



THE WOODLANDS®
TOWNSHIP

2027 PRELIMINARY BUDGET







Board of Directors

THE WOODLANDS TOWNSHIP BOARD OF DIRECTORS



Brad Bailey
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Position 1



Craig Eissler
Vice Chairman
Position 4



Linda Nelson
Secretary
Position 2



Richard Franks
Treasurer
Position 3



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Director
Position 5



Adam Lamb
Director
Position 6



Cindy Heiser
Director
Position 7

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Budget Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

The Woodlands Township
Texas

For the Fiscal Year Beginning

January 01, 2026

Christopher P. Morrill

Executive Director

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, 2026.

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 2027 Budget continues to conform to program requirements and will be submitting the adopted budget document to GFOA to determine award eligibility for the fiscal year beginning January 1, 2027.

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{The Budget Message will be drafted and included in the 2027 Adopted Budget after the Board of Directors adopts the 2027 Budget and 2026 tax rate.}



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Introduction

In This Section You Will Find:

Guide to Using the 2027 Budget Document **3-1**

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Budget Guide

The Woodlands Township's 2027 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:

Preface
This section includes information about the Township Board of Directors, awards for the previous year's budget, and a table of contents for the entire budget document.

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 – "Vision 2034."

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 2026 Budget, 2026 Forecast and 2027 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 2027 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 2027 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 2026 Budget, 2026 Forecast and 2027 Budget periods, and expenditures are organized by the departments and major functions that comprise the General Fund. Graphs, charts, and narrative analysis accompany the statement.

Department Profiles

This section includes each department's 2027 Budget Plan which describes the mission of the department, summarizes staffing resources and operating revenues and expenditures, and provides 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 (Convention & Visitors' Bureau). Graphs, charts, and narrative analysis accompany the statement. A detailed line-item budget is also included.

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 detailed line-item budget is also included.

Capital Projects Fund

This section provides a summary of capital expenditures and funding sources for the Capital Projects Fund. Detailed capital plans for the Fire Department, Parks and Recreation, Information Technology, and Facilities 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

This section provides a statement of revenues, expenditures, and changes in fund balance for the Debt Service 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 2027 – 2031. Assumptions used to develop the projections are provided, along with detailed five-year capital project plans.

Reserves

This section provides an overview of each of the Township's reserves, including but not limited to the Operating Reserve, Cultural Education Reserve, Capital Replacement Reserve, Parks Needs Assessment Reserve, Comprehensive Community Services Agreement Reserve, and Hotel Tax Reserve. Data is provided for fiscal years 2027 – 2031 and includes projected allocations to and from the respective reserves.

The following overview describes the 2027 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 Strategic Planning Work Session held in May assisted staff in budget and five-year plan development.
- The Human Resources Department developed the 2027 Salaries and Benefits Budget in accordance with the existing compensation plan.
- Property tax revenue projections are based on the certified values the Montgomery County Tax Assessor/Collector provided in August.
- Revenues from sales and use taxes, mixed beverage 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 2027 Budget, a five-year plan was developed using a variety of economic assumptions and multi-year operating and capital project plans.

President/Chief Executive Officer's Review

In June, the first draft of the budget was presented to the President/CEO. The President met with members of the Executive Management Team and department directors and managers to review departmental 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 budget for review by the Board of Directors during the final phase.

Board of Director's Review

The preliminary budget was submitted to the Board of Directors for review at a series of budget workshop meetings during the week of August 17 – August 21, 2026. As directed by the Board, the 2027 base budget includes funding to (1) maintain existing service levels; (2) accommodate community growth; (3) meet contractual and legal obligations; (4) adhere to Board policies and guidelines; and (5) continue operating and capital programs/initiatives approved and implemented in 2026 or prior years.

Services and projects not included in the preliminary budget are submitted separately as Budget Initiatives. The budget workshops are public meetings and intended to encourage citizen input through public comment. Presentations by the President/CEO and other members of the management team will be made to facilitate review and discussion of the budget documents. Video recordings of the budget workshops can be found here: https://www.thewoodlandstownship-tx.gov/Government/Board-of-Directors-Meetings/Meeting-Videos

During the budget workshop meetings, the Board of Directors will take a recorded vote on the *proposed* 2026 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 2026 property tax rate, but rather a recordation of a proposed rate to determine if one or more public hearings 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.

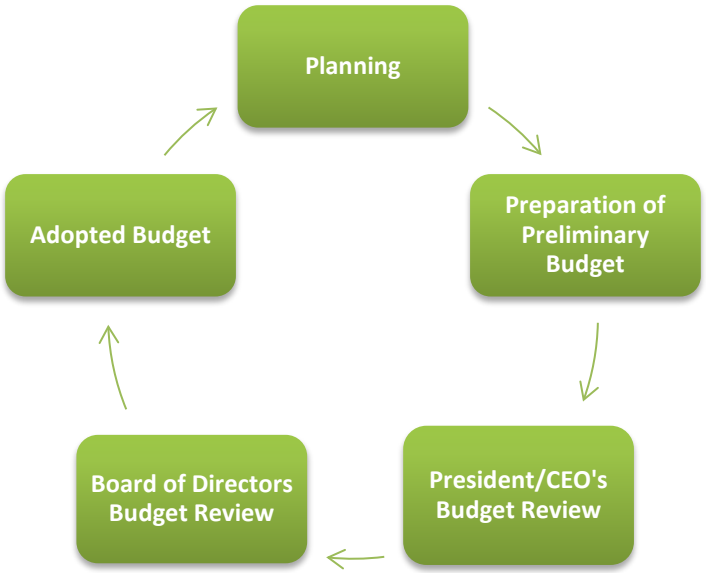
Changes resulting from the Board's review of the base budget and budget initiatives will be incorporated into the 2027 Budget document and presented to the Township Board of Directors for approval at the Board meeting on September 3, 2026. The 2027 Budget adopted by the Board of Directors will comply with all financial policies of The Woodlands Township. A video of the September 3, 2026 Board meeting will be found on the Township website on September 4, 2026.

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. To officially amend the 2027 Adopted Budget, the action taken must include phrasing such as "amend the budget" or similar such language.

The President/CEO has authority to make operational adjustments within the constraints of the Adopted Budget including movement of monies between line items or departments as needed, provided those decisions can be supported by sufficient business case justifications.

Budget Process



Planning — **January - March**

- 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 — **April - May**

- 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 — **June - July**

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

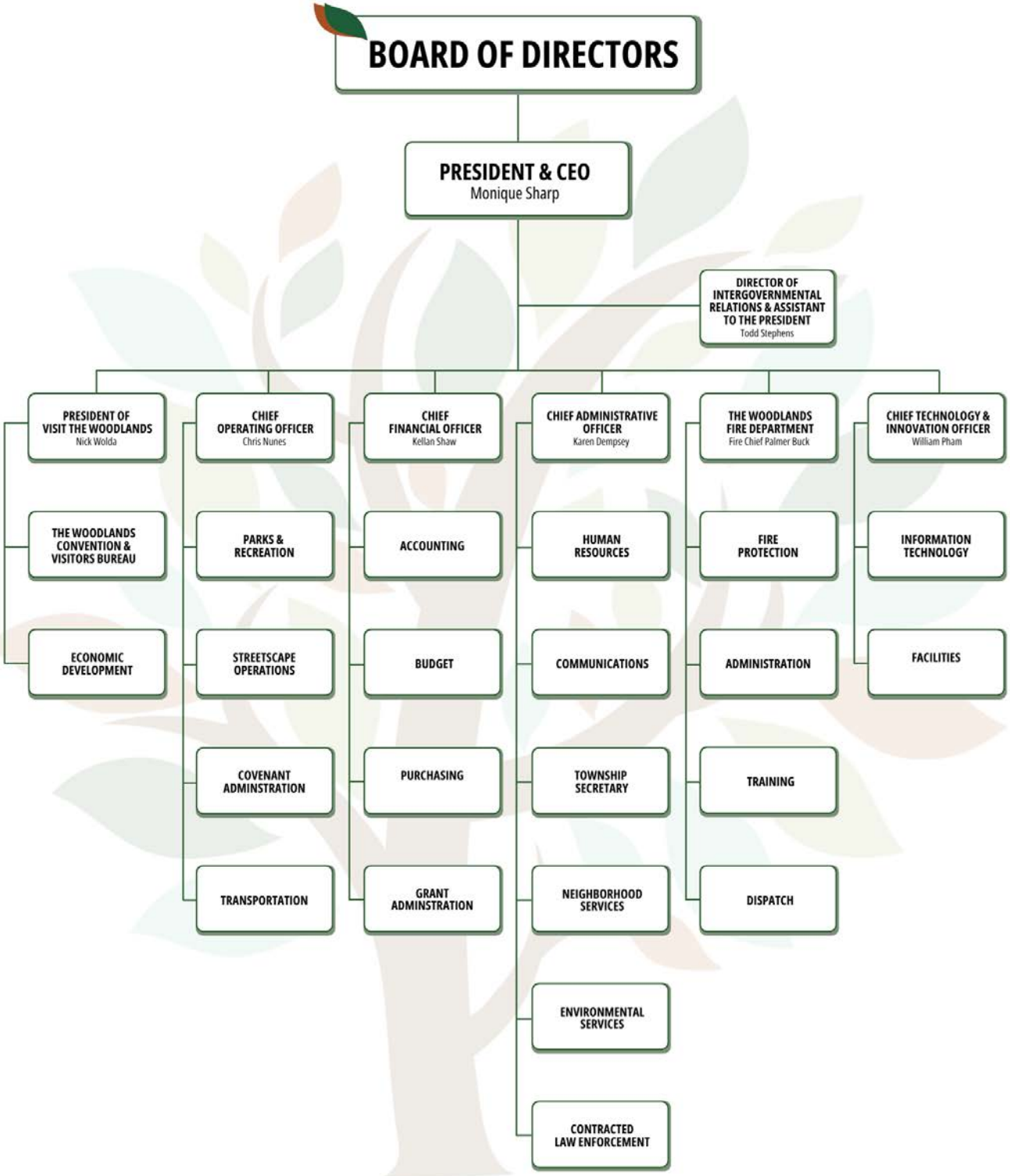
Board of Directors Budget Review — **August**

- 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 — **September - December**

- Budget and property tax rate are adopted
- Tax collector's office mails tax bills at beginning of October
- Staff plans efficient and effective execution of next year's budget during preparations in Fall
- Budget becomes effective January 1
- Tax payments are due no later than January 31

Organization Chart



Introduction to The Woodlands Township Strategic Plan

Purpose of the Strategic Plan

This Strategic Planning Document establishes a long-range, 25-year framework intended to guide The Woodlands Township as it navigates significant changes in governance, funding mechanisms, and service delivery. Its purpose is to ensure the Township remains on course during periods of transition and continues advancing toward its long-term vision for the community.

Origins and Development

The plan was created following the Township's historic governance process, during which the Board of Directors initiated and implemented a formal strategic planning effort. Although the long-range planning vision dates back to 2009, the Strategic Plan itself was formally adopted in July 2014, as reflected in the *Vision 2034* framework contained within the document.

Foundation: Vision and Mission

The plan is grounded in two foundational elements:

- **The Woodlands Vision for the Future**, describing the ideal desired condition of the community decades ahead.
- **The Woodlands Township Mission**, outlining how the Township fulfills that vision through service, safety, economic development, transparent governance, community partnerships, and environmental stewardship.

Together, these elements provide the basis for all Focus Areas, Goals, and Key Initiatives within the Strategic Plan.

Plan Review and Update Cycle

The Strategic Plan is designed to remain current and relevant. To achieve this, the Township conducts:

- Annual Strategic Plan Audits, identifying accomplishments, challenges, and recommended updates for Board consideration.
- Annual Board Updates and Adoption, conducted prior to each budget cycle to ensure alignment of financial planning with strategic priorities.
- Periodic Reassessment of the Community Vision and Mission, ensuring they continue to reflect the values and aspirations of a growing, changing community.

Rationale for Continuous Updates

The plan is updated to maintain relevance, support consistent decision-making, and respond effectively to evolving community conditions. Regular review allows the Township to stay proactive, address emerging challenges, capitalize on new opportunities, and ensure continued alignment with resident expectations and community values.

Role in Organizational Governance

The Strategic Plan guides daily operations, staff action planning, budget formulation, and policy development. The Board of Directors uses it to set strategic direction, evaluate proposals, and prioritize community investments, ensuring long-term continuity and responsible stewardship of community resources.

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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 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 1rating

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

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

2.1.2. Improve and maintain emergency operations communications plans

2.1.3. Effectively utilize other entities and programs to disseminate and collect information

2.1.4. Provide feedback opportunities such as surveys and opinion polling

2.1.5. Provide ability for the public to communicate to the board

2.1.6. Communicate accurate and timely information on the activities of the Township to the media and the public

2.1.7. Proactively educate residents on Township-related community issues to ensure residents have the facts and are well-educated

2.1.8. Improve communication and public relations to incorporate social media and enhance general awareness of the Township and its role in the community.

2.2. Provide an inclusive atmosphere to enhance transparency and trust

2.2.1. Hold town hall meetings

2.2.2. Maintain relationships with Village Associations

2.2.3. Effectively communicate financial information to the public

2.2.4. Compile and make available Board meeting records

2.2.5. Encourage awareness of public meetings

2.2.6. Promote and recognize volunteer and community accomplishments

Focus Area 3: Organizational Support

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

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

3.1.1. Provide a working environment that promotes productivity and high morale

3.1.2. Encourage education and training opportunities and continuing professional development

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

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

3.2.1. Develop a progressive succession program that encourages internal promotion

3.2.2. Maintain a formal staff evaluation program

3.2.3. Provide competitive benefit and compensation packages

3.2.4. Provide employee recognition events to recognize accomplishments and tenure

Focus Area 4: Governance

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

4.1. Participate in local and regional planning and advocacy efforts

4.1.1. Identify participation opportunities

4.1.2. Prioritize and assign board and staff representation

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

4.2.1. Identify participation opportunities

4.2.2. Prioritize and assign board and staff representation

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

4.3.1. Assign staff to specific entities to build relationships

4.3.2. Coordinate representation to ensure maximum participation

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

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

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

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.

