illustrated in the chart above, \$1,929,750 (15%) of capital projects out of the total \$12.2 million Capital Budget are considered “new” assets to be funded by the Township’s General Fund with tax revenues generated during the 2022 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 2022 Budget that are funded by the General Fund.

<u>Parks and Recreation</u>		
Pickleball Courts	\$	400,000
Parks Building Generators		400,000
Swan Boats		35,000
Digital Wayfinding Signs		55,000
PARDES Parking Lot Expansion		59,000
Covered Parking Structure		24,000
		973,000
<u>Fire Department</u>		
PSAP Program (90% funded by grant)	\$	62,500
Computer Aided Dispatch		60,000
Station Improvements		37,000
Foam Conversion Truck		175,000
		334,500
<u>Information Technology</u>		
Mobile Data Computers	\$	12,100
Website Initiative		125,000
Room 150/152 AV System		115,000
Desktop and Laptops		5,200
Bear Branch Conference Room AV		7,750
Teams Conference Rooms		72,000
Fire Department Security Cameras		175,000
Rob Fleming Brady Hall Projector		18,200
Microwave Link		92,000
		622,250
Total	\$	 1,929,750

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

Capital Projects Fund



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 2022 Budget provides for an allocation to the Capital Replacement Reserve of \$6,250,000. Additionally, \$37,200 is allocated to the reserve annually for the Waterway and the Town Center Garage per a contractual obligation, and \$20,000 is allocated for Lake Woodlands Dam.

During 2015 – 2017, the Capital Replacement Reserve advanced a total of \$3,064,067 to the Transportation Fund for the Township's local match share to purchase 25 passenger buses for the Park and Ride program. As the program generates net revenue, those proceeds are used to reimburse the Capital Replacement Reserve. Through 12/31/2019, \$1,012,338 had been reimbursed, leaving a remaining receivable balance of \$2,051,729.

In 2022, \$7.6 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 1/1/2022	\$38,099,422
<u>Addition:</u> Annual transfer from General Fund	6,407,200
<u>Utilization:</u> Fund purchase of replacement assets & budget initiatives	(7,603,974)
<u>Receivable:</u> Net amount due from Transportation Fund for bus purchases	2,051,729
Ending Balance 12/31/2022	\$38,954,377

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	2020 Actual	2021 Budget	2021 Forecast	2022 Budget
Total Tax Received	\$198,030	\$1,401,950	\$710,000	\$1,300,000
Payment to Pavilion	178,227	1,261,755	639,000	1,170,000
Total Net Tax Revenue	\$19,803	\$140,195	\$71,000	\$130,000

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 \$130,000 in 2022 will bring the total reserve balance to \$1,000,301.

Cultural Projects Reserve	Amount
Beginning Balance 1/1/2022	\$870,301
Transfers In	130,000
Expenditures	0
Ending Balance 12/31/2022	\$1,000,301

Undesignated Capital (Contingency) Reserve

For 2022, the Board has authorized that the \$2.2 million in the Capital Contingency Reserve be transferred to the Transportation Fund to fund projects related to the Spring Creek Greenway Trails.

Undesignated Capital (Contingency) Reserve	Amount
Beginning Balance 1/1/2022	\$2,194,567
Transfers In	0
Expenditures/Transfer Out	(2,194,567)
Ending Balance 12/31/2022	\$0

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 and other costs related to potential incorporation, which lowered the ending balance in the Incorporation Reserve to \$15,405,467. In 2022, the balance from the Grogan's Mill Property Site Reserve will be transferred to the Incorporation Reserve to bring the ending balance to \$20,782,356.

Capital Projects Fund



Incorporation Reserve	Amount
Beginning Balance 1/1/2022	\$15,405,467
Transfer In	5,195,467
Expenditures	0
Ending Balance 12/31/2022	\$20,782,356

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. In 2021, the Board authorized the transfer of the Bond Redemption Reserve funds balance (\$1,859,757) to the Sales Tax Reserve. For 2022, the remaining balance of \$4,359,787 will be transferred to the General Fund Operating Reserve.

Sales Tax Reserve	Amount
Beginning Balance 1/1/2022	\$4,359,757
Transfer In	0
Expenditures/Transfer Out	(4,359,757)
Ending Balance 12/31/2022	\$0

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 1/1/2022	\$2,000,000
Transfer In	0
Expenditures	(1,000,000)
Ending Balance 12/31/2022	\$1,000,000

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 1/1/2022	\$151,135
Transfer In	0
Expenditures	0
Ending Balance 12/31/2022	\$151,135

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**The Woodlands Township
Capital Projects Fund Summary
(in whole dollars)**

	2021 Carryovers/Reserves	2022 Budget
<u>FUNDING SOURCES</u>		
BEGINNING FUND BALANCE		
Carryovers - prior years	-	1,677,500
Capital Replacement/Other Reserves	-	70,509,267
	-	72,186,767
TRANSFERS IN & OTHER REVENUE	-	-
Tax Revenue (funding for new capital)	-	1,929,750
Tax Revenue (annual funding of capital reserve)	-	6,407,200
Tax Revenue (fund capital contingency reserve)	-	-
Bond Redemption Funds for Sales Tax Reserve	-	1,859,757
Tax Revenue (events admission tax)	-	130,000
	-	10,326,707
	\$ -	\$ 82,513,474
<u>CAPITAL OUTLAY</u>		
THE WOODLANDS FIRE DEPT		
Information Technology	-	247,500
Vehicles	-	240,000
Equipment	-	307,000
Specialty Vehicles/Equipment	1,500,000	2,600,000
Fire Station Improvements	-	337,000
	1,500,000	3,731,500
LAW ENFORCEMENT SERVICES		
MCSO Vehicles	-	-
MCSO Equipment	-	-
	-	-
PARKS AND RECREATION		
Vehicles	-	97,000
Equipment	-	353,900
PARDES Facility Improvements	-	289,000
Recreation Center	-	385,000
	-	1,124,900
PARKS		
New Park Development	-	1,000,000
Park Improvements/Renovations	-	2,518,000
Irrigation Improvements	-	75,000
Lake/Pond Improvements	-	24,000
Athletic Facilities Improvements	-	681,000
Aquatic Facilities Improvements	-	679,120
Signs/Stone Walls Improvements	-	130,000
	-	5,107,120
PATHWAYS		
Pathway Improvements	-	455,000
	-	455,000
INFORMATION TECHNOLOGY		
Security/Access Control	-	175,000
Computers & Hardware	177,500	1,127,950
Software & Licenses	-	439,000
IT Infrastructure	-	-
	177,500	1,741,950
OTHER		
Building Improvements	-	50,754
	-	50,754
TOTAL CAPITAL OUTLAY	\$ 1,677,500	\$ 12,211,224
<u>Transfers out - General Fund/Bond Redemption Fund</u>		\$ -
<u>CAPITAL PROJECTS FUND COMPONENTS</u>		
Capital Replacement Reserve	40,151,151	38,954,377
Undesignated Capital (Contingency) Reserve	2,194,567	-
CCSA Projects Reserve	2,000,000	1,000,000
9669 Grogan's Mill Building Reserve	-	-
Incorporation Reserve	20,782,356	20,782,356
Sales Tax Reserve	4,359,757	-
Flood/Drainage Reserve	151,135	151,135
Economic Development Reserves	-	-
Cultural Education Fund	870,301	1,000,301
	-	-
Total Reserves	\$ 70,509,267	\$ 61,888,169
	\$ 72,186,767	\$ 74,099,393

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THE WOODLANDS FIRE DEPARTMENT, INC.
CAPITAL BUDGET
FOR THE YEAR ENDING DECEMBER 31, 2022
(In Whole Dollars)

	<u>Prior Year Carryover</u>	<u>2021 Budget</u>	<u>2021 Forecast</u>	<u>Carry- Over</u>	<u>2022 New</u>	<u>2022 Reserve</u>	<u>2022 Total</u>
<u>SOFTWARE & HARDWARE</u>							
Dispatch Recording Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000	\$ 125,000
PSAP Program	-	125,000	125,000	-	62,500	-	62,500
Computer Aided Dispatch	-	-	-	-	60,000	-	60,000
TOTAL 3-YEAR ASSETS	<u>\$ -</u>	<u>\$ 125,000</u>	<u>\$ 125,000</u>	<u>\$ -</u>	<u>\$ 122,500</u>	<u>\$ 125,000</u>	<u>\$ 247,500</u>
<u>VEHICLES</u>							
Staff /Utility Vehicles	\$ 137,673	\$ -	\$ 137,673	\$ -	\$ -	\$ 240,000	\$ 240,000
TOTAL 5-YEAR ASSETS	<u>\$ 137,673</u>	<u>\$ -</u>	<u>\$ 137,673</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 240,000</u>	<u>\$ 240,000</u>
<u>FURNITURE, FIXTURES & EQUIPMENT</u>							
Bunker Gear	\$ -	\$ 72,000	\$ 72,000	\$ -	\$ -	\$ 130,000	\$ 130,000
Vehicle Modems	-	-	-	-	-	62,000	62,000
Electronic Accountability System	14,839	-	14,839	-	-	-	-
Thermal Imaging Cameras	-	45,000	45,000	-	-	45,000	45,000
Training Tools and Equipment	13,951	-	13,951	-	-	-	-
Extrication Tools	10,984	70,000	80,984	-	-	70,000	70,000
TOTAL 7-YEAR ASSETS	<u>\$ 39,774</u>	<u>\$ 187,000</u>	<u>\$ 226,774</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 307,000</u>	<u>\$ 307,000</u>
<u>SPECIALTY VEHICLES & EQUIPMENT</u>							
Fire Engine	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 925,000	\$ 925,000
Ladder Truck	1,555,164	-	1,555,164	-	-	-	-
Service Truck	488,854	-	488,854	-	-	-	-
Hazmat Truck	-	1,350,000	-	1,310,000	-	-	1,310,000
Brush Truck	150,000	-	-	190,000	-	-	190,000
Rescue Boat	-	50,000	50,000	-	-	-	-
High Profile Evacuation Vehicle	-	-	-	-	175,000	-	175,000
Heavy Rescue Truck	114,195	-	114,195	-	-	-	-
TOTAL 15-YEAR ASSETS	<u>\$ 2,308,213</u>	<u>\$ 1,400,000</u>	<u>\$ 2,208,213</u>	<u>\$ 1,500,000</u>	<u>\$ 175,000</u>	<u>\$ 925,000</u>	<u>\$ 2,600,000</u>
<u>FIRE STATIONS</u>							
Station Improvements	\$ 307,773	\$ 362,000	\$ 669,773	\$ -	\$ 37,000	\$ 300,000	\$ 337,000
TOTAL 30-YEAR ASSETS	<u>\$ 307,773</u>	<u>\$ 362,000</u>	<u>\$ 669,773</u>	<u>\$ -</u>	<u>\$ 37,000</u>	<u>\$ 300,000</u>	<u>\$ 337,000</u>
TOTAL FIRE DEPT. CAPITAL BUDGET	<u><u>\$ 2,793,433</u></u>	<u><u>\$ 2,074,000</u></u>	<u><u>\$ 3,367,433</u></u>	<u><u>\$ 1,500,000</u></u>	<u><u>\$ 334,500</u></u>	<u><u>\$ 1,897,000</u></u>	<u><u>\$ 3,731,500</u></u>

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Fire Department Capital by Project



Year	Account	CIP Category	Item	Capital Expense
2022	450-190-9000-2262-31	Software & Hardware	Dispatch Recording Equipment	\$125,000
2022	450-190-9000-2263-31	Software & Hardware	PSAP Program	62,500
2022	450-190-9000-2264-31	Software & Hardware	Computer Aided Dispatch	60,000
			Total Software & Hardware	\$247,500
2022	450-190-9000-2265-31	Staff Vehicles	Staff/Utility Vehicles	\$240,000
			Total Staff Vehicles	\$240,000
2022	450-190-9000-2266-31	Equipment	Bunker Gear	\$130,000
2022	450-190-9000-2267-31	Equipment	Vehicle Modems	62,000
2022	450-190-9000-2268-31	Equipment	Thermal Imaging Cameras	45,000
2022	450-190-9000-2269-31	Equipment	Extrication Tools	70,000
			Total Equipment	\$307,000
2022	450-190-9000-2270-31	Specialty Vehicles	Fire Engine	\$925,000
2021	450-190-9000-2152-31	Specialty Vehicles	Hazmat Truck - Carryover	1,310,000
2020	450-190-9000-2061-31	Specialty Vehicles	Brush Truck - Carryover	190,000
2022	450-190-9000-2271-31	Specialty Vehicles	High Profile Evacuation Vehicle Kits	175,000
			Total Specialty Vehicles	\$2,600,000
2022	450-190-9000-2272-31	Fire Stations	Station Improvements	337,000
			Total Fire Stations	\$337,000
			Total - Fire Department	\$3,731,500

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2022 Request for Capital Asset



Department Fire Department **Project Title** Exacom Server Refresh
Requested By William Priesmeyer **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Exacom Server Refresh	1	May	\$125,000	\$0	\$125,000
Project Total	1		\$125,000	\$0	\$125,000

Project Description

Exacom Server has reached End of Life

Describe critical success factors and service levels affected by this capital asset/project:

Exacom server records and logs all 911 calls, radio and console communications within The Woodlands Township Fire Dispatch Center. These recordings may need to be accessed immediately or needed for training or evidence. Call recordings are mandated.

Impact to Operating Cost(s) and/or Revenue:

\$4,900 Per Year Maintenance

What other options were considered?

No other option considered.

2022 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	\$62,500	\$62,500
Project Total	1		\$0	\$62,500	\$62,500

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. 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:

Net impact of \$12,500

What other options were considered?

None

2022 Request for Capital Asset



Department Fire Department

Project Title Computer Aided Dispatch

Requested By Doug Adams

Category WFD Fire Stations

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Computer Aided Dispatch	1	July	\$0	\$60,000	\$60,000
Project Total	1		\$0	\$60,000	\$60,000

Project Description

The Woodlands Fire Department has added IP Station Alerting Systems to all our fire stations. The system dramatically reduces alert times by notifying multiple companies simultaneously to a single incident (with multiple companies) or to multiple incidents. The traditional radio notification system had to wait for an incident to be broadcast before dispatching the next call.

Staff has also started evaluating other Computer Aided Dispatch Systems that are designed to address all levels of public safety services. Integration of these systems into current 911 call taking hardware is a major consideration. Utilization of these funds would include addressing any needed issues with IP Station Alerting and exploration of CAD systems to streamline 911 call processing and CAD interoperability throughout all county PSAPs.

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:

This project has no impact on operating costs or revenue.

What other options were considered?

None

2022 Request for Capital Asset



Department Fire Department

Project Title Battalion Chief Replacement Vehicles

Requested By Doug Adams

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
Heavy Duty Super Crew Truck with Command Beds	2	January	\$150,000	\$0	\$150,000
Emergency response equipment	2	January	\$90,000	\$0	\$90,000
Project Total	2		\$240,000	\$0	\$240,000

Project Description

The department has two on duty Battalion Chiefs that respond to emergencies each day. The BC's response vehicles are designed to run multiple applications to enhance the command and control of an incident. Currently, the department has two equipped frontline and one reserve battalion chief response vehicles. The vehicles are equipped with multiple computers loaded with the computer aided dispatch system, the personnel accountability system and mapping/routing software. Multiple radios are also installed in the units as well as a digital vehicular repeater system. The replacement vehicles will be identical, providing a consistent setup for anyone who operates the vehicle systems. Battalion 101 currently has 2500 hours translating to 75,000 miles and Battalion 102 currently has 4300 hours equating to 129,000 miles. The reserve Battalion vehicle will be traded in on the purchase.

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.

2022 Request for Capital Asset



What other options were considered?

Leave the aging frontline and reserve apparatus in service.

2022 Request for Capital Asset



Department	Fire Department	Project Title	Firefighter Bailout System Replacement
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
Firefighter Bail Out Systems	134	January	\$130,000	\$0	\$130,000
Project Total	134		\$130,000	\$0	\$130,000

Project Description

This project will replace the department's existing and aging firefighter bailout systems that reached the manufacturers end of service life in 2019. One hazard to firefighters working in buildings over three stories is the possibility of being trapped by smoke and flames and not having a way out of the building other than jumping out a window. Firefighter bailout systems allow trapped firefighters to escape out a window or other building opening and lower themselves to the ground in a controlled manner or at least to a lower height prior to having to jump in an attempt to save their lives.

The fire department's current bail out system is uncomfortable to wear, difficult to perform a controlled decent, and has resulted in more than one injury during bail out training. The current system is assigned to each riding position on an apparatus and not individually assigned. It is not intended for constant wear and as such is not consistently worn. A committee of TWFD suppression personnel evaluated several styles and types of bail out systems including our existing system. They found these proposed systems to be comfortable to wear, easily operated and versatile beyond just a bail out system. The new bailout systems will be individually issued to firefighters and integrated into their existing bunker pants. This integration will allow the firefighter to wear the system at all times and not have to make a split second decision when arriving on scene whether to don a bail out system or not. The new systems consists of a Class II seat harness, a rated ladder hook, an anchor hook, a descending device and bail out rope. The existing bunker pants will be modified by a manufacturer approved vendor as part of this project to install tabs to secure the harness to the pants. The modification of an existing pocket on the pants will accommodate the bail out rope and descending device. These systems will also serve as always available fall prevention devices when operating off aerial ladders, ground ladders, and other elevated areas.



Describe critical success factors and service levels affected by this capital asset/project:

Currently there are no critical success factors directly related to employee safety listed in the Township's Strategic Plan/Vision 2034. However employee safety and health is a high priority for The Woodlands Fire Department and The Woodlands Township and these emergency bail out systems will provide a firefighter a chance at escape and survival when trapped at elevated heights with no conventional means of egress.

Impact to Operating Cost(s) and/or Revenue:

No impact on operating costs and/or revenue

What other options were considered?

Continue with current system that has exceeded its manufacturers recommended service life, remove firefighter bailout capabilities from the apparatus altogether, or purchase bailout systems only for existing apparatus riding positions and not for each individual. However it is the fire department's opinion that this last option would slow response and increase the time it takes to don all required protective clothing and equipment. This would eventually lead them to not be worn, similar to the systems we have today.

2022 Request for Capital Asset



Department	<u>Information Technology</u>	Project Title	<u>Vehicle Modems</u>
Requested By	<u>Mark Sossaman</u>	Category	<u>WFD Equipment</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Vehicle Modem	31	January	\$62,000	\$0	\$62,000
Project Total	31		\$62,000	\$0	\$62,000

Project Description

The vehicle modems in this quote will replace some of the currently aging modems on fire apparatus and will add a dual radio feature for redundancy. The current vehicle modems 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:

Vehicle modems provide connectivity to the internet and ensure fast, reliable, and secure computer networking and communication. These vehicle modems will add dual radio ability providing a backup connection and can also utilize a 5G LTE connection.

Impact to Operating Cost(s) and/or Revenue:

The new modems will require annual maintenance expense that will be factored into the operating budget.

What other options were considered?

No other options were considered.

2022 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	15	July	\$45,000	\$0	\$45,000
Project Total	15		\$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:

Battery replacement and maintenance

What other options were considered?

None

2022 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

This upgrade program is a continuation from FY 2021. 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 vendors 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 or replace some units with battery powered technology. The replacement pumps are smaller and lighter than our current ones. Tool deployment during an emergency would be faster due to reduced weight and less connections to make to the tools operational. Battery operated tools would eliminate the need for gas powered pumps and can be deployed even faster.

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.

2022 Request for Capital Asset



What other options were considered?

None

2022 Request for Capital Asset



Department Fire Department

Project Title Replacement Fire Engine

Requested By Doug Adams

Category WFD Vehicles

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Fire Engine and Equipment	1	September	\$925,000	\$0	\$925,000
Project Total	1		\$925,000	\$0	\$925,000

Project Description

Purchasing the replacement engine will assist in maintaining response times to all emergencies within 5 minutes from the time of dispatch and assist in maintaining our PPC ISO Class 1 rating. Replacing aging frontline apparatus will allow us to improve safety for our firefighters and the customers we serve while reducing maintenance problems encountered when responding to emergencies and everyday use. The engine will replace a 2003 Pierce Engine currently in reserve status and re-assign the current frontline 2011 apparatus to reserve status. The 2011 apparatus has 7900 hours which is equivalent to approximately 237,000 road miles. This purchase is in line with the fire department's apparatus replacement schedule. This project is in the TWT five-year plan (delayed from FY2021). Additional funding is requested due to the rapid rise in steel costs affecting the manufacturing industry.

Describe critical success factors and service levels affected by this capital asset/project:

- 1.1.6. Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies
- 1.1.7. Maintain Fire Department ISO 1 rating
- 1.1.8. Maintain and continue to provide a high level of fire prevention and emergency medical services

Impact to Operating Cost(s) and/or Revenue:

History has shown that not adhering to the capital replacement plan will cost more in vehicle repairs and increase out of service time for the apparatus. This will have a compounding consequence as reserve units will spend more time in front line service while the front-line apparatus is out for lengthy repairs. The new apparatus will be under a one-year bumper to bumper warranty and a five-year warranty on the engine, transmission, and pump resulting in lower repair costs during the initial years of service.

What other options were considered?

Leave the aging frontline and reserve apparatus in service. This purchase was pushed back from FY2021.

2022 Request for Capital Asset Carryover



Department Fire Department **Project Title** Hazmat Truck
Requested By Doug Adams **Project Code** 450-190-9000-2152-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2021	Adjustments: (Savings)	Total Carry Over Amount
Hazmat Truck	2021	\$1,310,000	\$0	\$0	\$1,310,000
Project Total	2021	\$1,310,000	\$0	\$0	\$1,310,000

In which months of 2022 will the carry over amount be spent?

First half of 2022

Describe the reason you are requesting a carryover for this project:

The design on construction of the truck will not be complete until FY2022.

2022 Request for Capital Asset Carryover



Department Fire Department **Project Title** Brush Truck
Requested By Doug Adams **Project Code** 450-190-9000-2061-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2021	Adjustments: (Savings)	Total Carry Over Amount
Brush Truck	2020	\$190,000	\$0	\$0	\$190,000
Project Total	2022	\$190,000	\$0	\$0	\$190,000

In which months of 2022 will the carry over amount be spent?

First quarter of 2022

450-190-9000-2061-31- \$150,000- Original Account \$40,650.49 additional funding was approved by the BOD on January 27, 2021.

Describe the reason you are requesting a carryover for this project:

The construction process on the apparatus is not expected to be complete until February 2022.

2022 Request for Capital Asset



Department Fire Department

Project Title Foam Truck Conversion

Requested By Doug Adams

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
LMTV Foam Conversion	1	January	\$0	\$150,000	\$150,000
265 Gallon Foam Tote	2	January	\$0	\$25,000	\$25,000
Project Total	3		\$0	\$175,000	\$175,000

Project Description

TWFD currently has one frontline apparatus that is outfitted with on board Class B foam. Class B foam is utilized to aid in the extinguishment of flammable liquid fires. Engine 102 has 100 gallons of Class B foam. During periods where E102 is out of service for maintenance, quick access to Class B foam is limited at best. This project would utilize one of the departments 2.5-ton high water vehicles. The upfit would include two monitors capable of flowing 1000 and 500 gallons per minute of Class B foam solution. More importantly, the departments foam capacity would increase to 530 gallons of Class B foam concentrate. The unit would be capable of providing foam to any of our apparatus equipped with a foam system. Even with these additions, the unit could still be utilized as a high-water rescue vehicle. Additional storage brackets will be installed on the departments other 2.5-ton LMTV to transport foam if the other unit is out of service.

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:

Foam replacement after us

What other options were considered?

Outfit the replacement engine in the FY2022 budget understanding the limitations the department has with current apparatus.

2022 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	March	\$300,000	\$0	\$300,000
ETC Transfer Switch	1	January	\$0	\$37,000	\$37,000
Project Total	2		\$300,000	\$37,000	\$337,000

Project Description

Funds to be used for capital improvements for the eight existing fire stations and the Emergency Training Center in 2020 will include painting, flooring, air conditioner replacement and other needed improvements to maintain facilities. Improvements also include generator replacements at Station 3 and 4.

An additional \$37,000 is requested to add an emergency 400-amp 480 Volt 3 phase generator transfer switch at the main service panel to allow for a portable or future stationary generator to provide standby power. The ETC currently does not have back up power despite being utilized as a staging area for other local, state, and federal resources during major emergencies.

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:

Annual service testing and maintenance

What other options were considered?

None



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THE WOODLANDS TOWNSHIP
CAPITAL BUDGET
FOR THE YEAR ENDING DECEMBER 31, 2022
(In Whole Dollars)

	<u>Prior Year Carryover</u>	<u>2021 Budget</u>	<u>2021 Forecast</u>	<u>Carry- Over</u>	<u>2022 New</u>	<u>2022 Reserve</u>	<u>2022 Total</u>
<u>PARKS & RECREATION</u>							
<u>Vehicles</u>							
Maintenance Vehicles - Trucks	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,000	\$ 32,000
Maintenance Vehicles - Dump Truck	-	45,000	45,000	-	-	-	-
Maintenance Vehicles - Buggy	-	36,000	36,000	-	-	65,000	65,000
Maintenance Vehicles - Electric Carts	-	30,000	30,000	-	-	-	-
Total	\$ -	\$ 111,000	\$ 111,000	\$ -	\$ -	\$ 97,000	\$ 97,000
<u>Furniture, Fixtures & Equipment</u>							
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 318,900	\$ 318,900
Water Bikes	-	15,000	15,000	-	35,000	-	35,000
Pathway Equipment	-	139,890	139,890	-	-	-	-
Total	\$ -	\$ 154,890	\$ 154,890	\$ -	\$ 35,000	\$ 318,900	\$ 353,900
<u>PARDES Facility Improvements</u>							
Facility Improvements	\$ 96,625	\$ 25,000	\$ 121,625	\$ -	\$ 218,000	\$ 71,000	\$ 289,000
Boat Facility	-	-	160,000	-	-	-	-
Total	\$ 96,625	\$ 25,000	\$ 281,625	\$ -	\$ 218,000	\$ 71,000	\$ 289,000
<u>Recreation Center</u>							
Facility Improvements	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 60,000	\$ 60,000
Bear Branch Rec Center	50,119	-	50,119	-	135,000	-	135,000
Rob Fleming Rec Center	-	-	-	-	130,000	60,000	190,000
Total	\$ 50,119	\$ 20,000	\$ 70,119	\$ -	\$ 265,000	\$ 120,000	\$ 385,000
<u>PARKS</u>							
Town Center Parks	\$ 44,935	\$ 137,000	\$ 181,935	\$ -	\$ -	\$ 577,000	\$ 577,000
Irrigation Improvements	-	60,000	60,000	-	-	75,000	75,000
Bear Branch Master Plan	600,000	-	600,000	-	-	-	-
Park Improvements	544,104	486,400	1,030,504	-	-	1,861,000	1,861,000
All Weather Turf Fields	-	-	-	-	-	80,000	80,000
Lake/Pond Fountain Replacements	64,800	45,000	109,800	-	-	24,000	24,000
Athletic Facilities Improvements	15,000	289,000	304,000	-	400,000	281,000	681,000
Aquatic Facilities Improvements	221,841	574,500	796,341	-	-	679,120	679,120
Signs/Stone Walls Improvements	88,456	360,000	448,456	-	-	130,000	130,000
Total	\$ 1,579,136	\$ 1,951,900	\$ 3,531,036	\$ -	\$ 400,000	\$ 3,707,120	\$ 4,107,120
<u>PATHWAYS</u>							
Pathway Improvements	\$ 11,318	\$ 630,000	\$ 641,318	\$ -	\$ 55,000	\$ 400,000	\$ 455,000
Total	\$ 11,318	\$ 630,000	\$ 641,318	\$ -	\$ 55,000	\$ 400,000	\$ 455,000
<u>NEW DEVELOPMENT</u>							
New Parks (New Developments)	\$ 1,319,983	\$ 1,000,000	\$ 2,319,983	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000
Total	\$ 1,319,983	\$ 1,000,000	\$ 2,319,983	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000
Total for PARD	\$ 3,057,181	\$ 3,892,790	\$ 7,109,971	\$ -	\$ 973,000	\$ 5,714,020	\$ 6,687,020

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Parks & Recreation Capital by Project



Year	Account	CIP Category	Item	Capital Expense
2022	430-190-9000-2217-31	Vehicles	Fleet Replacement	\$ 32,000
2022	430-190-9000-2218-31	Vehicles	Electric Carts	65,000
			Total Vehicles	\$ 97,000
2022	430-190-9000-2219-31	Equipment	Pressure Washer	\$ 9,000
2022	430-190-9000-2220-31	Equipment	Office Furniture	6,000
2022	430-190-9000-2221-31	Equipment	Streetscape Equipment	303,900
2022	430-190-9000-2222-31	Equipment	Swan Boats - Mall Ring	35,000
			Total Equipment	\$ 353,900
2022	430-190-9000-2223-31	Facility Improvements	PARDES HVAC	\$ 26,000
2022	430-190-9000-2224-31	Facility Improvements	PARDES Covered Parking	24,000
2022	430-190-9000-2225-31	Facility Improvements	Parking Lot Expansion	104,000
2022	430-190-9000-2226-31	Facility Improvements	Facility Generators	400,000
			Total Facility Improvements	\$ 554,000
2022	430-190-9000-2227-31	Town Center	Town Center Equipment	\$ 42,000
2022	430-190-9000-2228-31	Town Center	Town Green Park Garden	58,000
2022	430-190-9000-2229-31	Town Center	Boat House Deck Renovation	120,000
2022	430-190-9000-2230-31	Town Center	Riva Row Boat House HVAC	10,000
2022	430-190-9000-2231-31	Town Center	Town Center Streetscape & Bridges	100,000
2022	430-190-9000-2232-31	Town Center	Waterway Square Pavers	52,000
2022	430-190-9000-2233-31	Town Center	Hardscape Improvements	195,000
			Total Town Center	\$ 577,000
2022	430-190-9000-2234-31	Irrigation System	Irrigation System	\$ 75,000
			Total Irrigation	\$ 75,000
2022	430-190-9000-2235-31	Park Improvements	Playground Improvements	\$ 505,000
2022	430-190-9000-2236-31	Park Improvements	Major Park Renovation	1,250,000
2022	430-190-9000-2237-31	Park Improvements	Drinking Fountains	12,000
2022	430-190-9000-2238-31	Park Improvements	Park Signs	12,000
2022	430-190-9000-2239-31	Park Improvements	Boardwalk Improvements	15,000
2022	430-190-9000-2240-31	Park Improvements	Pavilion Improvements	45,000
2022	430-190-9000-2241-31	Park Improvements	Park Amenities	22,000
			Total Park Improvements	\$ 1,861,000
2022	430-190-9000-2242-31	Lake/Pond	Lake & Pond Improvements	\$ 24,000
			Total Lake/Pond	\$ 24,000

Parks & Recreation Capital by Project



Year	Account	CIP Category	Item	Capital Expense
2022	430-190-9000-2243-31	All Weather Turf Fields	Bear Branch Turf Replacement	\$ 80,000
			Total All Weather Turf Fields	\$ 80,000
2022	430-190-9000-2244-31	Athletic Facilities	Tennis Court Resurfacing	\$ 46,000
2022	430-190-9000-2245-31	Athletic Facilities	Fence Replamcents	50,000
2022	430-190-9000-2246-31	Athletic Facilities	Court Lights - LED Conversion	185,000
2022	430-190-9000-2247-31	Athletic Facilities	Pickleball Courts	400,000
			Total Athletic Facilities	\$ 681,000
2022	430-190-9000-2248-31	Aquatic Facilities	Rob Fleming Pool Plaster	\$ 150,000
2022	430-190-9000-2249-31	Aquatic Facilities	Ridgewood Themed Slide	15,000
2022	430-190-9000-2250-31	Aquatic Facilities	Rob Fleming Shade Replacement	19,120
2022	430-190-9000-2251-31	Aquatic Facilities	Rob Fleming Play Structure	400,000
2022	430-190-9000-2252-31	Aquatic Facilities	Pool Furniture	25,000
2022	430-190-9000-2253-31	Aquatic Facilities	Creekwood Pool Heater	30,000
2022	430-190-9000-2254-31	Aquatic Facilities	Aquatic Building Ventiliation	40,000
			Total Aquatic Facilities	\$ 679,120
2022	430-190-9000-2255-31	Sign/Stone Wall	Directional Signs	\$ 100,000
2022	430-190-9000-2256-31	Sign/Stone Wall	Digital Wayfinding Signs	55,000
2022	430-190-9000-2257-31	Sign/Stone Wall	Monument Signs	30,000
			Total Sign/Stone Wall	\$ 185,000
2022	430-190-9000-2258-31	Pathways	Pathway Improvements	\$ 400,000
			Total Pathways	\$ 400,000
2022	430-190-9000-2259-31	Recreation Center	Bear Branch Gym Ceiling	\$ 60,000
2022	430-190-9000-2260-31	Recreation Center	Rob Fleming Tipis	60,000
			Total Recreation Center	\$ 120,000
2022	430-190-9000-2261-31	New Development	New Development	\$ 1,000,000
			Total New Development	\$ 1,000,000
			Total - Parks & Recreation	\$ 6,687,020

2022 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
1/2 Ton Pickup	1	January	\$32,000	\$0	\$32,000
Project Total	1		\$32,000	\$0	\$32,000

Project Description

Unit 17 is a 1996 Ford F250. This unit served the Township for many years. While it only has 85,000 miles, it typically would not meet the mileage requirement for replacement, but it does meet the 10-year operational year requirement by an additional 15 years. Overall, it has been a challenge to operate for several years due to the following information:

- Despite being taken into several different repair locations this unit has become mechanically unreliable with what is referred to as a undiagnosable reoccurring condition. It stalls out when at idle and has left many of our staff stranded in the middle of the road. We have had it towed twice in the past 2 years due to this condition. Staff have become leery of driving this unit and management feels compromised in requiring them to drive it. This unit is still used daily due to the 1 staff per truck policy adopted by the TWT amidst Covid concerns, however supervisors assign it's use in projects where multiple drivers are headed to the same location in the case that this unit fails peer staff can assist.

Unit to be replaced



2022 Request for Capital Asset



Typical 1/2 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 this unit under the described conditions.
- Lease a ½ ton pickup for daily use.

2022 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	\$35,000	\$0	\$35,000
Electric Utility Vehicle – Lakes Edge Boat House	1	January	\$30,000	\$0	\$30,000
Project Total	2		\$65,000	\$0	\$65,000

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, as well as the lone tow vehicle (also a GEM) in use by the Lakes Edge Boat House staff to bring kayaks and paddleboards down to the docks and back to storage each day.

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 the #8 unit purchased for the program in early/mid 2017. 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.

2022 Request for Capital Asset



Above: GEM #8, front and rear

The newer models by GEM are improving and they are lasting 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 2020 and in 2021, but has indicated that we should be prepared for as much as a *10% increase* in price by 2022, which is factored into this request. The final purchase price of GEM #14 in January 2021 was \$27,909, but this was a smaller model than what is being sought for replacement here.

GEM #8 is a longer and heavier model, of which the Township has two (2) in service, and beyond daily routes is 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 new GEM purchase for the Town Center Rangers would be comparable to GEM #8.

Mileage (April 1, 2021):	#115	#8	#9	#10	#11	#12	#13
	3,120*	20,798	18,600	16,184	11,743	11,628	7,538

Repair Costs, GEM #8:	2017	2018	2019	2020	2021 (YTD Apr.)	Lifetime
	N/A	\$492.96	\$850.14	\$1,143.07	\$997.97	\$3,484.14

2022 Request for Capital Asset



Lakes Edge Boat House & GEM 115

Storage room for the kayaks and paddleboards at this location is underneath the One Lakes Edge apartment building, approximately 100 yards from the docks. Staff utilizes this vehicle primarily to load and carry the vessels at opening and closing, or on rare occasion to transport boats between boat houses. GEM #115 was purchased when Lakes Edge opened, in March 2016, so it will be close to six (6) years old when the purchase is made and received in early 2022. Given its lower mileage staff believes it will be serviceable until that time.



Above: GEM #115, front and rear

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.

2022 Request for Capital Asset



Department	<u>Park Operations</u>	Project Title	<u>Park Equipment – Pressure Washing Trailer</u>
Requested By	<u>Mitch Hall</u>	Category	<u>Parks Furniture, Fixtures & Equip</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Pressure Washing Trailer Rig	1	January	\$9,000	\$0	\$9,000
Project Total	1		\$9,000	\$0	\$9,000

Project Description

TWT has two pressure washing units, used daily to clean graffiti, mold/mildew on pavilions, tennis courts, park furniture, signs, and parking lots. These units run 5 days a week on most weeks. One of the units was an older unit purchased in 2004 that staff has kept working through various repairs and in house staff ingenuity.

Describe critical success factors and service levels affected by this capital asset/project:

Keeps TWT residents pleased with sightly, clean, safe, and timely service of their parks and community.

Impact to Operating Cost(s) and/or Revenue:

Two Pressure washers running with in house staff operating always beats out contracting models in regard to efficiency and cost.

What other options were considered?

Continue to utilize the existing units in the same capacity, working through unforeseen breakdowns.

2022 Request for Capital Asset



Department Park Operations

Project Title Office Furniture

Requested By Mitch Hall

Category Parks Furniture, Fixtures & Equip

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Conference Room Chairs	16	January	\$6,000	\$0	\$6,000
Project Total	16		\$6,000	\$0	\$6,000

Project Description

Outside of Covid Operations staff work heavily with contractors' multiple times a week through on site meetings. There is no recorded date of the last conference chair acquisition at the PARDES campus. Current chairs are piece milled from older office staff chairs. Pictures attached to better explain current operations.



Describe critical success factors and service levels affected by this capital asset/project:

Maintain a professional work environment

Impact to Operating Cost(s) and/or Revenue:

No foreseeable ongoing maintenance costs associated with this project.

What other options were considered?

Continue to operate with furniture as identified in above pictures.

2022 Request for Capital Asset



Department	<u>Streetscape</u>	Project Title	<u>Streetscape Equipment</u>
Requested By	<u>Parks</u>	Category	<u>Parks Furniture, Fixtures & Equip</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Streetscape Equipment	TBD	TBD	\$303,900	\$0	\$303,900
Project Total	TBD		\$303,900	\$0	\$303,900

Project Description

This project provides for \$303,900 to purchase initial equipment related to in-house streetscape operations as outlined in the operating budget.

Capital	Units	Unit Cost	Total Cost
Mules	9	\$ 18,000	\$ 162,000
Trucks	3	\$ 30,200	\$ 90,600
Trailers	1	\$ 8,850	\$ 8,850
60" Mowers	2	\$ 10,000	\$ 20,000
Backpack Blowers	3	\$ 320	\$ 960
Pole Saws	4	\$ 500	\$ 2,000
Chain Saws	2	\$ 595	\$ 1,190
Hand Tools	12	\$ 100	\$ 1,200
Computer/Ipad	4	\$ 2,900	\$ 11,600
Traffic Control Dev	1	\$ 2,500	\$ 2,500
Stump Grinder	1	\$ 3,000	\$ 3,000
		Total	\$ 303,900

Describe critical success factors and service levels affected by this capital asset/project:

The service levels affected by this project include the following:

- 1.2.1. Ensure high quality programs and services remain affordable and cost effective while facilities are still effectively used and maintained
- 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

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.

2022 Request for Capital Asset



Department	Recreation	Project Title	Swan Boats – Mall Ring
Requested By	Parks	Category	Parks Furniture, Fixtures & Equip

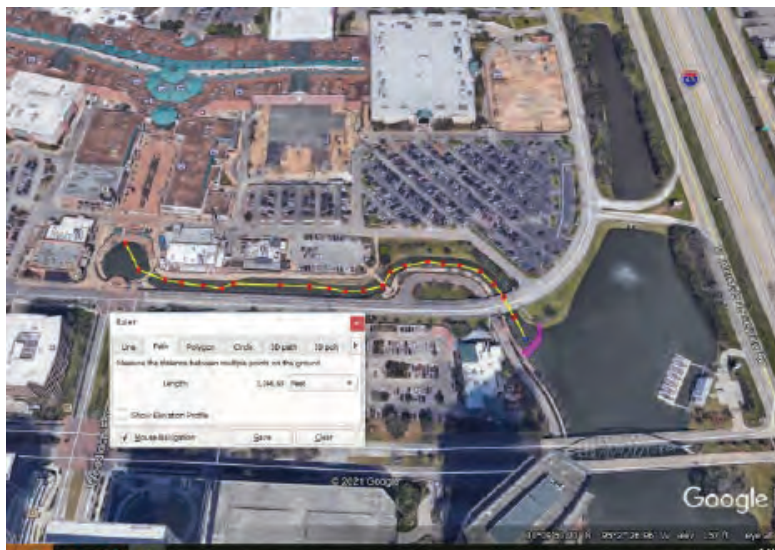
Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Swan Boats and Related Equipment	6	TBD	\$0	\$35,000	\$35,000
Project Total	TBD		\$0	\$35,000	\$35,000

Project Description

This is a request to add six (6) swans to the inventory, which would be used to activate the Mall Ring Road Basin. Swans have proven a very popular amenity. Since the initial launch on August 7, 2018, there have been 11,877 rentals (through July 3, 2021), generating \$293,360 in revenue.

Mall Ring Road Swans - The Mall Ring Road concept is different than the current program offered at Riva Row. It is believed that this service would be used by mall users and restaurant goers as an “added” attraction as opposed to people visiting just the attraction. Furthermore, it is believed that this added service would not cannibalize the existing use at the Riva Row Boathouse. With this thought process, the pricing model needs to be considered. The following pro forma uses a 30-minute use period, as opposed to a one (1) hour use period at Riva Row. Having a site at the mall would also afford The Township the opportunity to directly interact with mall visitors and inform them of the community and other Parks and Recreation services, i.e. Texas Tree Ventures, Ice Rink, pathway system, and other shopping locales.



2022 Request for Capital Asset



A pro forma has been developed that takes into consideration the capital needs (swans, computer, dock improvements) and operational expenses (staff, phone, uniforms and internet access). Over the course of seven (7) years, there are positive yearly margins that range from 1.20 (first year) to 2.75 (year six). (Attachment B - Mall Ring Road Swan Calculation.)

If this venture does not provide positive revenue over expenses, the boat infrastructure would be collapsed and become part of the Riva Row Boat House or Lakes Edge Boat House inventory. The required staff would be phased-out through attrition.

Service	Units	Lifespan	Capital Cost	Facility Modifications	Total Cost
Swans	6	3	\$5,000	\$5,000.00	\$35,000.00
total units	6			Total Cost	\$35,000

Fee (per 30 min)	Hours	30 min rentals	# of Swans	Total Rev PD	Avail Rentals PD
\$20	10.00	2	6.00	\$2,400.00	120

	Op Days	100% Capacity Revenue	Perceived Market Demand	Perceived Demand	Est Yearly Revenue	Daily Revenue	# of Daily Rentals
Swans	206	\$494,400.00	High	13.00%	\$64,272.00	\$312.00	15.60
				ROI (YR 1)	0.866924166		

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Capital							
Swans	\$30,000.00						
Computer	\$2,500.00			\$2,500.00			\$2,500.00
Dock Improvements	\$5,000.00						
Phone	\$1,000.00			\$1,000.00			\$1,000.00
Total Capital	\$38,500.00	\$0.00	\$0.00	\$3,500.00	\$0.00	\$0.00	\$3,500.00
Operational							
Swans			\$10,890.00	\$10,890.00	\$10,890.00		\$11,979.00
Staff	\$34,237.97	\$35,008.33	\$35,796.01	\$36,601.42	\$37,424.96	\$38,267.02	\$39,128.03
Phone	\$600.00	\$613.50	\$627.30	\$641.42	\$655.85	\$670.61	\$685.70
Uniform	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
Mi-Fi	\$600.00	\$613.50	\$627.30	\$641.42	\$655.85	\$670.61	\$685.70
Total Operational	\$35,637.97	\$36,435.33	\$37,250.62	\$38,084.26	\$38,936.66	\$39,808.23	\$40,699.42
Total Expenses	\$74,137.97	\$36,435.33	\$37,250.62	\$41,584.26	\$38,936.66	\$39,808.23	\$44,199.42
Revenue							
Gross	\$64,272.00	\$67,485.60	\$70,859.88	\$74,402.87	\$78,123.02	\$82,029.17	\$86,130.63
State Sales Tax Remissions (8.25%)	\$5,302.44	\$5,567.56	\$5,845.94	\$6,138.24	\$6,445.15	\$6,767.41	\$7,105.78
Net	\$58,969.56	\$61,918.04	\$65,013.94	\$68,264.64	\$71,677.87	\$75,261.76	\$79,024.85
Profit/Loss	-\$15,168.41	\$25,482.71	\$27,763.32	\$26,680.38	\$32,741.21	\$35,453.53	\$34,825.43
Margins	0.80	1.70	1.75	1.64	1.84	1.89	1.79
					7 Year Forecast	Revenue	\$523,303.17
					7 Year Forecast	Total Expenses	\$266,852.49
					7 Year Forecast	P/L	\$167,778.17

Staffing Analysis	Hours	Days	Staff Hours	Total Hours	Staff Salary*
M	Closed	0	0	0	\$16.22
T	Closed	0	0	0	\$16.22
W	Closed	0	0	0	\$16.22
TH	11 am- 8 pm	51	10.25	522.75	\$16.22
F	11 am- 8 pm	51	10.25	522.75	\$16.22
S	11 am- 8 pm	52	10.25	533	\$16.22
S	11 am- 8 pm	52	10.25	533	\$16.22
Closed Christmas, Thanksgiving, Easter		206		2111.5	\$16.22
Total					
* Inc Benefit Load				Staff Cost	\$34,237.97

Describe critical success factors and service levels affected by this capital asset/project:

The service levels affected by this project include the following:

- 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

2022 Request for Capital Asset



Impact to Operating Cost(s) and/or Revenue:

There are associated costs which include staff and staff support costs of \$35,237. The expectation for this capital project is that it is revenue neutral. The above table demonstrates what is needed to reach this goal. Operations are expected to net, \$58,696 in the first year.

What other options were considered?

No other options were considered. This project was approved by the Board as a budget initiative.

2022 Request for Capital Asset



Department Park Operations

Project Title PARDES - HVAC

Requested By Mitch Hall

Category Parks Facility Improvements

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
HVAC - PARDES 1- EVS PARDES 2 - STORAGE	2	January	\$26,000	\$0	\$26,000
Project Total	2		\$26,000	\$0	\$26,000

Project Description

The capital reserve study completed in 2013 identified the need for replacement and/or upgrading of the HVAC at the PARDES Campus Buildings.

The 1st unit that should be replaced services the southern section of PARDES I. Unit is 3 ½ ton with electric heat air handler.

Unit P1-04 is from 1999 and is a R22 Freon unit and in need of upgrading as it has passed its expected service life of 15 years by 6 additional years. This unit originally had a priority of 3 but units P2-03 and P2-02 failed prematurely. The unit is inefficient and not as environmentally friendly as the newer units. The typical industry life span with proper maintenance is 10-15 years.

The 2nd unit that should be replaced services the Storage Room in PARDES 2. Unit is 2 ½ ton with electric heat air handler.

Unit P2-01 is from 2012 and is a R22 unit Freon unit and in need of upgrading as it will be approaching expected service life of 15 years. This unit originally had a priority of 7 but units P2-03 and P2-02 failed prematurely and have been replaced. The unit is inefficient and not as environmentally friendly as the newer units. The typical industry life span with proper maintenance is 10-15 years.

Facility	Current Equipment Mfg	QTY	Equipment Type	AREA SERVED	Model	SERIAL #	Year Built	AGE	UNIT #	FREON TYPE	REPLACEMENT PRIORITY	ESTIMATED & ACTUAL SYSTEM REPLACEMENT COST
PARDES 1 & 2	Carrier	1	Condenser	EAST SIDE EVS OFFICES	38BRC042---321--	4099E22376	Sep-99	20	P1-03	R22	2 DONE	\$13,266
	Carrier	1	3.5-Ton AHU		ELECTRIC HEAT				P1-03		Trane	CHANGED OUT IN 12/10/2019
	Carrier	1	Condenser	WEST SIDE EVS OFFICES	38BRC042---321--	4099E22332	Sep-99	20	P1-04	R22	3	\$14,000
	Carrier	1	3.5-Ton AHU		ELECTRIC HEAT				P1-04		Trane	CHANGE IN 2022
	Trane	1	Condenser	STORAGE AREA (LOW USAGE)	4TTA3030A4000BA	12162NTJ3F	Apr-12	7	P2-01	R410	7	\$12,000
	Trane	1	2.5 Ton AHU		ELECTRIC HEAT				P2-01		15 + Years life	CHANGE IN 2027 OR SOONER
	Trane	1	Condenser	MULTI PURPOSE ROOM	2TTA0060A4000AA	32610BS3F	Jun-03	16	P2-02	R22	4 DONE	\$8,753
	Trane	1	5 Ton AHU		ELECTRIC HEAT				P2-02		Trane	CHANGED OUT IN 3/30/2021
	Trane	1	Condenser	AQUATICS OFFICES	2TTA0060A4000AA	3261Y5M3F	Jun-03	16	P2-03	R22	5 DONE	\$9,952
	Trane	1	5 Ton AHU		ELECTRIC HEAT				P2-03		Trane	CHANGED OUT IN 6/1/2019

2022 Request for Capital Asset



Describe critical success factors and service levels affected by this capital asset/project:

- A new R410a unit is more energy efficient than the older R22 units.
- The unit will meet the standards prescribed by the US EPA and no additional work will need to be performed to get the unit up to the new requirements
- The older unit does not cool or heat as well as it used to causing the other units in the building to work harder to keep up – Units lose 2% capacity per year due to normal wear and tear even under ideal situations and proper care.
- Lower maintenance costs are expected with newer units due to better manufacturing technics and quality standards.

Impact to Operating Cost(s) and/or Revenue:

Cost to run the system will be less as the operational efficiency of the proposed unit is greater than the one that is currently in existence.

What other options were considered?

- Replace only (1) unit in 2022 (P1-04) to allow for a balanced output, proper humidity control for entire building and energy efficiency.
- Do not replace units.

2022 Request for Capital Asset



Department	<u>Park Operations</u>	Project Title	<u>Building Grounds – Equipment Covered Parking</u>
Requested By	<u>Mitch Hall</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
Covered Parking Structure	1	January	\$0	\$24,000	\$24,000
Project Total	1		\$0	\$24,000	\$24,000

Project Description

The PARDES Maintenance yard has not received improvements in over 10 years. As the fleet of trucks and equipment has increased maintenance dollars have not kept up with structures to protect fleet from the damaging effects of the outside elements. With the possibility of bringing some contracted services in house this equipment inventory will increase. This will create the need for outdoors storage of critical equipment needing cover from the outdoor elements. A hardened covered out building, with storage is being requested to be constructed with the allocated funding.

Describe critical success factors and service levels affected by this capital asset/project:

Maintenance Operations Fleet and Equipment preservation and efficiency

Impact to Operating Cost(s) and/or Revenue:

Extending useful life of all equipment placed under constructed coverings.

What other options were considered?

Park outside with no cover.

2022 Request for Capital Asset



Department	<u>Parks Planning</u>	Project Title	<u>Parking Lot Expansion/Improvements</u>
Requested By	<u>Michelle Betcher</u>	Category	<u>Parks Facility Improvements</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Parking Lot Expansion	1	TBD	\$0	\$59,000	\$59,000
Sawmill Parking Renovation	1	TBD	\$45,000	\$0	\$45,000
Project Total	1		\$45,000	\$59,000	\$104,000

Project Description

This previously approved project is to add parking at the Parks and Recreation Campus (PARDES), located at 8203 Millennium Forest Drive. The campus currently houses the following Parks and Recreation Divisions- Parks Operations, Planning, Environmental Services, and Aquatics Divisions. The Woodlands Township vehicles and trailers, workshops, warehouses and equipment are also housed at this campus. There are numerous visitors and deliveries on a daily basis. There are also regularly scheduled meetings and training sessions that take place at this campus. Currently, employees and visitors are required to park in the street as there are not enough parking spaces. This issue is compounded by the fact that Milliumum Forest is a no parking zone due to The Woodlands High School traffic.

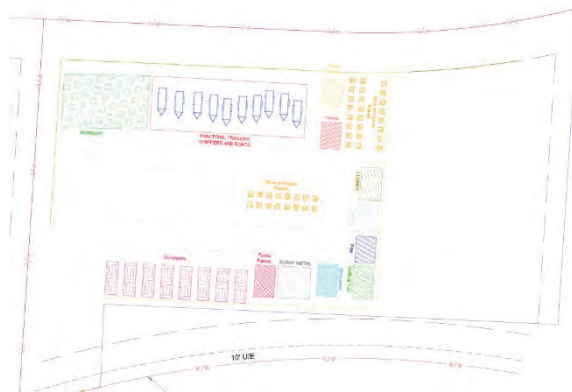
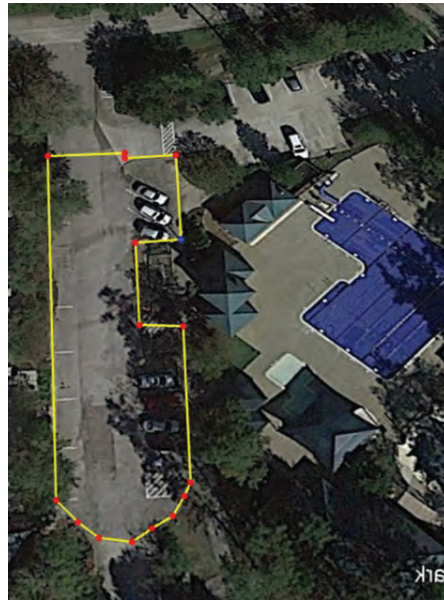
Parking is insufficient to accommodate staff, Township vehicles and visitors. This additional parking space will increase needed parking as well as accommodate some fleet equipment (trucks, trailers, etc.) It will also on-site staging of equipment from all facilities and the annual tree reforestation project. This project also includes sealcoating existing parking to extend the useful life of the asphalt paved portion of the parking lot, complete fencing of area to secure assets and access, repair and add shade structures for the fleet vehicles to park underneath. This project is feasible due to the long term lease agreement with TWLDC made with the lot to the north of the PARDS II Building. This project would use the \$104,000 budget from the Reserve Study and would be funded by the general fund – accounting.

This project also includes parking lot improvements required as our infrastructure ages and the deteriorate. One example inludes Sawmill Park, located in the Village of Grogan's Mill at Millpark Drive, is a Village Park. Within its 6.2 acres there is a picnic area, a splash pad, restrooms, a soccer field, a basketball court, tennis courts, play equipment for both age groups, a pavilion and a pool. The park was opened in 1979. Over the years, potholes have formed in various locations and repairs have been done in house as needed. There is significant wear and tear, decay, and degradation of the parking lot throughout the section of the parking lot east of the pool/pavilion. There is surface damage where the asphalt is crumbling. There are also sections that are no

2022 Request for Capital Asset



longer able to be patched due to compromised base material, and now require removal and replacement. Approximately 10,000 square feet of asphalt is affected. The per square foot cost in 2020 is about +/- \$4.50 psf. The project would also include the repainting of parking spaces.



Describe critical success factors and service levels affected by this capital asset/project:

- Resident requests.
- Decreases maintenance cost, liability and potential for injury.
- Ensures quality, proactive and preventive maintenance practices.
- Provides equitable services.

Impact to Operating Cost(s) and/or Revenue:

None

What other options were considered?

Do nothing.

2022 Request for Capital Asset



Department	Park Operations	Project Title	Generators for PARDES and Recreation Centers
Requested By	Chris Nunes	Category	Parks Facility Improvements

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
PARDES Generator	1	TBD	\$0	\$135,000	\$135,000
Bear Branch Recreation Center Generator	1	TBD	\$0	\$135,000	\$135,000
Rob Fleming Recreation Center Generator	1	TBD	\$0	\$130,000	\$130,000
Project Total	1		\$0	\$400,000	\$400,000

Project Description

Over the course of the past 10+ years, the community has been impacted by several hurricanes/tropical and winter storms. During each storm, there is a period of power loss that impacts the operation of the Parks and Recreation Department and Environmental Services (PARDES) Campus and the recreation centers (Bear Branch and Rob Fleming). During these times, staff and operational crews are part of the community's response team required to address debris/waste removal, tree removal, and to provide support services to other Township departments and other community service agencies. This is very difficult to do without power to the facilities. Furthermore, the Recreation Centers were asked to be a warming center for the community during the recent winter power outage.

While there has been work done to prioritize the power services with the energy providers (Centerpoint and Entergy), this cannot be guaranteed during times when a response is needed by the Township. This budget initiative proposes that generators be installed at the following locations:

- PARDES Building 1
- The Recreation Center at Bear Branch Park
- The Recreation Center at Rob Fleming Park

With generators in place, it will allow the Township to enhance its operation during emergency responses through heightened communication and improved emergency response operations. It will also provide an opportunity for the community to provide warming and/or cooling centers. The following costs were developed to provide a budget estimate totaling \$384,066, which does not include cement pads for the generator(s) (\$15,934). Costs for each site would include the installation of a transfer switch, generator, and monitoring station.

2022 Request for Capital Asset



COMMUNITY BUILDING FACILITIES GENERATOR OPTIONS FOR 2022 CAPITAL

LOCATION	EQUIPMENT	ESTIMATED COST
PARDES 1.2 & WAREHOUSE	800 AMP AUTOMATIC TRANSFER SWITCH 480V 3 PHASE	\$10,406
	150 KW DIESEL GENERATOR STANDBY PAD MOUNT - 24 HOUR 375 GALLON TANK	\$45,059
	INSTALLATION GENERATOR & TRANSFER SWITCH FOR STANDBY GENERATOR	\$68,920
	REMOTE MONITORING	\$2,376
	SEMI ANNUAL PM AND LOAD TEST ANNUAL COST	\$1,757
	TOTAL	\$128,518
BEAR BRANCH REC CENTER	600 AMP AUTOMATIC TRANSFER SWITCH 208V 3 PHASE	\$11,677
	INSTALLATION TRANSFER SWITCH ONLY	\$28,698
	SUBTOTAL	\$40,375
	150 KW DIESEL GENERATOR STANDBY PAD MOUNT - 24 HOUR 375 GALLON TANK	\$45,059
	INSTALLATION GENERATOR	\$40,262
	REMOTE MONITORING	\$2,376
	SEMI ANNUAL PM AND LOAD TEST ANNUAL COST	\$1,757
	TOTAL	\$129,829
ROB FLEMING REC CENTER	800 AMP AUTOMATIC TRANSFER SWITCH 480V 3 PHASE	\$9,175
	INSTALLATION TRANSFER SWITCH ONLY	\$27,090
	SUBTOTAL	\$36,265
	150 KW DIESEL GENERATOR STANDBY PAD MOUNT - 24 HOUR 375 GALLON TANK	\$45,059
	INSTALLATION GENERATOR	\$40,262
	REMOTE MONITORING	\$2,376
	SEMI ANNUAL PM AND LOAD TEST ANNUAL COST	\$1,757
	TOTAL	\$125,719

Describe critical success factors and service levels affected by this capital asset/project:

1.1.6. Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies

Impact to Operating Cost(s) and/or Revenue:

See above chart regarding impact to operating costs.

What other options were considered?

This capital project was approved by the Board as budget initiative.

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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	\$42,000	\$0	\$42,000
Project Total	1		\$42,000	\$0	\$42,000

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.



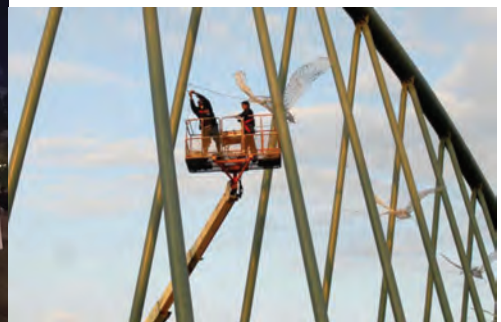
Town Center Fixtures

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

2022 Request for Capital Asset



Garden, Botanical Garden, Hughes Landing Boardwalk, 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 for the Waterway Square Fountains and Grandma's Purse and high daily/annual visitor numbers in Town Green Park and Hughes Landing. With the high volume of events that utilize Town Green Park and Waterway Square, this fund prepares the Township to keep our amenities safe, usable, and attractive.



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.

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.

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.

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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?

No other options were considered. This recurring project is fully funded through Capital Reserves and is part of the five-year plan.

2022 Request for Capital Asset



Department Town Center

Project Title Town Green Park Garden

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
Perennial Garden Renovation – Phase I, Sloped Beds	1	March	\$38,000	\$0	\$38,000
Perennial Garden Renovation – Phase II, Top of Slope	1	March	\$20,000	\$0	\$20,000
Project Total	2		\$58,000	\$0	\$58,000

Project Description

This is a project which was originally approved as a budget initiative during the 2020 budget process but was necessarily deferred to 2022 due to COVID-19 and related budgetary concerns.

These funds will be used to renovate the Town Green Park Perennial Garden.

A prominent feature of Town Green park is the perennial garden located along the east side of the park on the slope between the park's Great Lawn and the forested/reserve area next to the Pavilion. The plan incorporates over 50 different types of perennials, shrubs and groundcovers selected to provide an almost year-round display of color with varying heights and textures to provide visual interest and to enhance the experience for park visitors as its own attraction to Town Center.

The type of garden is common to great cities all around the world. While the perennial garden in Town Garden Park is small in comparison to the Kew Royal Botanic Gardens bordering the Thames River or Brooklyn's Botanic Garden, or the gardens in Chicago, Denver, Dallas and other cities, The Woodlands' perennial garden can be just as beautiful and attractive, representing the values of the community.

Over the years many of the perennials and other plants in the garden have declined or died out and the garden has evolved from the initial planting plan due in part to: severe freezing and drought damage, theft, vandalism and difficult in obtaining the same variety of plant material for replacements. With these changes, the overall appearance is no longer consistent with the original plan. It is recommended to consider a major renovation of the perennial garden.

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The purpose of this budget initiative is to bring this matter to light and to provide budget information that would ensure the perennial garden area is restored to the high-quality level expected of the Township's public facilities.

Phase I would address the sloped beds along the east side of the park, which was the original scope of work considered.

Phase II, currently in the budget for 2023 but being requested to be moved forward due to further losses in the hard freeze of February 2021, would address the semi-circular beds at the tops of the stairways behind/east of those sloped beds.

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:

No impacts to operating costs and/or revenue.

What other options were considered?

No other options were considered for Phase I. Phase II could still be deferred to 2023 or later if necessary, but staff believes it would be prudent to do the work concurrently due to potential economies of scale.

2022 Request for Capital Asset



Department Town Center

Project Title Boat House Dock Renovation

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
Boat House Dock Renovation/ Expansion & ADA Compliance	TBD	January	\$120,000	\$0	\$120,000
Project Total	TBD		\$120,000	\$0	\$120,000

Project Description

This project would fund renovations to existing docks at the boat houses while providing the opportunity to expand the current dock configuration at Riva Row to accommodate the growth in total vessels over the past 11 seasons and creating a new, more inclusive (ADA compliant) boat launch experience that would be the first accessible kayak launch on Lake Woodlands.

The Riva Row Boat House was opened in April 2009 with a stable of about 40 total single and tandem kayaks. In 2016 additions came in the form of stand-up paddle boards and the opening of Lakes Edge Boat House that summer. In August 2018 the popular swan pedal boats were introduced. And then, over the course of 2020, four (4) more watercraft types were brought to Riva Row including single and tandem pedal kayaks, water bikes, and elliptical paddle boards. There are now close to 100 vessels in use between the two locations, with a 2021 purchase of six (6) additional water bikes in progress.



Above: Typical activity at Riva Row during a busy season day. Picture taken in early June 2020.

2022 Request for Capital Asset



During the past 11 seasons, and with all these boat additions, year-round and seasonal staff positions have been added to accommodate increased demand and new horizontal and vertical storage racks were squeezed into the boat houses for the expanding fleet, but no additional *dock space* has been created. This has led to a point where the docks have become a chokepoint to the overall operation.

Additionally, the existing docks are showing signs of rapid aging including cleat hooks that are coming out due to rotted boards; sagging of the floating dock lower than its designed height; splinters becoming a recurring issue in the hands, feet, and knees of patrons and staff; and general usage issues related to one of the two docks being stationary (non-floating), resulting in it being underwater and out-of-use for multiple days following a reasonable amount of rain -- as the water level in Lake Woodlands rises beyond normal height until the spillway catches up.

Further, none of the current docks are truly ADA compliant. The docks at Lakes Edge and one dock at Riva Row are floating and connected to the static boardwalk by ramps. However, this feature only allows wheeled access to the dock itself – not the water. Multiple manufacturers offer reasonable solutions for ADA kayak launches as an example shows on the next page.



The floating dock at Riva Row offers ramped access up to the water's edge but no access-friendly help into a kayak such as a transfer station, dry-dock launch, or other means of getting from a seated position into a boat

Taken together, these factors provide an excellent opportunity to take advantage of the moment when the docks are *physically* in need of renovation to expand on the boat house's ability to better serve The Woodlands residents and visitors with additional space - and become more inclusive at the same time.

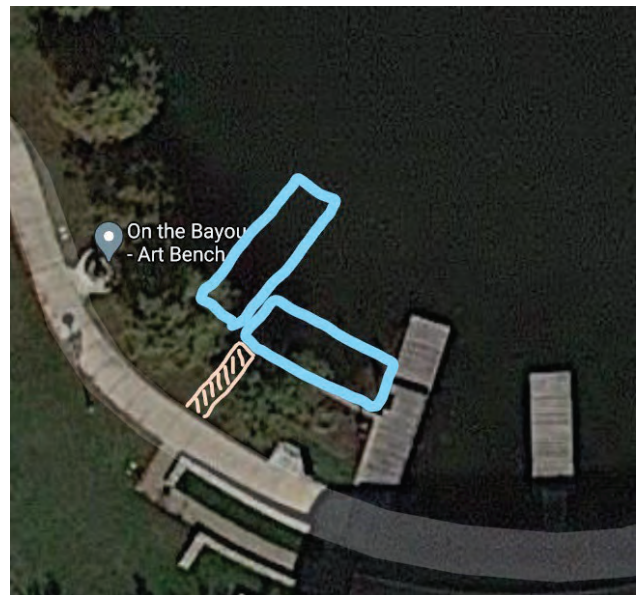
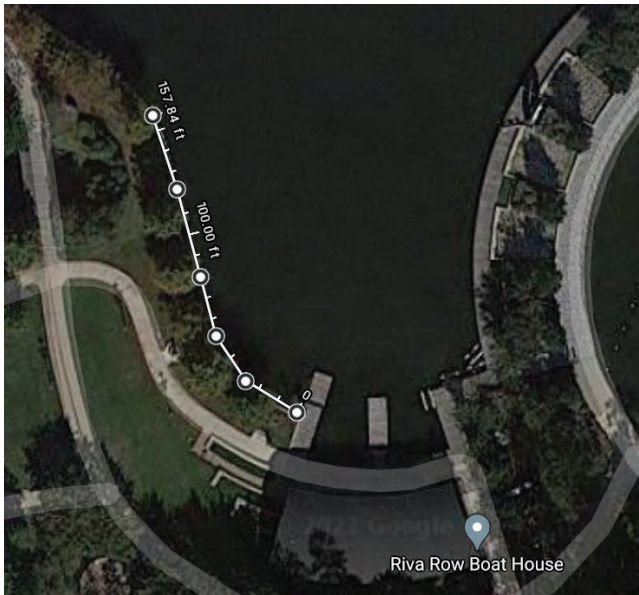
The requested budget includes funds to contract with a professional design firm to maximize the usage of space with boat house needs while maintaining compliance with The Woodlands standards.

2022 Request for Capital Asset



Use of Space: Riva Row Park Bulkhead

The Riva Row Boat House is already the dominant feature of Riva Row Park. But the park boundaries include about 150 linear feet of bulkhead that goes largely unused and could be utilized for additional dock space by building longways to the west from the existing two docks. An expansion using just a portion of that length could allow for the necessary room to accommodate an additional dock for general use (perhaps intake, leaving other docks for boarding) as well as an ADA-compliant launch.

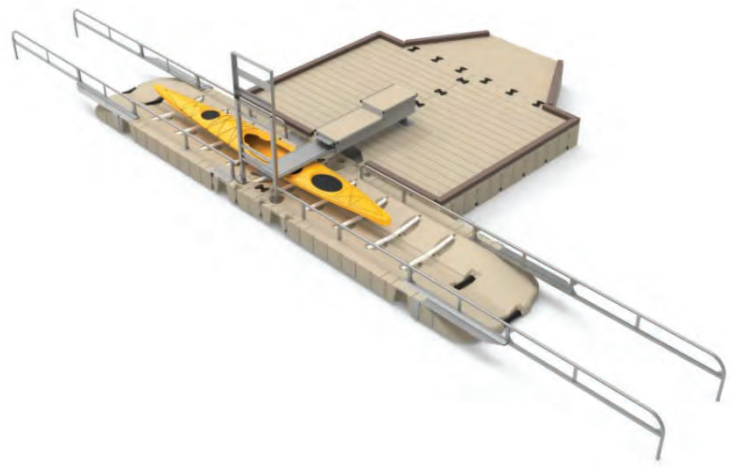


*Left: Showing 150+ feet of available bulkhead space along the edge of the park boundary.
Right: One possible option for dock additions (blue) with additional entry/exit pathway (tan).*

ADA Compliant Kayak Launch Options

A variety of ADA compliant kayak launch options exist on the market and would be competitively bid to design the most optimal system possible while maintaining The Woodlands ideals for aesthetic standards in the Town Center. One possible option for a dual (entry and exit) kayak launch is shown at right:

Such a launch point would necessarily need to be part of a floating dock system due to the variation of water level in Lake Woodlands. This sort of launch could either be placed in the location of the current middle dock at Riva Row or in the envisioned bulkhead dock additions to the west of the current stationary dock, discussed above. Staff would work with designers to communicate boat house needs and a best location for all pieces of the 'puzzle'.



2022 Request for Capital Asset



Accessibility & Programming

The Woodlands Township is known for its excellent recreational amenities and has taken many steps to offer opportunities for inclusive play over the years including but not limited to maintaining ADA complaint recreation center facilities; building and systematically updating barrier-free playgrounds; operating accessible hydraulic lift chairs at each of the 14 swimming pools; and offering at least one ADA picnic table in all park pavilions where any tables are provided.

However, one area where accessibility remains a challenge is in/at Lake Woodlands, where options are limited. By adding an accessible kayak launch at Riva Row Boat House the recreational program offerings could be expanded to include more senior-focused or differently-abled programming; marketing to nearby special needs groups; and overall would help boost the profile of both the boat house program and The Woodlands as a place in tune with the needs of the entire community.

Need for TWDC Agreement

It should be noted that there will likely be a need to secure approval from The Woodlands Development Company / Howard Hughes Corporation, either in general terms or in the specifics of the plan, as this area of The Woodlands Waterway is under TWDC/HHC control and will remain so at least until after conveyance (which is currently envisioned as early as the end of FY 2023 or beginning of FY 2024, following the expiration of the current CCSA).

The Township has similarly had to gain permission from TWDC in 2018 for renovations undertaken on the upper level of the Waterway for installation and use of the swan pedal boats.

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:

- Operating Expenses – dock repair expenses have begun to increase but have been minimal thus far. These are highly likely to increase over time as (pressure-treated wood) planks and dock floats begin to fail.
- Revenue – Staff believes strongly that annual revenues would increase given the ability to move more boats in and out of the docks more quickly, as well the ability to offer kayak programs targeted for better accessibility for all ages. ROI is estimated at approximately four to five years.

What other options were considered?

Do not expand or renovate the docks; accept the various operational and accessibility-related limitations of the current dock layout.

2022 Request for Capital Asset



Department Town Center

Project Title Riva Row Boat House HVAC

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
Wall Mount HVAC Unit Replacement – Riva Row Boat House	1	January	\$10,000	\$0	\$10,000
Project Total	1		\$10,000	\$0	\$10,000

Project Description

This project would fully replace the large, aging wall mount HVAC unit at the Riva Row Boat House including all materials, parts, and labor required to complete the necessary work. The current unit, which maintains both the heating and A/C needs inside the staff office and restroom, is a Bard model WA242-A00 with serial number 140B092604-928-02 that has been having a steadily increasing number of issues over recent years, leading to higher repair expenses.



2022 Request for Capital Asset



According to the Township's current HVAC contractor, the unit - which was installed in early 2009 when the boat house opened - is likely nearing the end of its useful life. Staff believes this assessment since this unit has been in-use virtually daily ever since 2009, with 300+ active operational days per year at Riva Row and all other days requiring at least some HVAC activity due to large glass doors and windows and minimally insulated CMU walls. The highest usage periods, during the summer months, also include long periods with the office windows open for customer service interactions and doors being open and shut, which undoubtedly stresses the system.

A preliminary estimate was secured from the Township's HVAC contractor, labor inclusive, with a total cost of approximately \$7,000 for the most recent model of the *same* model unit. Staff believes it wise to build in an additional budget due to potential unknowns during replacement, as well as the possibility of an upgrade in size/capacity to avoid the next model needing to be replaced quite as soon: hence the request for \$10,000 in total.

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:

Direct impact to operating costs as the repairs or replacement of the unit would otherwise be covered using operating dollars. Possible indirect impacts to boat house revenues as well.

What other options were considered?

No other options were considered. This unit will need to be replaced in the next 1-2 years.

2022 Request for Capital Asset



Department	Town Center	Project Title	Town Center Streetscape & Bridges
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
Lake Robbins Bridge Renovations & Painting	1	January	\$100,000	\$0	\$100,000
Project Total	1		\$100,000	\$0	\$100,000

Project Description

This is part of a larger project which was originally approved during the 2020 budget process but was necessarily deferred to 2022 and 2023 (\$100,000 each year) due to COVID-19 and related budgetary concerns.

The purpose of this request is to provide funding for street/hardscape improvements in the Town Center Area. These improvements include but are not limited to: pavers in Town Center pathways, landscape improvements to pathways following such repairs, road intersection pavers, stained and stamped concrete in roads, intersection signage, street light pole replacements and LED conversions of street light poles, Township signage in the R.O.W. (such as roadway stop signs, way finding, and pathway stop signs), **painting of non-standard bridges and bridge railings**, decorative abutments on bridges, roadways, and roadway turning radii improvements.

Many of these items are in the Montgomery County Right of Way (R.O.W.); however, any and all nonstandard county roadways, bridges, traffic control devices, etc., are the responsibility of The Woodlands Township. When these facilities were built by The Woodlands Land Development Company, then conveyed to the County, the Township accepted the on-going responsibility for these non-standard enhancements to the roadways.

Lake Robbins Bridge

A prime example of a non-standard ROW improvement is the Lake Robbins Bridge that crosses Lake Robbins itself at the intersection of Lake Robbins Drive and IH-45. All nonstandard enhancements, including the above-street-level features, are the Township's maintenance responsibility. At present the bridge, a focal point of the entry to The Woodlands and The Woodlands Town Center, is showing signs of surface level rust and failing paint (as pictured below) that needs to be addressed before it becomes imbedded and leads to structural issues. Work estimates of the needed scope are approximately \$85,000 to \$95,000 not including County permits and traffic plans needed to safely manage the renovations. As with all Township service agreements in the ROW, the chosen

2022 Request for Capital Asset



contractor(s) will be solely responsible for coordinating traffic control plans and approvals with the appropriate jurisdictions, i.e. Montgomery County Pct. 3, according to established procedures.



As such this 2022 fund would likely be used entirely to appropriately inspect, strip, clean, re-paint, and seal the structure of Lake Robbins Bridge to ensure structural integrity for years to come. The main priority will be the vertical structure above street level but, if budget allows, the railings along the street level will also be treated and painted within this scope.



2022 Request for Capital Asset



Roadway Intersection Pavers & Stained Concrete

Town Center staff maintains an inventory of these locations along with pictures to help track any deterioration from year to year. Funds are called out in the Reserve Study for this specific need and would be used to repair or replace any pavers in the system. *Should a major need arise, with budget allowing, part of this funding request may need to be used to repair such locations.* If not needed in 2022, there are specific areas targeted for improvement in 2023.

Town Center Paver Location Map



Examples shown below are further instances of nonstandard road enhancements in Town Center which are the Township's responsibility to maintain.



Town Center intersection and crosswalk enhancements include brick pavers as well as stained and stamped concrete. As the map above indicates, they can be found in many locations throughout Town Center include both large four-way intersections, three-way intersections, and simple crosswalks where the Township's or Pavilion's pathway system(s) crosses the roadway.

2022 Request for Capital Asset



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

Maintains existing service levels.

Improves the quality of the resident experience, maintains and improves community pride of place, maintains and improves overall Town Center attractiveness to future special events and visitors. Improves likelihood of resident satisfaction with the Town Center.

Impact to Operating Cost(s) and/or Revenue:

No direct impacts to operating costs and/or revenue.

Goal is to avoid operational downtime of facilities or roadways which negatively impact satisfaction of residents and local businesses.

What other options were considered?

No other options were considered. The Township is required to maintain all nonstandard enhancements to county roadways, bridges, and traffic control devices at their own expense.

2022 Request for Capital Asset



Department	<u>Town Center</u>	Project Title	<u>Waterway Square Upper Pavers</u>
Requested By	<u>Karl Shaw</u>	Category	<u>Town Center Parks</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Paver Addition to Upper Level, Waterway Square	TBD	January	\$52,000	\$0	\$52,000
Project Total	TBD		\$52,000	\$0	\$52,000

Project Description

This is a project which was originally approved as a budget initiative during the 2020 budget process but was necessarily deferred to 2022 due to COVID-19 and related budgetary concerns.

This project will replace sodded areas surrounding trees in Waterway Square with upper pavers.

The Woodlands Township owns and operate The Fountains at Waterway Square, which includes the park, stage, plaza and state-of-the art dancing water and sound fountain system that some consider the centerpiece of Town Center. Originally installed in 2008, The Fountains have been a focal point for numerous community celebrations and events, including the annual Red, Hot and Blue Festival and Waterway Nights concert series. Additionally, the Fountains at Waterway Square serve as a prime focus of the 2.5-mile Woodlands Waterway.

One of the components of The Fountains at Waterway Square is the upper level, which has three grass and tree line “squares”. Over the course of the past 12 years, the trees have grown up significantly and while providing great shade, they are blocking the sun, thus making grass a challenge to grow. To address this issue, the grass areas are routinely replaced with new sod on a rotating basis which costs approximately \$7,500 per year at a minimum.

To address the quality of the grass and to reduce long-term cost related to the grass maintenance and renovation, it is proposed to remove the grass and replace it with decorative tiles like those found on the lower level. This would provide a hard surface for visitors and for spectators that bring their lawn chairs to the Waterway Nights concerts and other similar events.

There are approximately 2,600 square feet of grass that would be replaced with decorative tiles and/or colored concrete. It is estimated to cost \$20 per square foot to convert (\$52,000) which includes the following tasks: remove grass, excavate 6 inches, add suitable fill material for trees/cement, re-grade

2022 Request for Capital Asset



area to have consistent depth, add/enhance drainage to area/trees, re-configure electrical system to trees (if needed) and install 4-inch in decorative tiles and/or cement.

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:

This project will produce a savings of \$8,500 in operating expenses. \$7,500 is attributable to reduced sod replacement and the additional \$1,000 savings will result from a reduction in maintenance costs including elimination of irrigation.

What other options were considered?

Staff believes that only reasonable long-term alternative to this expense, besides continuing current sod replacement routines, would be to remove one or more of the mature red oaks in each square (if not all of them) and replace them with smaller trees or leave more open space, allowing for sunlight to once again reach the grassy areas. This, of course, would present the same exact shade issue in another decade or so when those replacement trees matured.