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

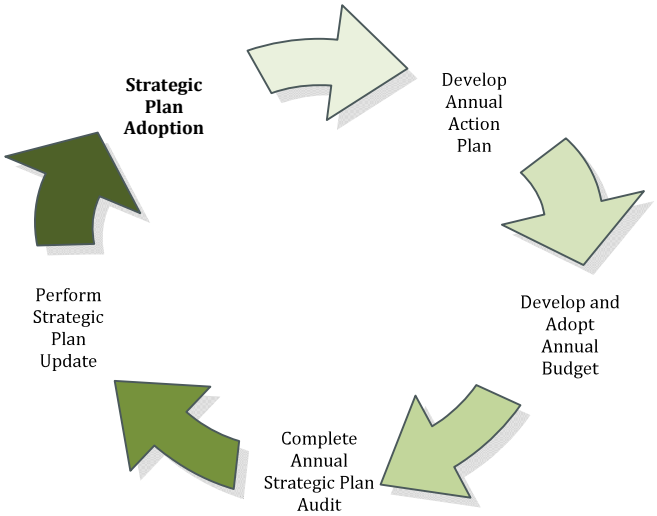
Plan Implementation

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.

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Budget Overview

In This Section You Will Find:

Department/Program Descriptions **4-1**

Consolidated Statement of Revenues and Expenditures **4-3**

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Fund Balance Analysis **4-14**

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Department/Program Descriptions

General Government (0100's)

- Includes Board of Directors, President's Office, Legal Services, Human Resources, Finance, Information Technology, Township Secretary, Facilities, and non-departmental expenditures.

Customer Engagement (0200's*)

- Includes Customer Engagement, Neighborhood Services, and Environmental Services expenditures.

Law Enforcement (*0220)

- Includes service agreements with local law enforcement agencies.

Parks & Recreation (0300's)

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

Community Services (0400's)

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

Communications (0500's)

- Includes Communications and staffing for the Convention & Visitors Bureau.

Transportation (0600's)

- Includes funding for the trolleys, park & ride services, transit planning, demand response services, and transportation initiatives.

Department/Program Descriptions

Economic Development (0700's)

- 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.

The Woodlands Fire Department (0810's)

- 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 (0820's)

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

Regional Participation

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

Other Expenditures

- Includes funding requests from outside organizations, funding for the Village Associations, Carlton Woods Associations' service fees, the Pavilion's share of the event admissions tax, 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.

The Woodlands Township
Consolidated Budget
(in whole dollars)

	2025 Actual	2026 Budget	2026 Forecast	2027 Budget	2026 Budget to 2027 Budget $ Inc/(Dec)	2026 Budget to 2027 Budget % Inc/(Dec)
REVENUES						
Property Tax	$ 48,383,317	$ 51,973,120	$ 51,973,120	$ 53,892,531	$ 1,919,411	3.7%
Sales and Use Tax	79,998,354	81,597,012	82,597,012	85,281,415	3,684,403	4.5%
Hotel Occupancy Tax	8,012,588	8,336,743	8,129,050	8,336,743	-	0.0%
Supplemental HOT	2,289,311	2,381,926	2,322,586	2,381,926	-	0.0%
Mixed Beverage Tax	1,469,955	1,485,000	1,485,000	1,485,000	-	0.0%
Event Admissions Tax	1,694,064	2,000,000	2,000,000	2,000,000	-	0.0%
Program Revenue - Other	8,875,882	8,084,750	8,317,500	8,523,250	438,500	5.4%
Program Revenue - Bus Fares	2,463,638	2,538,685	2,538,685	3,057,549	518,864	20.4%
Administrative Fees	675,211	824,500	824,500	824,500	-	0.0%
Grants and Contributions	7,074,844	32,638,373	33,750,712	7,829,005	(24,809,368)	-76.0%
Interest Income	7,007,154	4,402,838	4,652,838	5,021,069	618,231	14.0%
Other Income	6,157,606	5,361,659	6,049,949	5,970,427	608,768	11.4%
TOTAL OPERATING REVENUES	**$ 174,101,922**	**$ 201,624,606**	**$ 204,640,952**	**$ 184,603,415**	**$ (17,021,191)**	-8.4%
Bond Proceeds/Financing	-	-	-	-	-	
TOTAL REVENUES	**$ 174,101,922**	**$ 201,624,606**	**$ 204,640,952**	**$ 184,603,415**	**$ (17,021,191)**	**-8.4%**
OPERATING EXPENDITURES						
General Government	13,409,629	15,237,305	15,052,462	15,750,750	513,445	3.4%
Law Enforcement	17,537,287	21,440,379	21,221,014	23,747,898	2,307,519	10.8%
Customer Engagement	3,670,195	4,096,149	4,117,771	4,228,235	132,086	3.2%
Parks and Recreation	40,378,497	42,243,477	42,254,730	43,282,662	1,039,185	2.5%
Community Services	13,907,177	15,190,178	15,098,188	15,832,841	642,663	4.2%
Communications	2,793,031	3,172,684	3,035,210	3,222,378	49,694	1.6%
Transportation	8,459,346	9,696,442	9,688,469	10,524,411	827,969	8.5%
Economic Development	283,527	231,500	240,000	259,500	28,000	12.1%
Fire Department	34,381,110	36,300,330	36,143,379	37,580,198	1,279,868	3.5%
Convention & Visitors Bureau	3,769,812	4,005,120	3,979,651	4,281,750	276,630	6.9%
Regional Participation	2,469,412	2,569,694	2,601,187	2,685,725	116,031	4.5%
Other Expenditures (Operating)	2,531,071	2,742,000	2,702,244	2,414,311	(327,689)	-12.0%
OPERATING EXPENDITURES	**$ 143,590,092**	**$ 156,925,258**	**$ 156,134,304**	**$ 163,810,659**	**$ 6,885,402**	**4.4%**
OTHER						
Other Expenditures (EDZ)	3,396,299	4,431,025	4,837,825	4,843,960	412,935	9.3%
Capital Outlay	25,876,405	41,253,343	44,410,206	13,677,686	(27,575,657)	-66.8%
New Development Capital	58,858	-	-	-	-	
Transportation Capital	539,207	27,565,597	27,565,597	1,450,000	(26,115,597)	-94.7%
Debt Service	5,958,725	5,958,650	5,958,650	5,962,875	4,225	0.1%
OTHER EXPENDITURES	**$ 35,829,494**	**$ 79,208,615**	**$ 82,772,278**	**$ 25,934,521**	**$ (53,274,094)**	**-67.3%**
TOTAL EXPENDITURES	**$ 179,419,586**	**$ 236,133,873**	**$ 238,906,582**	**$ 189,745,180**	**$ (46,388,692)**	**-19.6%**
REVENUE OVER/(UNDER) EXPENDITURES	**(5,317,664)**	**(34,509,267)**	**(34,265,631)**	**(5,141,765)**	**29,367,502**	**85.1%**
BEGINNING FUND BALANCE	**137,733,119**	**132,415,455**	**132,415,455**	**98,149,821**	**(34,265,634)**	**-25.9%**
ENDING FUND BALANCE	**$ 132,415,455**	**$ 97,906,188**	**$ 98,149,824**	**$ 93,008,056**	**$ (4,898,132)**	**-5.0%**

Overview of Budget Changes

Changes in Revenue

2026 Budget $201,624,606	2027 Budget $184,603,415	(Decrease) ($17,021,191)
Increase/ (Decrease) in Revenues due primarily to:		
Sales and Use Tax Revenue		$3,684,403
Property Tax		1,919,411
Program Fees		957,364
Interest Income		618,231
Other Income		608,768
Grants and Contributions		(24,809,368)
Total Decrease in Revenues		**($17,021,191)**

Detailed analysis of increases and decreases in revenues is provided in the Revenue Sources section.

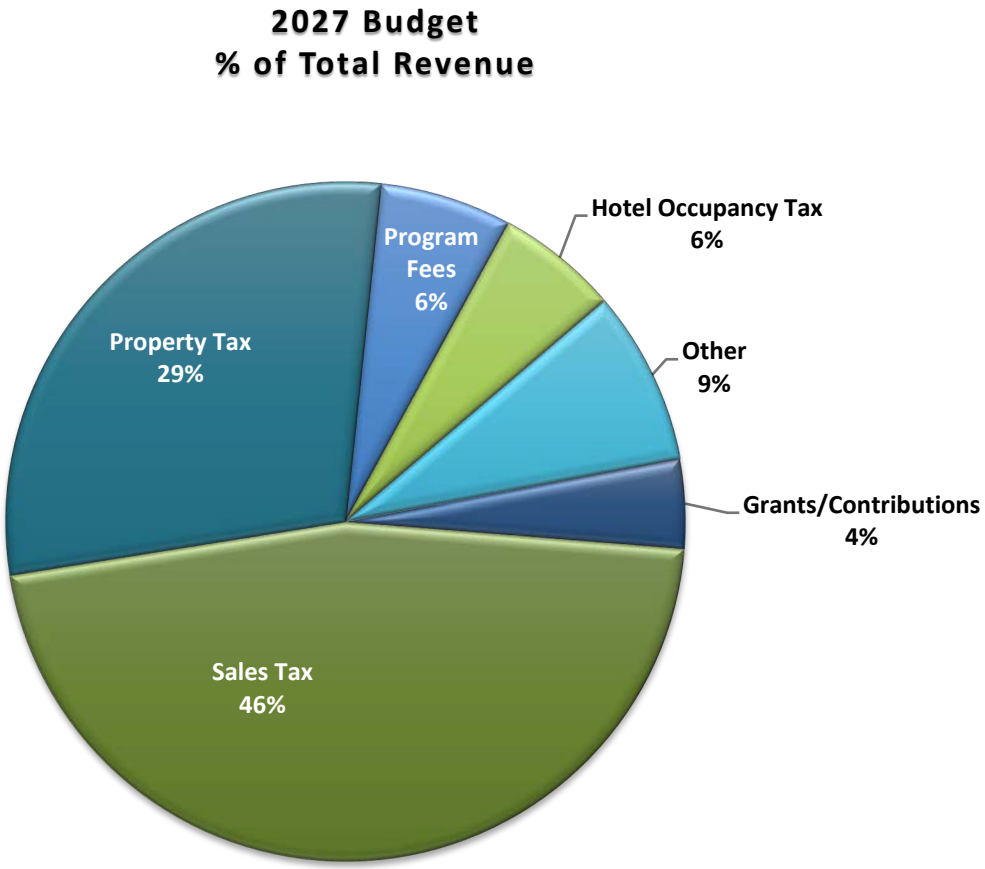
Changes in Expenditures

2026 Budget $236,133,873	2027 Budget $189,745,180	(Decrease) ($46,388,692)
Increase/ (Decrease) in Expenditures due primarily to:		
Law Enforcement		$2,307,519
Fire Department		1,279,868
Parks and Recreation		1,039,185
Transportation		827,969
Community Services		642,663
General Government		513,445
Convention & Visitors Bureau		276,630
Customer Engagement		132,086
Regional Participation		116,031
Communications		49,694
Economic Development		28,000
Debt Service		4,225
Other, net		85,246
Capital Projects		(53,691,254)
Total Decrease in Expenditures		**($46,388,692)**

Detailed analysis of increases and decreases in expenditures is provided throughout the budget document.

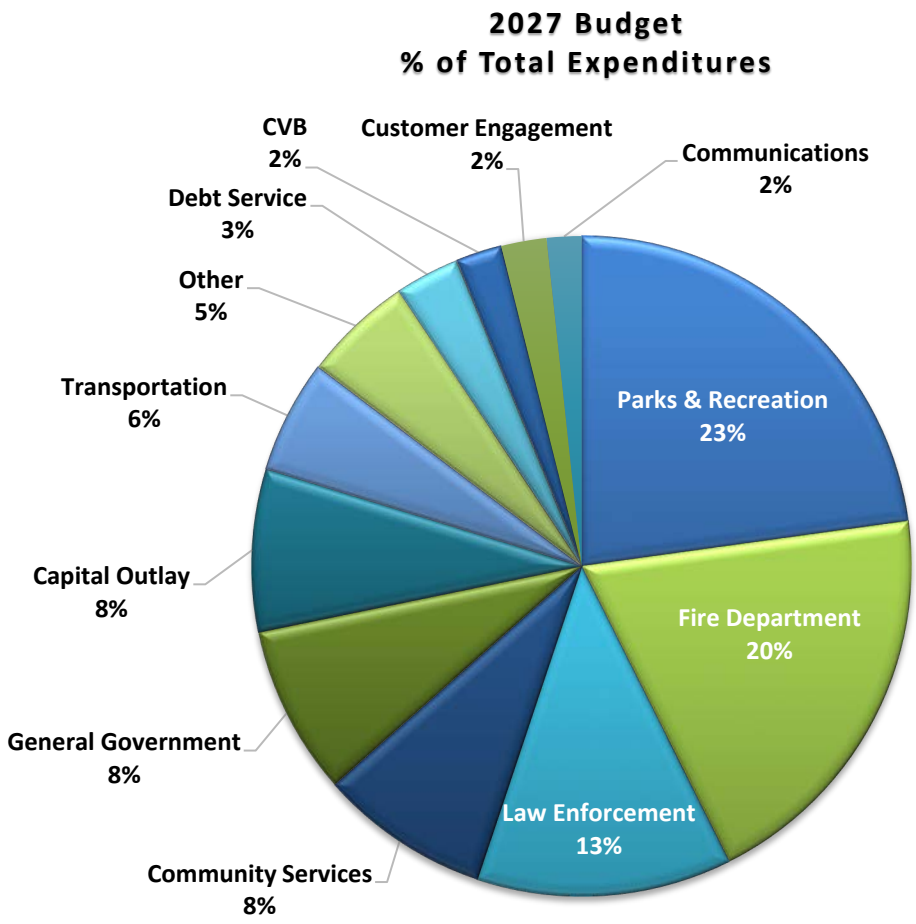
Where the Money Comes from by Revenue Type