2022 Request for Capital Asset



Department	<u>Town Center</u>	Project Title	<u>Town Center – Hardscape Improvements</u>
Requested By	<u>Karl Shaw</u>	Category	<u>Town Center Parks</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Town Center Streetscape and R.O.W. Improvements	1	January	\$195,000	\$0	\$195,000
Project Total	1		\$195,000	\$0	\$195,000

Project Description

The purpose of this request is to provide funding for hardscape improvements in the Town Center Area as called out in the 2013 Reserve Study. The goal of this project is to procure necessary replacement equipment and materials, hardscape and streetscape renovations and fixtures for various Town Center facilities as said equipment reaches the limit of its useful life expectancy and/or fails during operation. Selected contractors, as with all Township projects, would be solely responsible for arranging necessary traffic plans and approvals from the appropriate entities.

These improvements include but are not limited to: pavers in Town Center pathways, road intersection pavers, stained and stamped concrete in roads, intersection signage, Township signage in the ROW (such as roadway stop signs, way finding, and pathway stop signs), painting of bridges, decorative abutments on bridges and roadways.

Many of these items are in the Montgomery County right of way; however, nonstandard county roadways, bridges, traffic control devices, etc., are the direct and sole responsibility of The Woodlands Township. When these facilities were built by The Woodlands Land Development Company, then conveyed to the County, the Township accepted the on-going responsibility for these enhancements (but not the structural component of the facility).

Roadway Intersection Pavers & Stained Concrete

Town Center staff maintains an inventory of these locations along with pictures to help track any deterioration from year to year. Funds listed here are called out in the Reserve Study for this specific renovations or replacement need.



Town Center Paver Location Map



*Yellow (21 locations) indicates pavers in intersections or pathways;
Blue (18 locations) indicates stamped concrete.*

Examples shown below are instances of nonstandard road enhancements in Town Center which are the Township's responsibility to maintain. The most pressing needs within the system at this time are some of the locations of stamped and stained concrete.



Town Center intersection and crosswalk enhancements include brick pavers as well as stained and stamped concrete. As the map above indicates, they are located in many locations throughout Town Center include both large four-way intersections, three-way intersections, and simple crosswalks where the pathway system crosses the roadway.

2022 Request for Capital Asset



Describe critical success factors and service levels affected by this capital asset/project:

Maintains existing service levels.

Improves the quality of the resident experience, maintains and improves community pride of place, maintains and improves overall Town Center attractiveness to future special events and visitors. Improves likelihood of resident satisfaction with the Town Center.

Impact to Operating Cost(s) and/or Revenue:

Avoid operational downtime of facilities which negatively impact satisfaction of residents and local businesses.

What other options were considered?

No other options were considered. The Township is required to maintain all nonstandard enhancements to county roadways, bridges, and traffic control devices at their own expense.

2022 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	50 +	January	\$75,000	\$0	\$75,000
Project Total	50 +		\$75,000	\$0	\$75,000

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. Funding has been increased as the historical funding is not keeping up with the antiquated system needs. Site to site communication is taking more hardware to maintain signals including more expensive multi directional antennas and radios and in some instances the need for repeater antennas placed throughout the community. Staff has depleted back stock reserves and is dependent on these dollars to progress in both communications from site to site and hardware components to maximize the systems full capacity including Master valves, flow sensors, rain sensors, and weather stations.

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
- Work Staff efficiency before, during, and after rain events
- Expedites awareness of water leaks

2022 Request for Capital Asset



Impact to Operating Cost(s) and/or Revenue:

The Maxicom Irrigation System is to help reduce water costs and man hours needed to adjust irrigation by hand.

What other options were considered?

- Do not make any changes at this time.
- Continue to manually monitor the irrigation systems at these related park locations leading to inefficient maintenance practices not common of Top Tier facilities with multiple locations.

2022 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
Loggers Hollow	1	March	\$75,000	\$0	\$75,000
Old Sterling	1	March	\$75,000	\$0	\$75,000
Cochran's Bend	1	May	\$105,000	\$0	\$105,000
Sawmill	1	April	\$130,000	\$0	\$130,000
Larkwood	1	May	\$75,000	\$0	\$75,000
Drainage repairs	n/a	April-May	\$45,000	\$0	\$45,000
Project Total	5		\$505,000	\$0	\$505,000

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:

2022 Request for Capital Asset



Logger's Hollow Park playground equipment, located at 1901 S. Millbend Dr. in the Village of Grogan's Mill was installed in 2002 (20 years old). The original playground equipment was installed in 1980. This 2-acre Neighborhood Park includes a pavilion, picnic tables, drinking fountain, both belt and bucket swings, a balance beam and play equipment. The play structures in this park have become worn, drab and lacking interest. Most of the components and surfaces on the structures have become faded, scratched and discolored. Paint chipping and rust also present. Replacement costs include equipment, drainage, borders and surfacing.



Old Sterling playground equipment, located at 90 E. Old Sterling Cir. in the Village of Sterling Ridge, was installed in 2001 (21 years old). The original and current playground equipment was installed that same year. This 1.75-acre Neighborhood Park includes a pavilion, 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 2-5, are very faded and badly scratched in some areas. Replacement costs include equipment, drainage, borders and surfacing.



2022 Request for Capital Asset



Cochran's Bend playground equipment, located at 2 Misty Haven Pl. in the Village of Cochran's Crossing, was installed in 2003 (19 years old). The original playground equipment was installed in 1990. This 1.34-acre Neighborhood Park includes a pavilion, picnic tables, BBQ pits, both belt and bucket swings and play equipment. The play structures have become quite worn. Surfaces on the structures are faded, scratched and discolored. Several repainted areas are present on the 5-12 structure. Replacement costs include equipment, drainage, borders and surfacing.



Sawmill Park playground equipment, located at 2200 Millpark Dr. in the Village of Grogan's Mill, was installed in 2002 (20 years old). The original playground equipment was installed in 1979 with a more recent remodel of the 2-5 playground equipment in 2011. This large 6.2-acre Village Park includes a pavilion, picnic tables, BBQ pits, both belt and bucket swings and play equipment. There is also a community pool, tennis and basketball courts as well as an athletic field. These play structures get a high amount of use and have become very worn and beat up over time. Components and surfaces on the structures are faded, scratched and discolored. Several areas of missing paint and rust are present. Replacement costs include equipment, drainage, borders and surfacing.



2022 Request for Capital Asset



Larkwood playground equipment, located at 191 W. Bristol Oak Cir. in the Village of Alden Bridge, was installed in 2009 (13 years old). The original playground equipment was installed in 1996. This 1.63-acre Neighborhood Park includes picnic tables, drinking fountains, belt and bucket swings, a climbing wall and play equipment. The play structures in this park have become worn, unsightly and lacking interest. Surfaces and components have become faded and scratched in some areas. Replacement costs include equipment, drainage, borders and surfacing.



Terramont playground –Embankment Drainage and Erosion Repairs

With no direct access from the playground to the entrance of the embankment slide, children climb landscaping rocks or the hill adjacent to them. This has resulted in the loss of vegetation and erosion of dirt around large rocks, loss of all grass at edge of playground and large amounts of water and sediment washing into the playground EWF, which significantly limits its impact attenuation.

To remedy these issues we will build a stairway for access to the embankment slide through the existing landscaped area. This will ease the traffic through the affected areas, allowing the regrowth of vegetation and decrease hillside erosion. We will also install seat/retaining- walls along the edge of the playground to prevent large amounts of water running down the hill preventing both EWF washout and dumping of sediment into the playground.



2022 Request for Capital Asset



Department	<u>Parks Planning</u>	Project Title	<u>Major Park Renovation</u>
Requested By	<u>John McGowan</u>	Category	<u>Park Improvements</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Falconwing Park Renovation	1	May	\$1,250,000	\$0	\$1,250,000
Project Total	1		\$1,250,000	\$0	\$1,250,000

Project Description

Falconwing Park (5610 Rush Haven Drive, The Woodlands, Texas) is considered a Village Park built in 1991 and as such has the following amenities: pool with baby pool, two (2) lighted tennis courts, 2 (two) lighted multipurpose fields, one (1) lighted basketball court, a 26' x 42' pavilion, and 72 dedicated parking spaces. Programs and use at the park currently consists of: swim lessons, open swim, youth sports practices/games, tennis leagues and lessons, and open play (tennis, basketball, general park use). In 2018, there were approximately 4,700 hours of reserved time for programs and rentals at the pavilion, fields, tennis courts and pools. During the 2019 pool season, Falconwing saw 12,602 visitors to the pool for open swim and programs. The pool didn't open in 2020 due to Covid-19 pandemic. The parks infrastructure has been periodically addressed by The Woodlands Township Board of Directors which has included: conversion to LED lights (2019 – pool; 2018 tennis and basketball courts, pathway, parking lots), new playground (2018) and tennis court fencing (2017).

This is an ongoing program where older parks are redesigned to include state of the art amenities in keeping with the new park trends and standards. This project is included every three years in the Capital Improvement Program.

Describe critical success factors and service levels affected by this capital asset/project:

- Will increase aspect of resident safety, health and welfare.
- Will enhance the usability and functionality of the park.
- Will give the park a fresh identity.

Impact to Operating Cost(s) and/or Revenue:

There are not impacts to operating costs and/or revenue.

What other options were considered?

- Do nothing and make repairs as needed.

2022 Request for Capital Asset



Department	<u>Parks Planning</u>	Project Title	<u>Drinking Fountains</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
Drinking Fountains	2	TBD	\$12,000	\$0	\$12,000
Project Total	2	TBD	\$12,000	\$0	\$12,000

Project Description

In 2011 Parks and Recreation Needs Assessment, 89.2% residents indicated that the provision of quality parks, recreation and open space facilities/amenities are to the quality of your life in The Woodlands was very important and 96.5% of the residents utilize the parks and trails on a regular basis. This project is consistent with the overall findings in the bi-annual survey which concluded that residents desire to upkeep and upgrade the park system. The general consensus was that The Township should continue current replacement programs and trails programs should be continued.

To maintain the established standards, drinking fountains must be replaced and/or added when necessary. Examples of necessary replacement include when the fountains are either not handicap accessible, have aged to the point where they are difficult to maintain or do not have freeze protection. These issues require excessive maintenance, the added task of turning water off during a freeze and fail to provide adequate access for the handicapped.

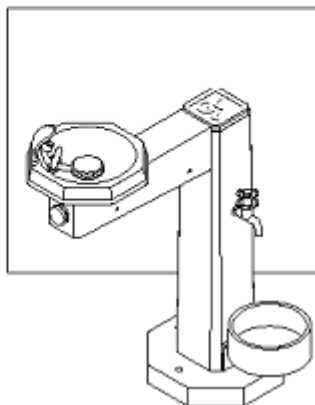
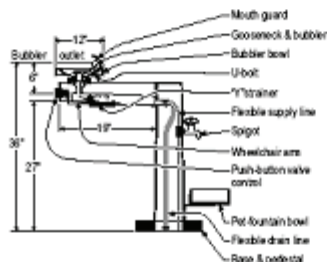
The Murdock M-43 fountain is the park system's standard fountain. It is an anti-freeze, anti-siphon unit that is handicapped accessible with a pet bowl. This fountain is installed in all new parks by The Woodlands Land Development Company and by The Township when they are replaced. Staff has experienced minimal maintenance issues with the Murdock models, many of which are over 15 years old.



Model M43-PF

Wheelchair-Accessible Drinking Fountain With Pet Fountain

Model M43-PF incorporates a wheelchair arm to accommodate disabled users in compliance with the height and under-arm clearance requirements of the Americans with Disabilities Act. Model M43-PF provides water delivery both to the bubbler bowl and to a pet-fountain bowl, which may be located on the left, right or back side. A push button at the front of the wheelchair arm controls water flow to the bubbler bowl. To provide water to the pet bowl, a spring-loaded spigot is standard. A jug-filler spigot with push-button control is optional. Model M43-PF is not an antifreezing drinking fountain. Heavy-duty construction ensures durability, and field-serviceable components are easily accessible. Solid-brass castings for bowl and mouth guard are powder-coated; chrome or polished-brass finish is also available.



Note: Due to continual product improvement, all specifications are subject to change without notice.

Suggested specification

Drinking fountain shall be Murdock model M43-PF. Unit shall incorporate a wheelchair arm to accommodate disabled users.

Bubbler bowl shall be octagonal, powder-coated, solid-brass casting with outer edge at least 5 1/2 inches from center of bubbler outlet. Drain opening in bowl shall be adequately protected from stoppage and vandalism by a chrome-plated, solid-brass casting. Bubbler shall be chrome-plated, solid-brass casting with outlet near outer edge of bowl and above bowl rim. Mouth guard shall be powder-coated, solid-brass casting, mounted on outer edge of

bowl to meet sanitary requirements. All solid-brass castings shall conform to ASTM standards B81 and B82 for cast metals.

Pedestal shall be a heavy-duty, grey iron casting, and wheelchair arm shall be an aluminum-magnesium casting. Base shall be furnished with mounting holes to accommodate anchor bolts.

Valve controlling flow to bowl shall be activated by push button at end of arm. Valve controlling flow to bowl shall be activated by push button at end of arm. Pet-fountain bowl shall be mill-finish cast aluminum with

drainage holes, mounted on the side of the pedestal. Water shall be supplied by spigot spring-loaded for shutoff. Water-supply connection shall be 3/8-inch NPS male fitting.



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2488 River Road
Cincinnati, Ohio 45204
www.murdockfountains.com
e-mail: murdock@fuse.net

Describe critical success factors and service levels affected by this capital asset/project:

- Standard park amenity.
- Provides attentive service with the best value.
- Increases property value and social opportunities for residents.

Impact to Operating Cost(s) and/or Revenue:

- None

What other options were considered?

- None

2022 Request for Capital Asset



Department	Parks Planning	Project Title	Park Identification Signs
Requested By	Michelle Betcher	Category	Park Improvements

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Park ID Signs	TBD	February	\$12,000	\$0	\$12,000
Project Total	TBD		\$12,000	\$0	\$12,000

Project Description

The Woodlands Township includes a minimum standard sign package in each of its parks. These include Park ID signage and Rule signs. The Consumer Product Safety Commission recommends that parks be signed to increase safety, public relations and rule compliance. In case of emergency, The Woodlands Emergency Services is better equipped to locate the park. Accordingly, park ID signs are installed in all neighborhood and amenity parks. There are several different park rule and ID signs in each park. There are also Monument signs which include the name of the park. A standard sign for Amenity and Neighborhood Parks in The Woodlands is an identification sign. Rule signs are also posted at each park. As new parks are added, and older signs are damaged or vandalized, or as rules need to be updated and/or modified, the signs need replacement. Additionally, new legislation sometimes necessitates the modification of existing signs (IE: Open Carry Laws).





Describe critical success factors and service levels affected by this capital asset/project:

- Well informed residents, which will reduce risks and liability and enhance safety.
- Promote shared management and ownership of parks.
- Reduce emergency service response time.
- Promote a safe and healthy neighborhood, foster a sense of community pride and provide attentive service for the best value.

Impact to Operating Cost(s) and/or Revenue:

Routine cleaning costs.

What other options were considered?

Signs are required to meet standards of The Woodlands Township

2022 Request for Capital Asset



Department Parks Planning

Project Title Boardwalks

Requested By Michelle Betcher

Category Park Improvements

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Boardwalk Repair	1	Spring	\$15,000	\$0	\$15,000
Project Total	1		\$15,000	\$0	\$15,000

Project Description

The Boardwalk at Rob Fleming Recreation Center is located in the Village of Creekside Park. This Village/Townwide Park has many amenities including an amphitheater, Texas TreeVentures Adventure Course, a full Recreation Center with year round programming Archery Range, Treehouses, Tipis, a sports field, multiple picnic areas, restrooms, playground and a fire pit. The boardwalk pathway connects the Recreation Center to the rest of the park and amenities. It is the original boardwalk installed by the previous owner. It is damaged and weathered from age, insects, moisture and heavy use. It provides the only access to the treehouses and Texas TreeVentures. It also provides the wheelchair access to the restrooms and other park amenities. It requires on-going, systematic replacement in order to remain safe to use. Presently, there is rot damage present in the railings, joists and rot decking. It should be noted that different materials were used in the original construction which has resulted in varying degrees of rot and decay. It is anticipated that nearly all of the necessary repairs can be completed over a 5 year period. In year 1, we replaced as much of the boardwalk to and the elevated picnic rental area. Year 2 will be replacement of boardwalk area between the woods outside the Rec Center and the 1 set of steps. Year 3 would continue down the boardwalk. Due to the environment, degree of wear and deterioration will have to be prioritized each year. Funds will be used for repairs and replacement to keep users safe at this and other boardwalks.

2022 Request for Capital Asset



Describe critical success factors and service levels affected by this capital asset/project:

- Provides access to interior of park and park amenities.
- Provides handicapped access for park users.
- Enhance user safety.
- Provide equitable service.

Impact to Operating Cost(s) and/or Revenue:

Replacement costs every 10-15 years.

What other options were considered?

None – Access to park and user safety is required.

2022 Request for Capital Asset



Department	<u>Parks Planning</u>	Project Title	<u>Pavilion Repairs</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
Pavilion Repair	1	June	\$45,000	\$0	\$45,000
Project Total	1		\$45,000	\$ 0	\$45,000

Project Description

There are 71 park pavilions within The Woodlands Township Park system. As our infrastructure ages, numerous pavilion repairs are required. This project also includes park pavilion repairs as needed throughout all Township Villages. Based on the recent surveys of the pavilions, we will need to replace the pavilion roof at Grogan's Point Park. A number of repairs have been made over the past 8 years, but the design is flawed and the damage is widespread. Examples of park pavilion repairs in the past two years include beam end repair and caps at Terramont, roof at Alden Bridge, columns and integrated bench repairs at Cochran's Green, slate tiles on Maple Glade, seat wall caps and column repairs at Pepperdale, and stone replacement at Wilde Creek.



Describe critical success factors and service levels affected by this capital asset/project:

- Reduces liability and potential for injury.
- Improves user safety, quality of the facility, community pride and resident satisfaction with the pavilion.
- Ensure compliance with the most up to date codes

2022 Request for Capital Asset



Impact to Operating Cost(s) and/or Revenue:

Timely repairs will help to prevent further damage.

What other options were considered?

Do nothing.

2022 Request for Capital Asset



Department	<u>Parks Planning</u>	Project Title	<u>2022 Park Amenities</u>
Requested By	<u>Michelle Betcher</u>	Category	<u>Park Improvements</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Benches	8	TBD	\$11,000	\$0	\$11,000
Tables	8	TBD	\$11,000	\$0	\$11,000
Project Total	16		\$22,000	\$0	\$22,000

Project Description

In 2011 Parks and Recreation Needs Assessment, 89.2% residents indicated that the provision of quality parks, recreation and open space facilities/amenities are to the quality of your life in The Woodlands was very important and 96.5% of the residents utilize the parks and trails on a regular basis. This project is consistent with the overall findings in the bi-annual survey which concluded that residents desire to upkeep and upgrade the park system. The general consensus was that The Township should continue current replacement programs and trails programs should be continued.

To maintain the established standards, park furniture replacement is required on a regular basis. These furnishings included, but are not limited to, park benches, picnic and tennis tables, grill, water fountains and bike racks. Over time, the older furniture has degraded to the point that it needs replacement. Environmental factors also degrade the wooden furniture that is still in place at many of our parks, including, but not limited to Clover Park and Alden Bridge. As these furnishings become too damaged to repair, they are replaced with furnishings built of recycled lumber that has been new The Woodlands Township standard for the past several years. In addition, new benches, tables and water fountains are added based on resident requests, increased use and system/program growth.



2022 Request for Capital Asset



Describe critical success factors and service levels affected by this capital asset/project:

- Systematic replacement to meet park standards.
- Provides attentive service with the best value.
- Increases property value and social opportunities for residents.

Impact to Operating Cost(s) and/or Revenue:

- None

What other options were considered?

- None

2022 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	\$24,000	\$0	\$24,000
Project Total	TBD		\$24,000	\$0	\$24,000

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.

2022 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 replacements for the older fountains help reduce the operating costs associated with untimely repairs that need to be done quickly and can be expensive.

What other options were considered?

- Continue the status quo by making continuous repairs
- Replace only when the pumps and motors fail through operations funding
- Remove all the fountains from the lakes and ponds

2022 Request for Capital Asset



Department	<u>Park Operations</u>	Project Title	<u>Bear Branch Artificial Turf Replenishment</u>
Requested By	<u>John McGowan</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
Artificial Turf Replenishment	TBD	January	\$80,000	\$0	\$80,000
Project Total	TBD		\$80,000	\$0	\$80,000

Project Description



The Woodlands Township is home to 9 all-weather turf fields-four (4) at Bear Branch Sportsfields, two (2) at Alden Bridge Sports Park and three (3) at Gosling Sportsfields. The fields have been well used as is evident that during peak times (fall and spring) the fields receive more than 40-50 hours per week. These fields are not maintenance free and need routing maintenance (bi-weekly, quarterly and yearly) to ensure there are no issues with compaction or layover. The goal with an aggressive maintenance program is to ensure the fields last thus delaying the removal and replacement of the turf field.

Six of the fields (Bear Branch and Alden Bridge-540,000 square feet) were first used in the Spring/Summer of 2013. A mid cycle renovation was done in 2018 to attempt to extend the life of the turf to 10 years or beyond. Typically, the standard is 8-10 years. Furthermore, the better shape the fields are maintained, the higher satisfaction level by our users including but not limited to some larger tournaments that are being attracted to the community due to the quality of the exiting turf fields.

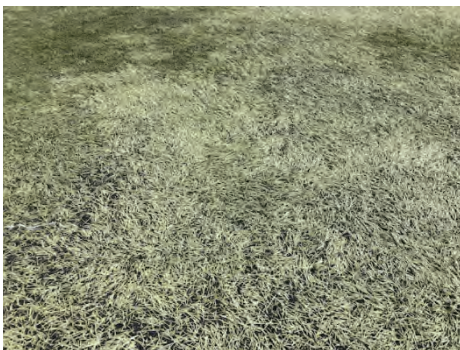
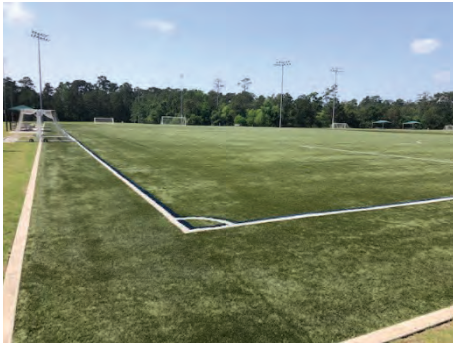
The Township has a contract for a third party to do biweekly and quarterly maintenance. As reported by our contractor, the Bear Branch fields measure 32-38 mm of infill, and the fields should be reading 45 mm, which indicates that there has been compaction of the infill and there has been “carry off” of the infill material. This makes sense considering the greater number of people using the Bear Branch facility compared to Alden Bridge. Bear Branch Field 4 & 5 are used a lot for the younger soccer age players so many games and practices are played on these fields. Due to the lower amount of infill the artificial grass fibers don’t stand up and become matted down and don’t resemble real grass blades that stand up. As the artificial grass blades lay down then the UV from the sun breaks them down at the bottom causing them to breakoff.

2022 Request for Capital Asset



Alden Bridge fields are reported in great shape. The infill depth average is about 46 mm and the grass fibers are holding up well. Gosling is in the best shape, but that is expected since they are 5 years newer.

It is recommended to add between 10-15 bags of rubber infill to each field and extend the life of the fields another 2-3 years. The contractor did conduct G-Max testing this past fall and they all passed.



Describe critical success factors and service levels affected by this capital asset/project:

- To maintain field safety and proper playing surface
- Resident satisfaction
- Economic impact through sports tournaments.

Impact to Operating Cost(s) and/or Revenue:

Potential for lost revenue if fields are not maintained at a high level

What other options were considered?

Delay until 2023, but may need to replace the artificial turf sooner.

2022 Request for Capital Asset



Department	<u>Parks Planning</u>	Project Title	<u>2022 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
Falconwing	2	March - August	\$8,000	\$0	\$8,000
Bear Branch	5	March - August	\$20,000	\$0	\$20,000
Grogan's Point	2	March - August	\$8,000	\$0	\$8,000
Harper's Landing	2	March - August	\$8,000	\$0	\$8,000
Project Total	12		\$46,000	\$0	\$46,000

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 eight 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 of 11,569 Group and Private Lesson registrations in 2020.

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 2020, The Woodlands Township Tennis Courts hosted 2,287 men and women for private tennis leagues

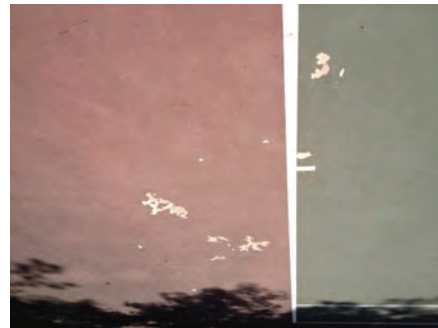
Adult private and team lessons are also run through the department in the mornings. This number will double when unorganized play is factored in. This has a significant impact on the courts. Environmental factors also degrade the court since shaded areas develop mold and algae and need frequent cleaning; 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

2022 Request for Capital Asset



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.

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Department Parks Planning

Project Title Fence Replacements

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
Terramont Tennis	2	May-August	\$20,000	\$0	\$20,000
Bear Branch Skate Park	1	May-August	\$30,000	\$0	\$30,000
Project Total	2		\$50,000	\$0	\$50,000

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 athletic court fencing, including 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.



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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 eight 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 of 11,569 Group and Private Lesson registrations in 2020.

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 2020, The Woodlands Township Tennis Courts hosted 2,287 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

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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
Pepperdale - Tennis	18	May	\$30,000	\$0	\$30,000
Cranebrook - Tennis	18	March - May	\$30,000	\$0	\$30,000
Cranebrook – Pool/Park	4	March - May	\$35,000	\$0	\$35,000
Bear Branch - Multi-Purpose Rink	13	May	\$35,000	\$0	\$35,000
May Valley Park-Tennis	18	May	\$30,000	\$0	\$30,000
Terramont - Tennis	18	March - May	\$30,000	\$0	\$30,000
Project Total			\$185,000	0	\$185,000

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 eight 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 of 11,569 Group and Private Lesson registrations in 2020. These programs do not include the hugely successful men and women's doubles ladder leagues that 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,

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Jack Rabbit and USTA year round. In 2020, The Woodlands Township Tennis Courts hosted 2,287 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 is 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.



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.

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Department Parks Planning

Project Title Pickleball Courts

Requested By Chris Nunes

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
Pickleball Courts – Falconwing Park	8-10	May	\$0	\$400,000	\$400,000
Project Total	8-10		\$0	\$400,000	\$400,000

Project Description

This project will create a set of dedicated pickleball courts at Falconwing Park. Pickleball is a racquet sport played on a court surface similar to tennis and can be played by two or four players. The sport is played on a court similar in size as a badminton court, with rules that are similar to tennis. Pickleball was invented in 1965. Originally a children's backyard pastime, it continues to grow rapidly in popularity with all age groups, including those over 55. It has increased by 650% in the last five years alone.

The Parks and Recreation Department has used overlays to manage demand for pickleball courts in the community. An "overlay" puts pickleball court lines on an existing tennis court. Overlays use existing infrastructure (court, lights, parking); however, pickleball users are required to bring their own nets. Upon the completion of the renovation of the Bear Branch Park rink, the community will have a total of 35 pickleball/tennis court overlays: Bear Branch Park (five courts), Windvale Park (four courts), May Valley Park (four courts), Sundance Park (four courts), Shadowbend Park (10 courts), Meadowlake Park (four courts) and Tupelo Park (four courts).

While The Woodlands Township does not have any dedicated pickleball courts, the Parks and Recreation Department has set up programming for pickleball. Programming began in Spring 2017, with a weekly drop-in at The Recreation Center at Bear Branch Park. This program then moved to Shadowbend and Meadowlake tennis courts where clinics and drop-in play days are held, due to the popularity of the program.

- 2017: 172 program participants
 - 2018: 455 program participants
 - 2019: 597 program participants
 - 2020: 522 program participants*
 - 2021: 260 program participants through July 5, 2021
- *COVID-19 pandemic. All numbers not including drop in play

In March 2021, the Parks and Recreation Department started tracking pickleball reservations. There were 242 hours of pickleball reservation on overlays, through July 5, 2021.

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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
- 1.2.2. Provide a parks system with amenities that reflect the diversity of our population, provide accessibility features and preserve The Woodlands environment, quality and excellence

Impact to Operating Cost(s) and/or Revenue:

Operational costs per court are \$5,000 per battery per year, which includes blowing, surface repairs net replacement, windscreen replacement and electrical costs.

What other options were considered?

This project was approved by the Board as a budget initiative.

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Department	<u>Aquatics</u>	Project Title	<u>Rob Fleming Pool Plaster</u>
Requested By	<u>Marty Mulgrew</u>	Category	<u>Aquatic Facilities Improvements</u>

Proposed Capital Expenditure

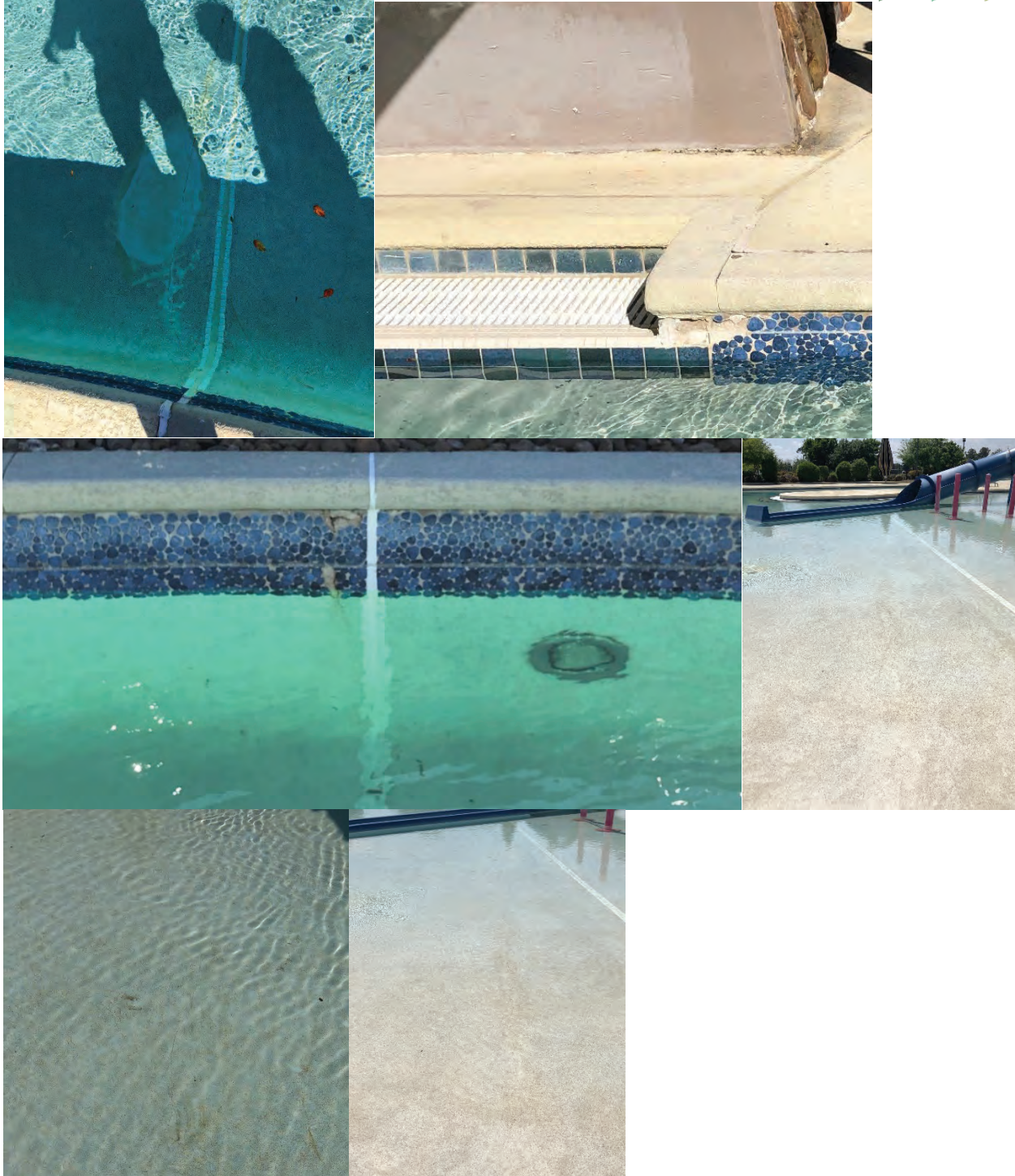
Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Rob Fleming Pool Replaster	1	January	\$150,000	\$0	\$150,000
Project Total	1		\$150,000	\$0	\$150,000

Project Description

This request is for the replacement of the pool plaster, tile, and repair of expansion joints and other leaks in the pool shell at the Rob Fleming Aquatic Center. This cost was determined by researching similarly sized projects recently awarded by other entities along with recent replaster projects awarded by the Township. Pool plaster typically needs to be replaced every 7-10 years and this replacement would be occurring in year 8. There are cracks around expansion joints in the lazy river, discoloration, and numerous missing tiles around the pool. The play structure is also set to be replaced this year and will require replastering in areas so there are efficiencies in planning both projects in the same year. Additionally, there are suspected leaks in the expansion joints and lights and the pool is losing approximately 30,000-40,000 gallons per day. This project allows an opportunity to identify the exact location of and repair those leaks.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Alden Bridge				Replaster						Replaster (full chip)				
Bear Branch										Replaster (full chip)				
Cranebrook										Original			Replaster	
Creekwood										Replaster (full chip)				
Falconwing								Replaster (full chip)	Replaster (full chip)					
Forestgate				Replaster										
Harper's Landing			Replaster	Replaster										
Lakeside								Replaster (full chip)						
Ridgewood							Replaster							
Rob Fleming						Replaster								Replaster
Sawmill				Replaster									Replaster	
Shadowbend				Original		Replaster							Replaster	
Wendwoods					Original									
Windvale								Replaster *						

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Describe critical success factors and service levels affected by this capital asset/project:

This project will ensure that the high level of service expected at this facility continues to be met by having a smooth surface free of unsightly stains & previous patches along with removal of cracks in the plaster. The replacement of the tile provides a uniform surface with no exposed sharp edges from

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broke tiles. With the replacement of the play structure this year the replaster ensures the new amenities are not cast against of backdrop missing tiles, cracks, and stains. The project will provide an improvement to the experience of all guests ensuring a safe and appealing environment.

Impact to Operating Cost(s) and/or Revenue:

The Operations budget will shoulder immediate crack repairs/patches that are leaking water in the plaster along with broken tiles that present a safety hazard to guests. Without this work the costs for the lost water and chemicals will be significant with current estimates at an additional \$30,000-\$40,000 coming out of utilities and chemicals for the summer season alone. Addressing the leaks will impact the life of the pool plaster because it is designed to stay submerged most of the time. Leaving the leaks unaddressed will result in either shouldering increased utility costs year-round or leaving the pool dry reducing the life span of the plaster as it dries out which will increase future repair costs and increase the risk of the pool floating out of the ground.

What other options were considered?

The only other option is to delay this project one more year at which point additional deterioration will have occurred likely resulting in increased leaks in expansion joints and damage to the underlying pool shell along with significant utility costs.

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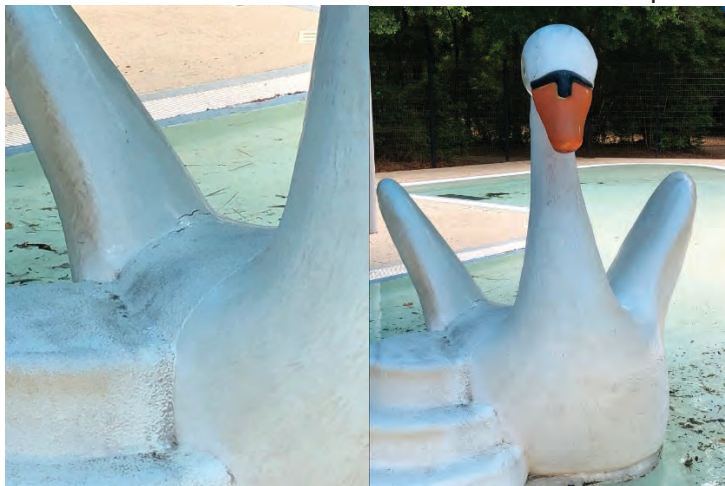
Department	<u>Aquatics</u>	Project Title	<u>Ridgewood Theme Slide Refurbishment</u>
Requested By	<u>Marty Mulgrew</u>	Category	<u>Aquatic Facilities Improvements</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Ridgewood Theme Slide Refurbishment	TBD	TBD	\$15,000	\$0	\$15,000
Project Total	TBD		\$15,000	\$0	\$15,000

Project Description

This request is to refurbish the themed Swan slide at Ridgewood pool. This type of pool slide typically needs refurbishment every five to seven years with the foam rubber surfaces typically requiring attention sooner than the harder plastic or fibercrete portions of these slides. This slide was last refurbished in 2013 and has held up well over the years but it is time to refurbish this slide again as some of the foam rubber portions are beginning to crack and expose the foam inside the slide and there are areas of the structure with cracked and peeling paint.



Note the cracks appearing where the wing meets the foam portion of the slide and peeling paint on the head of the swan.

Describe critical success factors and service levels affected by this capital asset/project:

Ridgewood remains reasonably well attended with 7,954 visitors in 2019 and the iconic swan slide serves as a focal point of the baby pool area to draw guests. Refurbishing this slide serves as the best option as it is different from other theme slides in that it is permanently installed in the center of the baby pool instead of on the side of the pool where full replacement is easier.

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This slide has gone the longest without refurbishment and this work will allow for many more years of use by the community.

Impact to Operating Cost(s) and/or Revenue:

This slide's position in the center of the pool makes closing or removal of the slide very difficult should the riding surface deteriorate the point where it is unsafe for riders. The refreshing of the appearance of the icon of Ridgewood pool would serve to continue drawing guests to visit. The closure or removal of this slide would like result in significant decreases in attendance.

What other options were considered?

None. This project was included as part of the five year plan.

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Department	<u>Aquatics</u>	Project Title	<u>Rob Fleming Shade Replacement</u>
Requested By	<u>Marty Mulgrew</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
Rob Fleming Shade Structure/Covers	TBD	February	\$19,120	\$0	\$19,120
Project Total	TBD		\$19,120	\$0	\$19,120

Project Description

This project is intended to replace the shade tent on top of the slide tower at Rob Fleming Aquatic Center with a permanent shade structure or replace the current tent, ratchet straps, and address any funbrella or pavilion shade canopies as needed. The current shade tent is secured to the tower with heavy duty ratchet straps and has been completely replaced once in 2017 after the original purchase in 2011. Previous experience has shown this shade tent should last about six (6) years and in an effort to be proactive the request is being made to install a permanent shade structure on top of the slide after five (5) years of use.

While the Township has been fortunate not to have experienced any incidents, the project would also serve to reduce the risk of serious injury to a guest or staff member or even property damage to vehicles or adjacent homes in the event a ratchet strap or the tent itself fails in heavy winds.

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Describe critical success factors and service levels affected by this capital asset/project:

As the flagship aquatic facility for the Township the expectation for the amenities at Rob Fleming Aquatic Center is very high. In order to proactively maintain these service expectations this shade structure should be replaced as it sits atop one of the main focal points of the facility and is visible in just about every direction and in every photo families share during their visits to the pool.

Installing a permanent structure will also provide a more uniform appearance and more stable shade structure.

Impact to Operating Cost(s) and/or Revenue:

As the shade tent is nearing the end of its life and beginning to show signs of wear and tear we run the risk of having to make emergency repairs that impact the operations budget. There is also the risk of reduced usage of the pool and lower visit revenues due to unappealing aesthetics.

What other options were considered?

No other options were considered. This project is funded in the five-year plan.

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Department Aquatics **Project Title** Rob Fleming Aquatic Center Play Structure
Requested By Marty Mulgrew **Category** Aquatic Facilities Improvements

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	\$400,000	\$0	\$400,000
Project Total	1		\$400,000	\$0	\$400,000

Project Description

This request is to replace the current play structure in the zero-depth area of Rob Fleming Aquatic Center. This structure is the original play structure from 2008. Useful life of these types of play structures is 12-15 years given the high traffic and usage with this replacement coming in its 14th year. The structure has been repainted, had the roof replaced, and the netting redone multiple times. Due to the design and general nature of this type of amenity it is constantly subjected to chlorinated water, both inside and out, that degrades the structure over time. There is significant corrosion showing on the structural supports as well as the supply piping for the interactive features along with loss of color, non-slip coating, and general deterioration of the structure. This goal of this replacement would be to identify a similar size structure with amenities that provide equivalent recreation value as the current play structure but with different enough features to serve as a catalyst encouraging additional usage because of the updated play structure.

Play Structure Maintenance		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Bear Branch	Playstructure																	Original				
Cranebrook	Playstructure		Original							Netting				Netting			Netting			Netting	Replaced	
	Buckets		Original																		Replaced	
Ridgewood	Buckets	Original																				
Rob Fleming	Playstructure							Original		Netting					Refurbish/netting	Netting			Netting		Replace	
Sawmill	Climbing Wall																		New panels *			
Wendtwoods	Playstructure											Original										
Windvale	Playstructure	Original																			Replaced	
	Tulip																	New			Replaced	
Timarron	Frog																					
	Flower																					
	snail																			replaced		
	cattail																			replaced		
May Valley	Water Tower																					
	Cannons																				replaced	
	Flag																				replaced	
	Activator pole																					

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Describe critical success factors and service levels affected by this capital asset/project:

Rob Fleming Aquatic Center plays a critical role in the service delivery of the Aquatics Division as it historically accounts for about 25% of the Aquatics Division's revenue providing significant support towards the 50% cost recovery goal for Aquatics. Family aquatic centers like Rob Fleming typically have a "useful life" of 30-40 years before significant renovation or replacement of the entire facility is required. Constructed in 2008 the facility will be 14 years old and is quickly approaching the half-way mark of that useful life. The replacement of this structure will serve to extend the useful life of the facility and maintain the high service level expected at this facility. It will also serve to increase the recreational play value of the pool encouraging increased usage which will drive revenue and ultimately help the Aquatics Division meet the 50% cost recovery goal for operational expenses.

Impact to Operating Cost(s) and/or Revenue:

This feature will need significant portions replaced in the immediate future (roof, netting, steps, buckets, etc.) impacting the operating budget. This type of structure is a significant draw for families and drives usage as they are the amenities not available in a typical backyard pool, HOA facility, or even many other municipal pools. Without investment in this feature and a refresh of the play value attendance is expected to shrink in future years along with a subsequent drop in associated revenues.

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What other options were considered?

No other options were considered. This project is in the five-year plan.

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Department	<u>Aquatics</u>	Project Title	<u>Pool Furniture Replacement</u>
Requested By	<u>Marty Mulgrew</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 Pools	TBD	January	\$25,000	\$0	\$25,000
Project Total	TBD		\$25,000	\$0	\$25,000

Project Description

This project is a continuation of the pool furniture replacement that began in 2020 to replace pool furniture (deck chairs, chaise lounges, table height, etc.) where necessary. All chairs are similar in color to allow for consolidation of similar condition and replacement of chairs as needed. The lifespan of these chairs is around eight years and we are expecting to need to replace about 10% of our chairs per year as the wear and tear makes strap replacement and frame repair cost prohibitive versus replacement.



Describe critical success factors and service levels affected by this capital asset/project:

Because we do not allow guests to bring in their own chairs/furniture it is important we have pool furniture available for their use that is clean, safe, and inviting to use. This furniture goes through heavy usage and experiences significant wear and tear over time from being dragged on the pool deck, exposure to the sun and water, winter storage conditions, and general usage by our guests. In order to meet the service expectations of quality pool furniture for use during their visit it is imperative to replace this equipment regularly before the frame fails during usage.

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Impact to Operating Cost(s) and/or Revenue:

Without regular replacement of this furniture guests will not have enough seating to accommodate them during their visits to our pools. Not having enough seating can impact the amount of people visiting our pools and therefore our visit revenue. As the pool furniture ages the maintenance of re-strapping the chairs also begins to exceed the cost of a new one which is absorbed by the personnel budget and operations budget.

What other options were considered?

No other options were considered. This project is funded in the 5 year plan.

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Department	<u>Aquatics</u>	Project Title	<u>Creekwood Pool Heater Replacement</u>
Requested By	<u>Marty Mulgrew</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 Heater Replacement	1	January	\$30,000	\$0	\$30,000
Project Total	1		\$30,000	\$0	\$30,000

Project Description

The Creekwood pool heater was installed new in 2011 and is now 10 years old. With the average lifespan of outdoor pool heaters being 7-10 years this piece of equipment is needing replacement near the end of its expected useful life. The heater is experience more and more issues requiring costly maintenance calls and this particular model is no longer available from the manufacturer which means that the availability of parts may soon become an issue as well.



Describe critical success factors and service levels affected by this capital asset/project:

Creekwood is one of the main locations for The Township's off-season aquatics programs as well as a frequently requested location for contract user groups as well. With more and more frequent repairs becoming necessary to keep this heater running we are more and more frequently experiencing downtime with the heater that impacts the water temperature for these programs and rentals. Delaying this replacement will increase the amount of downtime experienced.

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Impact to Operating Cost(s) and/or Revenue:

The more often this heater requires repairs to operate the more often our programs have get rescheduled or cancelled which impacts revenue in our programs. The same issue also impacts our ability to provide rental space to contract user groups and collect revenue for those operations.

What other options were considered?

No other options were considered. This project is funded in the 5 year plan.

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Department	<u>Aquatics</u>	Project Title	<u>Building Repairs</u>
Requested By	<u>Marty Mulgrew</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
Building Repairs	TBD	TBD	\$40,000	\$0	\$40,000
Project Total	TBD		\$40,000	\$0	\$40,000

Project Description

The goal of this project is to make repairs to the chemical exhaust systems at various pools using the funds available. Many of the fan motors have corroded in the harsh fumes they are pulling from the rooms and are in need of replacement.

The following facilities have been identified as have some of the worst issues and will be prioritized:

- Windvale
- Harper's Landing
- Forestgate
- Shadowbend



Describe critical success factors and service levels affected by this capital asset/project:

The chemical fume exhaust systems are designed to pull fresh air into the pump room areas and exhaust the corrosive fumes of the pool chemicals out of the building. Without this action the corrosive nature of the water treatment chemicals will damage the building and pump room equipment

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overtime. This damage can lead to costly repairs and downtime due to the premature failure and does negatively impacts the Aquatics Division's ability to provide services to the community.

There is also a legitimate concern for the health and safety of Township Personnel who are required to check these areas frequently.

Impact to Operating Cost(s) and/or Revenue:

The opportunity cost of lost revenue due to damaged equipment and buildings can be significant.

What other options were considered?

No other option was considered. The requested amount is within the 5-year plan.

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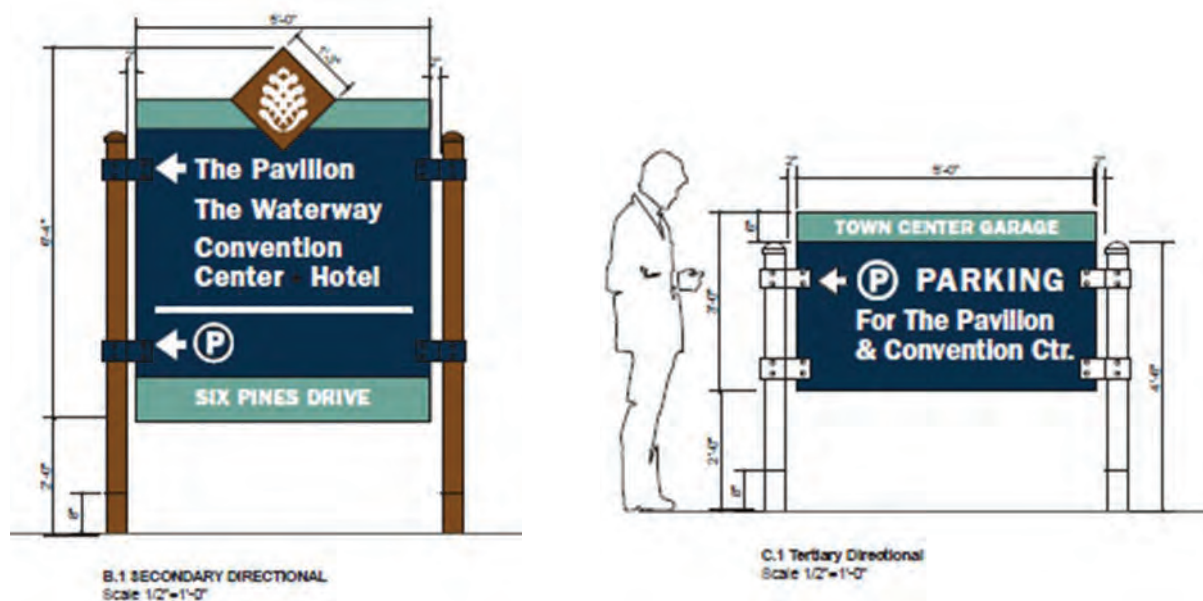
Department	Parks Planning	Project Title	Wayfinding Signs
Requested By	Michelle Betcher	Category	Transportation Planning

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Directional Signs	14	Varied	\$100,000	\$0	\$100,000
Project Total	14		\$100,000	\$0	\$100,000

Project Description

This project was identified in the Reserve Study and includes the installation/replacement/refurbishment of signs that were included in the Directional Sign Program that began in 2001. New signs are required to assist with mobility as the new developments are built. In addition, existing signs are sometimes damaged in traffic accidents, others have become worn, faded and now have 13-15 years of wear and many of the signs have become unsightly. Additionally, signs are sometimes vandalized and required repair or replacements. Most recently, the expansion of a major roadway requires the removal, refurbishment and replacement of wayfinding signs. Replacement of signs will not result in a deviation of the design from the current directional signs. Directional signs last approximately 15 years. These signs will be reviewed and approved by the County Commissioner's offices in Harris and Montgomery Counties.



2022 Request for Capital Asset



Describe critical success factors and service levels affected by this capital asset/project:

- Improves user safety, accessibility, community pride and resident satisfaction with the village.
- Responds to resident's needs.

Impact to Operating Cost(s) and/or Revenue:

Periodic cleaning.

What other options were considered?

No options were considered.

2022 Request for Capital Asset



Department	<u>Parks Planning</u>	Project Title	<u>Digital Wayfinding Signage</u>
Requested By	<u>Chris Nunes - BI</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
Digital Wayfinding	TBD	TBD	\$0	\$55,000	\$55,000
Project Total	TBD		\$0	\$55,000	\$55,000

Project Description

This project will be to create a digital wayfinding signage program that would complement the current physical pathway signage. This would be similar to what has already been done on the George Mitchell Nature Preserve trails, which has metal posts located along the 20-mile trail with a QR code on it for location. A comprehensive, digital wayfinding strategy will promote greater community connectivity by providing useful information for trail event planning in real-time. During the Township's development of the Pedestrian and Bicycle Master plan in 2016, the consultant noticed, through on the online questionnaires and public meetings, that there was a reoccurring theme of a desire to know where you are in the trail system at any given point. A member of the Bike The Woodlands Coalition gave a public comment supporting this program at a recent Board meeting.



One method discussed in the Master Plan from the consultant is QR codes. Quick Response codes (QR codes) are a smartphone technology that dynamically connects mobile users with digital content using a scannable square bar code. These QR codes can be easily accessed using a cell phone camera with free downloadable applications on both IOS and Android phones. Incorporating QR codes into wayfinding signs allows people to access digital information for the trail, such as trail maps, their current location, park information or interpretive information. When a trail user scans a QR code, their phone could launch a map to help direct them to a trail gateway, amenity, and/or destination along the trail. To do this, a GIS layer of the pathway map must be created, which has already been completed.

The idea would be to make metal backed signs as follows:

- Approximate size: 6 inches by 4 inches
- Blue background
- QR Code (to location)
- "Enjoy the Pathway!"

These metal plates would be attached to the front side of the current pathway stop sign posts, underneath the stop sign placard, to make sure people are not in the way of traffic while looking up

2022 Request for Capital Asset



their location. There are approximately a thousand of these pathway stop signs throughout the entire pathway system at non-traffic light controlled intersections and driveways. This plan proposes to only put these QR codes on about 300 +/- pathway stop signs identified throughout the community. These metal plates would need to be installed with tamper resistant screws and would need to be replaced occasionally, due to fading, vandalism, or other accidental damage.



The following option is being presented to support adding QR codes.

QR Codes can be applied to existing signs in the short-term to identify locations and potentially connect users to the Township website and trail maps. This approach provides a short-term ability to connect users to the trail system without installing new signage posts. This project identifies major trailheads and junctions that should be identified for application of the QR Codes. An estimated number of 300 sign posts have been identified for potential application at a per unit cost of \$100 each.

Project Designation	Cost Estimate
Estimated Number of Signs	+/- 300
Estimated Construction Cost	\$35-40,000
Estimated Soft Costs	\$12-15,000
Estimated Total Project Cost:	\$47-55,000

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 park 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

Impact to Operating Cost(s) and/or Revenue:

Operational costs per year are \$2,000 per year to replace damaged signs

What other options were considered?

No options were considered. This project was approved by the Board as a budget initiative.

2022 Request for Capital Asset



Department Parks Planning

Project Title Monument Signs

Requested By Michelle Betcher

Category Sign/Stone Walls Improvements

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Monument Signs	2-5	March - October	\$30,000	\$0	\$30,000
Project Total	2-5		\$30,000	\$0	\$30,000

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, as well as stone monument walls that are companion structures to monument signs. The monument signs also have a variety of stonewalls, wing walls, iron work, support structures connected or to them. Many of these signs were installed a number of years ago. They are all from natural stone, which is susceptible to mold, water stains, automobile exhaust and weathering in our climate. The integrity of the stone has been irretrievably compromised. Some of these signs have large chunks missing; are crumbling like chalk in varying degrees. Repeated efforts to clean, seal and patch the signs yield temporary results and the signs continue to worsen over time. This project also includes roadway monument signs, stonewalls, wing walls, ironwork, support structures and adjacent walls that are casualties of vehicular accidents. In 2019 and 2020, we replaced or repaired 3 monument signs/stone walls that were smashed in car accidents. This project also includes new signs as identified with growth and new amenities and assets. Examples of the damaged signs which may require removal/replaced shown below. Other signs will be identified in the remainder of 2021 to be included in the 2022 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.





Describe critical success factors and service levels affected by this capital asset/project:

We are receiving numerous and frequent complaints from homeowners regarding the condition of these signs. We are washing, sealing and coating the signs regularly, but they cannot be restored to a high quality condition. The stains are actually embedded in the stone and the crumbling and decay continues.

- Improves aesthetics of the Village, Neighborhood and Park entry.
- Provides continuity with other entries with the same needs.
- Provides residents with their sense of community, neighborhood pride, appreciation and identification of the entry.

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.

2022 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.

2022 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	253	123
Panther Creek	419	80
Cochran's Crossing	376	115
Alden Bridge	336	87
Indian Springs	156	49

2022 Request for Capital Asset



Sterling Ridge	403	129
Creekside Park	383	79
Town Center	47	7
College Park	90	32
TOTAL	2463	701

Trip Hazard Removal

Trip hazards develop for several reasons, very often due excessive heaving due to tree root encroachment and drainage issues over time. Concrete is removed by using saw to horizontally cut off the raised portion to ADA compliance, addressing slabs that are raised from ½" to 2". Trip hazard are also removed by using a grinding method to remove the hazards. The results from both methods are exceptional, though the grinding method is often more economical. Trip hazards occur on pathways in all the Villages and Town Center and are addressed for safety reasons. In 2021, we will correct +/-75-100 pathway trip hazards.

Pathway Lighting

Pathway lighting enhances park safely. Light poles and fixtures need periodic replacement due to age, normal corrosion and updated park standards. Lights are replaced with LED lighting, which is now the standard in new park lighting. LEDs typically use 50% less energy than traditional fixtures and produce longer lasting, better quality light. These benefits save money by eliminating costly maintenance fees and by reducing the amount of energy used.

Replacement of Ramps that are not ADA compliant

There are many ramps throughout the community that have a slope that is not compliant with the Americans with Disabilities Act specifications. These ramps have a greater than 1:12 ratio (8.3%) of slope and are difficult for wheelchairs or pathway users with other physical impairments. These ramps should be removed and replaced to meet current standards, which also include color coded truncated pavers to provide visual and textural warnings for the pathway users with disabilities. It is anticipated that we will replace 4-6 ramps each year.

Describe critical success factors and service levels affected by this capital asset/project:

- Resident requests.
- Compliance with federal and state laws.
- Decreases maintenance cost and increases safety.
- Ensures quality, proactive and preventive maintenance practices.
- Provides equitable services.

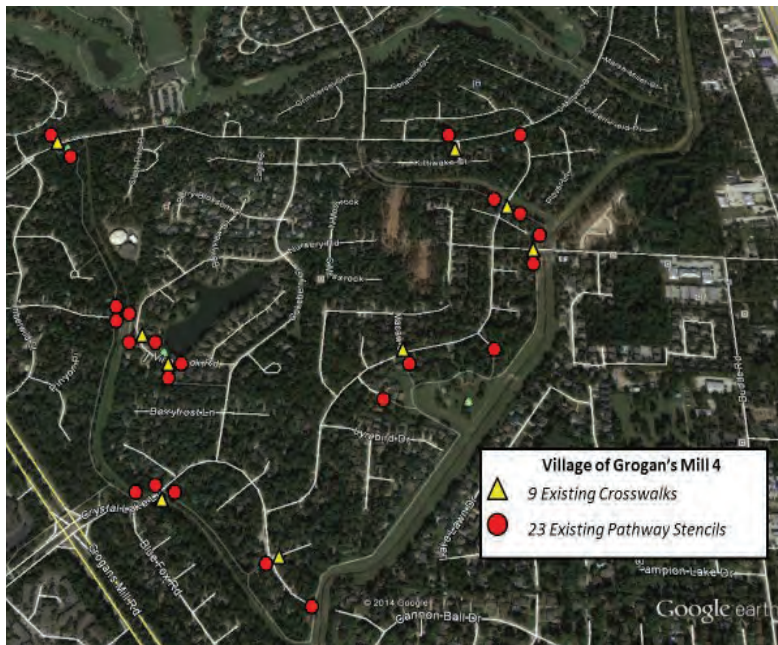
Impact to Operating Cost(s) and/or Revenue:

Contracted pathway maintenance is required for new pathways. New pathway maintenance cost is estimated at \$840 per mile per year. This includes blowing, clearing understory, and general maintenance.

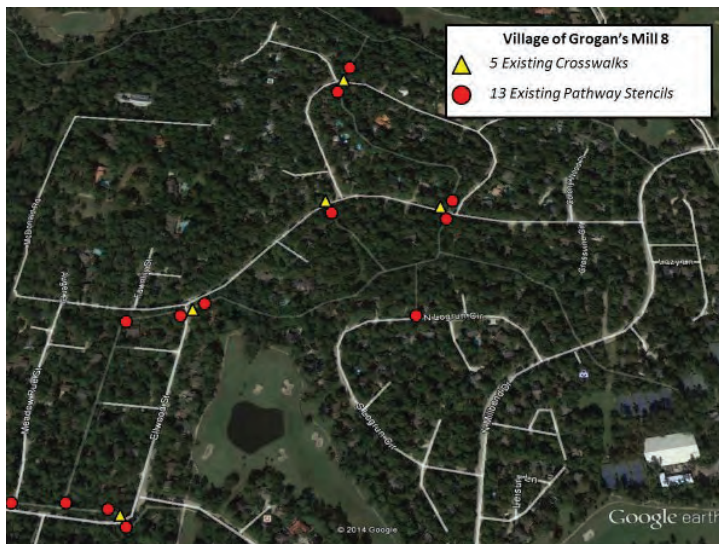
What other options were considered?

No other options were considered

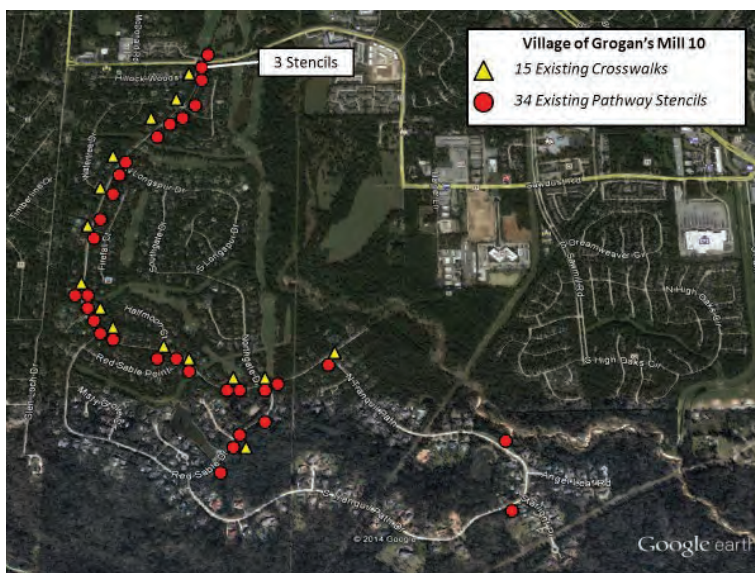


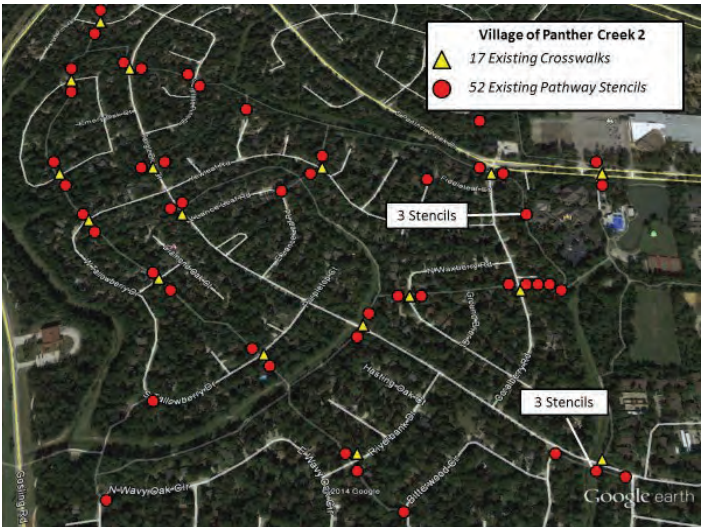


2022 Request for Capital Asset

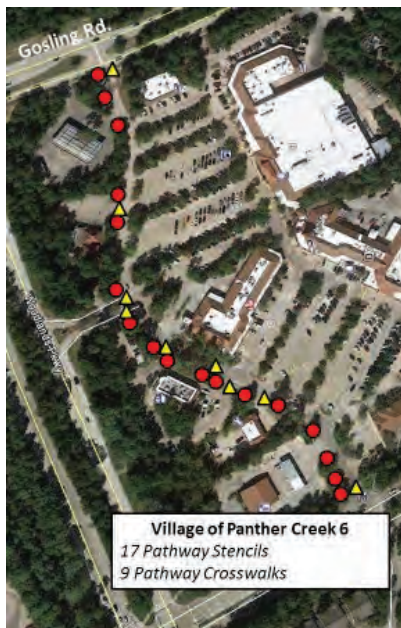


2022 Request for Capital Asset





2022 Request for Capital Asset



2022 Request for Capital Asset



2022 Request for Capital Asset



Department	Recreation	Project Title	The Recreation Center at Bear Branch Gym Ceiling Refurbish and Repair
Requested By	Pamela Woods	Category	Recreation Center

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Ceiling Refurbish and Repair	1	November	\$60,000	\$0	\$60,000
Project Total	1		\$60,000	\$0	\$60,000

Project Description

The Recreation Center at Bear Branch Park is a 14,000 square foot building built in 1993 and had no major interior building maintenance besides painting and preventative maintenance until 2015-2019 where capital funds were allocated. The gym ceiling tile replacement was included in the 2016 capital request, however, due to the project scope/ expense was not able to be completed at the time. The capital request was a bulk request for many updates, thus, the most pressing at the time were completed. In due diligence it was determined best practice to fix the exterior roof prior to the interior tiles so not to be a temporary cosmetic fix but a long-term solution.

In 2020, the exterior roof was coated and repaired via capital funds (\$100,000). The total project cost did not exceed \$50,000. As the interior ceiling tile repair/ refurbish was not included in the roof capital request, we are requesting capital monies in 2022. While technically not a rollover from the roof repair, the tile damage is a by-product of the roof damage/ leaks and within the spirit and intent for which the money was allocated. In addition, the tiles are the original tiles from the 1993 build.

Recreation Center Overview:

The Recreation Center at Bear Branch accommodates 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 County, and a resource for residents requesting information about the community.

2022 Request for Capital Asset



Describe critical success factors and service levels affected by this capital asset/project:

- Maintains property value
- Enhances the visual appeal inside the facility
- Potential increase in revenue
- Resident satisfaction and community pride

Impact to Operating Cost(s) and/or Revenue:

Minimal impact – Programs can be relocated at the other recreation center and the outdoor sports court during this time.

2022 Request for Capital Asset



What other options were considered?

- **Preferred** – utilizing rollover capital funds from the Bear Branch Roof in 2021 in conjunction with the gym painting.

2022 Request for Capital Asset



Department	<u>Recreation</u>	Project Title	<u>Rob Fleming Park Tipi Replacement</u>
Requested By	<u>Baze Gierisch</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
24' Tipis w/ shipping, setup and finish work	9	January	\$60,000	\$0	\$60,000
Project Total	9		\$60,000	\$0	\$60,000

Project Description

Rob Fleming Recreation Center has nine tipis that serve both a functional and marketing role for the facility. Tipis are utilized by rentals, parks users, Township events and camps and outside organizations. Currently only three of nine tipis are standing as the other six have either fallen due to structural failures or taken down due to safety concerns. In addition, the remaining three tipis have large rips and tears in the canvass.

This request is to replace all nine tipis with completely new structures of the same style and size of the current structures including: canvas, poles, painting, delivery, and installation.

Describe critical success factors and service levels affected by this capital asset/project:

The tipis at Rob Fleming Recreation Center have become an iconic symbol of the facility and are an amenity enjoyed by members of the public and program participants alike. Over the last year, while the tipis have fallen into a state of disrepair, we had several inquiries from the public about rentals and/or day use. This shows that there is a user group that enjoy utilizes these facilities.

Impact to Operating Cost(s) and/or Revenue:

The biggest impact on future operating costs would be the maintenance and upkeep of canvas on the tipis. The canvases require periodic cleaning against mold and mildew to preserve the structural integrity of the canvas. Another aspect to take into account is that all nine tipis were replaced in 2017 and therefore have only last four years before requiring full replacement.



What other options were considered?

Two other options were considered for this project:

1. Replacing five tipis and replacing the remaining four structures with lean-to's to reduce cost and future maintenance. However, this option is not viable as the vendor does not offer custom structures.
2. As the tipis are arranged in pods of three, this option involves replacing only one pod (three tipis) or two pods (six tipis) and leaving the other decks open to be used for:
 - a. Picnic areas with the addition of park benches
 - b. Open play areas to be utilized by: summer camps, special events, rentals, park users
 - c. Tent pads to be used by Township events and Boy Scout Troops

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THE WOODLANDS TOWNSHIP
CAPITAL BUDGET
FOR THE YEAR ENDING DECEMBER 31, 2022
(In Whole Dollars)

	<i><u>Prior Year Carryover</u></i>	<i><u>2021 Budget</u></i>	<i><u>2021 Forecast</u></i>	<i><u>Carry- Over</u></i>	<i><u>2022 New</u></i>	<i><u>2022 Reserve</u></i>	<i><u>2022 Total</u></i>
<u>INFORMATION TECHNOLOGY</u>							
<u>Computers: software & hardware</u>							
WFD Mobile Data Computers	\$ 7,005	\$ -	\$ 7,005	\$ -	\$ 12,100	\$ 125,000	\$ 137,100
Server Replacements/Upgrades	88,929	121,100	210,029	-	-	-	-
Phone System	-	86,500	86,500	-	-	-	-
Software	351,000	177,500	351,000	177,500	-	261,500	439,000
Desktop & Laptop Computers	-	215,700	215,700	-	5,200	166,800	172,000
Network Equipment	7,744	83,500	91,244	-	-	71,400	71,400
Storage Area Network Expansion	-	85,000	85,000	-	-	294,000	294,000
Audio Visual Systems	-	7,700	7,700	-	97,950	23,500	121,450
Audio Visual Systems - Room 150/152	-	-	-	-	115,000	-	115,000
Updated Website	-	-	-	-	125,000	-	125,000
Software Licenses	25,358	33,000	58,358	-	-	-	-
Microwave Network	-	92,000	92,000	-	92,000	-	92,000
Facility Access Control	13,456	-	13,456	-	175,000	-	175,000
<u>Total</u>	<u>\$ 493,492</u>	<u>\$ 902,000</u>	<u>\$ 1,217,992</u>	<u>\$ 177,500</u>	<u>\$ 622,250</u>	<u>\$ 942,200</u>	<u>\$ 1,741,950</u>

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Information Technology Capital by Project



Year	Account	CIP Category	Item	Capital Exp
2022	410-190-9000-2203-31	Hardware	WFD Mobile Data Computers	\$137,100
2022	410-190-9000-2204-31	Hardware	Desktop & Laptop Computers	172,000
			Total Hardware	\$309,100
2022	410-190-9000-2205-31	Software	Covenant Admin Land Mgmt Software	\$261,500
2021	410-190-9000-2104-31	Software	Covenant Admin Land Mgmt Software - Carryover	177,500
			Total Software	\$439,000
2022	410-190-9000-2206-31	Equipment	Network Routers	\$12,000
2022	410-190-9000-2207-31	Equipment	Network Switches	59,400
2022	410-190-9000-2208-31	Equipment	Data Storage Refresh	294,000
2022	410-190-9000-2209-31	Equipment	Conference Room Wireless Connectivity	23,500
2022	410-190-9000-2210-31	Equipment	Bear Branch Sycamore Room AV System	7,750
2022	410-190-9000-2211-31	Equipment	Board Chambers & 150/152 AV System	115,000
2022	410-190-9000-2212-31	Equipment	Website Update	125,000
2022	410-190-9000-2213-31	Equipment	Teams Conference Rooms	72,000
2022	410-190-9000-2214-31	Equipment	Rob Fleming Brady Hall Projector	18,200
2022	410-190-9000-2215-31	Equipment	Security Cameras - Fire Department	175,000
2022	410-190-9000-2216-31	Equipment	Microwave Link (Fire Department/Harris County)	92,000
			Total Equipment	\$993,850
			Total - Information Technology	\$1,741,950

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2022 Request for Capital Asset



Department Information Technology **Project Title** Mobile Data 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
New WFD Toughbooks	2	March	\$0	\$10,000	\$10,000
Refresh WFD Toughbooks	25	March	\$125,00	\$0	\$125,000
WFD Toughbook Mounting Hardware	2	March	\$0	\$2,100	\$2,100
Project Total	29		\$125,000	\$12,100	\$137,100

Project Description

The systems in this request will replace Mobile Data Computers purchased in 2017. These systems are no longer under warranty thus vendor support and next-day parts delivery is no longer available. The new Toughbooks and Toughbook mounting hardware are for new vehicles for the Fire Department.

Describe critical success factors and service levels affected by this capital asset/project:

These WFD Toughbooks would be the computer that is inside the fireman's vehicle. This assists in getting information for dispatched calls and is considered essential equipment for the fire department

Impact to Operating Cost(s) and/or Revenue:

None

What other options were considered?

No other options were considered.

2022 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
New Desktops	2	March	\$0	\$2,500	\$2,500
New Laptops	1	March	\$0	\$2,400	\$2,400
New Monitors	2	March	\$0	\$300	\$300
Refresh Desktops	10	March	\$12,200	\$0	\$12,200
Refresh Laptops	44	March	\$104,000	\$0	\$104,000
Refresh Monitors	174	March	\$31,500	\$0	\$31,500
Refresh Docks	27	March	\$7,100	\$0	\$7,100
Special Desktops	3	March	\$12,000	\$0	\$12,000
Project Total	263		\$166,800	\$5,200	\$172,000

Project Description

The desktops, laptops, monitors, and docks in this request will replace the ones purchased in 2018. These systems will no longer be under warranty; thus, vendor support and next-day parts delivery would no longer be available. While most desktops are being switched to laptops, the listed desktops are for onsite only use for WFD, Aquatics, Pardes, the Boardroom and IT.

Describe critical success factors and service levels affected by this capital asset/project:

These items are essential for the staff to complete their work duties.

Impact to Operating Cost(s) and/or Revenue:

None

What other options were considered?

No other options were considered.

2022 Request for Capital Asset



Department	Information Technology	Project Title	Covenant Administration Software
Requested By	William Pham	Category	IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Covenant Administration Software	1	February	\$261,500	\$0	\$261,500
Project Total	1		\$261,500	\$0	\$261,500

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 and was approved in the 2020 Capital Budget. Phase 2 will replace the land management system used by Covenant Administration and was approved in the 2021 Capital Budget. Due to COVID spending freezes, both phases were put on hold. During the initial RFP process all respondents proposed a higher than budgeted price. During the 2021 Budget process the original funding request was reduced by 50% and spread out to 2021 and 2022. The 2022 request reflects the spread costs and the estimated additional funds to meet the proposals.

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.

2022 Request for Capital Asset



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.

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:

Annual software maintenance and licensing

What other options were considered?

No other options were considered.

2022 Request for Capital Asset Carryover



Department Information Technology **Project Title** Covenant Admin Software
Requested By Information Technology **Project Code** 410-190-9000-2104-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/2021	Adjustments: (Savings)	Total Carry Over Amount
Covenant Admin Software	2021	\$177,500	\$0	\$0	\$177,500
Project Total	2021	\$177,500	\$0	\$0	\$177,500

In which months of 2022 will the carry over amount be spent?

February

Describe the reason you are requesting a carryover for this project:

This project was approved in the 2021 Capital Budget. Due to COVID spending holds, this project will not be completed in 2021 and will be carried over into 2022.

2022 Request for Capital Asset



Department	<u>Information Technology</u>	Project Title	<u>Network Routers</u>
Requested By	<u>Mark Sossaman</u>	Category	<u>IT Equipment</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Network routers	4	July	\$12,000	\$0	\$12,000
Project Total	4		\$12,000	\$0	\$12,000

Project Description

The network routers in this quote will replace some of the currently aging network routers at the Townhall and the Parks locations. 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:

network routers provide connectivity to the network and ensure fast, reliable, and secure computer networking and communication. The routers are replacements but had not been previously included in the budget.

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.

2022 Request for Capital Asset



Department	<u>Information Technology</u>	Project Title	<u>Network Switches</u>
Requested By	<u>Mark Sossaman</u>	Category	<u>IT Equipment</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Network switch	6	April	\$59,400	\$0	\$59,400
Project Total	6		\$59,400	\$0	\$59,400

Project Description

The network switches in this quote will replace some of the currently aging network switches at the Townhall and the Parks locations. 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:

network switches provide connectivity to the network and ensure fast, reliable and secure computer networking and communication. The switches are replacements but had not been previously included in the budget.

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.

2022 Request for Capital Asset



Department	<u>Information Technology</u>	Project Title	<u>Data Storage Refresh</u>
Requested By	<u>William Priesmeyer</u>	Category	<u>IT Equipment</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Nimble Data Storage	2	January	\$294,000	\$0	\$294,000
Project Total	2		\$294,000	\$0	\$294,000

Project Description

This project will replace two Nimble Data Storage Servers that reach end of life in 2023.

Describe critical success factors and service levels affected by this capital asset/project:

Current Nimble Data Servers were installed in 2017 and will reach their five year refresh. The Nimble Data Servers are an intrigal part of The Townships virtual infrastructure and disaster recovery. These two units replicate to one another and with the latest fiber updates we now have the ability to setup and utilize an Active / Active solution.

Impact to Operating Cost(s) and/or Revenue:

\$18,000 additional per year support cost.

What other options were considered?

No other options considered.

2022 Request for Capital Asset



Department Information Technology **Project Title** Conference Room Wireless Connectivity
Requested By William Priesmeyer **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Mersive Solstice Pod Generation 3	17	February	\$23,500	\$0	\$23,500
Project Total	17		\$23,500	\$0	\$23,500

Project Description

This project would replace the current Gen 2 Mersive Solstice Pods in each Conference Room with Gen 3 Solstice Pods.

Describe critical success factors and service levels affected by this capital asset/project:

The Generation 2 Solstice Pods have reached End of Life and will no longer receive firmware updates or new features as they become available.

Impact to Operating Cost(s) and/or Revenue:

Annual Software Maintenance

What other options were considered?

No other options were considered

2022 Request for Capital Asset



Department Information Technology **Project Title** Bear Branch Sycamore Rm A/V
Requested By William Priesmeyer **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Audio / Visual Equipment & Installation	1	March	\$0	\$7,350	\$7,350
Data Cable & Electrical	1	March	\$0	\$400	\$400
Project Total	2		\$0	\$7,750	\$7,750

Project Description

This proposal is to install an AV System at the Bear Branch Recreation Center's Sycamore Room. Project includes 85" 4K HDTV, ceiling speakers and Mersive Solstice Pod for wireless connectivity.

Describe critical success factors and service levels affected by this capital asset/project:

Currently Bear Branch has no room equipped with Audio Visual. This project will make available A/V to Bear Branch staff or those renting facility. The Sycamore room will be equipped with the Mersive Solstice Pod making connectivity consistent with all Township Conference Rooms.

Impact to Operating Cost(s) and/or Revenue:

Mersive Pod Maintenance Renewal

What other options were considered?

No other Options Considered

2022 Request for Capital Asset



Department	<u>Information Technology</u>	Project Title	<u>Board Chambers and 150/152 AV Upgrade</u>
Requested By	<u>William Pham/BI</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
AV Equipment	TBD	January	\$0	\$115,000	\$115,000
Project Total	TBD		\$0	\$115,000	\$115,000

Project Description

The Township hosts large public meetings in the Board Chambers and Room 150/152. The Board Chambers is used for Board of Director's meetings. Room 150/152 is primarily used for Board workshops, DSC meetings, multi-agency meetings as well as internal staff meetings.

Both rooms are currently equipped to host in-person meetings with live streaming (1 minute broadcast delay). They are not equipped to host a hybrid meeting which would permit in-person and video conference participation.

The video streaming and audio reinforcement equipment in Room 150/152 is over ten years old and due for replacement.

The new normal is to provide a hybrid environment for meeting spaces and business collaboration. This would allow for more flexibility and efficiencies to host collaborative meetings such as the Board of Director's workshops, internal staff meeting and training, Township, operational partners as well as DSC Meetings.

This initiative would upgrade the video streaming and audio reinforcement in Room 150/152 as well as adding large room video conferencing equipment. It would also add a few more cameras in the Board Chambers to allow a hybrid meeting.

Describe critical success factors and service levels affected by this capital asset/project:

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

2022 Request for Capital Asset



Impact to Operating Cost(s) and/or Revenue:

There is an impact of \$1,000 per year for operating costs.

What other options were considered?

No other options were considered. This project was approved by the Board as a Budget Initiative.

2022 Request for Capital Asset



Department	Information Technology	Project Title	Township Website Update
Requested By	Community Relations/BI	Category	IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Township Website Update	1	January	\$0	\$125,000	\$125,000
Project Total	TBD		\$0	\$125,000	\$125,000

Project Description

A budget initiative request has been received to “make information more searchable, accessible and easy to view. Links to Township videos and a future Township YouTube channel should be easy to locate.” Cost estimate is \$50,000 to \$125,000.

The Township’s current main website, www.thewoodlandstownship-tx.gov, was redesigned and relaunched in 2016. A redesign could be considered for 2022 or 2023, however there are several issues to consider, including redesign (external and internal), Board priorities and preferences, ease of searching, third-party sites, accessibility, costs, and staff time.

Background

Township website visits in 2020 were over 1.2 million with over 28,000 subscribers to website messages and newsletters, and nearly 13,000 updates made by Township staff.

The Township has a contract with CivicPlus (www.CivicPlus.com) to host and maintain the site, along with other services. CivicPlus is a leading provider for government websites, providing technology solutions for over 4,000 local governments. The CivicPlus portion of the site is managed internally by The Woodlands Township Community Relations staff.