Revenue	Budget	Forecast	Budget	Change	Change
Property Tax	$ 51,973,120	$ 51,973,120	$ 53,892,531	$ 1,919,411	3.7%
Sales and Use Tax	81,597,012	82,597,012	85,281,415	3,684,403	4.5%
Hotel Occupancy Tax	8,336,743	8,129,050	8,336,743	-	0.0%
Supplemental Hotel Occupancy	2,381,926	2,322,586	2,381,926	-	0.0%
Mixed Beverage Tax	1,485,000	1,485,000	1,485,000	-	0.0%
Events Admission Tax	2,000,000	2,000,000	2,000,000	-	0.0%
Program Revenues	10,623,435	10,856,185	11,580,799	957,364	9.0%
Administrative Fees	824,500	824,500	824,500	-	0.0%
Grants and Contributions	32,638,373	33,750,712	7,829,005	(24,809,368)	-76.0%
Interest Income	4,402,838	4,652,838	5,021,069	618,231	14.0%
Other Income	5,361,659	6,049,949	5,970,427	608,768	11.4%
Total Revenue	**$ 201,624,606**	**$ 204,640,952**	**$ 184,603,415**	**$ (17,021,191)**	**-8.4%**



Where the Money Goes by Department/Program

Department	2026 Budget	2026 Forecast	2027 Budget	$ Change	% Change
General Government	$ 15,237,305	$ 15,052,462	$ 15,750,750	$ 513,445	3.4%
Customer Engagement	4,096,149	4,117,771	4,228,235	132,086	3.2%
Law Enforcement	21,440,379	21,221,014	23,747,898	2,307,519	10.8%
Parks and Recreation	42,243,477	42,254,730	43,282,662	1,039,185	2.5%
Community Services	15,190,178	15,098,188	15,832,841	642,663	4.2%
Communications	3,172,684	3,035,210	3,222,378	49,694	1.6%
Transportation	9,696,442	9,688,469	10,524,411	827,969	8.5%
Economic Development	231,500	240,000	259,500	28,000	12.1%
The Woodlands Fire Dept	36,300,330	36,143,379	37,580,198	1,279,868	3.5%
Convention & Visitors Bureau	4,005,120	3,979,651	4,281,750	276,630	6.9%
Regional Participation	2,569,694	2,601,187	2,685,725	116,031	4.5%
Other Expenditures	7,173,025	7,540,069	7,258,271	85,246	1.2%
Capital Outlay	68,818,940	71,975,803	15,127,686	(53,691,254)	-78.0%
Debt Service	5,958,650	5,958,650	5,962,875	4,225	0.1%
Total Expenditures	**$ 236,133,873**	**$ 238,906,582**	**$ 189,745,180**	**$ (46,388,692)**	**-19.6%**



Summary of Increases and Decreases

The Township's 2027 Consolidated Budget reflects a ($46.4) million, (19.6%) decrease in expenditures from the 2026 Budget, as summarized below.

	2026 Budget	2027 Budget	$Inc/(Dec)	%Inc/(Dec)
Operating Expenditures (A)	$ 156,925,258	163,810,659	6,885,401	4.4%
EDZ Expenditures (B)	4,431,025	4,843,960	412,935	9.3%
Debt Service (C)	5,958,650	5,962,875	4,225	0.1%
Transportation Fund Capital (D)	27,565,597	1,450,000	(26,115,597)	-94.7%
Capital Projects (E)	41,253,343	13,677,686	(27,575,657)	-66.8%
Total Expenditures	**236,133,873**	**189,745,180**	**(46,388,693)**	**-19.6%**

(A) The $6.9 million increase in expenditures is primarily related to increases in Law Enforcement ($2.3 million) contracted services, Fire Department ($1.3 million) due to costs for existing staff and equipment expenses, Parks and Recreation ($1.0 million) due to staff, contracted services and facility expenses, Transportation ($0.8 million) due primarily to increased park & ride expenses, Community Services ($0.6 million) due to solid waste expenses, and General Government ($0.5 million) due to existing staff, insurance and technology expenses. Additional information is provided in the Department Profiles section of this budget document (*Section 8*).

(B) EDZ Expenditures are based on contractual terms wherein the majority of proceeds from 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. As sales tax collections increase, the corresponding expenditures increase for the EDZs. Please reference the Special Revenue Fund section of this budget document for additional information (*Section 12*).

(C) The increase in debt service is due to the slight increase in the scheduled payments for 2027. Principal and interest payments are based on the amortization schedules outlined in the bond agreements. Please reference the Debt Service Fund section of this budget document for additional information (*Section 13*).

(D) The reduction in Transportation Capital projects is due to the purchase of bus and trolley replacements being completed in 2026. For 2027, projects include trolley facility and park and ride site projects as well as design costs for a bus facility. 100% of the projects are funded by federal grants.

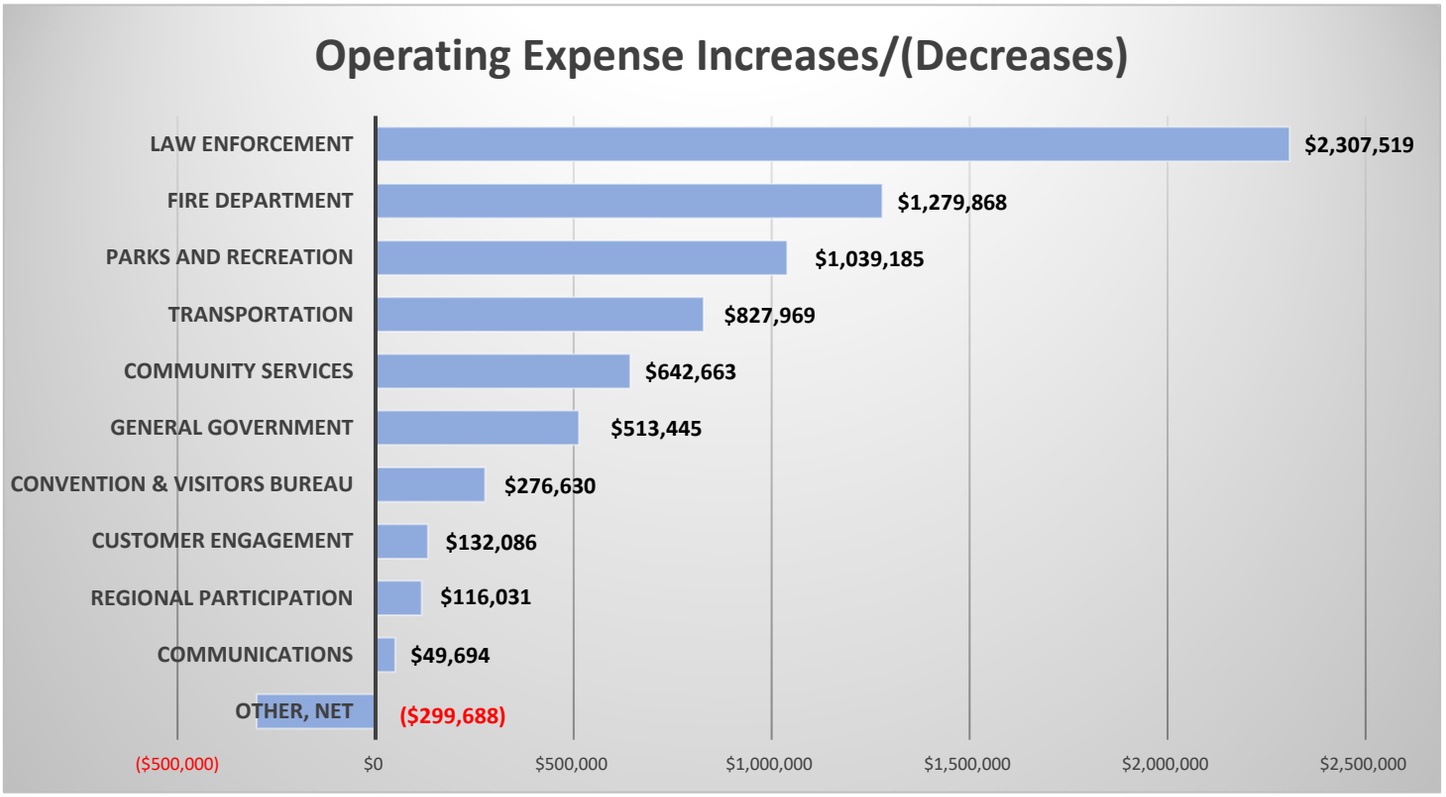
(E) Capital projects in the 2027 Budget include fire apparatus and equipment, aquatic and athletic field improvements, park and pathway projects, Parks and Town Hall facilities, and information technology. The level of capital projects activity is less in 2027 than it was in 2026 as several major projects related to fire apparatus and park renovations were budgeted in 2026. Please reference the Capital Projects Fund section of this budget document for additional information regarding 2027 capital projects (*Section 11*).

Additional details regarding departmental budgets are provided in the Department Profiles section of this budget binder (*Section 8*).

The Woodlands Township
Summary of Increases and Decreases
Operating Expenditures

The Township's 2027 Budget reflects an increase in operating expenditures of $6.9 million, which is a 4.4% increase over the 2026 Budget.

Increases and decreases in operating expenditures from the 2026 Budget to the 2027 Budget are summarized below by department.



The increase in operating expenditures is due primarily to Law Enforcement contracted services expenses, as well as Fire Department compensation and equipment expenses. Parks and Recreation expenses are increasing primarily due to higher contracted services, facility, and staff expenses. Additionally, there is an increase in Transportation expenses related to the Park and Ride contracted bus service contract. A contractual increase in Community Services for Solid Waste Services is also contributing to the variance. General Government expenses are increasing due to existing staff, technology expenses, and property insurance. CVB expenses are increasing due to enhanced strategic initiatives costs while Customer Engagement increases are due to staffing and contracted services. Finally, higher sales tax revenues result in higher Regional Participation Agreement payments. Detailed information regarding increases and decreases in operating expenditures can be found in the following pages of this section as well as in the Department Profiles section of the budget document.

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
  - Undesignated Hotel Tax Reserve
- **Capital Projects Fund**
  - Information Technology Capital Projects
  - Parks & Recreation Capital Projects
  - Fire Department Capital Projects
  - Facilities/ General Capital Projects
  - Capital Replacement Reserve
  - Cultural Education Reserve
  - Parks Needs Assessment 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 (Fund 0100)

- 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.

The Woodlands Convention & Visitors Bureau (Fund 0110)

- 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.

Special Revenue Fund (0200)

- 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.

Debt Service Fund (0300, 0310, 0320)

- The Debt Service Fund accounts for the resources accumulated and payments made for principal and interest on the bonded debt of the Township.

Capital Projects Fund (0400)

- 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.

Transportation Fund (0600)

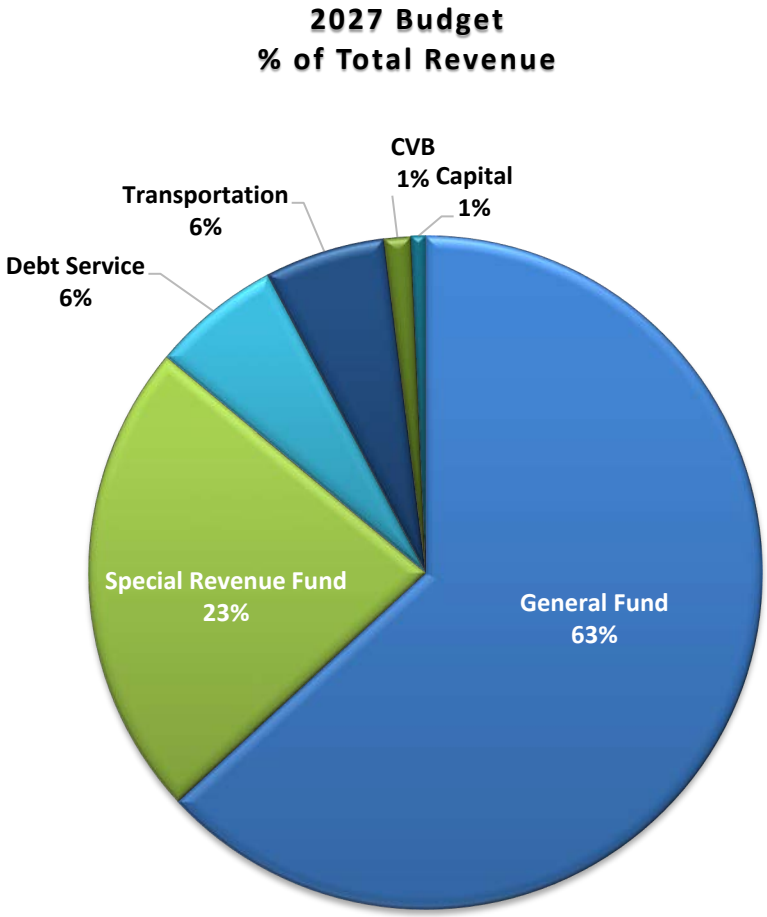
- This fund accounts for the resources accumulated and payments made for the operating and capital costs of transportation related items for The Woodlands Township.