Redesign, Internal Updates and Board Priorities

Much of the site can be modified internally by Township staff with little to no cost, so requests for changes may be considered on that level first.

For example, to currently reach the Township YouTube channel, it takes two clicks from the home page, or any page: Choose Stay Informed, then choose Township YouTube Channel. The “Stay Informed” button located prominently on the home page and on every page of the website currently takes the viewer to a summary of Communications Channels on the website. This can be changed or moved, or a homepage banner could also offer prominence and easy access.

While there are certain best practices for government websites, design can be quite subjective. The current site allows for a certain amount of internal redesign and depending on the board’s priorities for what they want to

2022 Request for Capital Asset



see on the site, much of that may be accomplished without a full external redesign, understanding it is staff time that would need to be allotted.

Once Board priorities are clarified, staff may be able to judge whether a full redesign is warranted, or whether the current site design could be adjusted/refreshed in-house to meet those needs and preferences.

Searches and Third-Party Sites

While a great deal of information resides on the main site (more than 10,000 pages and documents), there are also third-party sites linking from and appearing on the main site which are operated separately from the main site. Third-party sites can make searching through the website difficult, as it requires the viewer to reach the third-party site to conduct specific searches.

Third-party sites located on the Township site currently include Paycom for job listings, AgendaQuick for agendas and minutes, Swagit for board meeting videos, various social media outlets including Facebook, Twitter, Instagram, YouTube and others, Active.net for recreation programs and reservations and various sign-up softwares. Other third-party sites include www.thewoodlandsincorporationstudy.com, www.texastreeventures.com and www.rivarowboathouse.com.

All of these are linked on the Township site, but a search conducted on the main Township webpage will only yield items from the main site, not the third-party sites, which require their own search.

These may be searched in total through Google or other search engines, but once searching within the site itself, the search function only searches within the site the viewer is contacting. For example, if a viewer is searching for a particular agenda, the best option is to go the Agendas, Minutes and More page and use the search tool there to retrieve the document. A Google search may also retrieve the document, however the main search bar on the Township main site will not because the third-party site is operated completely separately from the main Township site.

The Township site offers similar modules, however the Township opted to use third-party sites for the items noted above for various reasons. More research may be needed to see if the main Township search function can be upgraded to include the third-party sites, but more than likely the fix may be to include a Google search bar on the site, or something similar.

Accessibility

Websites are required to be accessible for multiple types of audience needs, and the Township strives for all information on the site to be accessible. Staff is currently researching companies to improve the accessibility of the website including SiteImprove, AudioEye and Monsido. Information about accessibility on the main Township website is available at www.thewoodlandstownship-tx.gov/accessibility.

Costs

Most websites undergo a complete redesign about every four years. The Township's main website was last redesigned and launched in 2016, meaning it may be time to consider a redesign.

The last redesign cost a total of \$44,259.59 for a partial redesign/upgrade and hosting for the first year plus annual maintenance and hosting fees. Fees for 2020 for maintenance, hosting and additional services totaled \$24,467.38 for the main site. These costs do not include any of the third-party sites mentioned above,

2022 Request for Capital Asset



which are additional. It should be noted there are modules within the current site which perform similar functions to some of the third-party sites and could potentially be included within the main website cost, however that may or may not be practical to do and would require further research.

A budget of \$50,000 to \$125,000 would allow for a redesign and new features for the main Township website. Continuation or replacement of third-party sites would be a separate cost.

Describe critical success factors and service levels affected by this capital asset/project:

2.1. Ensure effective communications with the community and partners

Impact to Operating Cost(s) and/or Revenue:

There are maintenance and hosting costs associated with this capital project.

What other options were considered?

No other options were considered. This project was approved by the Board as a Budget Initiative.

2022 Request for Capital Asset



Department	<u>Information Technology</u>	Project Title	<u>Teams Conference Rooms</u>
Requested By	<u>William Priesmeyer</u>	Category	<u>IT Equipment</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Teams Room Conference Equipment	10	March	\$0	\$47,000	\$47,000
Teams Room Large Conference Rm 150	1	March	\$0	\$10,000	\$10,000
Teams Room Board Chambers	1	March	\$0	\$15,000	\$15,000
Project Total	12		\$0	\$72,000	\$72,000

Project Description

This project would install a Microsoft Teams Compatible Video Conferencing System in The Board Chambers and at least one conference room at each facility. 6 – Townhall, 1 – Central Fire, 1 – PARDES, 1 – Bear Branch Rec Ctr, 1 – Rob Fleming Rec Ctr, 1 – Fire Emergency Training Ctr

Describe critical success factors and service levels affected by this capital asset/project:

With the successful adoption of Teams within the Township, we anticipate the utilization of Teams / Zoom to continue. Equipping our meeting spaces with a Video Conference System will allow seamless audio / video access to these platforms.

Impact to Operating Cost(s) and/or Revenue:

Annual Microsoft Teams Room and Zoom Room Licensing

What other options were considered?

No other options considered.

2022 Request for Capital Asset



Department Information Technology **Project Title** Rob Fleming Brady Hall Projector
Requested By William Priesmeyer **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Panasonic 16,000 Lumens Projector	1	February	\$0	\$18,200	\$18,200
Project Total	1		\$0	\$18,200	\$18,200

Project Description

This project will include Installation and Setup of a new 16,000 Lumens Laser Diode Projector in Brady Hall at Rob Fleming Recreation Center.

Describe critical success factors and service levels affected by this capital asset/project:

Brady Hall is surrounded by Windows which makes viewing the screen during daytime hours very dim with the current projector (6500 lumens). The installation of a new projector with 16,000 lumens will vastly improve visibility.

Events That Would Benefit...

- Sunny Dayz Camp (takes place 7:30 a.m. to 6 p.m.)
- Rentals - Weddings, School Banquets, Fundraisers, Leadership Academies, Church Functions, etc.
- Meetings - Safety Meetings, Creekside Village Association Meetings, MUD Meetings, HR Meetings, Orientations, Ironman Texas Meetings
- Trainings - Lifeguard Training, Camp Training, various PARDES Trainings
- Programs - Monthly Family BINGO Night, Mother-Son Date Night, Father-Son Challenge, Mother-Daughter Tea, Easter Events, Christmas Events, Monster Mash, Creekside Campout, etc

Impact to Operating Cost(s) and/or Revenue:

No Operational Expense

What other options were considered?

No other option considered.

2022 Request for Capital Asset



Department	<u>Information Technology</u>	Project Title	<u>Security Cameras – Fire Department</u>
Requested By	<u>William Priesmeyer</u>	Category	<u>IT Equipment</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Video Management System Fire Stations	7	June	\$0	\$105,000	\$105,000
Video Management System Central Fire	1	June	\$0	\$35,000	\$35,000
Video Management System Emergency Training Ctr	1	June	\$0	\$35,000	\$35,000
Project Total	9		\$0	\$175,000	\$175,000

Project Description

This project would install new Video Systems at seven Fire Stations and replace dissimilar analog Video Systems currently installed at Station 2, Central and the Emergency Training Center. Each location will be equipped with a NetVR Video Management system utilizing IP based cameras that integrates seamlessly with our current Security Environment. Each facility would have a digital video recorder (DVR) affording, Web Interface or Unified Client access, Real-Time Video Surveillance, Customizable Video Monitoring, Advanced Forensics, Proactive Event-based Alerts and use of a Mobile App.

This project was originally budgeted in the 2019 Capital Budget, and carried over to the 2020 Capital Budget due to vendor issues. During the 2020 COVID budget reductions this project was eliminated and directed to resubmit for the 2021 Capital Budget.

Describe critical success factors and service levels affected by this capital asset/project:

This proposal completes Video Surveillance and Access Control at all Township facilities. The proposed Video Management System is currently being utilized at Town Hall, PARDES, Bear Branch Recreation Center, and Rob Fleming Recreation Center.

Impact to Operating Cost(s) and/or Revenue:

Annual Software Maintenance

What other options were considered?

No other options were considered

2022 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 Montgomery County Hospital District dispatch center.

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 Montgomery County Hospital District dispatch center will provide critical radio communications if primary connectivity 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, 2022
(In Whole Dollars)

	<i><u>Prior Year</u></i> <i><u>Carryover</u></i>	<i><u>2021</u></i> <i><u>Budget</u></i>	<i><u>2021</u></i> <i><u>Forecast</u></i>	<i><u>Carry-</u></i> <i><u>Over</u></i>	<i><u>2022</u></i> <i><u>New</u></i>	<i><u>2022</u></i> <i><u>Reserve</u></i>	<i><u>2022</u></i> <i><u>Total</u></i>
<u>GENERAL</u>							
HVAC Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,269	\$ 32,269
UPS System/Batteries	-	45,000	45,000	-	-	-	-
Water Heater	-	5,000	5,000	-	-	-	-
Remote Docking Station - Generator	-	-	-	-	-	18,485	18,485
Concrete Pavement	8,500	-	8,500	-	-	-	-
Grogan's Mill Rd. Property	706,007	-	706,007	-	-	-	-
Replace Sealant Joints at Concrete Panels	67,000	-	67,000	-	-	-	-
<u>Total</u>	<u>\$ 781,507</u>	<u>\$ 50,000</u>	<u>\$ 831,507</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 50,754</u>	<u>\$ 50,754</u>

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Other Capital by Project



Year	Account	CIP Category	Item	Capital Expense
2022	400-190-9000-2201-31	Other	HVAC Replacement	\$ 32,269
2022	400-190-9000-2202-31	Other	Remote Docking Station - Generator	18,485
Total - Other Capital				\$ 50,754

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2022 Request for Capital Asset



Department Non-Departmental **Project Title** Townhall AAON HVAC Controls Upgrade
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
RTU-1 BNGP19423	1	TBD	\$4,670	\$0	\$4,670
RTU-4 ANGL19408	1	TBD	\$5,485	\$0	\$5,485
RTU-7 BNGM19424	1	TBD	\$4,670	\$0	\$4,670
RTU-8 ANGL19409	1	TBD	\$4,090	\$0	\$4,090
RTU-23 BNGN17867	1	TBD	\$5,485	\$0	\$5,485
RTU-24 AYCE00720	1	TBD	\$3,660	\$0	\$3,660
15% Cost Increase		TBD	\$4,209	\$0	\$4,209
Project Total	6		\$32,269	\$0	\$32,269

Project Description

Replace the AAON main control and expansion boards due to obsolescence of the current controls. The manufacturer has made a redesign improvement to the control system and spare parts are no longer available for these units. The goal is to be proactive and replace prior to failure and save the parts to extend the life of the remaining (18) units for which the existing parts are interchangeable. The upgrade control package is unit specific, and these (6) units were replaced in 2011 in the original buildout remodel and have a useful life of 15 years.

Describe critical success factors and service levels affected by this capital asset/project:

Have additional adequate spare parts for the Rooftop HVAC systems.

Impact to Operating Cost(s) and/or Revenue:

Existing spare parts controls have limited on site stock and in the event of a failure we could have extended down time on any given unit, especially the older ones. All (24) units are checked quarterly for proper operation with a robust PM schedule.

2022 Request for Capital Asset



What other options were considered?

No other options were considered.

UNIT RTU TAG	SERIAL NUMBER	AREA SERVED	INSTALL Phase	UPGRADE PRIORITY
23	201109-BNGN17867	BOARD CHAMBERS	1	1
24	201108-AYCE00720	IT SERVER ROOM BACKUP	1	2
1	201112-BNGP19423	700 A,C,B / CVB COMMON	1	3
4	201112-ANGL19408	PRODUCTION ROOM, LOBBY	1	4
7	201112-BNGM19424	HR STAFF	1	5
8	201112-ANGL19409	120 -124, 204, EXECUTIVE ADMIN	1	6
19	201311-ANGJ33107	MONIQUE & FINANCE STAFF	2	7
2	201311-BNGM33112	IT CUBE AREA	2	8
9	201311-BNGM33113	150/152	2	9
21	201408-AYCE01842	IT SERVER ROOM PRIMARY	3	10
20	201408-ANGK38383	JEFF JONES AND HR	3	11
13	201408-ANGL38384	COMMONS	3	12
18	201408-ANGJ38388	JOHN P & PARKS STAFF	3	13
5	201504-ANGL43859	CAD ADMIN	4	14
15	201408-ANGJ38387	FRONT LOBBY	3	15
6	201408-BNGM38391	FRONT CORRIDOR	3	16
10	201504-ANGL43861	700C, SO CAPTIAN OFFICE	4	17
11	201504-ANGL43863	CVB OFFICES	4	18
12	201504-ANGL43862	CAD	4	19
14	201408-BNGN38390	BOARD LOBBY	4	20
16	201504-ANGL43860	700A CORRIDOR	4	21
17	201504-ANGJ43871	670 STORAGE	4	22
3	201408-BNGP38392	NS ADMIN	4	23
22	201504-ANCF09478	MAIN ELECTRICAL ROOM	4	24

2022 Request for Capital Asset



Department	<u>Non-Departmental</u>	Project Title	<u>Townhall Remote Docking Station for Portable Standby Generator</u>
Requested By	<u>Glen Bernstein</u>	Category	<u>Other</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Remote Generator Docking Station	1	January - March	\$8,685	\$0	\$8,685
50' Cables with Cam Locks	1	January - March	\$4,900	\$0	\$4,900
50' Cables with Cam Locks Additional	1	January - March	\$4,900	\$0	\$4,900
Project Total	3		\$18,485	\$0	\$18,485

Project Description

Install a remote docking station to the existing Townhall facility main generator transfer switch. Provide 50' of cabling and possibly an additional 50' of cabling for an extended length due to potential larger size portable generator needs.

Describe critical success factors and service levels affected by this capital asset/project:

This will allow the entire Township to be powered by a large full facility portable standby generator in the event of an interim or extended main street power loss. We have the capability to run our existing generators in conjunction with an additional 200 – 400 KW portable standby generator. Our current setup does not allow for a timely connection to the existing main generator transfer switch which is usually performed by an electrician which could be challenging in emergency situations. In addition, the only HVAC units that are powered by the generators are the IT sever room and Front Lobby. The remaining (21) units can only be powered by street power or an additional large portable generator.

Impact to Operating Cost(s) and/or Revenue:

The price of the cooper wire cables for this project is going up and waiting will only increase the costs.

2022 Request for Capital Asset



What other options were considered?

Do not order the 2nd set of 50' Cables with camlocks.



21855 E. Hammond
Porter, Texas 77365
1-800-370-3621
281-358-0980 Office
832-294-5130 Cell
281-354-8895 Fax
tcollins@kentechpower.com

April 27, 2021

From: Ted Collins

To: Glen Bernstein Phone: E-mail: GBernstein@thewoodlandstownship-tx.gov

Reference: Tap Box to Portable Generator Docking Station at The Woodlands Township

Kentech is pleased to provide this quotation for : Cables for Portable Connections
480V @ 400kW: (2) 50' per Phase + Neutral and (1) Ground = 9 Cables w/Camlocks

50' of Cables with Cam Locks.....	\$4,900.00*
Material & Labor to Convert to Docking Station.....	\$8,685.00

***Note: Double Cable Cost for Additional 50' Length**

- Convert the existing roll up generator connection cabinet to complete Docking Station The Woodlands Township.
- Purchase and install (4) camlock connectors per phase for a total of (12) phase connectors, (4) Neutral connectors and (2) ground connectors at the bottom of the existing generator connection cabinet.
- Install 4/0 DLO cable from the generator connection cabinet buss bars to the newly installed camlock connectors at the bottom of the cabinet.
- Install one weatherproof connection point on the exterior of the dock station to provide a quick connection point for the ATS control/start signal.
- Provide labeling and signage as to the connection procedure and operation of the docking station in conjunction with the existing stationary generators.

2022 Request for Capital Asset



● Page 2

April 30, 2021

Quote does NOT include shipping. This price does not include applicable tax and is subject to change. Quote is good for 30 days. If you have any questions, please contact me at 281-358-0980.

Regards, *Ted Collins*

Approved: _____ Date: _____

Customer Representative Signature

PO # _____

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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

Special Revenue Fund



Statement of Revenue, Expenditures & Changes in Fund Balance 2022 Budget

	Market Street/ Town Green Park	Mall Expansion/ Waterway Square	Public Safety	Total
REVENUES				
Sales and Use Tax	\$ 1,635,075	\$ 1,685,843	\$ 25,345,250	\$ 28,666,168
Interest Income	-	-	-	-
Other Income	-	-	-	-
Financing Sources	-	-	-	-
Transfers In	-	-	-	-
TOTAL REVENUES	\$ 1,635,075	\$ 1,685,843	\$ 25,345,250	\$ 28,666,168
PROJECT PAYMENTS				
Market Street Public Enhancements	1,435,075	-	-	1,435,075
The Woodlands Mall Expansion	-	1,335,843	-	1,335,843
Town Green Park	313,752	-	-	313,752
Waterway Square	-	13,095	-	13,095
Financing Uses	-	-	-	-
Transfers Out	-	-	25,345,250	25,345,250
TOTAL EXPENDITURES	\$ 1,748,827	\$ 1,348,938	\$ 25,345,250	\$ 28,443,015
REVENUE OVER/(UNDER) EXPENDITURES	(113,752)	336,905	-	223,153
BEGINNING FUND BALANCE	(5,238,233)	(372,261)	-	(5,610,494)
ENDING FUND BALANCE	\$ (5,351,985)	\$ (35,356)	\$ -	\$ (5,387,341)

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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 2022 Budget includes incremental sales tax collections generated by the Zone totaling \$28,666,168. These collections have been committed for specific projects to the extent of actual collections.

Incremental Sales Tax Revenue by Project	
Market Street enhancements	\$1,321,323
Woodlands Mall expansion	1,672,748
Town Green Park	313,752
Waterway Square	13,095
Public Safety	25,345,250
Total	\$28,666,168



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, 2020, aggregate net revenue payments including interest to the project developer totaled \$15,668,231, and priority payments to the Township totaled \$3,000,000.

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, 2020, aggregate net revenue payments including interest to the project developer totaled \$11,129,940, and priority payments to the Township totaled \$5,952,869.

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 2022 operating expenditures (excluding debt and capital) total \$26,667,841, which will be funded by \$25,345,250 of incremental sales tax collected within the economic development zone not dedicated to other projects. The remaining amount of \$1,322,591, will be funded from General Fund sales tax revenues.

For more information on the Fire Department's 2022 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 13-5

Debt Service Summaries.....13-7

Debt Service Amortization Schedules 13-9

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 1/1/2022 will be \$39.8 million, and principal and interest due on that debt will be \$6.1 million for 2022. Debt service is funded from pledged revenues which includes 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 and 2021, originally issued in 2010 - 2012, to take advantage of lower interest rates and debt service requirements. The Unlimited Tax Bonds 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 1/1/2022 is \$25.1 million. Annual debt service requirements total \$3.2 million for 2022 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 fiscal year 2020, 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 fiscal year 2020

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	\$235,420,000	\$1,765	133,372
Abilene	\$347,660,000	\$2,817	123,420
Pearland	\$339,520,000	\$2,772	122,460
Beaumont	\$191,668,000	\$1,641	116,825
Odessa	\$168,115,000	\$1,363	123,334
Richardson	\$316,580,000	\$2,609	121,323
The Woodlands Township	\$28,220,000	\$237	119,000
College Station	\$363,490,000	\$3,083	117,911
Lewisville	\$111,270,000	\$1,019	109,212
Tyler	\$0	\$0	106,985

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 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 1/1/2022 is \$14.8 million. Annual debt service requirements total \$2.8 million and are fully funded by hotel occupancy tax revenues in 2022. 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.

Debt Service Fund

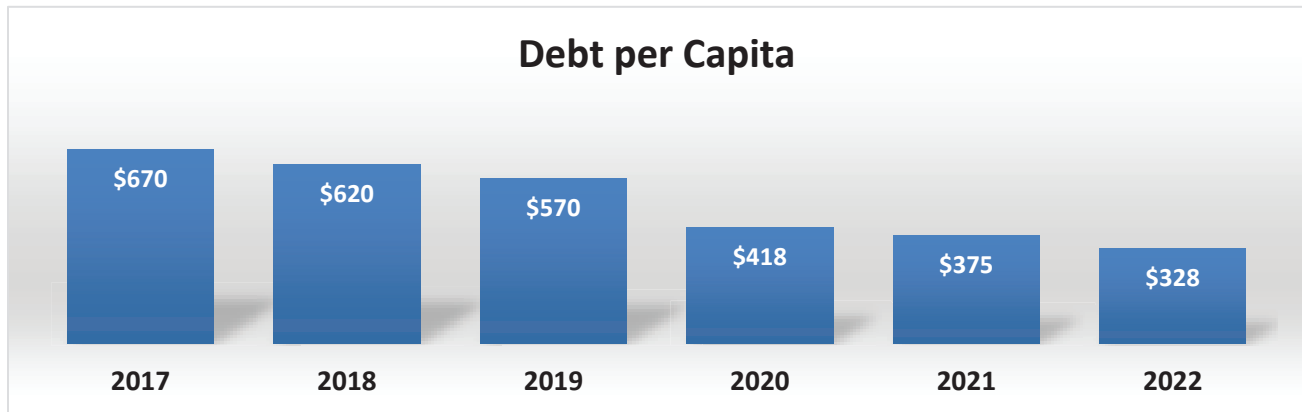


The chart below illustrates the Township's total debt per capita and includes both unlimited tax bonds and revenue bonds. As shown, the Township's total debt per capita has declined over the past five years from a high of \$670 in 2017 to a low of \$328 in 2022, representing a 51% decrease.

Debt per Capita

Debt per Capita Table	2017	2018	2019	2020	2021	2022
Outstanding Debt	\$77,900,000	\$72,735,000	\$67,415,000	\$49,690,000	\$45,025,000	\$39,805,000
Population	116,278	117,305	118,000	119,000	120,100	121,300
Debt per Capita	\$670	\$620	\$570	\$418	\$375	\$328

Debt per Capita



Total debt service on the Township's outstanding bonds is \$6.1 million for 2022. 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 2022 follows:

Sources of Funds	Amount	%	
Hotel Occupancy Tax (base 7%)	\$ 5,662,869	63.58%	
Property Tax	3,237,704	36.35%	
Sales and Use Tax	-	0.00%	
Interest Income	6,000	0.007%	
Total Sources of Funds	\$8,906,573	100.0%	
Use of Funds	Principal	Interest	Total
Hotel Tax-Revenue Bonds	\$ 2,160,000	\$ 683,500	\$ 2,843,500
Property Tax - Unlimited Tax Bonds	2,435,000	802,704	3,237,704
Total Uses of Funds	\$ 4,595,000	\$ 1,486,204	\$ 6,081,204

Debt Service Fund



Total annual debt service requirements have decreased from a total of \$7.9 million in 2017 to \$6.1 million in 2022. 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. In July of 2021, the Unlimited Tax Bonds, Series 2011 and 2012, were refunded to provide for expense savings over the remaining life of the bonds of \$0.9 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 2022. 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 \$20.3 million, the Township has the debt capacity to increase annual debt service requirements by \$12.8 million and still maintain a 130% MADS coverage. Assuming a 3.0% interest rate, \$12.7 million of annual debt service payments would support \$108.8 million in additional revenue bonds with a 10-year term or \$152.3 million with a 15-year term.

Pledged Revenue Coverage	FY 2022
Hotel tax (7%)	\$5,662,869
Sales tax (1/2 of 1%)	14,628,496
Total pledged revenues	\$20,291,365
Current Maximum Annual Debt Service	2,851,125
Coverage (130% min requirement)	712%
Additional Annual Debt Service	\$12,757,617
MADS Coverage (%)	130%
Possible Additional Debt (15 yrs)	\$152,300,000
Possible Additional Debt (10 yrs)	\$108,800,000

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.

Debt Service Fund



Township Bond Rating	
Standard and Poor's	AA+
Moody's	Aa1

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 and to fund Phase III of the Trolley operations. Any remaining hotel tax revenue is then allocated to the Undesignated Hotel Tax Reserve.

Allocation of 7% Base Hotel Tax Revenue	
2022 Hotel Tax Revenue	\$5,662,869
2022 Hotel Tax Required for Debt Service on Revenue Bonds*	(2,837,500)
Hotel Tax Available after Debt Service Payments	2,825,369
Hotel Tax allocated to VTW/Trolleys	(1,004,291)
2022 Hotel Tax Transferred to Performing Arts/Conv. Reserve	\$1,821,078

*Debt service, net of interest income

At 12/31/2022, Undesignated Hotel Tax Reserve is projected to have a balance of \$3,063,921.

	Actual 2020	Forecast 2021	Budget 2022
Beginning Reserve Balance	\$868,306	\$438,119	\$1,242,843
Excess Hotel Tax Revenue	0	804,724	1,821,078
Board Authorized Uses:			
Fund VTW Expenses	(430,187)	0	0
Ending Reserve Balance	\$438,119	\$1,242,843	\$3,063,921

The Board of Directors authorized the transfer of \$0.4 million to Visit the Woodlands (VTW) to fund operating expenses during 2020 due to the COVID virus impact on hotel occupancy tax collections.

Debt Service Fund



Debt Service Fund
Statement of Revenues, Expenditures & Changes in Fund Balance
(in whole dollars)

	2020	2021	2021	2022	\$
	Actuals	Budget	Forecast	Budget	Inc/(Dec)
REVENUES					
Direct - Property Tax	\$ 3,337,591	\$ 3,193,450	\$ 3,193,450	\$ 3,237,704	\$ 44,254
Direct - Hotel Occupancy Tax	3,030,453	4,530,295	4,530,295	5,662,869	1,132,574
Interest Income	7,261	6,000	6,000	6,000	-
Transfers In	2,709	-	-	-	-
TOTAL REVENUES	\$ 6,378,014	\$ 7,729,745	\$ 7,729,745	\$ 8,906,573	\$ 1,176,828
EXPENDITURES					
Debt Service - Principal	4,665,000	4,365,000	4,365,000	4,595,000	230,000
Debt Service - Interest	1,374,487	1,672,326	1,672,326	1,486,204	(186,122)
Debt Service - Admin Expense	2,750	-	-	-	-
Transfers Out - General Fund (For CVB/Trolley)	851,962	845,881	887,695	1,004,291	158,410
TOTAL EXPENDITURES	\$ 6,894,200	\$ 6,883,207	\$ 6,925,021	\$ 7,085,495	\$ 202,288
REVENUE OVER/(UNDER) EXPENDITURES	(516,185)	846,538	804,724	1,821,078	974,540
BEGINNING FUND BALANCE	4,193,547	3,677,362	3,677,362	4,482,086	804,724
ENDING FUND BALANCE	\$ 3,677,362	\$ 4,523,900	\$ 4,482,086	\$ 6,303,164	\$ 1,779,264
ENDING FUND BALANCE RECONCILIATION					
Funds for Debt Service	3,239,243	3,239,243	3,239,243	3,239,243	
Funds for Excess Hotel tax	438,119	1,284,657	1,242,843	3,063,921	
	3,677,362	4,523,900	4,482,086	6,303,164	

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THE WOODLANDS TOWNSHIP DEBT SUMMARY

	Original Balance	Balance @ 1/1/2022	Interest Rate	Approximate Annual Debt Service	Call Date	Maturity Date	Estimated Redemption Amount - 2022
Sales Tax and Hotel Occupancy Tax Bonds							
Refunding Series 2019, Convention Center	\$40,800,000	\$14,750,000	2.0%-5.0%	\$2.8 million	N/A	2027	N/A
Total Outstanding Sales/Hotel Tax Bonds		<u>\$14,750,000</u>					
Unlimited Tax Bonds (Property Tax)							
Refunding Series 2019, Parks & Rec/Fire Dept	\$20,880,000	\$17,520,000	2.0%-4.0%	\$2.2 million	N/A	2030	N/A
Refunding Series 2021, Parks & Rec/Fire Dept	\$7,275,000	\$7,275,000	1.0%-4.0%	\$684,037	N/A	2032	N/A
Series 2012, Parks & Rec/Fire Dept	\$4,205,000	\$260,000	1.0%-3.0%	\$262,600	N/A	2022	N/A
Total Outstanding Unlimited Tax Bonds		<u>\$25,055,000</u>					
Total Outstanding Debt		<u>\$39,805,000</u>					

**The Woodlands Township
Debt Service Fund Summary
(in whole dollars)**

Entity	Type*	Rate	Issued	Maturity	Description	Outstanding Balance	Projected Debt Service				
							2022	2023	2024	2025	2026
TWT	Revenue Bonds	2.00% to 5.00%	2019	2027	Convention Center Refunding	\$ 14,750,000	\$ 2,843,500	\$ 2,842,750	\$ 2,851,125	\$ 2,843,500	\$ 2,844,750
TWT	Unlimited Tax Bonds	2.00% to 5.00%	2019	2031	Parks & Fire Department Refunding	17,520,000	2,230,700	2,226,350	2,231,250	2,255,150	2,272,900
TWT	Unlimited Tax Bonds	1.00% to 4.00%	2021	2032	Parks & Fire Department Refunding	7,275,000	744,404	895,850	887,500	857,600	841,000
TWT	Unlimited Tax Bonds	1.00% to 3.00%	2012	2032	Parks & Fire Department	260,000	262,600	-	-	-	-
TOTAL DEBT SERVICE							\$ 6,081,204	\$ 5,964,950	\$ 5,969,875	\$ 5,956,250	\$ 5,958,650

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
\$ 40,800,000	N/A	2.0% - 5.0%

	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% - 5.0%

	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 Refunding Bonds, Series 2021

Original Balance	Call Date	Interest Rate
\$ 7,275,000	N/A	1.0% - 4.0%

	Year	Payment	Principal	Interest	Balance
1	2021				\$ 7,275,000
2	2022	\$ 744,404	\$ 495,000	\$ 249,404	6,780,000
3	2023	665,000	665,000	230,850	6,115,000
4	2024	670,000	670,000	217,500	5,445,000
5	2025	660,000	660,000	197,600	4,785,000
6	2026	670,000	670,000	171,000	4,115,000
7	2027	680,000	680,000	144,000	3,435,000
8	2028	685,000	685,000	116,700	2,750,000
9	2029	685,000	685,000	89,300	2,065,000
10	2030	695,000	695,000	61,700	1,370,000
11	2031	670,000	670,000	34,400	700,000
12	2032	700,000	700,000	10,500	-
		\$ 7,524,404	\$ 7,275,000	\$ 1,522,954	

Debt Service Schedule

Unlimited Tax Bonds, Series 2012

Original Balance	Call Date	Interest Rate
\$ 4,205,000	N/A	1.0% - 3.0%

	Year	Payment	Principal	Interest	Balance
1	2021			\$ 2,600	\$ 260,000
2	2022	262,600	260,000	2,600	-
		\$ 262,600	\$ 260,000	\$ 5,200	

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

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. The remaining balance will be transferred to the Debt Service Fund in the future.

Debt Service Reserve Fund
Statement of Revenues, Expenditures & Changes in Fund Balance
(in whole dollars)

	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	\$ Inc/(Dec)
REVENUES					
Interest Income	\$ 529	\$ -	\$ -	\$ -	\$ -
Transfers In -General Fund	-	-	-	-	-
TOTAL REVENUES	\$ 529	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Transfers Out	-	-	-	-	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUE OVER/(UNDER) EXPENDITURES	529	-	-	-	-
BEGINNING FUND BALANCE	110,900	111,429	111,429	111,429	-
ENDING FUND BALANCE	\$ 111,429	\$ 111,429	\$ 111,429	\$ 111,429	\$ -

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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 allocated the funds to the Sales Tax Reserve.

Bond Redemption Reserve Fund
Statement of Revenues, Expenditures & Changes in Fund Balance
(in whole dollars)

	2020 Actuals	2021 Budget	2021 Forecast	2022 Budget	\$ Inc/(Dec)
REVENUES					
Transfers In	\$ 1,859,757	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ 1,859,757	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Transfers Out	-	1,859,757	1,859,757	-	(1,859,757)
TOTAL EXPENDITURES	\$ -	\$ 1,859,757	\$ 1,859,757	\$ -	\$ (1,859,757)
REVENUE OVER/(UNDER) EXPENDITURES	1,859,757	(1,859,757)	(1,859,757)	-	1,859,757
BEGINNING FUND BALANCE	-	1,859,757	1,859,757	-	(1,859,757)
ENDING FUND BALANCE	\$ 1,859,757	\$ -	\$ -	\$ -	\$ -



In This Section You Will Find:

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The Woodlands Township

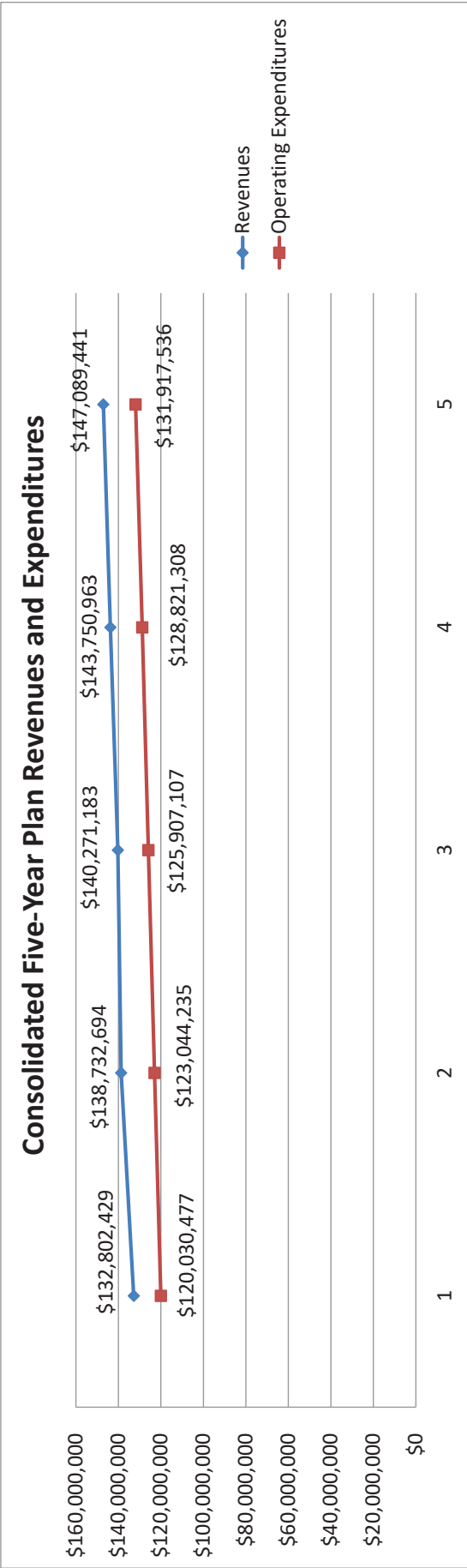
Five-Year Plan Summary

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 2022 - 2026 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.