The Woodlands Township
Consolidated Budget Summary by Fund
(FY 2027)

	General Fund	Debt Service Fund	Debt Service Reserve Fund	Capital Projects Fund	Special Revenue Fund	Transportation Fund	The Woodlands CVB	Total
REVENUES								
Property Tax	$ 50,774,031	$ 3,118,500	$ -	$ -	$ -	$ -	$ -	$ 53,892,531
Sales and Use Tax	42,971,602	-	-	-	42,309,813	-	-	85,281,415
Hotel Occupancy Tax	-	8,336,743	-	-	-	-	-	8,336,743
Supplemental HOT	-	-	-	-	-	-	2,381,926	2,381,926
Mixed Beverage Tax	1,485,000	-	-	-	-	-	-	1,485,000
Event Admissions Tax	2,000,000	-	-	-	-	-	-	2,000,000
Program Revenues	8,523,250	-	-	-	-	3,057,549	-	11,580,799
Administrative Fees	824,500	-	-	-	-	-	-	824,500
Grants and Contributions	239,253	-	-	-	-	7,589,752	-	7,829,005
Interest Income	3,764,569	6,000	-	1,250,000	-	-	500	5,021,069
Other Income	5,970,427	-	-	-	-	-	-	5,970,427
TOTAL REVENUES	**$ 116,552,632**	**$ 11,461,243**	**$ -**	**$ 1,250,000**	**$ 42,309,813**	**$ 10,647,301**	**$ 2,382,426**	**$ 184,603,415**
EXPENDITURES								
General Government	15,750,750	-	-	-	-	-	-	15,750,750
Customer Engagement	4,228,235	-	-	-	-	-	-	4,228,235
Law Enforcement	23,747,898	-	-	-	-	-	-	23,747,898
Parks and Recreation	43,282,662	-	-	-	-	-	-	43,282,662
Community Services	15,832,841	-	-	-	-	-	-	15,832,841
Communications	3,222,378	-	-	-	-	-	-	3,222,378
Transportation	760,927	-	-	-	-	9,763,484	-	10,524,411
Economic Development	259,500	-	-	-	-	-	-	259,500
Regional Participation	2,685,725	-	-	-	-	-	-	2,685,725
Other Expenditures	2,414,311	-	-	-	4,843,960	-	-	7,258,271
Fire Department	37,580,198	-	-	-	-	-	-	37,580,198
Convention & Visitors Bureau	-	-	-	-	-	-	4,281,750	4,281,750
Capital Outlay	-	-	-	13,677,686	-	1,450,000	-	15,127,686
Debt Service	-	5,962,875	-	-	-	-	-	5,962,875
TOTAL EXPENDITURES	**$ 149,765,425**	**$ 5,962,875**	**$ -**	**$ 13,677,686**	**$ 4,843,960**	**$ 11,213,484**	**$ 4,281,750**	**$ 189,745,180**
REV OVER/(UNDER) EXP (before transfers)	**(33,212,793)**	**5,498,368**	**-**	**(12,427,686)**	**37,465,853**	**(566,183)**	**(1,899,324)**	**(5,141,765)**
NET TRANSFERS IN/(OUT)	**32,381,070**	**(2,559,324)**	**-**	**5,178,600**	**(37,465,853)**	**566,183**	**1,899,324**	**-**
REV OVER/(UNDER) EXP (after transfers)	**(831,723)**	**2,939,044**	**-**	**(7,249,086)**	**-**	**-**	**-**	**(5,141,765)**
BEGINNING FUND BALANCE	**46,845,749**	**15,232,520**	**129,210**	**37,609,155**	**(6,287,797)**	**3,819,173**	**801,811**	**98,149,821**
ENDING FUND BALANCE	**$ 46,014,026**	**$ 18,171,564**	**$ 129,210**	**$ 30,360,069**	**$ (6,287,797)**	**$ 3,819,173**	**$ 801,811**	**$ 93,008,056**

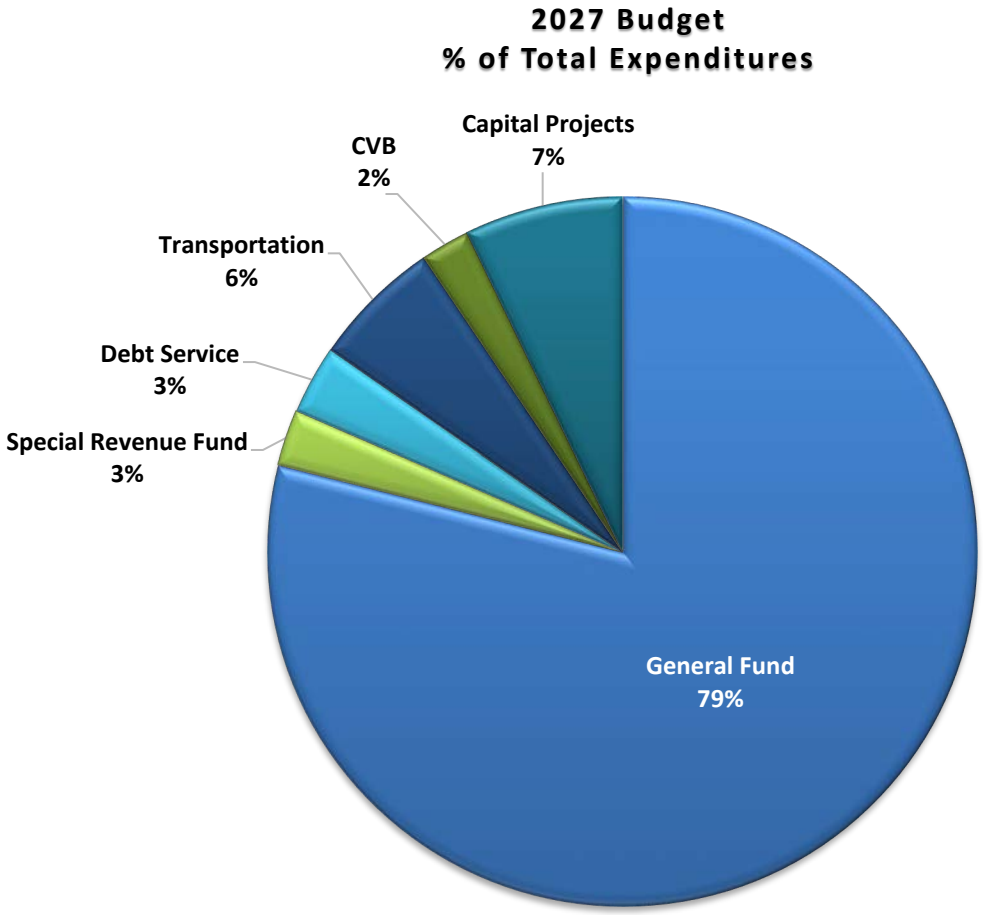
Where the Money Comes from by Fund Type

Fund Type	2026 Budget	2026 Forecast	2027 Budget	$ Change	% Change
General Fund	$ 111,046,572	$ 113,360,556	$ 116,552,632	$ 5,506,060	5.0%
Debt Service Fund	11,456,643	11,248,950	11,461,243	4,600	0.0%
Capital Projects Fund	1,250,000	1,250,000	1,250,000	-	0.0%
Special Revenue Fund (EDZ)	40,481,907	40,978,027	42,309,813	1,827,906	4.5%
Transportation Fund	35,007,058	35,480,333	10,647,301	(24,359,757)	-69.6%
Convention & Visitors Bureau	2,382,426	2,323,086	2,382,426	-	0.0%
Total Revenue	**$ 201,624,606**	**$ 204,640,952**	**$ 184,603,415**	**$ (17,021,191)**	**-8.4%**



Where the Money Goes by Fund Type

Fund Type	2026 Budget	2026 Forecast	2027 Budget	$ Change	% Change
General Fund	$ 143,929,378	$ 143,163,893	$ 149,765,425	$ 5,836,047	4.1%
Debt Service Fund	5,958,650	5,958,650	5,962,875	4,225	0.1%
Capital Projects Fund	41,253,343	44,410,206	13,677,686	(27,575,657)	-66.8%
Special Revenue Fund (EDZ)	4,431,025	4,837,825	4,843,960	412,935	9.3%
Transportation Fund	36,556,357	36,556,357	11,213,484	(25,342,873)	-69.3%
Convention & Visitors Bureau	4,005,120	3,979,651	4,281,750	276,630	6.9%
Total Expenditures	**$ 236,133,873**	**$ 238,906,582**	**$ 189,745,180**	**$ (46,388,693)**	**-19.6%**



Changes in Fund Balance

Fund	Estimated Fund Balance 12/31/2026	Revenues FY 2027	Expenditures FY 2027	Net Transfers FY 2027	Estimated Fund Balance 12/31/2027	% Change in Fund Balance
General Fund	$ 46,845,749	$ 116,552,632	$ 149,765,425	$ 32,381,070	46,014,026	-1.8%
Debt Service Fund	15,232,520	11,461,243	5,962,875	(2,559,324)	18,171,564	19.3%
Debt Service Reserve Fund	129,210	-	-	-	129,210	0.0%
Capital Projects Fund	37,609,155	1,250,000	13,677,686	5,178,600	30,360,069	-19.3%
Special Revenue Fund	(6,287,797)	42,309,813	4,843,960	(37,465,853)	(6,287,797)	0.0%
Transportation Fund	3,819,173	10,647,301	11,213,484	566,183	3,819,173	0.0%
Convention & Visitors Burea	801,811	2,382,426	4,281,750	1,899,324	801,811	0.0%
	$ 98,149,821	**$ 184,603,415**	**$ 189,745,180**	$ -	**$ 93,008,056**	**-5.2%**

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. In addition, as of the preliminary budget presentations (this book), $3.6 million in undesignated funds generated in 2026 and 2027 have not been 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 be 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. The ending fund balance is comprised of $24.7 million for capital asset replacements, $3.9 million for CCSA projects, and $1.8 million for cultural education.

Special Revenue Fund (The Woodlands Economic Development Zone) - 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 $1,064,569 in interest will be made in 2027.

Transportation Fund - Transportation expenses are funded by bus fares, grant funds from various governmental agencies, contributions, and fund transfers from the General Fund.

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 $2.4 million of revenue in 2027. To the extent that revenues generated by the Township's base 7% hotel tax are not required for debt service payments, those funds are also available to pay for CVB operations. It is projected that a transfer of $1.9 million of base hotel tax revenue will be made to the CVB in 2027.

The Woodlands Township
Summary of Operating (Interfund)Transfers
January 1, 2027 - December 31, 2027

Operating Transfers	General Fund		Debt Service Fund		Debt Service Reserve Fund	Capital Projects Fund		Special Revenue Fund		Transportation Fund	The Woodlands CVB		Total
Sales Tax	$ 37,465,853	A	$ -		$ -	$ -		$ (37,465,853)	A	$ -	$ -		$ -
Capital Reserves	(4,507,200)	B	-		-	4,507,200	B	-		-	-		-
Capital Projects	(496,400)	C	-		-	496,400	C	-		-	-		-
Convention & Visitors Bureau	(1,899,324)	D	-		-	-		-		-	1,899,324	D	-
Debt Service	1,899,324	E	(1,899,324)	E	-			-		-	-		-
			(175,000)	F		175,000	F						-
	485,000	G	(485,000)	G									-
Transportation	(566,183)	H	-		-	-		-		566,183	H -		-
Total Transfers In/(Out)	**$ 32,381,070**		**$ (2,559,324)**		**$ -**	**$ 5,178,600**		**$ (37,465,853)**		**$ 566,183**	**$ 1,899,324**		**$ -**

	Transfers In	Transfers Out	
A	$37,465,853	($37,465,853)	Sales tax collected in the Economic Development Zone for Fire Department operations transferred to General Fund.
B	4,507,200	(4,507,200)	General Fund monies transferred to Capital Projects Fund for the capital replacement reserve and the cultural projects reserve.
C	496,400	(496,400)	General Fund monies transferred to Capital Projects Fund for payment of capital project expenditures not funded from replacement fund.
D	1,899,324	(1,899,324)	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	1,899,324	(1,899,324)	Hotel Tax collected in the Debt Service Fund in excess of the amount required for debt service payments is transferred to the General Fund to help fund CVB expenditures.
F	175,000	(175,000)	Hotel Occupancy Tax Funds transferred from the Debt Service Fund to the Capital Fund to fund Elevator Modernizatior
G	485,000	(485,000)	Hotel Occupancy Tax Funds transferred from the Debt Service Fund to the General Fund to fund Holiday Decorations.
H	566,183	(566,183)	General Fund monies transferred to the Transportation Fund for the Township's share of expenditures.
TOTAL	$47,494,284	(47,494,284)	

The Woodlands Township
Fund Balance Summary
(in whole dollars)

	General Fund		Debt Service Fund		Debt Service Reserve Fund		Bond Redemption Reserve Fund	Capital Projects Fund		Special Revenue Fund		Transportation Fund		The Woodlands CVB		Total
UNDESIGNATED GENERAL FUND	$ 3,646,713	A	$ -		$ -		$ -	$ -		$ -		$ -		$ -		$ 3,646,713
LONG-TERM RECEIVABLES	6,287,797	C	-		-		-	-		-		-		-		6,287,797
DESIGNATED FOR:																
EDZ Projects	-		-		-		-	-		(6,287,794)	C	-		-		(6,287,794)
Debt Service	-		3,357,524	E	129,210	F	-	-		-		-		-		3,486,734
Undesignated Hotel Tax Reserve			14,814,040	E												14,814,040
Capital Replacements	-		-		-		-	24,716,479	G	-		-		-		24,716,479
CCSA Projects Reserve	-		-		-		-	3,863,803	G	-		-		-		3,863,803
Health Insurance Reserve	995,915	D	-		-		-	-		-		-		-		995,915
Transportation	-		-		-		-	-		-		3,819,173	I	-		3,819,173
Operating Reserves	35,083,601	B	-		-		-	-		-		-		-		35,083,601
Cultural Education Reserve	-		-		-		-	1,779,787	H	-		-		-		1,779,787
The Woodlands CVB	-		-		-		-	-		-		-		$ 801,811	J	801,811
ENDING FUND BALANCE	**$ 46,014,026**		**$ 18,171,564**		**$ 129,210**		**$ -**	**$ 30,360,069**		**$ (6,287,794)**		**$ 3,819,173**		**$ 801,811**		**$ 93,008,059**

A UNDESIGNATED FUND BALANCE

2025 Undesignated Fund Bal	$ 3,284,841
2026 Undesignated Fund Bal	361,872
Total	$ 3,646,713

B OPERATING RESERVES:

GF Operating Expense	$ 140,334,403
Min. Reserve %	25.00%
Minimum Operating Reserve	35,083,601
Projected Operating Reserve	35,083,601
Projected Reserve %	25.00%

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

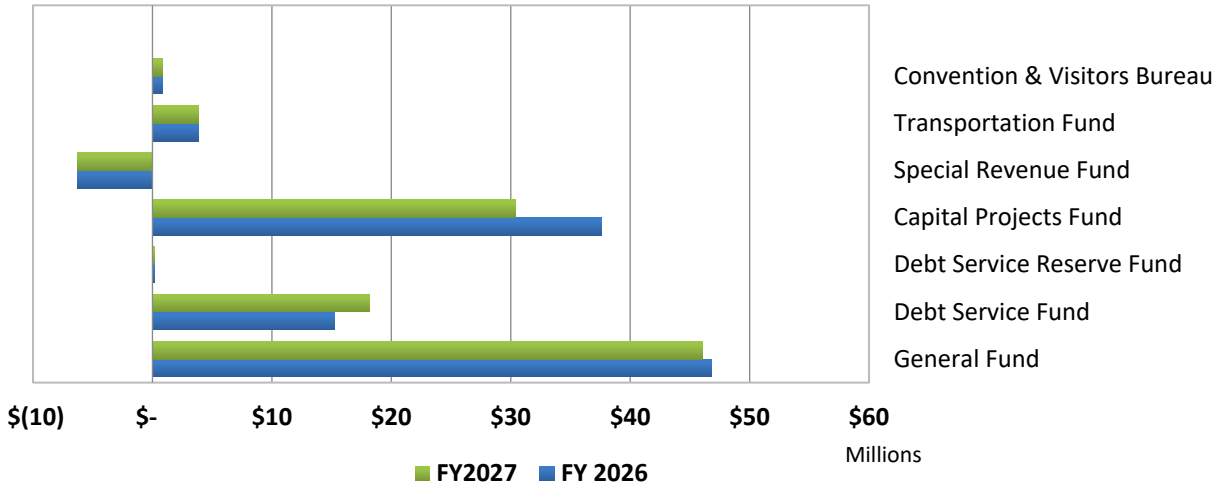
G Funds available for the replacement of capital assets in accordance with the Township's Capital Reserve Study and the Comprehensive Communities Services Agreement.

H Funds reserved for future cultural education projects.

I Payable balance due to the Capital Reserve for monies advanced for Park & Ride bus purchases, ($2,059,106); funds available for transportation initiatives, $4,250,000; favorable operations funds $728,279; and bus replacement reserve, $900,000.

J Funds reserved for The Woodlands Convention & Visitors Bureau.

Fund Balance Comparison



Components of Fund Balance

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

	2026 Forecast		2027 Budget
Operating Reserve	$ 36,277,196		$ 35,083,601
Self-funded Health Insurance Reserve	995,915		995,915
Capital Parks Needs Assessment Reserve	1,196,386		-
Capital Replacement Fund	30,969,178		24,716,478
CCSA Reserve	3,863,803		3,863,803
Cultural Education Reserve	1,579,787		1,779,787
Debt Service Reserve	129,210		129,210
Debt Service Fund	3,357,525		3,357,525
Undesignated Hotel Occupancy Tax	11,874,996		14,814,040
Transportation Fund	3,819,173		3,819,173
CVB Fund Balance	801,811		801,811
Total Designated Fund Balance	**$ 94,864,980**		**$ 89,361,343**
Undesignated General Fund 2026	3,284,841		3,284,841
Undesignated General Fund 2027	-		361,872
Total Undesignated Fund Balance	**$ 3,284,841**		**$ 3,646,713**
Total Ending Fund Balance	**$ 98,149,821**		**$ 93,008,056**

Undesignated Fund Balance Reconciliation

Reconciliation of Net Revenue to Undesignated Fund Balance

	2026 Forecast	2027 Budget
Operating Revenue	$204,640,952	$184,603,415
Expenditures/Capital	(238,906,582)	(189,745,180)
Revenue Over/(Under) Expenses	**($34,265,630)**	**($5,141,765)**
Utilization of Reserve/Fund Balances to Fund Expenditures		
Capital and Other Carryovers	16,980,647	954,876
Capital Purchases - Capital Reserve	15,392,480	11,984,900
Capital Purchases - Parks Needs Assessment Reserve	10,753,858	1,196,386
Hotel Tax Reserve to fund Capital and Operations	1,055,000	660,000
Operating Reserve Funding	756,321	238,719
CVB Fund Balance	55,000	-
Total Utilization of Reserve Balances to Fund Expenditures	**$44,993,306**	**$15,034,881**
Adjusted Revenue Over/(Under) Expenses	**$10,727,676**	**$9,893,116**
Contributions to Reserves/Fund Balances		
Operating Reserve Funding	(2,455,637)	-
Capital Projects Funding	-	-
Capital Replacement Reserve - Interest	(1,250,000)	(1,250,000)
Capital Replacement Reserve - contribution	(8,450,000)	(4,250,000)
Capital Replacement Reserve - contribution HOT	-	(175,000)
Capital Reserve - contractual obligations	(57,200)	(57,200)
Transportation - Park & Ride and Trolley Funding	(473,275)	-
Cultural Education Reserve Funding	(200,000)	(200,000)
Undesignated Hotel Tax - contribution	(3,688,735)	(3,599,044)
Total Contributions to Reserve/Fund Balances	**($16,574,847)**	**(9,531,244)**
Beginning Fund Balance - Undesignated	9,132,012	
Ending Fund Balance - Undesignated	**$3,284,841**	**$361,872**

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Revenue Sources

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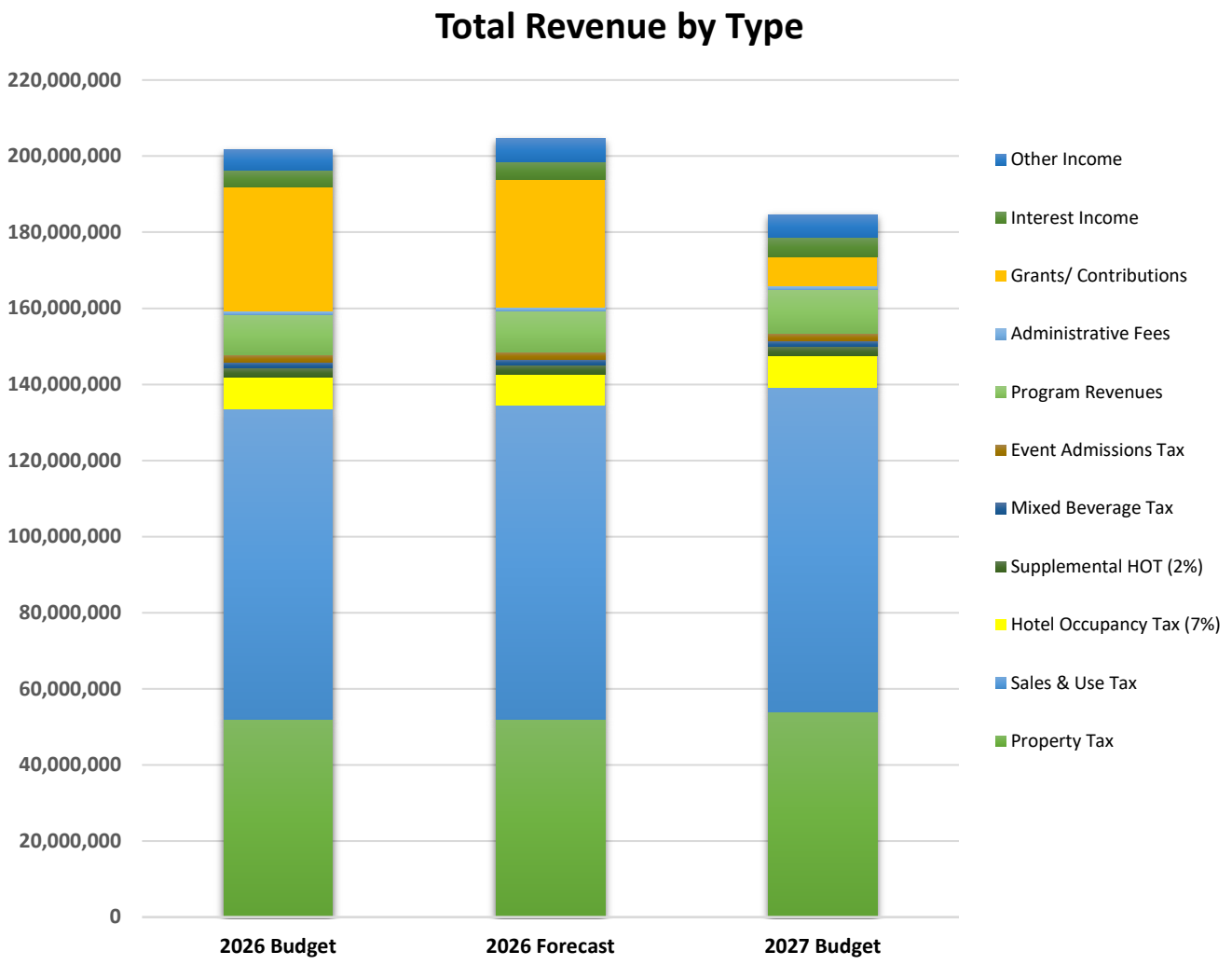
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Revenue Sources

Overview

Revenues	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
Property Tax	$51,973,120	$51,973,120	$53,892,531	$1,919,411	3.7%
Sales & Use Tax	81,597,012	82,597,012	85,281,415	3,684,403	4.5%
Hotel Occupancy Tax (7%)	8,336,743	8,129,050	8,336,743	-	0.0%
Supplemental HOT (2%)	2,381,926	2,322,586	2,381,926	-	0.0%
Mixed Beverage Tax	1,485,000	1,485,000	1,485,000	-	0.0%
Event Admissions Tax	2,000,000	2,000,000	2,000,000	-	0.0%
Program Revenues	10,623,435	10,856,185	11,580,799	957,364	9.0%
Administrative Fees	824,500	824,500	824,500	-	0.0%
Grants/ Contributions	32,638,373	33,750,712	7,829,005	(24,809,368)	-76.0%
Interest Income	4,402,838	4,652,838	5,021,069	618,231	14.0%
Other Income	5,361,659	6,049,949	5,970,427	608,768	11.4%
Total Operating Revenues	**$201,624,606**	**$204,640,952**	**$184,603,415**	**($17,021,191)**	**-8.4%**
TOTAL REVENUES	**$201,624,606**	**$204,640,952**	**$184,603,415**	**($17,021,191)**	**-8.4%**



Revenue Sources

Overview: 2027 Budgeted Revenue

The 2027 Budget includes $184.6 million in consolidated revenues which is a $17.0 million or 8.4% decrease in operating revenues from the 2026 Budget.

	Budget 2026	Budget 2027	$ Change	% Change	
Property Tax	$ 51,973,120	$ 53,892,531	$ 1,919,411	3.7%	(a)
Sales & Use Tax	81,597,012	85,281,415	3,684,403	4.5%	(b)
Hotel Occupancy Tax	10,718,669	10,718,669	-	0.0%	(c)
Mixed Beverage Tax	1,485,000	1,485,000	-	0.0%	(d)
Grants/ Contributions	32,638,373	7,829,005	(24,809,368)	-76.0%	(e)
Other Revenue	23,212,432	25,396,795	2,184,363	9.4%	(f)
Total Revenues	**$ 201,624,606**	**$ 184,603,415**	**$ (17,021,191)**	**-8.4%**	

(a) The 2027 Preliminary Budget uses a **Property Tax** rate of $0.1714, which is the same as last year's rate. Taxable property *values* have increased approximately $1.1 billion from 2026 to 2027 budget years due to the revaluation of existing properties and new properties added to the certified property tax rolls. The $1.9 million revenue increase is due to the tax rate being maintained at last year's rate while the taxable property value has increased.

(b) **Sales and Use Tax** revenue growth remains favorable. For 2027, sales tax revenue is expected to grow at 3.25% from the 2026 Forecast, which itself is $1.0 million above the original 2026 Budget. As a result, the 2027 Budget is $3.7 million, or 4.5%, more than the 2026 Budget.

(c) **Hotel Occupancy Tax** revenues for 2027 Budget HOT are equal to the 2026 Budget. See next page for notes on the 2026 Forecast.

(d) **Mixed Beverage Tax** remains steady, with 2026 projections even with 2026 Budget at just under $1.5 million. The 2027 Budget is also holding steady at $1.5 million.

(e) **Grants/ Contributions** revenue for 2027 is lower by $24.8 million due primarily to a replacement Park & Ride bus purchase and a replacement Trolley purchase that are anticipated to be completed in 2026.

(f) The 2027 Budget for **Other Revenues** is $2.2 million higher than the 2026 Budget due to:
   a. $1.0 million higher program revenues spread between aquatics, recreation, and bus fares;
   b. $0.6 million more in interest income, primarily from the EDZ agreements; and
   c. $0.6 million more in other income, primarily from increases in various fire service agreements

Revenue Sources

Overview: 2026 Forecasted Revenue

The 2026 revenues are forecasted to be $204.6 million, an approximate $3.0 million or 1.5% increase from the 2026 Budget.

	Budget 2026	Forecast 2026	$ Change	% Change	
Property Tax	$ 51,973,120	$ 51,973,120	$ -	0.0%	
Sales & Use Tax	81,597,012	82,597,012	1,000,000	1.2%	(a)
Hotel Occupancy Tax	10,718,669	10,451,636	(267,033)	-2.5%	(b)
Mixed Beverage Tax	1,485,000	1,485,000	-	0.0%	
Grants/ Contributions	32,638,373	33,750,712	1,112,339	3.4%	(c)
Other Revenue	23,212,432	24,383,472	1,171,040	5.0%	(d)
Total Revenues	**$ 201,624,606**	**$ 204,640,952**	**$ 3,016,346**	**1.5%**	

(a) **Sales & Use Tax** revenue through mid-year has exceeded the 2026 budgeted amount. The 2026 Forecast has been adjusted to reflect an increase of approximately $1.0 million.

(b) **Hotel Occupancy Tax** revenues for 2026 are projected to fall slightly ($0.3 million) short of the 2026 budgeted amount of $10.7 million due to multiple unexpected hotel renovations and one extended closure; therefore, the 2026 forecast has been revised downward.