	2022	2023	2024	2025	2026
Property Tax Rate	\$0.2231	\$0.2231	\$0.2231	\$0.2231	\$0.2231
Revenues	\$132,802,429	\$138,732,694	\$140,271,183	\$143,750,963	\$147,089,441
Operating, Debt Service, EDZ Expenditures	120,030,477	123,044,235	125,907,107	128,821,308	131,917,536
Capital Expenditures	12,305,424	10,762,082	8,156,248	4,929,049	6,965,548
Revenues Over Expenditures**	\$466,528	\$4,926,377	\$6,207,828	\$10,000,607	\$8,206,357

** 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	2022	2023	2024	2025	2026
New Residential Units	-	200	180	75	-
Avg Cost/Unit	-	\$472,500	\$484,000	\$492,700	-
New Commercial Property Value		Town Center Hughes Landing Creekside Park Other	Town Center Hughes Landing Creekside Park Other	Town Center Creekside Park Other	Town Center Creekside Park Other
Revaluation of Existing Taxable Property	-	2.0%	2.0%	2.0%	2.0%
Property Tax Rate	\$0.2231	\$0.2231	\$0.2231	\$0.2231	\$0.2231
Sales Tax Growth	3.0%	2.75%	2.75%	2.75%	2.75%
Hotel Tax Growth	25.0%	25.0%	2.5%	2.5%	2.5%

Five-Year Plan Assumptions

Operating Expenses	2022	2023	2024	2025	2026
Inflation		2.25%	2.25%	2.25%	2.25%
Staff Additions, net	14.0 FTE	2 FTE	0 FTE	0 FTE	0 FTE
Waterway Maint.	-	\$500,000	-	-	-
Capital Projects	2022	2023	2024	2025	2026
Capital Expense	\$12,211,224	\$9,085,412	\$8,156,248	\$4,929,049	\$6,965,548
Capital Funding	2022	2022	2023	2024	2025
New Capital Assets (funded by General Fund)	\$1,929,750	\$296,014	\$358,609	\$66,814	\$68,318
Carryovers	\$1,677,500	-	-	-	-
CCSA Reserve	\$1,000,000	\$1,000,000	-	-	-
Capital Replacement Reserve	\$7,603,974	\$7,789,398	\$7,797,640	\$4,862,235	\$6,897,230
Total	\$12,211,224	\$9,085,412	\$8,156,248	\$4,929,049	\$6,965,548

**The Woodlands Township
Consolidated Five Year Plan
(in whole dollars)**

	2021	2022	2023	2024	2025	2026
REVENUES						
Property Tax	\$ 47,034,248	\$ 48,672,680	\$ 49,848,971	\$ 51,025,454	\$ 52,177,993	\$ 53,186,506
Sales and Use Tax	56,236,078	57,923,160	59,516,047	- 61,152,739	- 62,834,439	- 64,562,386
Hotel Occupancy Tax	4,530,295	5,662,869	7,078,586	- 7,255,551	- 7,436,940	- 7,622,863
Supplemental Hotel Occupancy Tax	1,294,370	1,617,963	2,022,454	- 2,073,015	- 2,124,840	- 2,177,961
Event Admissions Tax	710,000	1,300,000	1,313,000	- 1,326,130	- 1,339,391	- 1,352,785
Program Revenue - Other	5,935,900	6,656,587	6,416,275	- 6,544,010	- 6,674,620	- 6,808,168
Program Revenue - Bus Fares	670,000	1,837,080	2,228,562	2,666,769	3,139,668	3,246,764
Administrative Fees	272,500	272,500	272,500	- 272,500	- 272,500	- 272,500
Grants and Contributions	5,806,640	4,399,095	5,432,289	- 3,311,109	- 3,057,930	- 3,092,930
Interest Income	502,445	862,347	1,005,861	- 1,045,757	- 1,094,494	- 1,168,429
Other Income	4,648,647	3,598,149	3,598,149	3,598,149	3,598,149	3,598,149
TOTAL REVENUES	\$ 127,641,124	\$ 132,802,429	\$ 138,732,694	\$ 140,271,183	\$ 143,750,963	\$ 147,089,441
OPERATING EXPENDITURES						
General Government	9,330,314	10,017,644	10,354,494	10,587,470	10,825,688	11,069,266
Law Enforc/Neighborhood Svcs	13,029,480	14,341,722	14,457,291	14,782,580	15,115,188	15,455,280
Parks and Recreation	23,698,515	24,629,030	25,505,270	26,079,139	26,665,919	27,265,903
Community Services	19,561,867	19,848,838	20,389,187	20,944,975	21,516,664	22,104,731
Community Relations	1,596,210	1,710,733	1,706,279	1,788,582	1,783,925	1,869,973
Transportation	6,537,866	6,966,643	7,114,476	7,265,635	7,420,195	7,578,232
Economic Development	230,000	223,000	228,018	233,148	238,394	243,758
The Woodlands Fire Department	26,093,796	26,667,841	27,413,642	28,180,995	28,970,539	29,782,937
Convention and Visitors Bureau	2,182,565	2,507,330	2,972,745	3,039,631	3,108,023	3,177,954
Regional Participation	1,775,303	1,828,562	1,878,847	1,930,516	1,983,605	2,038,154
Other Expenditures (Operating)	1,573,953	2,110,166	1,875,647	1,819,461	1,847,012	1,874,795
Operating subtotal	105,609,868	110,851,508	113,895,896	116,652,131	119,475,154	122,460,983
OTHER EXPENDITURES						
Other Expenditures (EDZ)	3,016,137	3,097,765	3,183,389	3,285,101	3,389,904	3,497,904
Capital Outlay (Inflated)	10,206,920	11,211,224	8,085,412	8,156,248	4,929,049	6,965,548
New Development Capital	2,319,983	1,000,000	1,000,000	-	-	-
Transportation Capital	830,500	94,200	1,676,670	-	-	-
Debt Service	6,037,326	6,081,204	5,964,950	5,969,875	5,956,250	5,958,650
TOTAL EXPENDITURES	\$ 128,020,734	\$ 132,335,901	\$ 133,806,317	\$ 134,063,355	\$ 133,750,357	\$ 138,883,084
REVENUE OVER/(UNDER) EXPENDITURES	(379,611)	466,528	4,926,377	6,207,828	10,000,607	8,206,357
BEGINNING FUND BALANCE	105,253,794	104,874,183	105,340,711	110,267,088	116,474,916	126,475,523
ENDING FUND BALANCE	\$ 104,874,183	\$ 105,340,711	\$ 110,267,088	\$ 116,474,916	\$ 126,475,523	\$ 134,681,880
Property Tax Rate	\$0.2231	\$0.2231	\$0.2231	\$0.2231	\$0.2231	\$0.2231

**The Woodlands Township
Consolidated Five Year Plan
Ending Fund Balance
(in whole dollars)**

Rate .2231

	2021	2022	2023	2024	2025	2026
ENDING FUND BALANCE	\$ 104,874,183	\$ 105,340,711	\$ 110,267,088	\$ 116,474,916	\$ 126,475,523	\$ 134,681,880
<u>Operating Reserve</u>						
Minimum Reserve Balance (20% of General Fund Operating Expenses)	\$ 19,501,513	\$ 20,406,383	\$ 20,895,556	\$ 21,406,205	\$ 21,929,298	\$ 22,484,018
Beginning Balance	\$ 20,247,516	\$ 25,001,513	\$ 30,115,340	\$ 30,115,340	\$ 30,115,340	\$ 30,115,340
Additions/Reductions	4,753,997	5,113,827	-	-	-	-
Ending Balance	\$ 25,001,513	\$ 30,115,340	\$ 30,115,340	\$ 30,115,340	\$ 30,115,340	\$ 30,115,340
<u>Health Insurance Reserve</u>						
Beginning Balance	\$ 849,588	\$ 849,588	\$ 849,588	\$ 849,588	\$ 849,588	\$ 849,588
Additions	-	-	-	-	-	-
Ending Balance	\$ 849,588	\$ 849,588	\$ 849,588	\$ 849,588	\$ 849,588	\$ 849,588
<u>Transportation Fund</u>						
Beginning Balance	\$ (187,659)	\$ 872,341	\$ 3,818,271	\$ 3,968,271	\$ 4,118,271	\$ 4,118,271
Additions/(Uses)	1,060,000	2,945,930	150,000	150,000	-	-
Ending Balance	\$ 872,341	\$ 3,818,271	\$ 3,968,271	\$ 4,118,271	\$ 4,118,271	\$ 4,118,271
<u>Transportation Reconciliation</u>						
Initiatives	\$ 2,324,070	\$ 5,120,000	\$ 5,120,000	\$ 5,120,000	\$ 5,120,000	\$ 5,120,000
Bike/Pedestrian Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Park&Ride Reserve	\$ 600,000	\$ 750,000	\$ 900,000	\$ 1,050,000	\$ 1,050,000	\$ 1,050,000
Park&Ride Operations	\$ (2,051,729)	\$ (2,051,729)	\$ (2,051,729)	\$ (2,051,729)	\$ (2,051,729)	\$ (2,051,729)
	\$ 872,341	\$ 3,818,271	\$ 3,968,271	\$ 4,118,271	\$ 4,118,271	\$ 4,118,271
<u>Capital Carryovers</u>						
Beginning Balance	\$ 7,125,613	\$ 1,677,500	\$ -	\$ -	\$ -	\$ -
Utilization of Carryovers	(5,448,113)	(1,677,500)	-	-	-	-
Ending Balance	\$ 1,677,500	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Capital Contingency Reserve</u>						
Beginning Balance	\$ 8,066,886	\$ 2,194,567	\$ -	\$ -	\$ -	\$ -
Additions/(Uses/Transfers)	(5,872,319)	(2,194,567)	-	-	-	-
Ending Balance	\$ 2,194,567	\$ -	\$ -	\$ -	\$ -	\$ -
<u>CCSA Developer Projects Reserve</u>						
Beginning Balance	\$ 3,000,000	\$ 2,000,000	\$ 1,000,000	\$ -	\$ -	\$ -
Additions/(Uses)	(1,000,000)	(1,000,000)	(1,000,000)	-	-	-
Ending Balance	\$ 2,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
<u>Incorporation Reserve</u>						
Beginning Balance	\$ 15,586,889	\$ 20,782,356	\$ 20,782,356	\$ 20,782,356	\$ 20,782,356	\$ 20,782,356
Additions/(Uses)	5,195,467	-	-	-	-	-
Ending Balance	\$ 20,782,356	\$ 20,782,356	\$ 20,782,356	\$ 20,782,356	\$ 20,782,356	\$ 20,782,356
<u>Sale Tax Revenue Reserve</u>						
Beginning Balance	\$ 2,500,000	\$ 4,359,757	\$ -	\$ -	\$ -	\$ -
Additions/(Uses)	1,859,757	(4,359,757)	-	-	-	-
Ending Balance	\$ 4,359,757	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Flooding & Drainage Reserve</u>						
Beginning Balance	\$ 151,135	\$ 151,135	\$ 151,135	\$ 151,135	\$ 151,135	\$ 151,135
Additions/(Uses)	-	-	-	-	-	-
Ending Balance	\$ 151,135	\$ 151,135	\$ 151,135	\$ 151,135	\$ 151,135	\$ 151,135
<u>9669 Grogan's Mill Site Plan Reserve</u>						
Beginning Balance	\$ 5,195,467	\$ -	\$ -	\$ -	\$ -	\$ -
Additions/(Uses)	(5,195,467)	-	-	-	-	-
Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Woodlands Township
Consolidated Five Year Plan
Ending Fund Balance
(in whole dollars)

Rate .2231

	2021	2022	2023	2024	2025	2026
<u>Capital Replacement Reserve</u>						
Beginning Balance	\$ 34,900,052	\$ 40,151,152	\$ 38,954,378	\$ 35,472,180	\$ 31,981,740	\$ 31,426,706
Utilization of Reserve for Assets/Carryover	(4,949,100)	(7,603,974)	(7,789,398)	(7,797,640)	(4,862,235)	(6,897,230)
2020 Funding of 2021 Budget Initiatives	(607,000)	-	0	0	0	0
Reserve Study Allocation	5,250,000	6,350,000	4,250,000	4,250,000	4,250,000	4,250,000
Contractual Additions/Interest/Variance	57,200	57,200	57,200	57,200	57,200	57,200
Transfer from Capital Contingency	5,500,000					
Ending Balance	<u>\$ 40,151,152</u>	<u>\$ 38,954,378</u>	<u>\$ 35,472,180</u>	<u>\$ 31,981,740</u>	<u>\$ 31,426,706</u>	<u>\$ 28,836,676</u>
<u>Cultural Education Reserve</u>						
Beginning Balance	\$ 799,301	\$ 870,301	\$ 1,000,301	\$ 1,131,601	\$ 1,264,214	\$ 1,398,153
Additions/(Uses)	71,000	130,000	131,300	132,613	133,939	135,279
Ending Balance	<u>\$ 870,301</u>	<u>\$ 1,000,301</u>	<u>\$ 1,131,601</u>	<u>\$ 1,264,214</u>	<u>\$ 1,398,153</u>	<u>\$ 1,533,432</u>
<u>Debt Service Reserve</u>						
Beginning Balance	\$ 111,430	\$ 111,430	\$ 111,430	\$ 111,430	\$ 111,430	\$ 111,430
Additions/(Uses)	-	-	-	-	-	-
Ending Reserve Balance	<u>\$ 111,430</u>	<u>\$ 111,430</u>	<u>\$ 111,430</u>	<u>\$ 111,430</u>	<u>\$ 111,430</u>	<u>\$ 111,430</u>
<u>Debt Service Fund</u>						
Beginning Balance	\$ 3,239,243	\$ 3,239,243	\$ 3,239,243	\$ 3,239,243	\$ 3,239,243	\$ 3,239,243
Additions/(Uses)	-					
Debt Reduction	-	-	-	-	-	-
Ending Fund Balance	<u>\$ 3,239,243</u>	<u>\$ 3,239,243</u>	<u>\$ 3,239,243</u>	<u>\$ 3,239,243</u>	<u>\$ 3,239,243</u>	<u>\$ 3,239,243</u>
<u>Bond Redemption Reserve</u>						
Beginning Balance	\$ 1,859,757	\$ -	\$ -	\$ -	\$ -	\$ -
Additions/(Uses)	(1,859,757)	-				
Ending Fund Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<u>Undesignated Hotel Tax Reserve</u>						
Beginning Balance	\$ 438,119	\$ 1,242,843	\$ 3,063,921	\$ 6,231,946	\$ 9,549,579	\$ 13,036,944
Additions/(Uses) - HOT Tax	804,724	1,821,078	3,168,024	3,317,633	3,487,365	3,652,453
Ending Fund Balance	<u>\$ 1,242,843</u>	<u>\$ 3,063,921</u>	<u>\$ 6,231,946</u>	<u>\$ 9,549,579</u>	<u>\$ 13,036,944</u>	<u>\$ 16,689,398</u>
<u>CVB</u>						
Beginning Balance	\$ 1,370,458	\$ 1,370,458	\$ 1,370,458	\$ 1,370,458	\$ 1,370,458	\$ 1,370,458
Additions/(Uses)	-	-	-			
Ending Fund Balance	<u>\$ 1,370,458</u>	<u>\$ 1,370,458</u>	<u>\$ 1,370,458</u>	<u>\$ 1,370,458</u>	<u>\$ 1,370,458</u>	<u>\$ 1,370,458</u>
Total Fund Balance	<u>\$ 104,874,183</u>	<u>\$ 104,456,421</u>	<u>\$ 103,423,548</u>	<u>\$ 103,533,354</u>	<u>\$ 106,599,624</u>	<u>\$ 107,797,326</u>
Net Annual Undesignated Fund Balance	<u>\$ (0)</u>	<u>\$ 884,290</u>	<u>\$ 5,959,250</u>	<u>\$ 6,098,021</u>	<u>\$ 6,934,337</u>	<u>\$ 7,008,656</u>
Property Tax Rate	<u>\$0.2231</u>	<u>\$0.2231</u>	<u>\$0.2231</u>	<u>\$0.2231</u>	<u>\$0.2231</u>	<u>\$0.2231</u>



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.

	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Operating Reserve	\$ 25,001,513	\$ 30,115,340	\$ 30,115,340	\$ 30,115,340	\$ 30,115,340	\$ 30,115,340
CCSA Developer Projects Reserve	2,000,000	1,000,000	-	-	-	-
Cultural Education Reserve	870,301	1,000,301	1,131,601	1,261,214	1,398,153	1,533,432
Capital Replacement Reserve	38,099,423	36,902,649	33,420,451	29,930,011	29,374,977	26,784,947
Capital Project Carryovers	1,677,500	-	-	-	-	-
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	20,782,356	20,782,356	20,782,356	20,782,356	20,782,356	20,782,356
Flood and Drainage Reserve	151,135	151,135	151,135	151,135	151,135	151,135
Self-Funded Health Insurance Reserve	849,588	849,588	849,588	849,588	849,588	849,588
Convention & Visitors Bureau Fund Balance	1,370,458	1,370,458	1,370,458	1,370,458	1,370,458	1,370,458
Debt Service Fund	3,239,243	3,239,243	3,239,243	3,239,243	3,239,243	3,239,243
Debt Service Reserve	111,430	111,430	111,430	111,430	111,430	111,430
Hotel Occupancy Tax Reserve	1,242,843	3,063,921	6,231,946	9,549,579	13,036,944	16,689,398
Sales Tax Reserve	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	2,324,070	5,120,000	5,120,000	5,120,000	5,120,000	5,120,000
Transportation Fund - Bus Replacement Reserve	600,000	750,000	900,000	1,050,000	1,050,000	1,050,000
Capital Contingency Reserve	2,194,567	-	-	-	-	-
Total Ending Fund Balance	\$ 104,874,184	\$ 104,456,421	\$ 103,423,548	\$ 103,530,354	\$ 106,599,624	\$ 107,797,327
Annual Undesignated Fund Balance **	\$ -	\$ 884,290	\$ 5,959,250	\$ 6,098,021	\$ 6,934,337	\$ 70,086,556

** 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.

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DEBT SERVICE FUND

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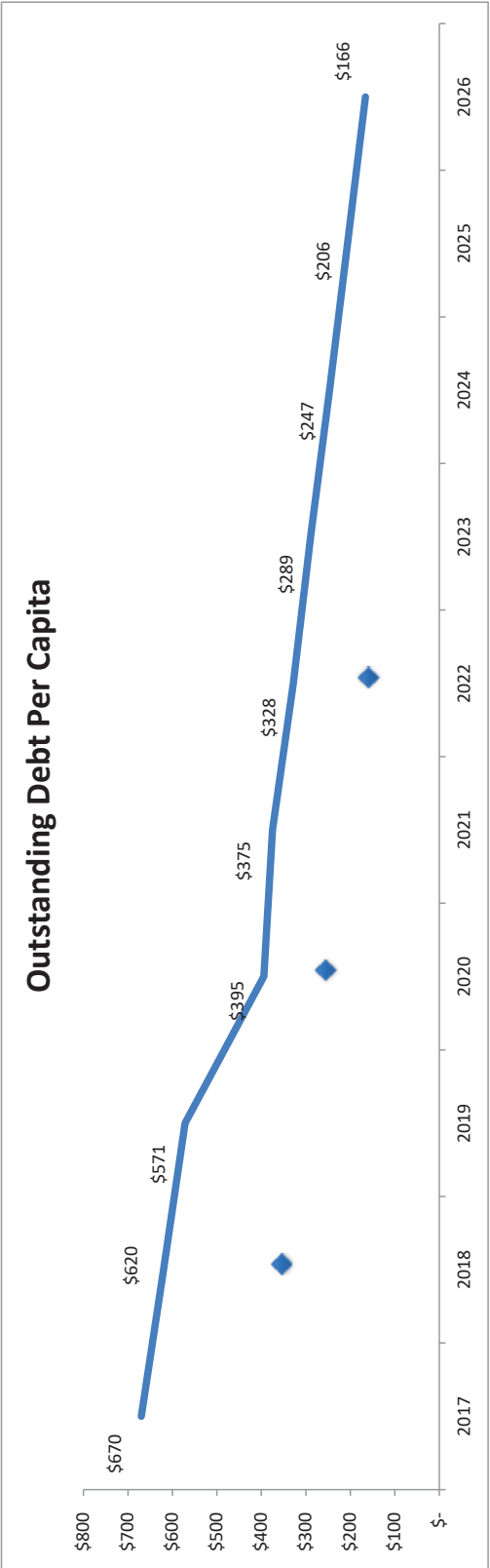


Debt Service Fund Five-Year Plan
Statement of Revenues, Expenditures & Changes in Fund Balance
(in whole dollars)

	<u>2021</u> <u>Forecast</u>	<u>2022</u> <u>Budget</u>	<u>2023</u> <u>Budget</u>	<u>2024</u> <u>Budget</u>	<u>2025</u> <u>Budget</u>	<u>2026</u> <u>Budget</u>
REVENUES						
Direct - Property Tax	\$ 3,193,450	\$ 3,237,704	\$ 3,122,200	\$ 3,118,750	\$ 3,112,750	\$ 3,113,900
Direct - Hotel Occupancy Tax	4,530,295	5,662,869	7,078,586	7,255,551	7,436,940	7,622,863
Interest Income	6,000	6,000	-	-	-	-
TOTAL REVENUES	<u>\$ 7,729,745</u>	<u>\$ 8,906,573</u>	<u>\$ 10,200,786</u>	<u>\$ 10,374,301</u>	<u>\$ 10,549,690</u>	<u>\$ 10,736,763</u>
EXPENDITURES						
Debt Service - Principal	4,365,000	4,595,000	4,670,000	4,840,000	5,005,000	5,200,000
Debt Service - Interest	1,672,326	1,486,204	1,294,950	1,129,875	951,250	758,650
Transfers Out - General Fund (CVB/Trolley III)	887,695	1,004,291	1,067,812	1,086,793	1,106,074	1,125,660
TOTAL EXPENDITURES	<u>\$ 6,925,021</u>	<u>\$ 7,085,495</u>	<u>\$ 7,032,762</u>	<u>\$ 7,056,668</u>	<u>\$ 7,062,324</u>	<u>\$ 7,084,310</u>
REVENUE OVER/(UNDER) EXPENDITURES	<u>804,724</u>	<u>1,821,078</u>	<u>3,168,024</u>	<u>3,317,633</u>	<u>3,487,365</u>	<u>3,652,453</u>
BEGINNING FUND BALANCE	<u>3,677,362</u>	<u>4,482,086</u>	<u>6,303,164</u>	<u>9,471,189</u>	<u>12,788,822</u>	<u>16,276,187</u>
ENDING FUND BALANCE	<u>\$ 4,482,086</u>	<u>\$ 6,303,164</u>	<u>\$ 9,471,189</u>	<u>\$ 12,788,822</u>	<u>\$ 16,276,187</u>	<u>\$ 19,928,641</u>

**The Woodlands Township
Outstanding Debt
From 2016 to 2025**

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Outstanding Debt	\$ 77,900,000	\$ 72,735,000	\$ 67,415,000	\$ 46,960,000	\$ 45,025,000	\$ 39,805,000	\$ 35,210,000	\$ 30,540,000	\$ 25,700,000	\$ 20,695,000
Population	116,278	117,305	118,000	119,000	120,100	121,300	121,700	123,700	124,600	124,600
Per Capita	\$ 670	\$ 620	\$ 571	\$ 395	\$ 375	\$ 328	\$ 289	\$ 247	\$ 206	\$ 166





THE WOODLANDS CONVENTION & VISITORS BUREAU

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**The Woodlands Township
CVB Fund Five Year Plan
(in whole dollars)**

	2021	2022	2023	2024	2025	2026
REVENUES						
Supplemental Hotel Tax	\$ 1,294,370	\$ 1,617,963	\$ 2,022,454	\$ 2,073,015	\$ 2,124,840	\$ 2,177,961
Interest Income	500	500	500	500	500	500
Transfers In (General Fund - HOT)	887,695	888,867	949,791	966,116	982,683	999,492
TOTAL REVENUES	\$ 2,182,565	\$ 2,507,330	\$ 2,972,745	\$ 3,039,631	\$ 3,108,023	\$ 3,177,954
EXPENDITURES						
General						
Contracted Township Salaries and Bene	844,465	893,730	913,839	934,400	955,424	976,921
Staff Development	32,000	40,000	40,900	41,820	42,761	43,723
Facility Expense*	69,350	69,350	70,910	72,506	74,137	75,805
Equipment Expense	12,750	12,750	13,037	13,330	13,630	13,937
Contracted Services	51,000	51,000	52,148	53,321	54,521	55,747
Public Education/Relations	25,000	20,000	20,450	20,910	21,381	21,862
Administrative	26,500	36,500	37,321	38,161	39,020	39,898
	1,061,065	1,123,330	1,148,605	1,174,448	1,200,873	1,227,893
Strategic Partnerships						
Contracted Services	65,500	40,000	40,900	41,820	42,761	43,723
Community Festivals & Events	185,000	315,000	322,088	329,334	336,744	344,321
Public Education/Relations	40,000	40,000	40,900	41,820	42,761	43,723
	290,500	395,000	403,888	412,975	422,267	431,768
Marketing						
Contracted Services	210,000	242,500	247,956	253,535	259,240	265,073
Program Expense	352,000	495,000	915,138	935,728	956,782	978,310
Public Education/Relations	27,000	30,000	30,675	31,365	32,071	32,792
Administrative	5,000	5,000	5,113	5,228	5,345	5,465
	594,000	772,500	1,198,881	1,225,856	1,253,438	1,281,640
Convention Sales						
Staff Development	75,000	75,000	76,688	78,413	80,177	81,981
Contracted Services	17,000	16,500	16,871	17,251	17,639	18,036
Program Expense	120,000	90,000	92,025	94,096	96,213	98,377
Other Advertising	25,000	35,000	35,788	36,593	37,416	38,258
	237,000	216,500	221,371	226,352	231,445	236,653
TOTAL EXPENDITURES	\$ 2,182,565	\$ 2,507,330	\$ 2,972,745	\$ 3,039,631	\$ 3,108,023	\$ 3,177,954
REVENUE OVER/(UNDER) EXPENDITURES	-	-	-	-	-	-
BEGINNING FUND BALANCE	1,370,458	1,370,458	1,370,458	1,370,458	1,370,458	1,370,458
ENDING FUND BALANCE	\$ 1,370,458	\$ 1,370,458	\$ 1,370,458	\$ 1,370,458	\$ 1,370,458	\$ 1,370,458

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TRANSPORTATION FUND

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The Woodlands Township
Transportation Fund Five Year Plan
(in whole dollars)

	2021	2022	2023	2024	2025	2026
REVENUES						
Park and Ride Fares	\$ 670,000	\$ 1,837,080	\$ 2,228,562	\$ 2,666,769	\$ 3,139,668	\$ 3,246,764
FTA 5307 Grant - Transportation Planning	140,000	140,000	140,000	140,000	140,000	140,000
FTA 5307 Grant - Bus Contract Leased- 40%	103,290	-	-	-	-	-
FTA 5307 Grant - Bus Contract Owned - 32%	1,248,000	1,138,983	1,164,610	1,190,814	1,217,607	1,245,003
FTA 5307 Grant - Energy Corridor - 40%	-	-	-	-	423,779	431,181
FTA 5307 Grant - Trolley Operations - 50%	-	-	-	446,740	456,688	466,860
FTA 5307 Grant - Operating Reimbursement- 50%	-	-	-	151,083	112,606	102,636
Subtotal FTA 5307 Grants	1,491,290	1,278,983	1,304,610	1,928,636	2,350,680	2,385,680
FTA 5339 Grant - Facility Improvements - 80%	664,400	75,360	-	-	-	-
FTA 5339 Grant - Trolley Improvements - 80%	-	-	1,341,336	-	-	-
State Grant Funds	426,459	426,000	426,000	426,000	426,000	426,000
HGAC - CMAQ Grant Energy Corridor	-	463,897	430,895	414,142	-	-
Energy Corridor District Contribution	-	57,987	54,114	52,025	55,000	55,000
CARES Act Funding	3,091,991	1,895,618	1,649,084	264,055	-	-
Transfers In	1,496,100	3,317,468	837,441	979,848	749,295	749,496
TOTAL REVENUES	\$ 7,840,240	\$ 9,352,393	\$ 8,272,042	\$ 6,731,476	\$ 6,720,643	\$ 6,862,940
OPERATING EXPENDITURES/CAPITAL			7,434,600.97	5,751,627.81	5,971,347.89	6,113,444.03
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	60,000	-	-	-	-	-
Park & Ride Operations	4,726,424	5,137,272	5,251,351	5,367,997	5,487,267	5,609,220
Park & Ride Capital	325,000	-	-	-	-	-
Park & Ride Capital - Facility Improvements	100,000	-	-	-	-	-
Trolleys	1,218,816	949,191	2,550,691	893,480	913,376	933,720
TOTAL EXPENDITURES	\$ 6,750,240	\$ 6,406,463	\$ 8,122,042	\$ 6,581,476	\$ 6,720,643	\$ 6,862,940
REVENUE OVER/(UNDER) EXPENDITURES	1,090,000	2,945,930	150,000	150,000	-	-
TRANSFERS OUT	(30,000)	-	-	-	-	-
BEGINNING FUND BALANCE	(187,660)	872,340	3,818,270	3,968,270	4,118,270	4,118,270
ENDING FUND BALANCE	\$ 872,340	\$ 3,818,270	\$ 3,968,270	\$ 4,118,270	\$ 4,118,270	\$ 4,118,270
FUND BALANCE RECONCILIATION						
Bike/Pedestrian Transportation Initiatives	2,324,070	5,120,000	5,120,000	5,120,000	5,120,000	5,120,000
Bike/Pedestrian Funds	-	-	-	-	-	-
Park & Ride Reserve Fund Balance	600,000	750,000	900,000	1,050,000	1,050,000	1,050,000
Park & Ride Bus Loan Fund Balance	(2,051,730)	(2,051,730)	(2,051,730)	(2,051,730)	(2,051,730)	(2,051,730)
	\$ 872,340	\$ 3,818,270	\$ 3,968,270	\$ 4,118,270	\$ 4,118,270	\$ 4,118,270

The Woodlands Township
Transportation Fund Five Year Plan
(in whole dollars)

	2021	2022	2023	2024	2025	2026
REVENUES						
	2021	2022	2023	2024	2025	2026
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	670,000	1,411,200	1,738,800	2,132,928	2,602,867	2,698,154
Fares - Energy Corridor	-	425,880	489,762	533,841	536,801	548,610
FTA 5307 Grant - Bus Contract Leased- 40%	103,290	-	-	-	-	-
FTA 5307 Grant - Bus Contract Owned - 32%	1,248,000	1,138,983	1,164,610	1,190,814	1,217,607	1,245,003
FTA 5307 Grant - Energy Corridor - 40%	-	-	-	-	423,779	431,181
FTA 5307 Grant - Operating Reimb - 50%	-	-	-	151,083	112,606	102,636
State Grant	426,459	426,000	426,000	426,000	426,000	426,000
FTA 5307/5339 Grant - P&R Facility Imp - 80	340,000	-	-	-	-	-
HGAC - CMAQ Grant Energy Corridor	-	463,897	430,895	414,142	-	-
Energy Corridor District Contribution	-	57,987	54,114	52,025	55,000	55,000
CARES Act Funding	2,278,675	1,155,338	893,056	264,055	-	-
	5,066,424	5,079,285	5,197,237	5,164,888	5,374,660	5,506,584
Trolleys						
FTA 5307 Grant - Trolley Operations - 50%	-	-	-	446,740	456,688	466,860
FTA 5339 Grant - Facility Imp - 80%	324,400	75,360	1,341,336	-	-	-
CARES Act Funding	813,316	740,280	756,028	-	-	-
Other Revenue - Trolleys	-	-	-	-	-	-
	1,137,716	815,640	2,097,364	446,740	456,688	466,860
Transfers In						
Operating Transfer (from GF - Trolleys)	81,100	133,551	453,327	446,740	456,688	466,860
Operating Transfer (from GF - Trans Plann	45,000	45,000	45,000	45,000	45,000	45,000
Operating Transfer (from GF - Other Trans	135,000	135,000	135,000	135,000	135,000	135,000
Operating Transfer (from GF - Bike/Pedesti	1,000,000	2,795,930	-	-	-	-
Operating Transfer (from GF - Park & Ride)	235,000	207,987	204,114	353,109	112,607	102,636
Operating Transfer (from CR) - Road and E	-	-	-	-	-	-
	1,496,100	3,317,468	837,441	979,848	749,295	749,496
TOTAL REVENUES	7,840,240	9,352,393	8,272,042	6,731,476	6,720,643	6,862,940
EXPENDITURES						
			2.25%	2.25%	2.25%	2.25%
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

The Woodlands Township
Transportation Fund Five Year Plan
(in whole dollars)

	2021	2022	2023	2024	2025	2026
TRANSPORTATION INITIATIVES - Dept 828						
Other Expenses						
Transportation Initiatives	60,000	-	-	-	-	-
	60,000	-	-	-	-	-
Transfers Out						
Fund Transfer (From Transportation to Ger	30,000	-	-	-	-	-
	30,000	-	-	-	-	-
TOTAL TRANSPORTATION INITIATIVES	90,000	-	-	-	-	-
PARK & RIDE - Dept 829						
Facility Expense						
Telephone	10,800	10,800	11,043	11,291	11,546	11,805
Utilities	45,000	45,000	46,013	47,048	48,106	49,189
Facility Repair & Maintenance	70,000	70,000	71,575	73,185	74,832	76,516
Janitorial	10,000	11,000	11,248	11,501	11,759	12,024
	135,800	136,800	139,878	143,025	146,243	149,534
Equipment Expense						
Equipment	5,000	5,000	5,113	5,228	5,345	5,465
	5,000	5,000	5,113	5,228	5,345	5,465
Contracted Services						
Computer Support	116,000	116,000	118,610	121,279	124,007	126,798
Credit Card Fees	35,000	35,000	35,788	36,593	37,416	38,258
Private Security	203,100	206,100	210,737	215,479	220,327	225,284
Pest Control	1,200	1,200	1,227	1,255	1,283	1,312
Electrical Repairs and Maintenance	5,000	5,000	5,113	5,228	5,345	5,465
Contracted Bus Service - Leased	258,224	-	-	-	-	-
Contracted Bus Service - Owned	3,900,000	3,559,321	3,639,406	3,721,292	3,805,021	3,890,634
Contracted Bus Service - Energy Corridor	-	1,005,751	1,028,380	1,051,519	1,075,178	1,099,370
	4,518,524	4,928,372	5,039,260	5,152,644	5,268,578	5,387,121
Public Education/Relations						
Advertising	15,000	15,000	15,000	15,000	15,000	15,000
	15,000	15,000	15,000	15,000	15,000	15,000
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	40,000	40,000	40,000	40,000	40,000	40,000
	52,100	52,100	52,100	52,100	52,100	52,100
Capital Outlay						
Bus Purchase (10 buses @ \$580,000 and 1	-	-	-	-	-	-
Facility Improvements (80% reimb)	100,000	-	-	-	-	-
Facility Improvements (80% reimb)	100,000	-	-	-	-	-
Facility Video Cameras (80% reimb)	150,000	-	-	-	-	-
Vehicle Tracking/Automated Fare (80% reii	75,000	-	-	-	-	-
	425,000	-	-	-	-	-
TOTAL PARK & RIDE	5,151,424	5,137,272	5,251,351	5,367,997	5,487,267	5,609,220

The Woodlands Township
Transportation Fund Five Year Plan
(in whole dollars)

	2021	2022	2023	2024	2025	2026
TROLLEYS - Dept 830						
Salaries and Benefits						
Salaries and Wages	404,344	435,937	445,746	455,775	466,030	476,515
Overtime	9,200	9,200	9,200	9,200	9,200	9,200
Employee Benefits - FICA	30,932	34,053	34,819	35,603	36,404	37,223
Employee Benefits - TEC	2,448	4,032	4,123	4,215	4,310	4,407
Employee Benefits - Retirement	19,580	10,538	10,775	11,018	11,265	11,519
Employee Benefits - Insurance	33,656	41,938	42,882	43,846	44,833	45,842
Employee Benefits - Workers Comp	4,011	2,793	2,856	2,920	2,986	3,053
	504,171	538,491	550,400	562,577	575,028	587,759
Staff Development						
Meetings	500	500	511	523	535	547
Training & Conferences	2,500	2,500	2,556	2,614	2,673	2,733
Uniforms	1,000	1,000	1,023	1,046	1,069	1,093
	4,000	4,000	4,090	4,182	4,276	4,372
Facility Expense						
Telephone	2,500	2,500	2,556	2,614	2,673	2,733
Utilities	32,000	32,000	32,720	33,456	34,209	34,979
Facility Repair & Maintenance	48,460	48,460	49,550	50,665	51,805	52,971
Facility Materials & Supplies	12,000	12,000	12,270	12,546	12,828	13,117
Janitorial	8,000	8,000	8,180	8,364	8,552	8,745
	102,960	102,960	105,277	107,645	110,067	112,544
Equipment Expense						
Equipment	50,000	50,000	51,125	52,275	53,452	54,654
Vehicle Fuel	52,000	65,000	66,463	67,958	69,487	71,050
Equipment Repair & Maintenance	34,245	35,000	35,788	36,593	37,416	38,258
	136,245	150,000	153,375	156,826	160,355	163,962
Contracted Services						
Computer Support - Annunciators	10,840	10,840	11,084	11,333	11,588	11,849
Drug Testing	-	5,000	5,113	5,228	5,345	5,465
Pest Control	1,200	1,200	1,227	1,255	1,283	1,312
Electrical Repairs & Maintenance	7,500	5,000	5,113	5,228	5,345	5,465
	19,540	22,040	22,536	23,043	23,561	24,092
Public Education/Relations						
Advertising	12,200	3,000	3,068	3,137	3,207	3,279
	12,200	3,000	3,068	3,137	3,207	3,279
Administrative Expense						
Supplies	1,700	2,000	2,045	2,091	2,138	2,186
Printing	2,000	2,000	2,045	2,091	2,138	2,186
Mileage Reimbursement	500	500	511	523	535	547
Insurance	25,000	25,000	25,563	26,138	26,726	27,327
Other Admin	5,000	5,000	5,113	5,228	5,345	5,465
	34,200	34,500	35,276	36,070	36,882	37,711
Capital Outlay						
Trolley Stops	405,500	-	-	-	-	-
Trolley Replacement	-	-	1,500,000	-	-	-
Trolley Maintenance Equipment	-	94,200	176,670	-	-	-
	405,500	94,200	1,676,670	-	-	-
TOTAL TROLLEYS	1,218,816	949,191	2,550,691	893,480	913,376	933,720
TOTAL EXPENDITURES	6,780,240	6,406,463	8,122,042	6,581,476	6,720,643	6,862,940
Beginning Fund Balance	(187,660)	872,340	3,818,270	3,968,270	4,118,270	4,118,270
Activity	1,060,000	2,945,930	150,000	150,000	-	-
Ending Fund Balance	872,340	3,818,270	3,968,270	4,118,270	4,118,270	4,118,270
TRANSPORTATION FUND SUMMARY BY EXPENSE TYPE:						
Salaries and Benefits	504,171	538,491	550,400	562,577	575,028	587,759
Staff/Board Development	4,000	4,000	4,090	4,182	4,276	4,372
Facility Expense	238,760	239,760	245,155	250,671	256,311	262,078
Equipment Expense	141,245	155,000	158,488	162,053	165,700	169,428
Contracted Services	4,858,064	5,270,412	5,381,796	5,495,687	5,612,140	5,731,213
Public Education/Relations	27,200	18,000	18,068	18,137	18,207	18,279
Administrative/Other Expense	146,300	86,600	87,376	88,170	88,982	89,811
Capital	830,500	94,200	1,676,670	-	-	-
Transfers Out	30,000	-	-	-	-	-
	6,780,240	6,406,463	8,122,042	6,581,476	6,720,643	6,862,940

The Woodlands Township
Park and Ride Transportation Fund Five Year Plan
(in whole dollars)

Revenue To Cover Operations

	2021	2022	2023	2024	2025	2026
OPERATING REVENUES						
Park and Ride Fares	\$ 670,000	1,837,080	\$ 2,228,562	\$ 2,666,769	\$ 3,139,668	\$ 3,246,764
FTA 5307 Grant - Bus Contract Leased- 40%	103,290	-	-	-	-	-
FTA 5307 Grant - Bus Contract Owned - 32%	1,248,000	1,138,983	1,164,610	1,190,814	1,217,607	1,245,003
FTA 5307 Grant - Energy Corridor	-	-	-	-	423,779	431,181
FTA 5307 Grant - Operating Reimbursement- 50%	-	-	-	151,083	112,606	102,636
Subtotal FTA 5307 Grants	1,351,290	1,138,983	1,164,610	1,341,897	1,753,992	1,778,820
State Grant Funds	426,459	426,000	426,000	426,000	426,000	426,000
HGAC - CMAQ Grant Energy Corridor	-	463,897	430,895	414,142	-	-
Energy Corridor District Contribution	-	57,987	54,114	52,025	55,000	55,000
CARES Act Funds	2,278,675	1,155,338	893,056	264,055	-	-
Other Income	-	-	-	-	-	-
TOTAL OPERATING REVENUES	\$ 4,726,424	\$ 5,079,285	\$ 5,197,237	\$ 5,164,888	\$ 5,374,660	\$ 5,506,584

OPERATING EXPENDITURES

Facility Expenses	135,800	136,800	139,878	143,025	146,243	149,534
Equipment Expenses	5,000	5,000	5,113	5,228	5,345	5,465
Contracted Services	4,518,524	4,928,372	5,039,260	5,152,644	5,268,578	5,387,121
Advertising	15,000	15,000	15,000	15,000	15,000	15,000
Administrative Expense	52,100	52,100	52,100	52,100	52,100	52,100
TOTAL OPERATING EXPENDITURES	\$ 4,726,424	\$ 5,137,272	\$ 5,251,351	\$ 5,367,997	\$ 5,487,267	\$ 5,609,220
OPERATING REVENUE OVER/(UNDER) EXPENDITURES	-	(57,987)	(54,114)	(203,109)	(112,607)	(102,636)

CAPITAL GRANT REVENUES

FTA 5307/5339 Grant - P&R Facility Improvements	\$ 340,000	\$ -	\$ -	\$ -	\$ -	\$ -
H-GAC Grant - Bus Purchase	-	-	-	-	-	-
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	(85,000)	(57,987)	(54,114)	(203,109)	(112,607)	(102,636)
TRANSFER IN GENERAL FUND - Bus Reserve	150,000	150,000	150,000	150,000	-	-
TRANSFER IN GENERAL FUND - Operations/Capital	85,000	57,987	54,114	203,109	112,607	102,636
BEGINNING PARK & RIDE Bus Reserve	450,000	600,000	750,000	900,000	1,050,000	1,050,000
BEGINNING PARK & RIDE Fund/(Bus Loan) Balance	(2,059,106)	(2,059,105)	(2,059,105)	(2,059,105)	(2,059,105)	(2,059,105)
ENDING PARK & RIDE FUND BALANCE	\$ (1,459,106)	\$ (1,309,105)	\$ (1,159,105)	\$ (1,009,105)	\$ (1,009,105)	\$ (1,009,105)

Bus Reserve Balance	\$ 600,000	\$ 750,000	\$ 900,000	\$ 1,050,000	\$ 1,050,000	\$ 1,050,000

Bus Purchase - Borrowing from the Capital Reserve Reconciliation

	2015-2020	2021	2022	2023	2024	2025	2026
Bus Purchase	14,364,067	-	-	-	-	-	-
H-GAC Grant	(11,300,000)	-	-	-	-	-	-
Borrowed from Reserve	3,064,067	\$ -	\$ -				
Funds Due to Reserve	(1,004,962)	-	-	-	-	-	-
Loan Balance	\$ 2,059,105	\$ 2,059,105	\$ 2,059,105	\$ 2,059,105	\$ 2,059,105	\$ 2,059,105	\$ 2,059,105

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 Grants 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	2022	2023	2024	2025	2026
Paralegal		1.00			
Human Resources	2022	2023	2024	2025	2026
Risk Manager		1.00			
Recreation	2022	2023	2024	2025	2026
Recreation Aide - Mall Ring Road Swan Boats	1.00				
Streetscape Operations	2022	2023	2024	2025	2026
Supervisor	2.00				
Streetscape Technician	4.00				
Trash Removal Senior Technician	1.00				
Trash Removal Technician	6.00				
2022 Five Year Plan Staffing Requests	14.00	2.00	0.00	0.00	0.00
Positions offset by revenue	(1.00)	0.00	0.00	0.00	0.00
Positions Funded by General Fund	13.00	2.00	0.00	0.00	0.00
Beginning Total FTE's	531.70	545.70	547.70	547.70	547.70
Additions/Deletions	14.00	2.00	0.00	0.00	0.00
Ending Total FTE's	545.70	547.70	547.70	547.70	547.70

Five-Year Plan Staff Additions - Fire Department

Fire Department	2022	2023	2024	2025	2026
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 2022 - 2026
(In Whole Dollars)