(c) **Grants/ Contributions** forecasted amounts reflect a $1.1 million favorable revenue variance related to $0.6 million unbudgeted revenue received for contributions for the build-out of Fire Station 5, and $0.5 million higher reimbursements related to Transportation bus and trolley purchases

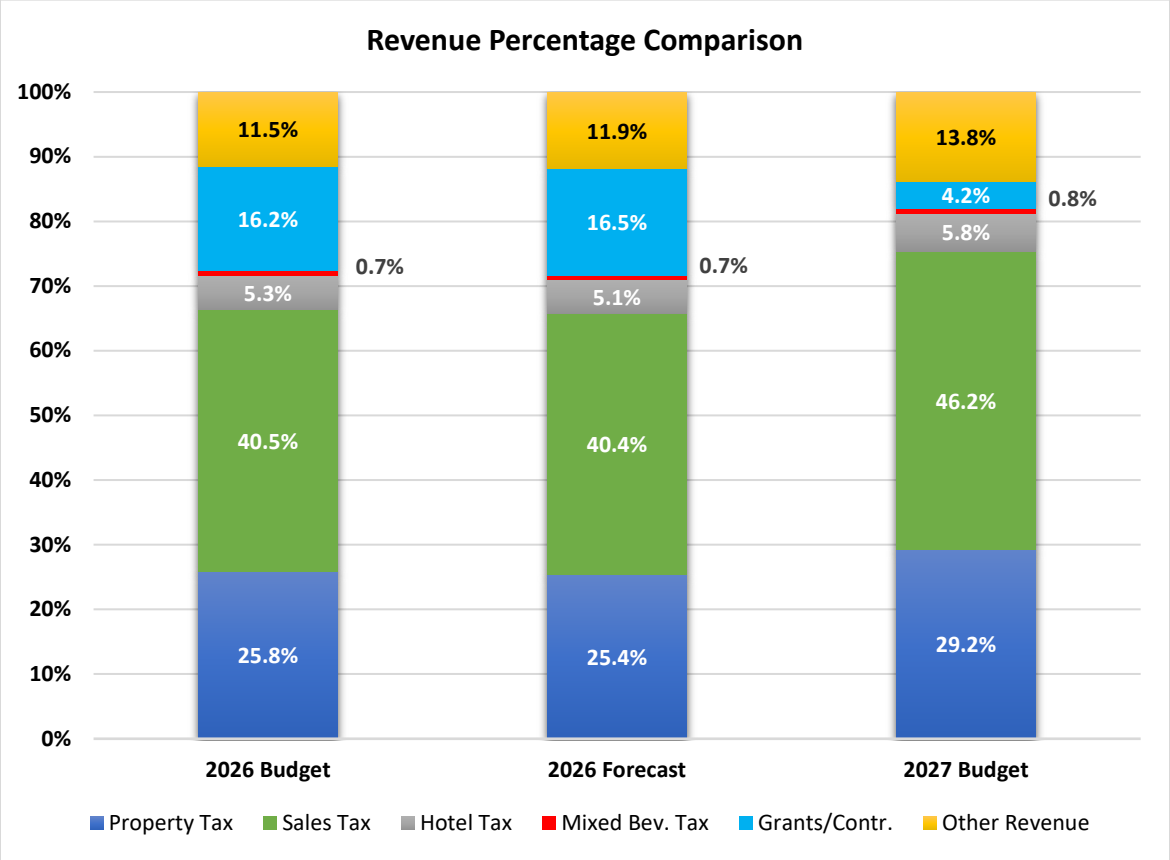
(d) **Other Revenue** forecasted amounts reflect a $1.2 million favorable revenue variance including $0.6 million in parks programs related to rentals and sponsorships, and further $0.6 million favorable variance in other income related to fire service agreements and, garage lease, and reimbursements from insurance claims.

Overview: Revenue Components by Percentage

The following chart and graph illustrate the percentage of total revenue contributed by each revenue component. For the 2027 Budget, the non-property tax revenues represent 71% of the total revenue sources and property tax represents 29%.

Revenue sources overall remain generally steady apart from Grants/Contributions, as previously discussed (a decrease of $24.8 million from 2026 Budget to 2027 Budget due to large, completed purchases).

	Budget 2026	Forecast 2026	Budget 2027	%Inc/(Dec)
Property Tax	26%	25%	29%	3.4%
Sales & Use Tax	40%	40%	46%	5.7%
Hotel Occupancy Tax	5%	5%	6%	0.5%
Mixed Beverage Tax	1%	1%	1%	0.1%
Grants/ Contributions	16%	16%	4%	-12.0%
Other Revenues	12%	12%	14%	2.2%
Total Revenue %	**100.0%**	**100.0%**	**100.0%**	



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 $30.0 billion for Montgomery County commercial and residential properties located within the boundaries of the Township and $5.8 billion for Harris County properties, for a total of $35.8 billion.

Total property values are lowered by various exemptions, caps, abatements, and losses totaling approximately $4.4 billion to reach a taxable value of $31.4 billion. Such adjustments include:

- 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 $50,000
- 3% Homestead Exemption
- Estimated protest/refund amounts

The 2027 Budget reflects a taxable value increase of $1.1 billion, or 3.6% from the previous year. Please note that 2026 *tax year* values apply to the Township's 2027 *budget year*.

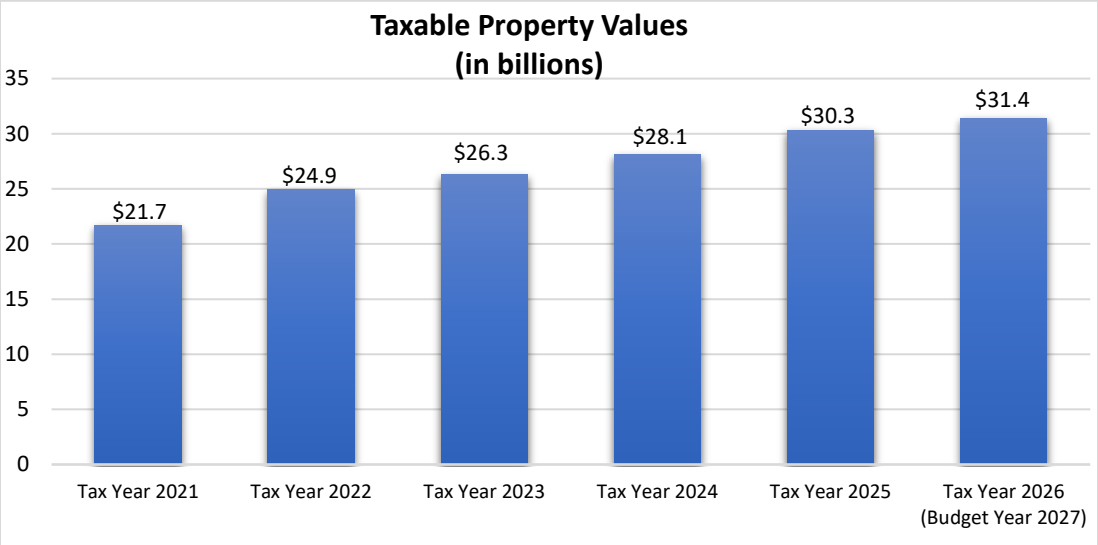
	Tax Year 2025	Tax Year 2026	$ Change	% Change
Revaluation of Existing Properties			$0.95 billion	3.1%
New Properties			$0.15 billion	0.5%
Total Taxable Property Value	**$30.3 billion**	**$31.4 billion**	**$1.10 billion**	**3.6%**

Following is taxable property value information for Montgomery County and Harris County for the 2026 tax year (2027 budget year).

	Montgomery County	Harris County	Total
Taxable Property Value	$26.2 billion	$5.2 billion	**$31.4 billion**
Revalued Properties	$0.67 billion	$0.28 billion	$0.95 billion
New Properties	$0.13 billion	$0.02 billion	$0.15 billion
Total Increase in Taxable Property Value	**$0.8 billion**	**$0.3 billion**	**$1.10 billion**
Revaluation %	2.8%	5.7%	3.1%
New Property Growth %	0.5%	0.4%	0.5%
Total Increase in Taxable Property Value	**3.3%**	**6.1%**	**3.6%**

Property Tax

Taxable property values have increased $9.7 billion, or 45% over the past five years as shown in the chart below.



Tax Year Increase %	2021	2022	2023	2024	2025	2026
Revaluation	2.6%	13.8%	5.6%	6.5%	7.0%	3.1%
New Properties	1.1%	0.9%	0.4%	0.4%	0.7%	0.5%

Property Tax Rate

The 2027 Preliminary Budget has been prepared using a rate of $0.1714, which is the same as last year's rate. Based on an adjusted tax base of approximately $31.4 billion, one cent will generate $3,140,438 in tax revenue.

The property tax rate consists of two components. The maintenance and operations (M&O) component funds annual operating and capital expenditures that are not funded by other revenue sources. Revenue generated from the debt service, or interest and sinking (I&S), portion of the rate is used to pay principal and interest on outstanding general obligation bonds. Debt service requirements for these bonds total $3.1 million in 2027.

Tax Rate Component	2026 Preliminary Tax Rate (applies to 2027 Budget)
Maintenance & Operations (M&O)	$0.1614
Debt Service/ Interest & Sinking (I&S)	0.0100
Total Preliminary Property Tax Rate	**$0.1714**

Property Tax

Following is a chart showing the Township's historical, current, and preliminary (Tax Year 2026) property tax rates by each component. The no-new-revenue tax rate (discussed below) is also shown.

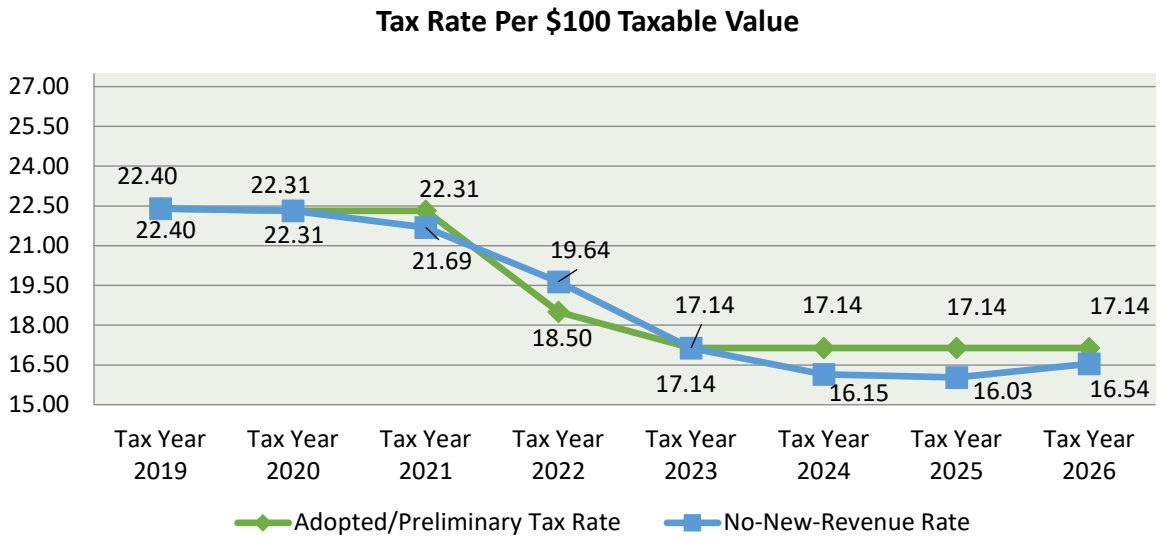
Component	Actual 2022 Rate	Actual 2023 Rate	Actual 2024 Rate	Actual 2025 Rate	Preliminary 2026 Rate	Difference (2025 to 2026)
Maintenance & Operations (M&O)	$0.1729	$0.1596	$0.1603	$0.1612	$0.1614	$0.0002
Debt Service (I&S)	0.0121	0.0118	0.0111	0.0102	0.0100	(0.0002)
Total Rate	**$0.1850**	**$0.1714**	**$0.1714**	**$0.1714**	**$0.1714**	**($0.00)**
No New Revenue Tax Rate	**$0.1964**	**$0.1714**	**$0.1615**	**$0.1603**	**$0.1654**	

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 and is provided to the Township about a week before the August Budget Workshop Sessions.

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. Larger increases in values lead to lager decreases in the no-new-revenue rate.

For the 2026 tax year (2027 budget year) the preliminary rate has been set at the current rate for discussion purposes during the budget meetings. The following chart reflects the actual annual tax rates adopted by the Board of Directors in comparison to the no-new-revenue rates.



Property Tax Revenue

Based on tax roll data, property tax revenue is projected to be $53.9 million in the 2027 Budget, which equals 29% of total revenue sources. This represents a $1.9 million, or 3.7% increase from the 2026 Forecast. This increase is due to the rate being set at the current rate while the taxable property values have increased due to revaluation and new properties. The uncollectible allowance has been set to 0.25%, which equates to an approximate $134,568 decrease in revenue. In addition, staff estimates the amount earned from past-year collections (penalties and interest) to be approximately $200,000.

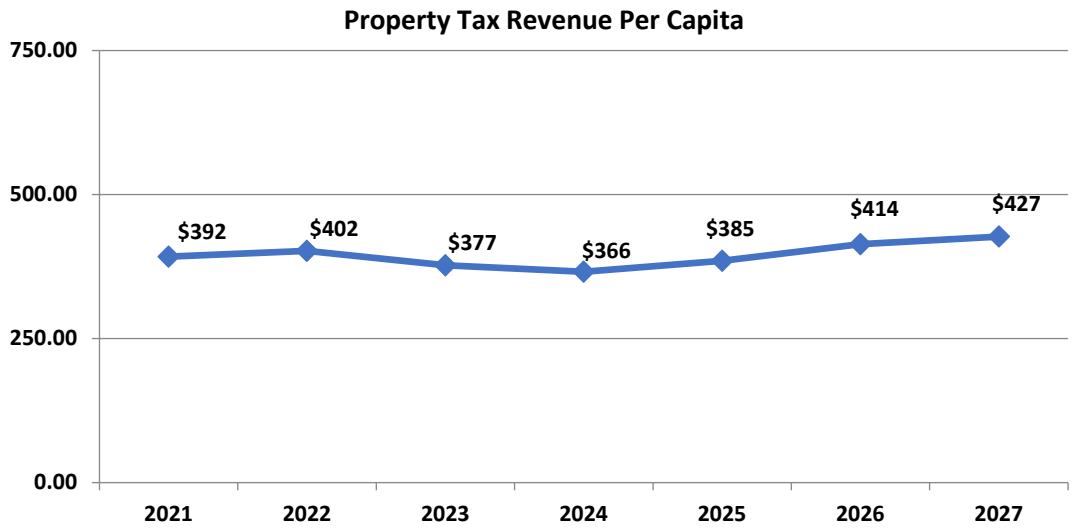
	Forecast 2026	Budget 2027	$ Change	% Change
Property Tax Revenue	$51,973,120	$53,892,531	$1,919,411	3.7%

Property Tax Revenue per Capita

The following chart shows that property tax revenue per capita has stayed flat from 2021 to 2027. Revenue per capita is increasing by $13, or 3.1% from 2026 to 2027 based upon the preliminary rate.