	2022 <u>Budget</u>	2023 <u>Budget</u>	2024 <u>Budget</u>	2025 <u>Budget</u>	2026 <u>Budget</u>
<u>PARKS & RECREATION</u>					
<u>Vehicles and Heavy Equipment</u>					
Maintenance Vehicles - Trucks	\$ 32,000	\$ 120,000	\$ 133,000	\$ 145,000	\$ 140,000
Maintenance Vehicles - Dump/Bucket Trucks	-	-	80,000	-	-
Maintenance Vehicles - Mule/Electric Veh	65,000	50,000	103,000	53,000	90,400
Maintenance Vehicles - Boat	-	-	-	-	16,500
Maintenance Vehicles - Pressure Washer/Trailer	-	100,000	-	-	-
Maintenance Vehicles - Trailer	-	24,000	5,000	1,800	-
Maintenance Vehicles - Concrete Mixer	-	-	-	-	3,000
<u>Total</u>	<u>\$ 97,000</u>	<u>\$ 294,000</u>	<u>\$ 321,000</u>	<u>\$ 199,800</u>	<u>\$ 249,900</u>
<u>Furniture, Fixtures & Equipment</u>					
Maintenance Equipment (include pressure washer)	\$ -	\$ -	\$ -	\$ 10,000	\$ -
Special Events Equipment	318,900	-	-	-	-
Swan Boats	35,000	-	-	-	-
Holiday Decorations	-	231,000	80,000	-	-
<u>Total</u>	<u>\$ 353,900</u>	<u>\$ 231,000</u>	<u>\$ 80,000</u>	<u>\$ 10,000</u>	<u>\$ -</u>
<u>PARDES Facility Improvements</u>					
Facility Improvements	\$ 289,000	\$ 79,980	\$ 29,590	\$ -	\$ 14,000
<u>Total</u>	<u>\$ 289,000</u>	<u>\$ 79,980</u>	<u>\$ 29,590</u>	<u>\$ -</u>	<u>\$ 14,000</u>
<u>Recreation Center</u>					
Facility Improvements	\$ 385,000	\$ 96,000	\$ 90,000	\$ 60,000	\$ 56,000
<u>Total</u>	<u>\$ 385,000</u>	<u>\$ 96,000</u>	<u>\$ 90,000</u>	<u>\$ 60,000</u>	<u>\$ 56,000</u>
<u>PARKS</u>					
Town Center Parks	\$ 577,000	\$ 281,958	\$ 135,000	\$ 135,000	\$ 212,000
Irrigation Improvements	75,000	25,000	25,000	25,000	25,000
Park Improvements	1,861,000	586,500	614,000	1,817,500	652,000
All Weather Turf Fields	80,000	178,060	1,646,000	7,000	7,000
Lake/Pond Improvements	24,000	24,000	24,000	24,000	24,000
Athletic Facilities Improvements	681,000	221,000	221,000	221,000	221,000
Aquatic Facilities Improvements	679,120	516,000	587,800	494,100	387,100
Signs/Stone Walls Improvements	130,000	757,500	30,000	30,000	30,000
<u>Total</u>	<u>\$ 4,107,120</u>	<u>\$ 2,590,018</u>	<u>\$ 3,282,800</u>	<u>\$ 2,753,600</u>	<u>\$ 1,558,100</u>
<u>PATHWAYS</u>					
Pathway Improvements	\$ 455,000	\$ 400,000	\$ 410,000	\$ 400,000	\$ 400,000
<u>Total</u>	<u>\$ 455,000</u>	<u>\$ 400,000</u>	<u>\$ 410,000</u>	<u>\$ 400,000</u>	<u>\$ 400,000</u>
		<u>1,990,018</u>	<u>3,692,800</u>	<u>3,153,600</u>	<u>1,958,100</u>
<u>NEW DEVELOPMENT</u>					
New Parks (New Developments)	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -
<u>Total</u>	<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<u>Total for Pardes</u>	<u>\$ 6,687,020</u>	<u>\$ 4,690,998</u>	<u>\$ 4,213,390</u>	<u>\$ 3,423,400</u>	<u>\$ 2,278,000</u>

THE WOODLANDS TOWNSHIP
CAPITAL BUDGET
FOR THE FIVE YEARS 2022 - 2026
(In Whole Dollars)

	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Funding from General Fund	\$ 973,000	\$ 22,000	\$ 50,500	\$ -	\$ -
Funding from Carryovers	\$ -				
Funding from CCSA Reserve	\$ 1,000,000	\$ 1,000,000	\$ -		
Funding from Capital Replacement/Contingency Fund	4,714,020	3,668,998	4,162,890	3,423,400	2,278,000
	\$ 6,687,020	\$ 4,690,998	\$ 4,213,390	\$ 3,423,400	\$ 2,278,000

INFORMATION TECHNOLOGY

Computers: software & hardware

Desktop & Laptop Computers	\$ 172,000	\$ 134,500	\$ 63,000	\$ 146,495	\$ 168,000
GIS Equipment	-	-	-	-	8,835
Mobile Data Computers	137,100	24,000	36,000	37,400	22,750
Server Replacements	-	73,430	23,205	102,000	90,000
Storage Area Network Expansion	294,000	-	200,000	-	-
Fin/HR Software	-	250,000	250,000	-	-
Covenants Software	439,000	-	-	-	-
Audio/Visual Systems	121,450	104,720	-	-	82,300
Audio/Visual Systems - Room 150/152	115,000	-	-	-	-
Network Equipment	71,400	25,645	56,920	73,300	105,000
Software Licenses	-	-	96,228	-	-
Updated Website	125,000	-	-	-	-
WFD Audio Video System	-	24,300	-	-	-
Microwave Network	92,000	-	-	-	-
Townhall Security Equipment	175,000	-	-	-	-
Total	\$ 1,741,950	\$ 636,595	\$ 725,353	\$ 359,195	\$ 476,885

Funding from General Fund	\$ 622,250	\$ -	\$ 200,000	\$ -	\$ -
Funding from Carryovers	\$ 177,500				
Funding from Capital Replacement Fund	942,200	636,595	525,353	359,195	476,885
	\$ 1,741,950	\$ 636,595	\$ 725,353	\$ 359,195	\$ 476,885

OTHER CAPITAL

Grogan's Mill Rd. Property Improvements	\$ -	\$ -	\$ -	\$ -	\$ -
Cultural Arts Study	-	-	-	-	-
Town Hall Facility Improvements/Equipment	50,754	167,100	45,000	15,672	340,000
Total	\$ 50,754	\$ 167,100	\$ 45,000	\$ 15,672	\$ 340,000

Funding from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Funding from Carryover	-	-	-	-	-
Funding from Capital Replacement/Building Reserve	50,754	167,100	45,000	15,672	340,000
	\$ 50,754	\$ 167,100	\$ 45,000	\$ 15,672	\$ 340,000

TOTAL TWT CAPITAL BUDGET

Parks & Recreation	6,687,020	4,690,998	4,213,390	3,423,400	2,278,000
Information Technology	1,741,950	636,595	725,353	359,195	476,885
Other Capital	50,754	167,100	45,000	15,672	340,000
TOTAL TWT CAPITAL BUDGET	\$ 8,479,724	\$ 5,494,693	\$ 4,983,743	\$ 3,798,267	\$ 3,094,885

Funding from General Fund	1,595,250	22,000	250,500	-	-
Funding from Carryovers	177,500	-	-	-	-
Funding from CCSA Projects Reserve	1,000,000	1,000,000	-	-	-
Funding from Capital Replacement/Building Reserve	5,706,974	4,472,693	4,733,243	3,798,267	3,094,885

TOTAL WFD CAPITAL BUDGET	\$ 3,731,500	\$ 3,412,800	\$ 2,817,500	\$ 812,500	\$ 3,277,500

THE WOODLANDS TOWNSHIP
CAPITAL BUDGET
FOR THE FIVE YEARS 2022 - 2026
(In Whole Dollars)

	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
TOTAL CONSOLIDATED CAPITAL BUDGET	\$ 12,211,224	\$ 8,907,493	\$ 7,801,243	\$ 4,610,767	\$ 6,372,385
Funding from General Fund	1,929,750	289,500	343,000	62,500	62,500
Funding from Carryovers	1,677,500	-	-	-	-
Funding from CCSA Projects Reserve	1,000,000	1,000,000	-	-	-
Funding from Replacement/Building/Contingency	7,603,974	7,617,993	7,458,243	4,548,267	6,309,885
LESS DEVELOPER CAPITAL ASSETS	\$ (1,000,000)	\$ (1,000,000)	\$ -	\$ -	\$ -
CAPITAL OUTLAY (non-developer)	\$ 11,211,224	\$ 7,907,493	\$ 7,801,243	\$ 4,610,767	\$ 6,372,385
INFLATION FACTOR		2.25%	2.25%	2.25%	2.25%
TOTAL TWT CAPITAL BUDGET - INFLATED (Except Developer)					
Parks & Recreation	6,687,020	4,774,045	4,405,126	3,659,718	2,490,044
Information Technology	1,741,950	650,918	758,361	383,990	521,275
Other Capital	50,754	170,860	47,048	16,754	371,648
TOTAL TWT CAPITAL BUDGET - INFLATED	\$ 8,479,724	\$ 5,595,824	\$ 5,210,534	\$ 4,060,462	\$ 3,382,967
TOTAL WFD CAPITAL BUDGET - INFLATED	\$ 3,731,500	\$ 3,489,588	\$ 2,945,714	\$ 868,587	\$ 3,582,581
TOTAL CONSOLIDATED CAPITAL BUDGET - INFLATED	\$ 12,211,224	\$ 9,085,412	\$ 8,156,248	\$ 4,929,049	\$ 6,965,548
LESS ASSETS TO BE FINANCED BY DEVELOPER CARRYOVER	\$ (1,000,000)	\$ (1,000,000)	\$ -	\$ -	\$ -
CAPITAL OUTLAY (non-developer) INFLATED	\$ 11,211,224	\$ 8,085,412	\$ 8,156,248	\$ 4,929,049	\$ 6,965,548
INFLATED EXCEPT FOR DEVELOPER CAPITAL		\$ 8,085,412	\$ 8,156,248	\$ 4,929,049	\$ 6,965,548
Funding from General Fund	1,929,750	296,014	358,609	66,814	68,318
Funding from CCSA Projects Reserve	1,000,000	1,000,000	-	-	-
Funding from Carryover	1,677,500	-	-	-	-
Funding from Capital Replacement Fund/Other Reser	7,603,974	7,789,398	7,797,640	4,862,235	6,897,230
DEVELOPER CAPITAL	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -
CAPITAL RESERVES					
Waterway	\$ 509,980	\$ 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	129,149	6,000	6,000	6,000	6,000
Wayfinding Signs	28,000	-	-	-	-
Monument Signs	110,000	-	-	-	-
Lake Woodlands Dam	358,456	20,000	20,000	20,000	20,000
Capital Reserves	37,207,175	(3,539,398)	(3,547,640)	(612,235)	(2,647,230)
Parks Capital Contingency	1,000,000	-	-	-	-
Incorporation Reserve	20,782,356	-	-	-	-
Flood/Drainage Reserve	151,135	-	-	-	-
Cultural Education Reserve	1,000,301	131,300	132,613	133,939	135,279
Economic Development Reserve	-	-	-	-	-
Total	\$ 61,888,169	\$ (3,350,898)	\$ (3,357,827)	\$ (421,095)	\$ (2,454,752)
TOTAL RESERVE CUMULATIVE BALANCE	\$ 61,888,169	\$ 58,537,271	\$ 55,179,444	\$ 54,758,349	\$ 52,303,597
	\$ 74,099,393				

THE WOODLANDS FIRE DEPARTMENT, INC.

**CAPITAL BUDGET
FOR THE FIVE YEARS 2022 - 2026
(In Whole Dollars)**

	<u>2022</u> <u>Total</u>	<u>2023</u> <u>Total</u>	<u>2024</u> <u>Total</u>	<u>2025</u> <u>Total</u>	<u>2026</u> <u>Total</u>
<u>COMPUTERS:</u>					
<u>SOFTWARE & HARDWARE</u>					
Computer Aided Dispatch	\$ 60,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Radio Console	-	150,000	-	30,000	-
Radio Control Stations	-	150,000	-	-	-
Microwave Gear	-	-	40,000	-	-
Dispatch Recording Equipment	125,000	-	-	-	-
PSAP Project	62,500	62,500	62,500	62,500	62,500
TOTAL 3-YEAR ASSETS	\$ 247,500	\$ 392,500	\$ 132,500	\$ 122,500	\$ 92,500
<u>VEHICLES</u>					
Staff /Utility Vehicles	\$ 240,000	\$ 75,000	\$ 130,000	\$ 65,000	\$ 120,000
TOTAL 5-YEAR ASSETS	\$ 240,000	\$ 75,000	\$ 130,000	\$ 65,000	\$ 120,000
<u>FURNITURE, FIXTURES & EQUIPMENT</u>					
Portable Radios	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Vehicle Modems	62,000	36,000	-	-	-
Signal Changing Device (Opticom)	-	-	-	-	-
SCBA	-	6,500	-	-	2,000,000
Body Armor	-	-	-	50,000	-
Thermal Imaging Cameras	45,000	15,000	15,000	30,000	-
Bunker Gear	130,000	-	-	-	-
Extrication Tools	70,000	-	-	-	-
Training Tools and Equipment	-	275,000	-	-	-
Hoses	-	-	300,000	-	-
Hazmat Gear	-	50,000	-	-	-
TOTAL 5-YEAR ASSETS	\$ 307,000	\$ 382,500	\$ 315,000	\$ 80,000	\$ 2,030,000
<u>SPECIALTY VEHICLES & EQUIPMENT</u>					
Hazmat Truck	1,310,000	\$ -	\$ -	\$ -	\$ -
Fire Engine	925,000	970,000	-	-	975,000
Service Truck	-	-	-	375,000	-
High Profile Truck	175,000	-	-	70,000	-
Ladder Truck	-	1,470,000	1,550,000	-	-
Brush Truck	190,000	-	-	-	-
Utility Task Vehicle	-	-	40,000	-	-
TOTAL 15-YEAR ASSETS	\$ 2,600,000	\$ 2,440,000	\$ 1,590,000	\$ 445,000	\$ 975,000
<u>FIRE STATIONS</u>					
Station Improvements	\$ 337,000	\$ 122,800	\$ 650,000	\$ 100,000	\$ 60,000
TOTAL 30-YEAR ASSETS	\$ 337,000	\$ 122,800	\$ 650,000	\$ 100,000	\$ 60,000
TOTAL WFD CAPITAL BUDGET	\$ 3,731,500	\$ 3,412,800	\$ 2,817,500	\$ 812,500	\$ 3,277,500
Funding from General Fund	334,500	267,500	92,500	62,500	62,500
Funding From Carryover	\$ 1,500,000				
Funding from Capital Replacement Fund	1,897,000	3,145,300	2,725,000	750,000	3,215,000
INFLATION FACTOR		2.25%	2.25%	2.25%	2.25%
TOTAL WFD CAPITAL BUDGET - INFLATED	\$ 3,731,500	\$ 3,489,588	\$ 2,945,714	\$ 868,587	\$ 3,582,581

Reserves



In This Section You Will Find:

Reserve Overview 16-1

Reserve Summary 16-2

Operating Reserve 16-3

CCSA Projects Reserve 16-4

Cultural Education Reserve 16-5

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Sales Tax Reserve..... 16-13

Undesignated Capital Contingency Reserve 16-14

Reserves and Fund Balances

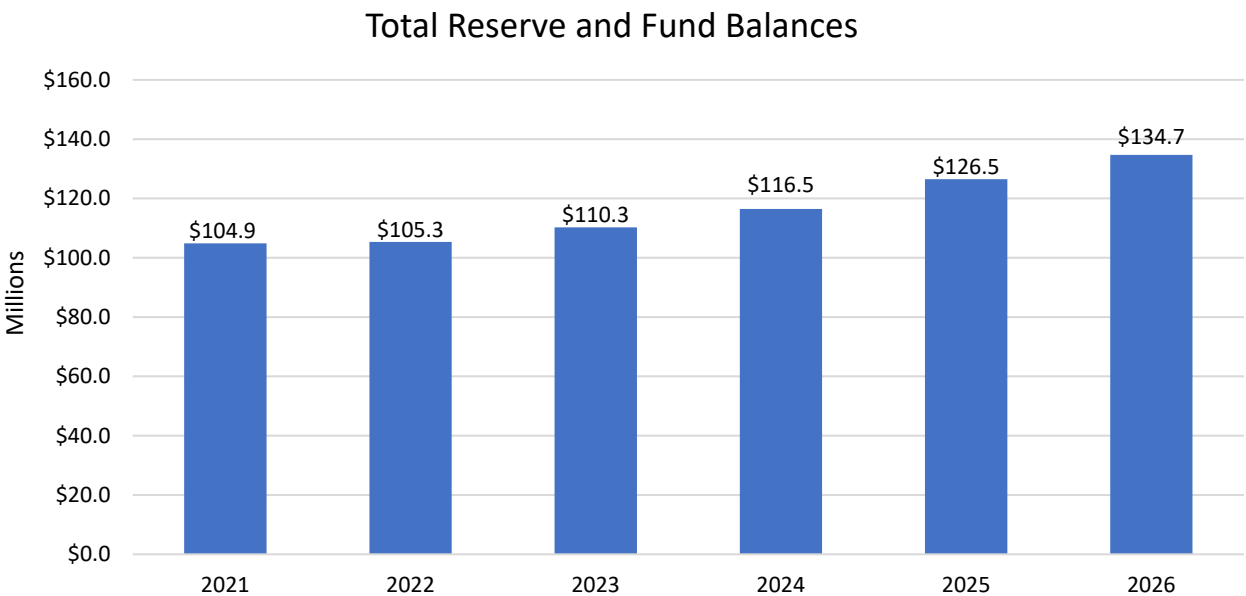


Overview

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 \$104.9 million at 1/1/2022 and increase by \$0.4 million to a total of \$105.3 million at year-end 2022.

Below is a chart reflecting total reserve and fund balances for fiscal years ending 2021 – 2026. The increase of \$29.8 million during the time-period is due primarily to growth in the Hotel Tax Reserve and the increase in undesignated fund balance.



A summary of reserve balances over the five-year plan period and information regarding each reserve is provided on the following pages.

Reserves and Fund Balances



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.

Reserve	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Operating Reserve	\$25,001,513	\$30,115,340	\$30,115,340	\$30,115,340	\$30,115,340	\$30,115,340
CCSA Developer Projects Reserve	2,000,000	1,000,000	-	-	-	-
Cultural Education Reserve	870,301	1,000,301	1,131,601	1,264,214	1,398,153	1,533,432
Capital Replacement Reserve	38,099,423	36,902,649	33,420,451	29,930,011	29,374,977	26,784,947
Capital Project Carryovers	1,677,500	-	-	-	-	-
Capital Replace. Reserve – Receivable from Transportation	2,051,729	2,051,729	2,051,729	2,051,729	2,051,729	2,051,729
Incorporation Reserve	20,782,356	20,782,356	20,782,356	20,782,356	20,782,356	20,782,356
Flood and Drainage Reserve	151,135	151,135	151,135	151,135	151,135	151,135
Self-Funded Health Insurance Reserve	849,588	849,588	849,588	849,588	849,588	849,588
Convention & Visitors Bureau Fund Balance	1,370,458	1,370,458	1,370,458	1,370,458	1,370,458	1,370,458
Debt Service Reserve	111,430	111,430	111,430	111,430	111,430	111,430
Debt Service Fund	3,239,243	3,239,243	3,239,243	3,239,243	3,239,243	3,239,243
Hotel Occupancy Tax Reserve	1,242,843	3,063,921	6,231,946	9,549,579	13,036,944	16,689,398
Sales Tax Reserve	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	2,324,070	5,120,000	5,120,000	5,120,000	5,120,000	5,120,000
Transportation Fund – Bus Replacement Reserve	600,000	750,000	900,000	1,050,000	1,050,000	1,050,000
Undesignated Capital Contingency Reserve	2,194,567	-	-	-	-	-
Total Ending Fund Balance	\$104,874,184	\$104,456,421	\$103,423,548	\$103,533,354	\$106,599,624	\$107,797,327
Annual Undesignated Fund Balance	\$-	\$884,290	\$5,959,250	\$6,098,021	\$6,934,337	\$7,008,656

Reserves and Fund Balances



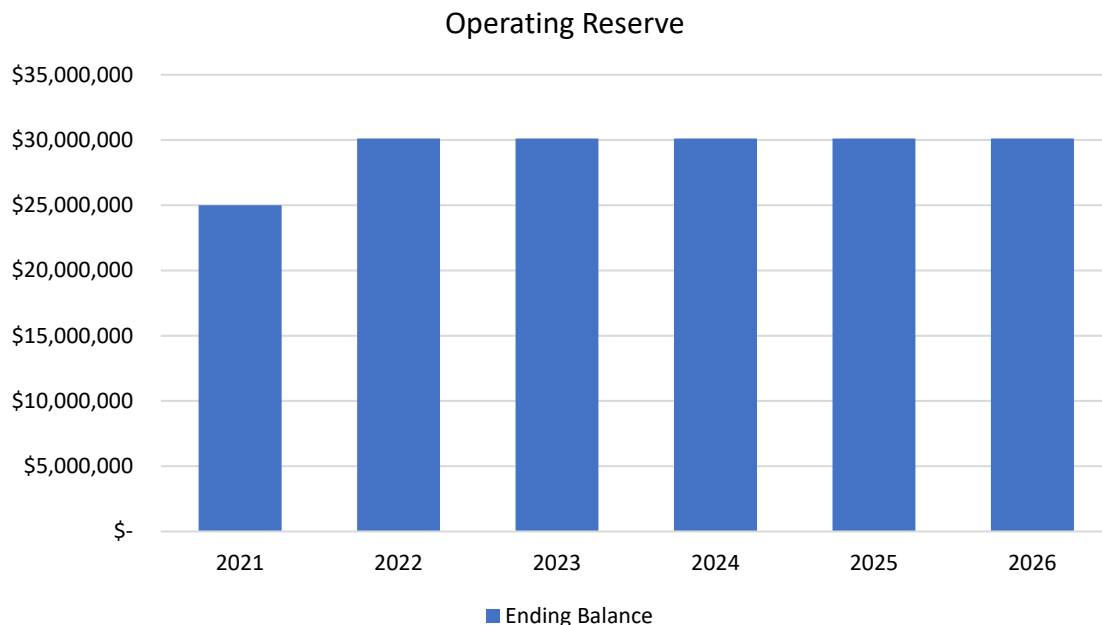
Operating Reserve

Description/Purpose

For the 2022 budget process, the Board has modified the previous operating reserve policy of a fixed 20% reserve of operating expenses to a fixed amount above the 20% threshold. For 2021, the reserve has been funded an additional \$3.5 million from the capital contingency. For 2022, the reserve has been further increased by consolidating the Sales Tax Reserve into the Operating Reserve. This balance is maintained throughout the five-year plan and exceeds the 20% amount of operating expenses in all years.

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 because 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 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026
Beginning Balance	\$20,247,516	\$25,001,513	\$30,115,340	\$30,115,340	\$30,115,340	\$30,115,340
Additions	4,753,997	5,113,827	-	-	-	-
Utilization	-	-	-	-	-	-
Ending Balance	\$25,001,513	\$30,115,340	\$30,115,340	\$30,115,340	\$30,115,340	\$30,115,340



Reserves and Fund Balances

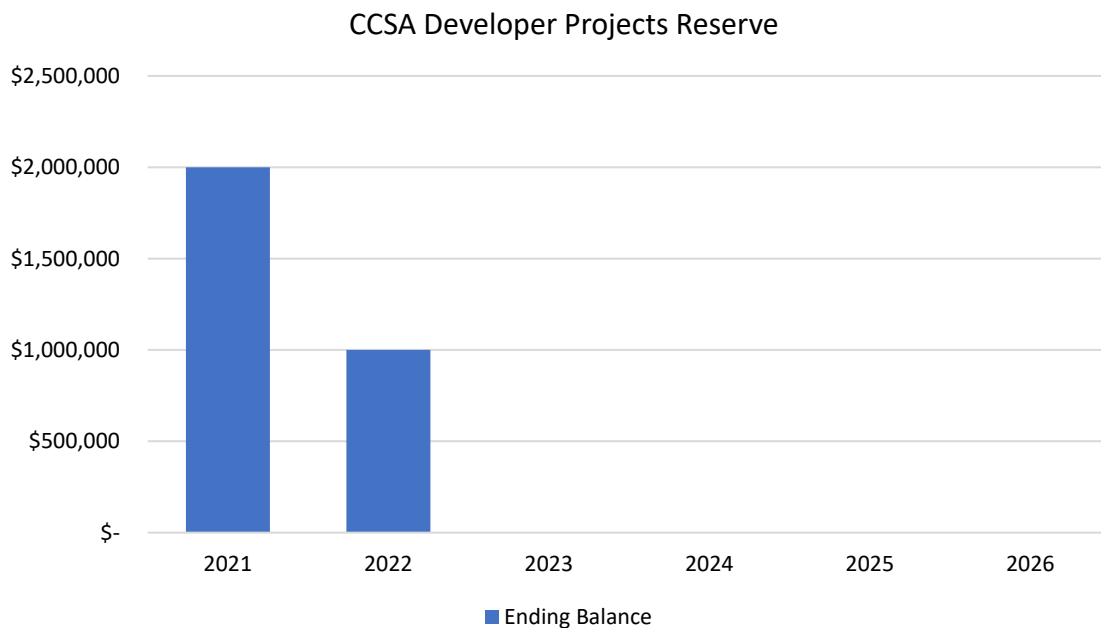


CCSA Developer Projects Reserve

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. Any used funds will be carried over to the next year.

	Forecast 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026
Beginning Balance	\$3,000,000	\$2,000,000	\$1,000,000	\$0	\$0	\$0
Additions	-	-	-	-	-	-
Utilization	(1,000,000)	(1,000,000)	(1,000,000)	-	-	-
Ending Balance	\$2,000,000	\$1,000,000	\$0	\$0	\$0	\$0



Reserves and Fund Balances

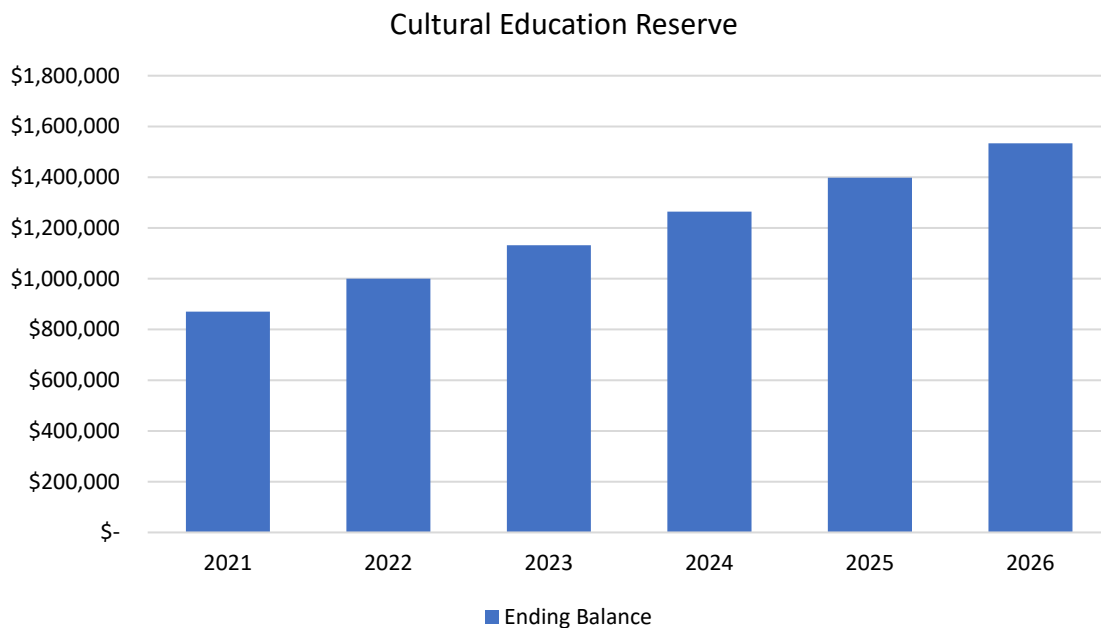


Cultural Education Reserve

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 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026
Beginning Balance	\$799,301	\$870,301	\$1,000,301	\$1,131,601	\$1,264,214	\$1,398,153
Additions	71,000	130,000	131,300	132,613	133,939	135,279
Utilization	-	-	-	-	-	-
Ending Balance	\$870,301	\$1,000,301	\$1,131,601	\$1,264,214	\$1,398,153	\$1,533,432



Reserves and Fund Balances

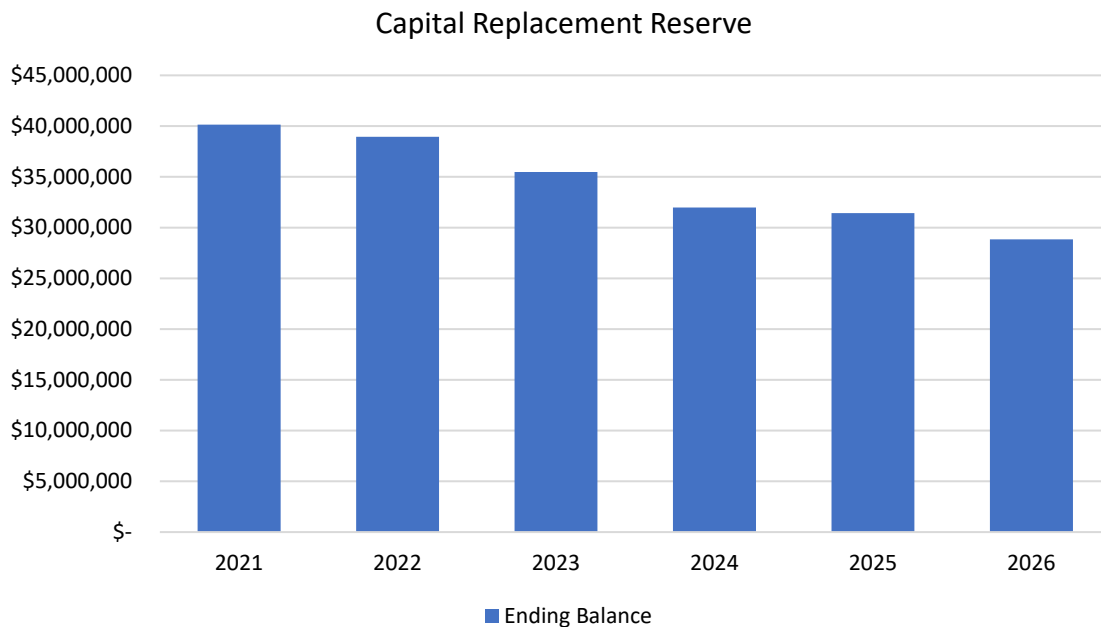


Capital Replacement Reserve

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. For 2021, the annual contribution of \$5,307,200 will be supplemented with an additional \$5,500,000 from the Capital Contingency Reserve. For 2022, the contribution will increase to \$6,407,200 to address potential future capital needs for the Fire Department. Beginning in 2023, the contribution will be lowered to \$4,307,200 to fund the reserve throughout the fire-year plan to levels commensurate with the reserve study. 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 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026
Beginning Balance	\$34,900,052	\$40,151,152	\$38,954,378	\$35,472,180	\$31,981,740	\$31,426,706
Additions	10,807,200	6,407,200	4,307,200	4,307,200	4,307,200	4,307,200
Utilization	(5,556,100)	(7,603,974)	(7,789,398)	(7,797,640)	(4,862,234)	(6,897,230)
Ending Balance	\$40,151,152	\$38,954,378	\$35,472,180	\$31,981,740	\$31,426,706	\$28,836,676



Reserves and Fund Balances

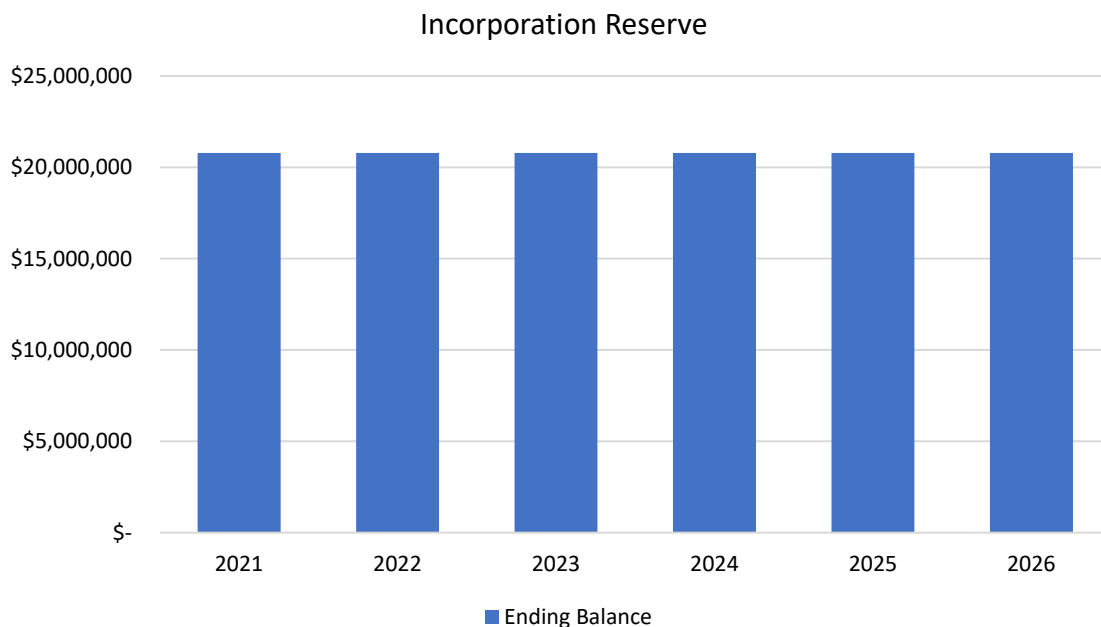


Incorporation Reserve

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, \$199,328 was used to complete the incorporation study. For 2021, the \$5,195,467 in the Property Reserve will be reallocated to the Incorporation Reserve to bring the balance to \$20,782,356.

	Forecast 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026
Beginning Balance	\$15,586,889	\$20,782,356	\$20,782,356	\$20,782,356	\$20,782,356	\$20,782,356
Additions	5,195,467	-	-	-	-	-
Utilization	-	-	-	-	-	-
Ending Balance	\$20,782,356	\$20,782,356	\$20,782,356	\$20,782,356	\$20,782,356	\$20,782,356



Reserves and Fund Balances

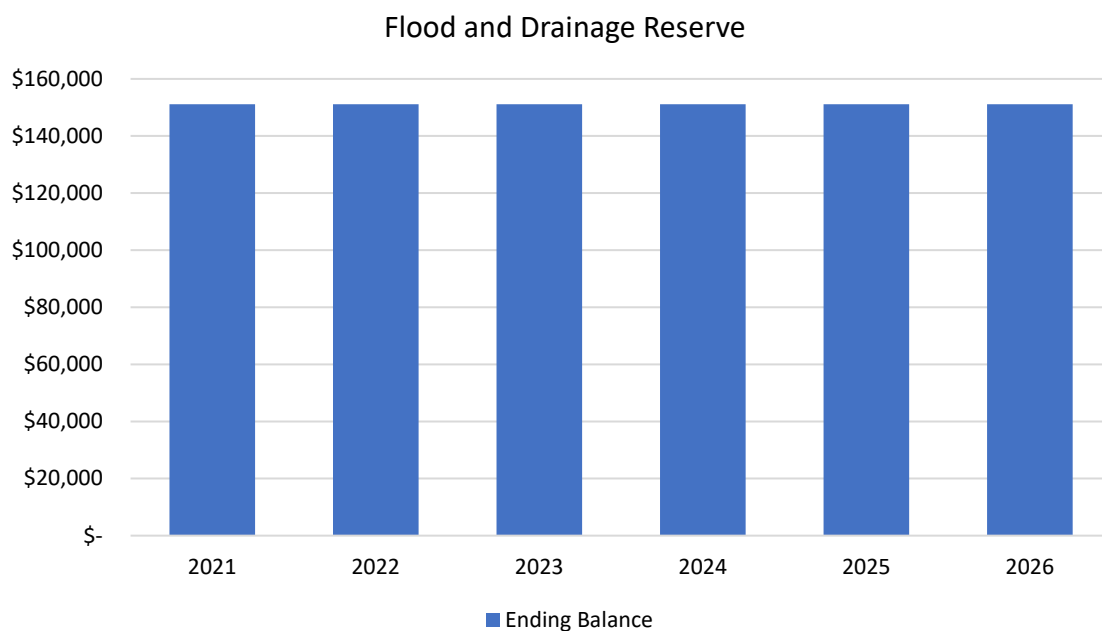


Flood and Drainage Reserve

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, \$17,344 was utilized for professional services.

	Forecast 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026
Beginning Balance	\$151,135	\$151,135	\$151,135	\$151,135	\$151,135	\$151,135
Additions	-	-	-	-	-	-
Utilization	-	-	-	-	-	-
Ending Balance	\$151,135	\$151,135	\$151,135	\$151,135	\$151,135	\$151,135



Reserves and Fund Balances



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. 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 awaiting completion. For 2021, during the 2022 budget process the Board has chosen to reallocate the \$5.2 million in Property Site Plan Reserve funds to the Incorporation Reserve.