	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Forecast 2026	Preliminary 2027
Property Tax Rate	$0.2231	$0.2231	$0.1850	$0.1714	$0.1714	$0.1714	$0.1714
Property Tax Revenue	$47,034,248	$48,816,330	$46,127,840	$45,263,940	$48,281,974	$51,973,120	$53,892,531
Population*	120,100	121,300	122,500	123,900	125,300	125,600	126,200
Per Capita	**$392**	**$402**	**$377**	**$365**	**$385**	**$414**	**$427**

**Woodlands Area Population Estimates Provided by The Howard Hughes Corporation*



Tax Administration and Collection

The Township contracts with the Montgomery County Tax Assessor Collector's Office to administer and collect property taxes from residential and commercial Township 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.

2026 Property Tax Calendar for the 2027 Budget	
January 2026	Preliminary tax values determined
May 2026	Preliminary tax rolls received from both Harris and Montgomery County
May to July 2026	Regular preliminary estimate updates provided by Montgomery County
On July 30, 2026	*Certified tax rolls were received*
August 2026	Adopt budget and set property tax rate
October 2026	Tax statements are mailed
January 2027	Tax payments are due

The following page titled "Property Tax Summary" summarizes property tax roll estimates and tax levy calculations for the 2026 tax year (2027 budget year).

PROPERTY TAX SUMMARY

TAXABLE VALUES

Taxable Value before Exemptions & Abatements:		
Land	$	5,508,158,760
Improvements		27,900,468,181
Personal Property		1,735,450,568
		35,144,077,509
Less Homestead Cap/Adjustments		(532,712,415)
Less Exempt Property		(1,583,569,672)
Less Productivity Loss		(21,507,529)
Less Exemptions:		
Homestead		(477,882,307)
65 and Over		(476,930,953)
Veterans/Disabled		(200,324,580)
Freeport		(43,791,869)
Auto/Other		(317,246,048)
Total Exemptions		(1,516,175,757)
Less Abatements		-
Less Estimated Reductions in value		(85,737,093)
Estimated Taxable Value	$	31,404,375,043

TAX LEVY

Tax Rate per $100	$	0.1714	(A)
Tax Revenue Generated by $.01		3,140,438	(B)
Tax Levy	$	53,827,099	(A) x (B) x 100
Less Allowance for Uncollectible Taxes = 0.25%		(134,568)	
Penalties/Interest Estimate		200,000	
Estimated 2026 Property Tax Revenue	$	53,892,531	

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

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.

Authorization of 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. An additional 1% sales tax was collected within each designated zone to include funding for:

- Cynthia Woods Mitchell Pavilion expansion (Project / EDZ #1),
- Town Green Park & Market Street (Project / EDZ #2),
- Waterway Square & The Woodlands Mall expansion (Project / EDZ #3), and
- Fire Station #6 and the Emergency Training Facility (Project / EDZ #4).

Funding obligations for the Cynthia Woods Mitchell Pavilion and Fire Station #6 / Emergency Training Facility have been fulfilled.

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 2027, those amounts are estimated to total $2.6 million for Houston and $0.1 million for Conroe.

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 (EDZ #5). 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 2027, 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 (retail trade) is the largest component of the Township's sales tax base, making up 46.7% of the total.

Sales & Use Tax

Business Sector (per NAICS)	% of Total Sales and Use Tax (Using data YTD Jan. to July 2026)
Retail Trade	46.7%
Accommodation and Food Services	12.8%
Manufacturing^vv	8.7%
Information	7.1%
Mining and Oil and Gas Extraction^^	4.9%
Wholesale Trade	4.3%
Professional and Technical Services	4.0%
Arts, Entertainment and Recreation	2.6%
Construction	2.4%
Real Estate and Rental and Leasing	1.7%
Administrative and Waste Management	1.3%
Utilities	1.0%
Other Services (except Public Admin)	1.0%
Other Industries	0.7%
Transportation and Warehousing	0.3%
Other / No Code	0.1%
Total	**100.0%**

^^ Mining and Oil and Gas Extraction has seen the largest YoY increase in dollars, July 2026 v. July 2025
^vv Manufacturing has seen the largest YoY decrease in dollars, July 2026 v. July 2025

Overview of 2027 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 $85.3 million (46%) of total revenue sources for FY 2027. The chart below summarizes projected 2027 sales tax activity.

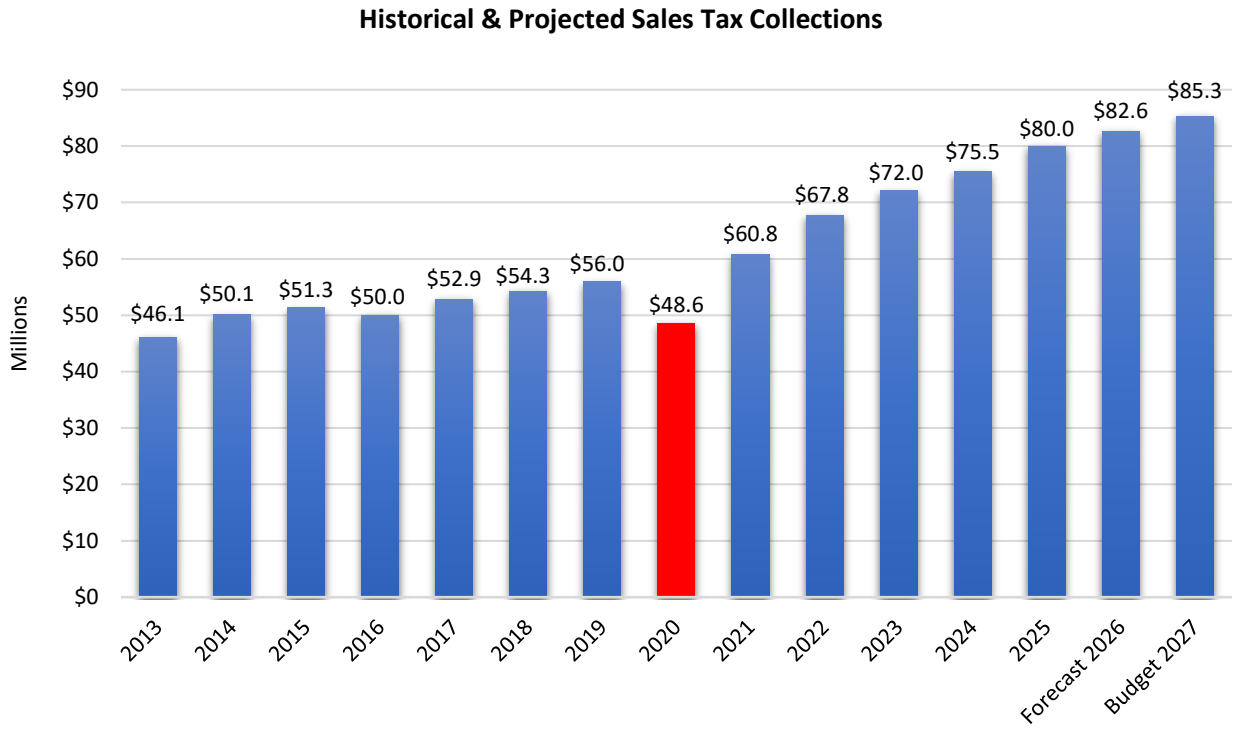
Taxing Entity	Sales Tax Rate	Sales Tax Revenue - 2027
State of Texas	6.25%	n/a
The Woodlands Township	1.00%	$42,971,602
Township Economic Dev Zone	1.00%	$42,309,813
Total	**8.25%**	**$85,281,415**

Sales and use tax revenues in 2026 have been more than budgeted through the first seven months of 2026 by $1.0 million (2.0%). In response, 2026 forecasted sales tax revenues have been increased to $82.6 million, which is $1.0 million (1.2%) higher than the original budget of $81.6 million. The 2027 budget of $85.3 million is primarily due to continued strong internet sales, positive economic forecasts, and growth in the community.

Sales & Use Tax

The following charts summarize sales and use tax revenues from 2013 – 2027.

YEAR	BASE	TWTEDZ	Project #1	Project #2	Project #3	Project #4	TOTAL
Budget 2027	$42,971,602	$37,465,853		$2,408,650	$2,435,310		**$85,281,415**
Forecast 2026	41,618,985	36,286,540		2,332,833	2,358,654		**82,597,012**
Actual 2025	40,127,947	36,616,615		2,505,405	748,387		**79,998,354**
Actual 2024	37,764,149	34,580,304		2,311,608	796,780		**75,452,840**
Actual 2023	36,084,652	32,988,636		2,150,005	819,443		**72,042,736**
Actual 2022	34,151,544	31,012,764		1,839,864	765,947		**67,770,119**
Actual 2021	30,169,381	28,365,477		1,490,003	742,369		**60,767,230**
Actual 2020	24,262,759	22,265,370		1,242,764	870,386		**48,641,279**
Actual 2019	27,927,632	24,974,611		1,770,547	1,300,694		**55,973,485**
Actual 2018	27,257,999	24,142,287		1,549,378	1,347,986		**54,297,650**
Actual 2017	27,209,646	22,958,216		1,447,402	1,270,324		**52,885,588**
Actual 2016	25,384,970	21,928,804		1,328,231	1,398,024		**50,040,029**
Actual 2015	25,954,484	22,367,707		1,384,297	1,602,634		**51,309,122**
Actual 2014	24,981,829	22,448,742		1,411,158	1,274,961		**50,116,690**
Actual 2013	23,217,404	20,066,168		1,349,906	1,469,075		**46,102,553**



Hotel Occupancy Tax

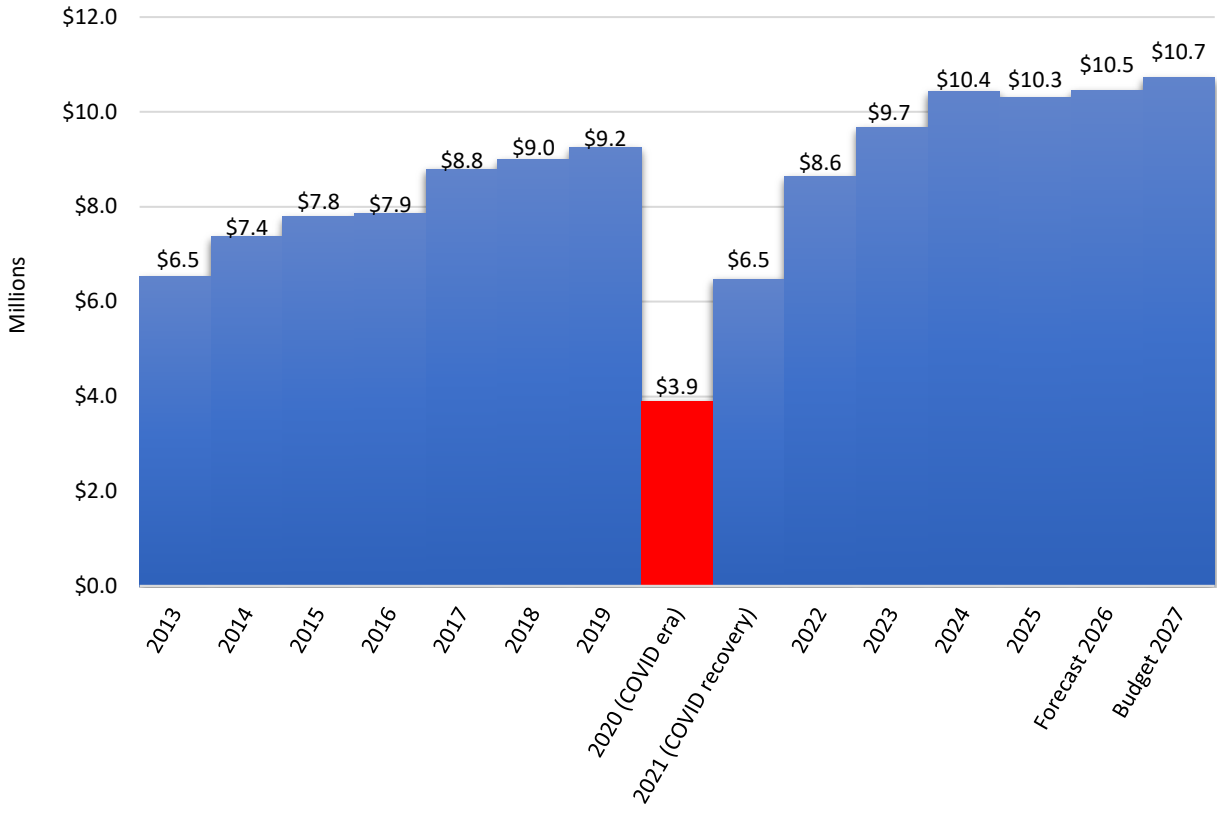
Hotel occupancy tax is levied at a rate of 15% of the price paid for a hotel room in The Woodlands Township. Hotels are required to remit the first 6% to the State of Texas and the remaining 9% to the Township.

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 2027. This 7% room tax is projected to generate $8.3 million in 2027, leaving $5.5 million in tax revenue that can be used for purposes other than debt service.

The other (or supplemental) 2% of the Township's hotel tax was authorized by the passage of Texas S.B. No. 2515 in 2009. For budget discussion purposes, this tax is split in half and referred to as the first 1% and the second 1%. 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 2% supplemental tax are dedicated to funding operating expenditures for The Woodlands Convention & Visitors Bureau (CVB). *In practice*, 100% of the supplemental tax revenues are allocated to the CVB. For 2027, the supplemental hotel tax is projected to generate $2.4 million.

The most recent new hotel opened in The Woodlands Township in late 2016. Today, fourteen (14) full-service hotels offer approximately 2,254 rooms for guests. These hotels, plus a small number of short-term rental properties, are projected to remit a total of $10.7 million in hotel tax revenues for 2027 which is holding steady with the 2026 Budget.