	Forecast 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026
Beginning Balance	\$5,195,467	\$0	\$0	\$0	\$0	\$0
Additions	-	-	-	-	-	-
Utilization	(5,195,467)	-	-	-	-	-
Ending Balance	\$0	\$0	\$0	\$0	\$0	\$0



Reserves and Fund Balances

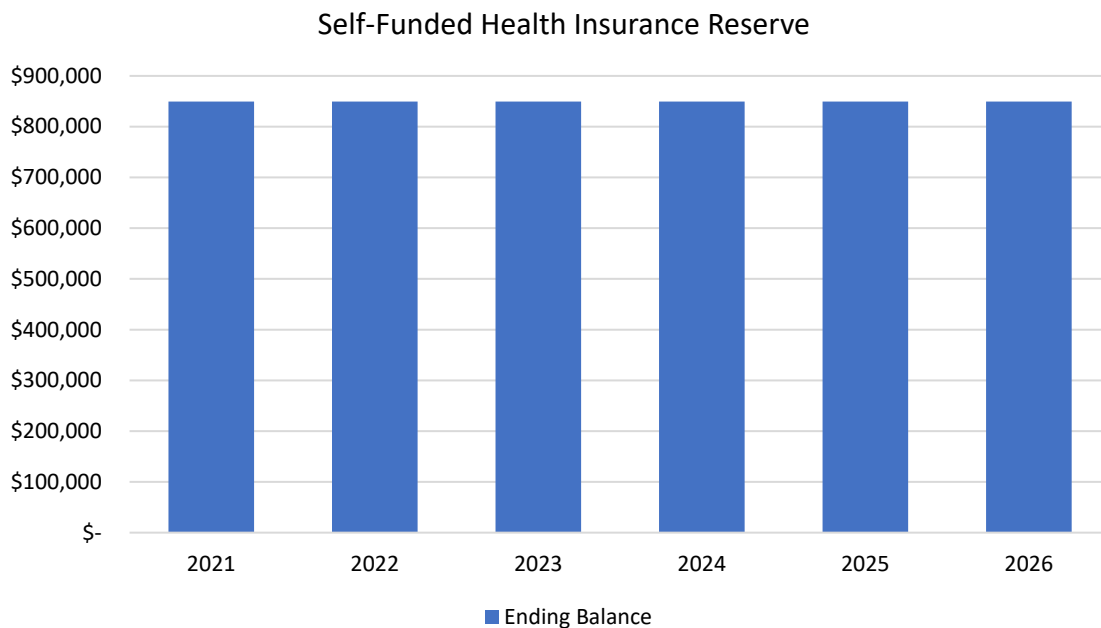


Self-Funded Health Insurance Reserve

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 \$49,588 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 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026
Beginning Balance	\$849,588	\$849,588	\$849,588	\$849,588	\$849,588	\$849,588
Additions	-	-	-	-	-	-
Utilization	-	-	-	-	-	-
Ending Balance	\$849,588	\$849,588	\$849,588	\$849,588	\$849,588	\$849,588



Reserves and Fund Balances

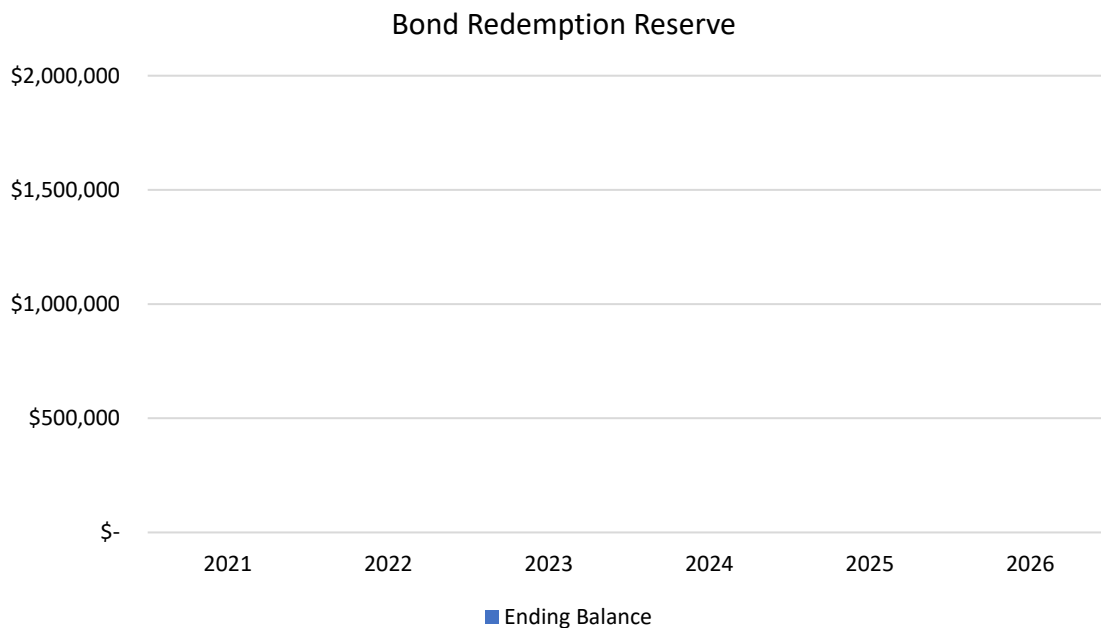


Bond Redemption Reserve

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 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026
Beginning Balance	\$1,859,757	\$0	\$0	\$0	\$0	\$0
Additions	-	-	-	-	-	-
Utilization	(\$1,859,757)	-	-	-	-	-
Ending Balance	\$0	\$0	\$0	\$0	\$0	\$0



Reserves and Fund Balances

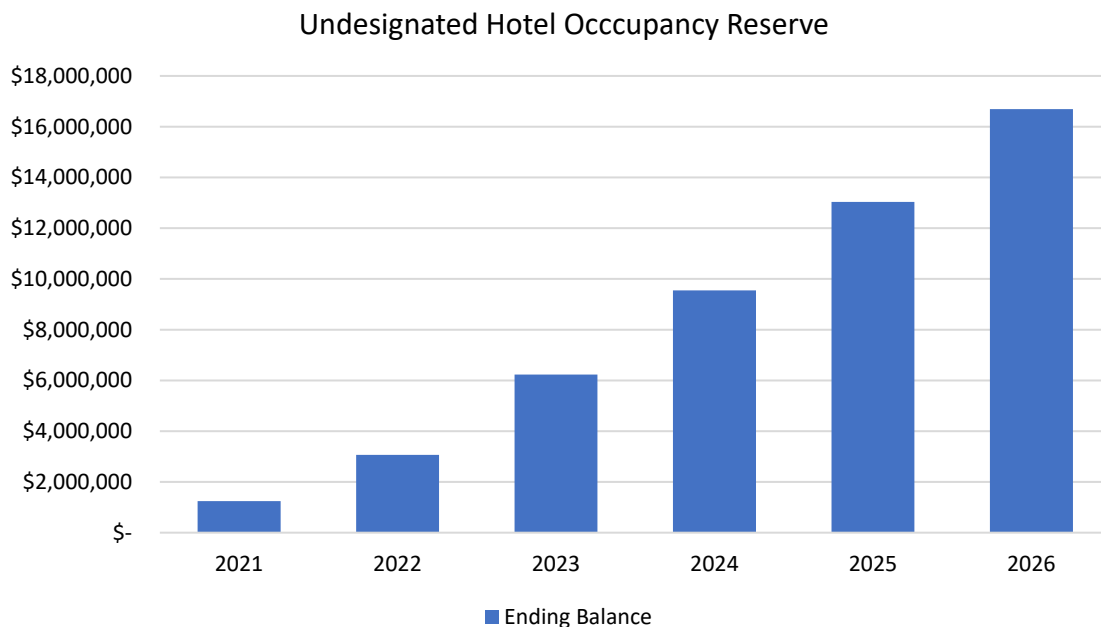


Undesignated Hotel Occupancy Tax Reserve

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 \$430,187 be used to fund the Convention and Visitor's Bureau shortfall caused by COVID-19 impacts to Hotel Occupancy Tax Revenue.

	Forecast 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026
Beginning Balance	\$438,119	\$1,242,843	\$3,063,921	\$6,231,946	\$9,549,579	\$13,036,944
Additions	804,724	1,821,078	3,168,024	3,317,633	3,487,365	3,652,453
Utilization	-	-	-	-	-	-
Ending Balance	\$1,242,843	\$3,063,921	\$6,231,946	\$9,549,579	\$13,036,944	\$16,689,398



Reserves and Fund Balances



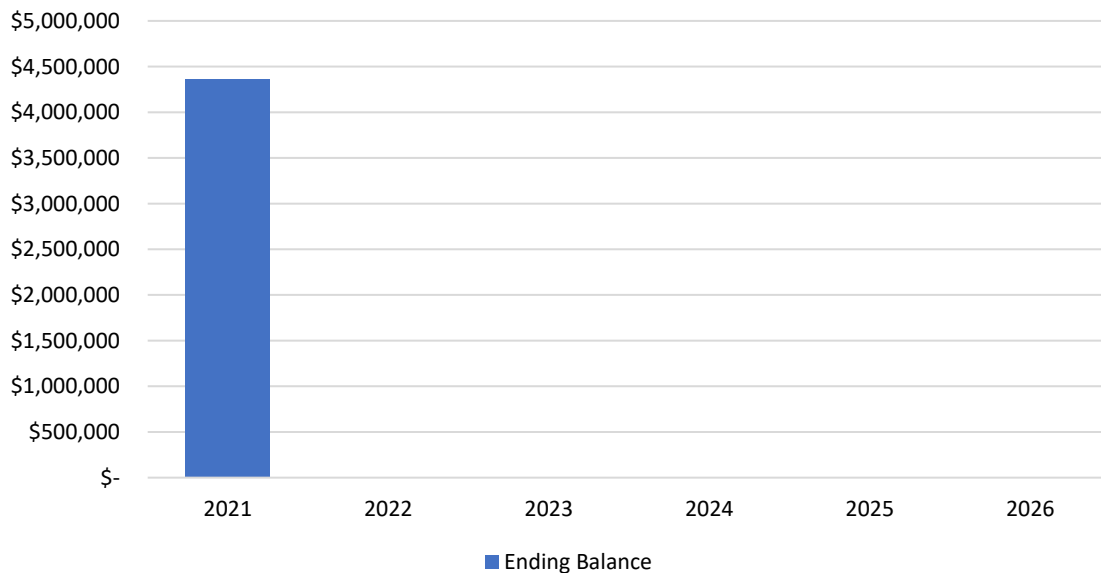
Sales Tax Reserve

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 taxpayer being acquired by a company whose headquarters is not 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. For 2022, the Board has authorized the transfer of the \$4.4 million balance to the Operating Reserve.

	Forecast 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026
Beginning Balance	\$2,500,000	\$4,359,757	\$0	\$0	\$0	\$0
Additions	1,859,757	-	-	-	-	-
Utilization	-	(4,359,757)	-	-	-	-
Ending Balance	\$4,359,757	\$0	\$0	\$0	\$0	\$0

Sales Tax Reserve



Reserves and Fund Balances

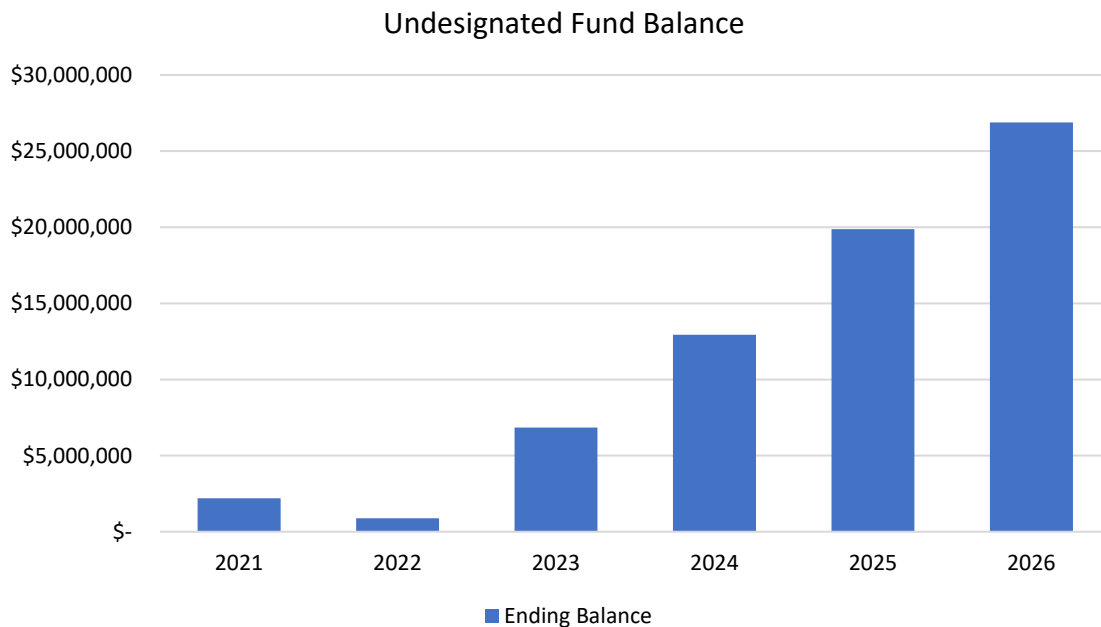


Undesignated Fund Balance

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 \$11.3 million balance in the reserve was allocated by the Board in 2021 as follows: \$5.5 million transfer to the Capital Replacement Reserve; \$3.5 million transfer to the Operating Reserve; and \$139,890 to Parks Capital for pathway equipment. In 2022, a balance of \$2.2 million will be transferred to Transportation Initiatives for Spring Creek Trails.

	Forecast 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026
Beginning Balance	\$8,066,886	\$2,194,567	\$884,290	\$6,843,540	\$12,941,561	\$19,875,898
Utilization:						
Allocate to Capital Replacement Reserve	(5,500,000)	-	-	-	-	-
Allocate to Parks Capital	(139,890)	-	-	-	-	-
Allocate to Operating Reserve	(3,500,000)	-	-	-	-	-
Allocate to Transportation Initiatives	-	(2,194,567)	-	-	-	-
Additions/(Uses): From General Fund	3,267,571	884,290	5,959,250	6,098,021	6,934,337	7,008,656
Ending Balance	\$2,194,567	\$884,2490	\$6,843,540	\$12,941,561	\$19,875,898	\$26,884,554



Consolidated Chart of Accounts



In This Section You Will Find:

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Fund Codes 17-2

General Ledger Codes.....17-3

Restriction Codes.....17-12

Type Codes.....17-13

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
165	Township Secretary
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
435	Streetscape Operations
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)

Consolidated Chart of Accounts



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
4309	Grant Funds – CARES Act
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
4515	Town Center Maintenance Agreement
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

Consolidated Chart of Accounts



General Ledger

<u>Account Code</u>	<u>Account Title</u>
4770	Amortized Premiums - Bonds
4800	Transfer In
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

Consolidated Chart of Accounts



General Ledger

<u>Account Code</u>	<u>Account Title</u>
5355	Leased Vehicles
5360	Vehicle Fuel
5365	Equipment Repair and Maintenance
5370	Special Operations Materials and Supplies
5371	EMS Materials and Supplies
5372	Compliance Testing
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
5466	Contracted Bus Service – Energy Corridor
5470	Website

Consolidated Chart of Accounts



General Ledger

<u>Account Code</u>	<u>Account Title</u>
5471	Video Production
5472	Media Destination Marketing
5473	Public Relations Destination Marketing
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

Consolidated Chart of Accounts



General Ledger

<u>Account Code</u>	<u>Account Title</u>
5629	RFP Bid Proposals and Fulfillment
5640	Highway Beautification
5641	Waterway Square Song Programming
5642	Seasonal Lighting
5643	Tree Lighting
5644	George Mitchell Preserve
5645	LED Light Conversion
5646	Wildflowers
5647	Lake Woodlands Bridge
5648	Art Bench
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

Consolidated Chart of Accounts



General Ledger

<u>Account Code</u>	<u>Account Title</u>
7001	Incorporation Study
7010	Regional Participation Agreements
7011	EDZ Project Payments
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

Account Code

Account Title

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

Account Code

Account Title

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
2066	FY2020 CP – New Development Capital
2067	FY2020 CP – Grogan’s Forest Monument
2068	FY2020 CP – COVID-19 Equipment
2069	FY2020 CP – COVID-19 Computer Equipment
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

Consolidated Chart of Accounts



Type

<u>Account Code</u>	<u>Account Title</u>
2109	FY2021 CP - Phone System Replacement
2110	FY2021 CP - Server Replacements
2111	FY2021 CP - VDI Performance - Blade Servers
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

Consolidated Chart of Accounts



Type

Account Code

Account Title

2151	FY2021 CP - Extrication Tools
2152	FY2021 CP - Hazmat Truck
2153	FY2021 CP - Rescue Boat
2154	FY2021 CP - Station Improvements
2155	FY2021 CP - ETC Improvements
2156	FY2021 CP – Pathway Maintenance
2157	FY2021 CP – Platos Pappas Marina
2158	FY2021 CP – 2022 & 2023 Fire Engines
2201	FY2022 CP – HVAC Replacement
2202	FY2022 CP – Remote Docking Station – Generator
2203	FY2022 CP – WFD Mobile Data Computers
2204	FY2022 CP – Desktop & Laptop Computers
2205	FY2022 CP – Covenant Admin Land Mgmt Software
2206	FY2022 CP – Network Routers
2207	FY2022 CP – Network Switches
2208	FY2022 CP – Data Storage Refresh
2209	FY2022 CP – Conference Room Wireless Connectivity
2210	FY2022 CP – Bear Branch Sycamore Room AV System
2211	FY2022 CP – Board Chambers & 150/152 AV System
2212	FY2022 CP – Website Update
2213	FY2022 CP – Teams Conference Rooms
2214	FY2022 CP – Rob Fleming Brady Hall Projector
2215	FY2022 CP – Security Cameras – Fire Department
2216	FY2022 CP – Microwave Link (Fire Department/Harris County)
2217	FY2022 CP – Fleet Replacement
2218	FY2022 CP – Electric Carts
2219	FY2022 CP – Pressure Washer
2220	FY2022 CP – Office Furniture
2221	FY2022 CP – Streetscape Equipment
2222	FY2022 CP – Swan Boats – Mall Ring
2223	FY2022 CP – PARDES HVAC
2224	FY2022 CP – PARDES Covered Parking
2225	FY2022 CP – Parking Lot Expansion
2226	FY2022 CP – Facility Generators
2227	FY2022 CP – Town Center Equipment
2228	FY2022 CP – Town Green Park Garden
2229	FY2022 CP – Boat House Deck Renovation
2230	FY2022 CP – Riva Row Boat House HVAC
2231	FY2022 CP – Town Center Streetscape & Bridges
2232	FY2022 CP – Waterway Square Pavers
2233	FY2022 CP – Hardscape Improvements
2234	FY2022 CP – Irrigation System

Consolidated Chart of Accounts



Type

Account Code

Account Title

2235	FY2022 CP – Playground Improvements
2236	FY2022 CP – Major Park Renovation
2237	FY2022 CP – Drinking Fountains
2238	FY2022 CP – Park Signs
2239	FY2022 CP – Boardwalk Improvements
2240	FY2022 CP – Pavilion Improvements
2241	FY2022 CP – Park Amenities
2242	FY2022 CP – Lake & Pond Improvements
2243	FY2022 CP – Bear Branch Turf Replacement
2244	FY2022 CP – Tennis Court Resurfacing
2245	FY2022 CP – Fence Replacements
2246	FY2022 CP – Court Lights – LED Conversion
2247	FY2022 CP – Pickleball Courts
2248	FY2022 CP – Rob Fleming Pool Plaster
2249	FY2022 CP – Ridgewood Themed Slide
2250	FY2022 CP – Rob Fleming Shade Replacement
2251	FY2022 CP – Rob Fleming Play Structure
2252	FY2022 CP – Pool Furniture
2253	FY2022 CP – Creekwood Pool Heater
2254	FY2022 CP – Aquatic Building Ventilation
2255	FY2022 CP – Directional Signs
2256	FY2022 CP – Digital Wayfinding Signs
2257	FY2022 CP – Monument Signs
2258	FY2022 CP – Pathway Improvements
2259	FY2022 CP – Bear Branch Gym Ceiling
2260	FY2022 CP – Rob Fleming Tipis
2261	FY2022 CP – New Development
2262	FY2022 CP – Dispatch Recording Equipment
2263	FY2022 CP – PSAP Program
2264	FY2022 CP – Computer Aided Dispatch
2265	FY2022 CP – Staff/Utility Vehicles
2266	FY2022 CP – Bunker Gear
2267	FY2022 CP – Vehicle Modems
2268	FY2022 CP – Thermal Imaging Cameras
2269	FY2022 CP – Extrication Tools
2270	FY2022 CP – Fire Engine
2271	FY2022 CP – High Profile Evacuations Vehicles Kits
2272	FY2022 CP – Station Improvements
3000	Program/Aquatics - Hurricane Swim Team
3001	Program/Aquatics - Rip Tide Swim Team
3002	Program/Aquatics - Waves Swim Team
3099	Program/Aquatics - Other

Consolidated Chart of Accounts



Type

Account Code

Account Title

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
3402	Program/Other – Earth Day
3403	Program/Other – Funded by Other
3404	Program/Other – Fire and Life Safety Education
3405	Program/Other - Holiday Lighting Contest
3406	Program/Other - Hurricane Preparedness

Consolidated Chart of Accounts



Type

<u>Account Code</u>	<u>Account Title</u>
3407	Program/Other - Sustainable Landscapes
3408	Program/Other - Mosquito Awareness
3409	Program/Other - National Night Out
3410	Program/Other - Recycle, HHW, Solid Waste
3411	Program/Other - Woodlands Alert
3412	Program/Other - Volunteer Appreciation Event
3413	Program/Other - Walk-to-School
3414	Program/Other - Watch Programs
3415	Program/Other - Water Conservation
3416	Program/Other – Pollinator Support Program
3417	Program/Other – Emergency Preparedness
3500	Program/Other – Ctr for Houston’s Future
3501	Program/Other – GHP Opportunity Houston
3502	Program/Other - Leadership Montgomery County
3503	Program/Other - Park Openings & Dedications
3504	Program/Other - Public Safety Heroes
3505	Program/Other - 40th Anniversary of The Woodlands
3506	Program/Other - Hurricane Preparedness
3507	Program/Other - Ice Rink Project
3599	Program/Other - Misc.
3601	Guest Fees - Pool
3602	Guest Fees - The Woodlands Recreation Center
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

Consolidated Chart of Accounts



Type

Account Code

Account Title

3634	Adventure Course
3635	Adventure Course Group Sales
3700	FY2000 Delinquent Assessments
3701	FY2001 Delinquent Assessments
3702	FY2002 Delinquent Assessments
3703	FY2003 Delinquent Assessments
3704	FY2004 Delinquent Assessments
3705	FY2005 Delinquent Assessments
3706	FY2006 Delinquent Assessments
3707	FY2007 Delinquent Assessments
3708	FY2008 Delinquent Assessments
3709	FY2009 Delinquent Assessments
3710	Property Tax Year 2009 - FY 2010
3711	Property Tax Year 2010 – FY 2011
3712	Property Tax Year 2011 – FY 2012
3713	Property Tax Year 2012 - FY 2013
3714	Property Tax Year 2013 - FY 2014
3715	Property Tax Year 2014 - FY 2015
3800	Riva Row Park
3801	Waterway
3802	Town Green Park
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
3910	Program/Transportation – Mountain Bike Trail Development
3911	Program/Transportation – San Jacinto Easements
3912	Program/Transportation – Gosling Road Bridge
3913	Program/Transportation – Harper's Landing Pathway Connector
4001	Events - Red, Hot & Blue
4002	Events - Lighting of the Doves
4003	Events - Ice Rink
4004	Events - Winter Wonderland
4005	Events - iWOW

Consolidated Chart of Accounts



Type

Account Code

Account Title

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
4101	Events/Other – Arbor Day
4102	Events/Other - Children’s Festival
4103	Events/Other - Houston Symphony
4104	Events/Other - Run Thru the Woods
4105	Events/Other – South County Fourth of July Parade
4106	Events/Other - Taste of the Town
4107	Events/Other - Wildflower Festival
4108	Events/Other - Wine Week
4109	Events/Other - Woodlands Waterway Arts Festival
4110	Events/Other - The Woodlands Film Commission
4111	Events/Other – Ironman Texas
4112	Memorial Day
4115	Events/Other – Tourism/Leisure Initiatives
4116	Events/Other – Advocacy & Business Development
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

Consolidated Chart of Accounts



Type

Account Code

Account Title

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
6008	LT Debt - 2019 Bonds - Sales and Hot Tax Refunding Bonds
6009	LT Debt - 2019 Bonds - Unlimited Tax Refunding Bonds
7000	Land
7002	Art and Sculpture
7004	Buildings
7006	Buildings - Fire
7008	Leasehold Improvements
7010	Equipment
7012	Equipment - Fire
7014	Information Technology
7016	Parks
7018	Pathways
7020	Vehicles - Admin/Support
7022	Vehicles - Fire - Admin/Support
7024	Fire Apparatus
7026	Other
7028	Intangible
7030	Waterway Cruisers
7032	Buses
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

Consolidated Chart of Accounts



Type

Account Code

Account Title

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

The Woodlands Area Demographic and Income Profile Summary

	5-Mile			10-Mile			15-Mile			20-Mile		
	2010	2020	2025	2010	2020	2025	2010	2020	2025	2010	2020	2025
Population	123,020	161,119	178,848	394,419	541,560	589,610	839,494	1,120,441	1,206,662	1,474,696	1,845,989	1,959,655
Median Age	36	37	39	35	36	37	33	35	37	33	35	36
Average Household Size	2.65	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	32,789	42,597	47,147	101,891	141,813	154,575	197,259	267,640	289,073	341,499	434,118	462,610
Renter-Occupied Housing Units	13,552	17,751	19,790	37,570	49,713	53,950	96,951	125,494	134,252	160,270	197,662	208,832

	5-Mile			10-Mile			15-Mile			20-Mile		
	2010	2020	2025	2010	2020	2025	2010	2020	2025	2010	2020	2025
Median Household Income	\$72,687	\$108,457	\$112,252	\$74,132	\$96,140	\$99,010	\$63,943	\$80,240	\$82,610	\$61,251	\$74,847	\$76,892
Average Household Income	\$96,148	\$134,023	\$137,349	\$96,035	\$124,039	\$126,890	\$84,330	\$107,968	\$110,535	\$81,197	\$101,997	\$104,340
Household Income												
< \$15,000	7.7%	3.7%	3.3%	6.8%	4.2%	4.1%	8.4%	5.7%	5.5%	9.0%	6.4%	6.2%
\$15,000 - \$24,999	7.0%	4.5%	4.5%	7.0%	4.9%	4.8%	9.0%	6.6%	6.5%	9.2%	7.1%	7.1%
\$25,000 - \$34,999	6.1%	4.6%	4.6%	6.8%	6.5%	6.5%	9.2%	7.6%	7.5%	9.7%	8.1%	7.8%
\$35,000 - \$49,999	11.6%	8.0%	7.6%	11.6%	9.3%	8.9%	12.8%	11.1%	10.8%	13.2%	11.5%	11.2%
\$50,000 - \$74,999	19.4%	12.1%	11.5%	18.4%	14.6%	14.1%	18.5%	16.4%	16.0%	18.6%	17.1%	16.7%
\$75,000 - \$99,999	15.4%	13.0%	12.6%	15.4%	12.5%	12.1%	14.5%	12.5%	12.2%	14.1%	12.8%	12.5%
\$100,000 - \$149,999	16.0%	21.2%	21.6%	17.2%	19.0%	19.2%	14.6%	17.5%	17.8%	14.1%	16.9%	17.3%
\$150,000 +	16.8%	32.9%	34.3%	16.8%	29.0%	30.3%	13.0%	22.6%	23.7%	12.1%	20.1%	21.2%
Population by Age												
Age 0 - 4	7.2%	6.9%	6.1%	7.7%	6.9%	6.2%	8.1%	7.2%	6.4%	8.2%	7.1%	6.4%
Age 5 - 14	14.9%	14.7%	13.6%	16.1%	15.1%	13.9%	16.1%	15.2%	14.0%	16.4%	15.1%	14.0%
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%	7.2%
Age 20 - 24	5.3%	5.6%	6.3%	5.4%	6.2%	6.8%	6.3%	6.4%	6.9%	6.3%	6.6%	6.9%
Age 25 - 34	14.4%	13.2%	12.2%	13.9%	13.4%	12.8%	14.7%	14.3%	13.3%	14.4%	14.5%	13.6%
Age 35 - 44	14.7%	14.7%	13.8%	15.3%	14.0%	13.3%	14.7%	14.1%	13.8%	14.7%	13.9%	13.7%
Age 45 - 54	15.1%	13.4%	13.5%	14.9%	13.6%	13.2%	14.2%	13.0%	13.0%	14.1%	12.9%	12.8%
Age 55 - 64	12.0%	12.3%	12.1%	10.8%	12.0%	12.0%	10.3%	11.4%	11.4%	10.2%	11.3%	11.4%
Age 65 - 74	5.8%	8.0%	9.2%	5.2%	7.5%	8.8%	5.0%	7.3%	8.4%	5.1%	7.3%	8.4%
Age 75 - 84	2.8%	3.4%	4.7%	2.4%	3.1%	4.4%	2.4%	3.0%	4.2%	2.3%	3.1%	4.2%
Age 85+	1.1%	1.2%	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: Zonda / Neustar ElementOne

THE WOODLANDS DEMOGRAPHICS

1. <u>POPULATION</u>	
Total	119,000
Persons Per Household	2.72
Occupied Dwellings	43,750
Median Age	40.4
2. <u>ADULT AGES</u>	
Total Adults	85,680
18 – 24	8%
25 – 34	15%
35 – 44	18%
45 – 54	23%
55 – 64	18%
65 - 74	11%
75-Plus	7%
3. <u>CHILDREN</u>	
Households with Children	39.2 %
Total Children	33,320
Under 5	21%
5 – 9	31%
10 – 14	30%
15 – 17	18%
4. <u>HOUSEHOLD PERSONS</u>	
Average	2.72
1	22%
2	34%
3	16%
4-Plus	28%
5. <u>HOUSEHOLD INCOME</u>	
Median	\$122,634
Under \$25,000	9%
\$25 - \$34,999	5%
\$35 - \$49,999	7%
\$50 - \$74,999	11%
\$75 - \$99,999	10%
\$100 - \$149,999	17%
\$150 - \$199,999	13%
\$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
2020	119,000	\$ 14,593,446	\$ 122,634	38	2,140	66,165	702.0%	64,517
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, TX

HISTORICAL STATISTICAL DATA

DATE	POPULATION		HOUSEHOLDS		HH	HOME	EMPLOYERS		JOBS	
	Cum.	Gain	Cum.	Gain	Size	Sales	Cum.	Gain	Cum.	Gain
1990	30,165	2,749	10,808	920	2.79	901	410	30	8,570	1,020
1991	32,713	2,548	11,676	868	2.80	914	466	56	10,016	1,446
1992	35,656	2,943	12,621	945	2.83	893	480	14	10,747	731
1993	38,277	2,621	13,707	1,086	2.79	810	472	(8)	11,500	753
1994	41,569	3,292	14,838	1,131	2.80	942	660	188	15,500	4,000
1995	44,517	2,948	15,907	1,069	2.80	988	718	58	16,500	1,000
1996	47,346	2,829	16,918	1,011	2.80	1,053	741	23	17,284	784
1997	50,789	3,443	18,073	1,155	2.81	1,155	787	46	18,524	1,240
1998	55,063	4,274	19,298	1,225	2.85	1,450	842	55	20,804	2,280
1999	59,138	4,075	20,458	1,160	2.89	1,381	896	54	22,629	1,825
2000	63,203	4,065	22,277	1,819	2.84	1,679	984	88	25,270	2,641
2001	67,054	3,851	24,186	1,909	2.77	1,601	1,030	46	26,686	1,416
2002	70,050	2,996	25,372	1,186	2.76	1,378	1,112	82	30,096	3,410
2003	74,358	4,308	27,017	1,645	2.75	1,426	1,140	28	31,500	1,404
2004	77,128	2,770	28,044	1,027	2.75	1,328	1,219	79	37,175	5,675
2005	80,659	3,531	29,252	1,208	2.76	1,515	1,310	91	39,541	2,366
2006	83,884	3,225	30,818	1,566	2.72	1,409	1,511	201	42,190	2,649
2007	86,401	2,517	32,135	1,317	2.69	767	1,551	40	43,200	1,010
2008	89,397	2,996	33,728	1,593	2.65	750	1,587	36	44,202	1,002
2009	92,348	2,951	34,960	1,232	2.64	633	1,650	63	45,380	1,178
2010	97,023	4,675	36,819	1,859	2.64	786	1,712	62	47,100	1,720
2011	100,670	3,647	38,028	1,209	2.65	945	1,755	43	49,960	2,860
2012	105,283	4,613	39,783	1,755	2.65	1,007	1,870	115	51,940	1,980
2013	107,769	2,486	40,618	835	2.65	649	1,901	31	54,504	2,564
2014	109,679	1,910	41,199	581	2.66	468	1,973	72	58,400	3,896
2015	112,505	2,826	41,849	650	2.69	256	2,182	209	63,030	4,630
2016	114,625	2,120	42,508	659	2.70	248	2,158	(24)	64,365	1,335
2017	116,278	1,653	42,752	244	2.72	340	2,138	(20)	66,820	2,455
2018	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	119,000	1,000	43,750	364	2.72	236	2,140	(46)	66,165	(2,323)
2021 Est.	120,100	1,100	44,400	650	2.70	120	2,190	50	68,000	1,835
2022 Est.	121,300	1,200	45,000	600	2.69	100	2,240	50	69,500	1,500
2023 Est.	122,500	1,200	45,500	500	2.69	90	2,290	50	71,000	1,500
2024 Est.	123,900	1,400	46,000	500	2.69	60	2,340	50	72,500	1,500
2025 Est.	125,300	1,400	46,410	410	2.69	10	2,370	30	74,000	1,500

Note: All estimates are based upon current land use projections and are subject to change.

The Woodlands Township
Principal Non-Retail Employers of The Woodlands Area
Current Year and Ten Years Ago

Employer	2020			2010		
	Employees	Rank	Percentage of Total Employment	Employees	Rank	Percentage of Total Employment
Conroe Independent School District	4,487	1	7%	3,346	1	7%
Memorial Hermann Hospital, The Woodlands	2,927	2	4%	1,400	4	3%
Wildcat PPE	2,415	3	4%	-	-	-
Houston Methodist The Woodlands Hospital	1,647	4	2%	-	-	-
CHI St. Luke's Health	1,600	5	2%	1,067	5	2%
Exxon Mobil	1,527	6	2%	-	-	-
Lone Star College - Montgomery	1,431	7	2%	-	-	-
Alight Solutions	1,200	8	2%	-	-	-
Texas Children's Hospital, The Woodlands	1,188	9	2%	-	-	-
McKesson Specialty Health	1,040	10	2%	-	-	-
Anadarko Petroleum Corporation	-	-	-	2,566	2	6%
Hewitt Associates, LLC	-	-	-	1,500	3	3%
Huntsman Company, LLC	-	-	-	775	6	2%
Baker Hughes	-	-	-	750	7	2%
Woodforest National Bank	-	-	-	727	8	2%
Chevron Phillips Chemical Co.	-	-	-	611	9	1%
US Oncology	-	-	-	600	10	1%
Total	19,462		28%	13,342		29%

Source: South Montgomery County Woodlands Economic Development Partnership

The Woodlands Township

Top Property Taxpayers

Name of Taxpayer	Nature of Property/Industry	2020/2021 Taxable Assessed Valuation	% of Total Taxable Assessed Valuation
HH Woodlands Tower Holdings LLC	Developer	\$196,000,000	0.93%
The Woodlands Mall Associates	Retail Stores	195,700,302	0.93%
IMI MSW LLC	Retail Stores	140,022,810	0.66%
HH Hackett Tower Holdings LLC	Developer	125,046,450	0.59%
Woodlands Land Dev LP	Developer	104,549,260	0.50%
CLPF Waterway Plaza LLC	Developer	78,700,000	0.37%
CVS Pharmacy Inc	Retail Stores	77,390,669	0.37%
HL Multi-Family Holdings LLC	Real Estate	74,000,000	0.35%
24 Waterway, LLC	Developer	71,753,690	0.34%
CSHV Woodlands LP	Service Company	64,964,410	0.31%
		\$1,128,127,591	5.35%

Source: Montgomery County Appraisal District

PROFILE OF THE WOODLANDS TOWNSHIP

The Woodlands Township is the governmental entity dedicated to meeting the needs of The Woodlands residents and businesses. The Township encompasses 28,500 acres with a population of more than 119,000 people and nearly 2,200 businesses ranging from start-ups to major international companies. Approximately 66,000 people are employed within The Woodlands borders alone. Located just 27 miles north of downtown Houston on I-45, it encompasses nine residential villages, commercial centers, a resort, a luxury hotel and convention center, additional upscale hotels, hospitals and healthcare facilities, and exceptional shopping, dining, entertainment, and recreation amenities.

Since its inception, more than \$23 billion has been invested in The Woodlands residential villages and a 1,000-acre business district known as the Town Center. The 1,000-acre Town Center is the destination for shopping, dining and entertainment, with attractions including The Woodlands Mall – a regional shopping center with indoor and outdoor venues, Market Street – a 34-acre Main-Street styled shopping and special event destination, and The Woodlands Waterway. The Woodlands Waterway is a 1.8-mile water amenity and linear park highlighting a mixed-use urban center which connects office space, shopping, dining, hospitality, entertainment and residential living in Town Center to two lakes, including Lake Woodlands and three urban parks. In addition to Town Center, Hughes Landing is a 66-acre mixed-use upscale “lifestyle” development just off Lake Woodlands Drive and Hughes Landing Boulevard on the shores of Lake Woodlands where people can go to enjoy live music, great food, shopping, and the arts.

The Woodlands is one of the best-selling master-planned communities in Texas and the nation. There are more than 47,920 single-family homes, apartments, condominiums and townhomes in The Woodlands and the community features a large selection of new homes and multi-family residences. The Woodlands garnered one of the most prestigious rankings in its history as it was named the Best City to Live in America by Niche.com. The No. 1 ranking from Niche, the leading platform connecting students and families with colleges and schools, is among 228 cities and 18,516 towns and neighborhoods nationwide. The Woodlands offers some of the highest-rated schools and school districts in the region, including Conroe ISD, Tomball ISD and Magnolia ISD, as well as 10 private school and 50 preschools.

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, 2020. 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 2020 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.

AMORTIZATION: The reduction of debt through regular payments of principal and interest sufficient to retire the debt instrument at a predetermined date known as maturity.

APPROPRIATION: A legal authorization granted by a legislative body (the Board) to make expenditures and to incur obligations for designated purposes.

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.

AUDIT: An official inspection of an individual's or organization's accounts, typically by an independent body.

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

Glossary



or the construction of major capital facilities or equipment.

CARRYOVER: Expenditures budgeted in one year but not spent until the following year. Funding for non-recurring expenditures can carry over to the following year if approved by the General Manager and Board of Directors. The Board formally amends the budget to approve carryover funding.

COMMUNITY ASSOCIATIONS: Comprised of The Woodlands Community Association (WCA), The Woodlands Association (TWA), The Woodlands Commercial Owners Association (WCOA).

CONSUMER PRICE INDEX (CPI): The monthly data on the changes in the prices paid by urban consumers for a representative basket of goods and services.

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.

Glossary



ENCUMBRANCES: Commitments related to unperformed contracts for goods and services used in budgeting. Encumbrances are not expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

ENHANCEMENTS: Funds that the Township has earmarked for a new service not provided in the past, or allowing an increase in the level of service already provided.

ENTERPRISE FUND: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises—where the intent of the governing body is that the costs of providing goods or services to the general 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.

GFOA: Government Finance Officers Association. A professional association of state/provincial and

Glossary



local finance officers dedicated to the sound management of government financial resources.

GOVERNMENTAL FUNDS: Those funds through which most governmental functions typically are financed. The acquisition, use and financial resources and the related current liabilities are accounted for through governmental funds (General, Special Revenue, Capital Projects, and Debt Service funds).

GRANT: A contribution by a government or other organization to support a particular function. Grants may be classified as categorical or block depending upon the amount of discretion allowed to the grantee.

H

HOTEL OCCUPANCY TAX (HOT): Tax imposed on the rental of a room or space in a hotel costing \$15 or more each day.

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.

Glossary



PROPERTY TAX: Taxes levied on all real and personal according to the property's valuation and the tax rate, in compliance with State Property Tax Code.

PURCHASE ORDER: A document that authorizes the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

R

RATING: The credit worthiness of an entity as evaluated by independent agencies.

REGIONAL PARTICIPATION AGREEMENT (RPA): Payments to the Cities of Houston and Conroe for a defined portion of sales tax revenues.

RESERVE: An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.

RDRC: Residential Design Review Committee. Committee made up of at least three people elected by the village residents and property owners. These committees meet monthly to review property owner's applications for modifications or additions to their properties.

REVENUE BONDS: Special type of bond distinguished by its guarantee of repayment solely 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

Glossary



development in Town Center, a 1,000-acre business and commerce district. In 2007, TCID's jurisdiction expanded to include all 28,000 acres of The Woodlands and the organization was renamed The Woodlands Township.

TWCVB: The Woodlands Convention and Visitors Bureau. See CVB.

TWT: The Woodlands Township. A political subdivision of the State of Texas resulting from the merger of the Community Associations of The Woodlands, Texas, and its entities with the Town Center Improvement District (TCID).

U

UNDESIGNATED FUND BALANCE: The portion of fund's balance that is not designated for a specific purpose and is not available for general appropriation.

V

VILLAGE: A designated neighborhood area within The Woodlands.

VISIT THE WOODLANDS: *The legal business operating name of The Woodlands Convention & Visitors Bureau.*

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.

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 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

Financial Orders, Resolutions, & Guidelines



include payroll, benefits, debt service payments, and utilities. When necessary, the determination of whether an operating expense is routine shall be made by the Board.

For all other expenditures, executed contracts/agreements or purchase orders must be approved before committing funds for goods or services in excess of \$3,000. Purchase orders are subject to the following authorization limits:

Board of Directors	No limit
President/General Manager	Up to \$50,0000
Assistant General Manager	Up to \$10,000
Department Director	Up to \$5,000
Manager	Up to \$1,000
Supervisor	Up to \$500

Capital

Capitalization of fixed assets threshold is \$5,000 and a useful life of greater than one year.

The Township conducts a periodic capital replacement study that identifies the condition of current assets, estimates a replacement timeframe, and estimates the cost of the replacement assets. This reserve study serves as a basis in determining the capital replacement reserve amount that the Board funds during the yearly budget process.

Debt

The Board of Directors has not established a direct debt limit policy for the Township. The Township Board reviews its financial capacity and outstanding debt comprised of general obligation bonds and revenue bonds on a routine basis.

Investments

Investments by the Township shall be made upon the basis of the specific investment objectives and strategies set forth below and a full understanding of the suitability of the proposed investment to the financial requirements of the Township

1. Safety of Principal - The foremost objective of the Township. Each investment transaction shall seek to first ensure that capital losses are avoided through the purchase of high-quality securities or insured deposits to avoid security defaults or erosion of market value. Investment decisions should not incur unreasonable investment risks in order to maintain current or forecasted investment income.
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.