Historical & Projected Hotel Occupancy Tax Collections



Hotel Occupancy Tax

FY 2026 Forecast and FY 2027 Budget

During the first seven months of 2026, Hotel Occupancy Tax revenues were $69,843, or 1.1%, below original budget estimates.

Based on current market conditions – including two extended hotel renovations taking place in 2026 – and the market outlook for the remainder of the year, the 2026 Forecast for hotel tax revenues has been adjusted from the original 2026 Budget of $10.72 million to $10.45 million (a reduction of $267,033).

The 2027 Budget of $10.7 million assumes a rebound following the re-opening of the remodeled hotels, with a 2.6% growth factor from the 2026 Forecast level based upon data provided by The Woodlands Convention and Visitors Bureau and our hotel partners. This anticipated growth will bring the 2027 Budget over $1.5 million above hotel tax revenue collections in 2019 prior to the pandemic.

Hotel Occupancy Tax Collections	
Budget 2027	$10,718,669
Forecast 2026	10,451,636
Actual 2025	10,301,899
Actual 2024	10,433,951
Actual 2023	9,671,814
Actual 2022	8,631,102
Actual 2021	6,467,036
Actual 2020	3,896,297
Actual 2019	9,245,683
Actual 2018	8,989,428
Actual 2017	8,791,317
Actual 2016	7,855,255
Actual 2015	7,791,741
Actual 2014	7,366,412
Actual 2013	6,520,692
Actual 2012	6,086,477

Hotel Occupancy Tax projections for 2027 of $10,718,669 are based on the following assumptions:

- 14 hotels + 1 corporate leasing company + short-term rentals
- 822,710 approximate available room nights (2,254 rooms X 365 room nights)
- Assumes approximately 95% of room revenue is taxable
- 9% local hotel occupancy tax rate

Hotel Occupancy Tax

Allocation of 2026 and 2027 Hotel Tax Revenues

The Township's hotel tax revenues are used first to pay debt service on revenue bonds and, second, to fund Convention & Visitors Bureau operations. In accordance with Board directives, any remaining hotel tax revenues are maintained in a reserve in the Debt Service Fund designated for use as determined by the Board of Directors.

The allocations of 2026 and 2027 hotel occupancy tax revenues are as follows:

	2026 Forecast			2027 Budget		
	7 % Base Tax	2% Supplemental	Total	7 % Base Tax	2% Supplemental	Total
Debt Service	$2,844,750	-	$2,844,750	$2,844,375	-	$2,844,375
CVB	1,601,565	2,322,586	3,924,151	1,899,324	2,381,926	4,281,250
Hotel Tax Reserve	3,682,735	-	3,682,735	3,593,044	-	3,593,044
Total	**$8,129,050**	**$2,322,586**	**$10,451,636**	**$8,336,743**	**$2,381,926**	**$10,718,669**

For 2027, the Board allocated from the Hotel Occupancy Tax Reserve $485,000 to fund Town Center holiday decorations and $175,000 for a Town Center elevator modernization project.

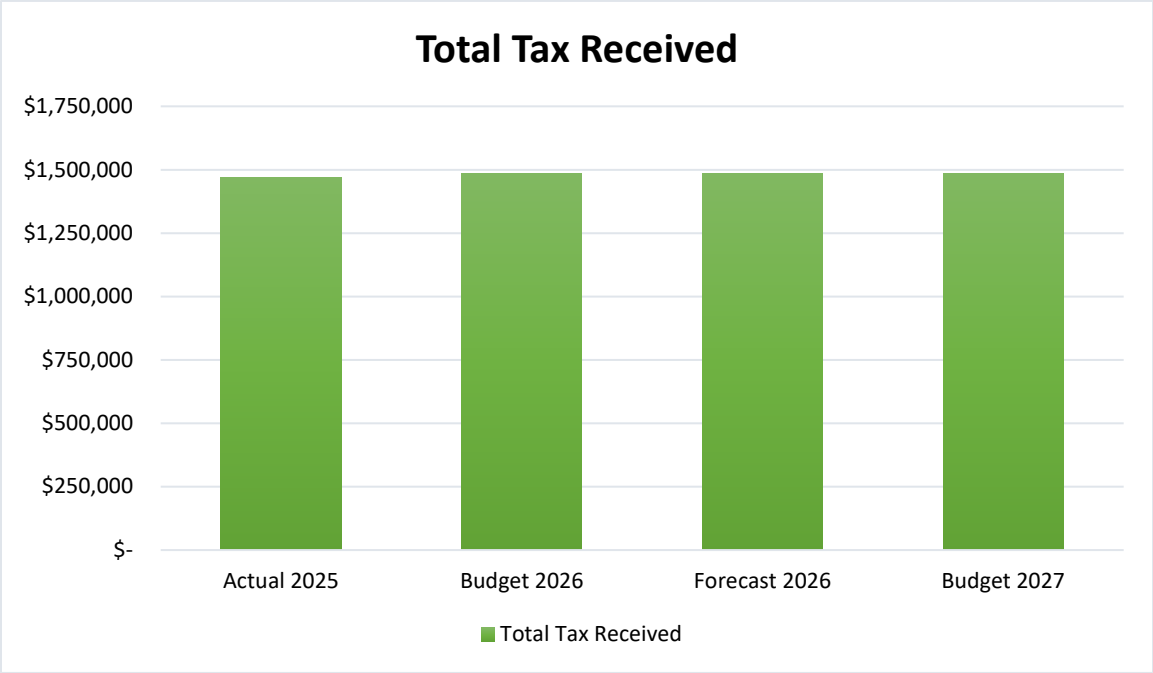
Mixed Beverage Tax

During the 88th Regular Session, Texas H.B. 5311 (2023) and its companion bill, Texas S.B. 2606 (2023), amended the Township's enabling legislation to direct the Comptroller of Public Accounts to treat the Township as an incorporated municipality with regard to disposition of mixed beverage tax proceeds received on, or after October 1, 2023. The district shall be treated the same in all respects as an incorporated municipality for the purposes of Section 183.051, Tax Code.

The forecasted revenue for 2026 is based upon year-to-date revenues through July being on pace with budget. This pace is expected to continue in revenue anticipated for 2027.

	Actual 2025	Budget 2026	Forecast 2026	Budget 2027
Mixed Beverage Tax Received	$1,469,995	$1,485,000	$1,485,000	$1,485,000
Total Tax Revenue	**$1,469,995**	**$1,485,000**	**$1,485,000**	**$1,485,000**

The Woodlands Township
Mixed Beverage Tax



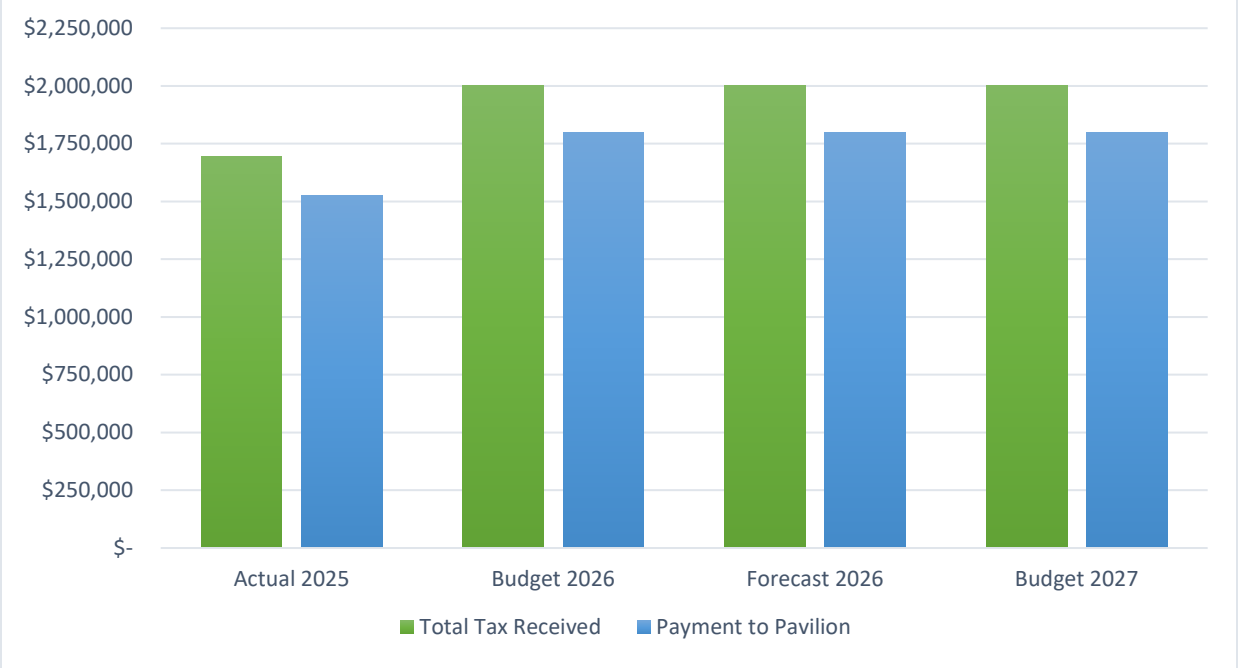
Event Admissions Tax

Pursuant to Order No. 014-10, subsequently amended by Order No. 007-11 and Order No. 010-11, the Township began collecting an event admissions 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 Texas S.B. 2515 (2009) 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 in 2011 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." That agreement currently ends in 2030. 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.

	2025 Actual	2026 Budget	2026 Forecast	2027 Budget
Total Tax Received	$1,694,064	$2,000,000	$2,000,000	$2,000,000
Payment to Pavilion	1,524,658	1,800,000	1,800,000	1,800,000
Total Net Tax Revenue	**$169,406**	**$200,000**	**$200,000**	**$200,000**

The Woodlands Township
Event Admissions Tax

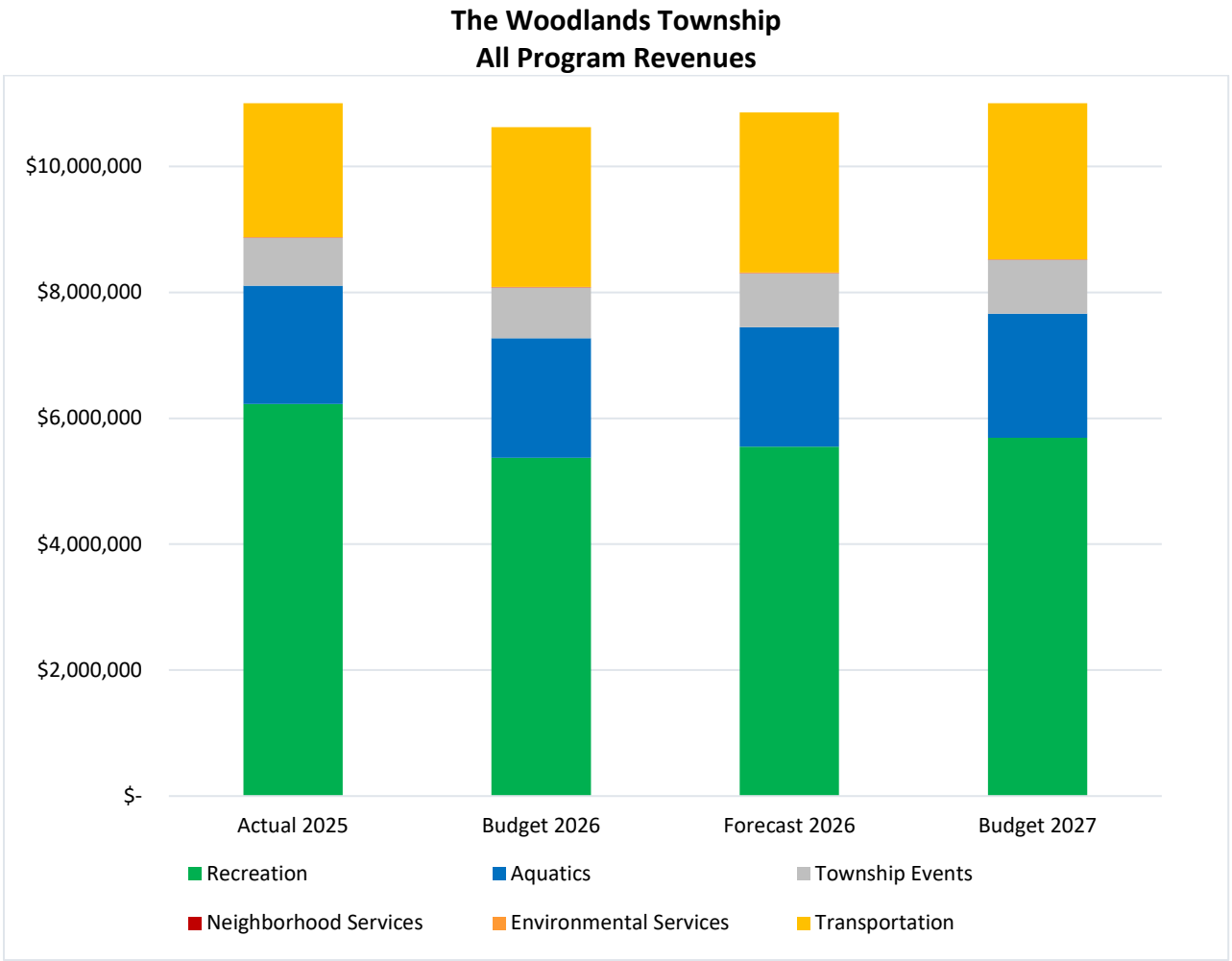


Program Revenues

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.

	Actual 2025	Budget 2026	Forecast 2026	Budget 2027
Recreation	$6,228,571	$5,372,000	$5,548,000	$5,690,000
Aquatics	1,876,120	1,900,500	1,899,000	1,974,000
Township Events	762,440	806,500	854,000	852,000
Neighborhood Services	5,750	4,750	2,500	4,250
Environmental Services	3,000	1,000	14,000	3,000
Transportation	2,463,638	2,538,685	2,538,685	3,057,549
Total	**$11,339,519**	**$10,623,435**	**$10,856,185**	**$11,580,799**



Program Revenues

Recreation

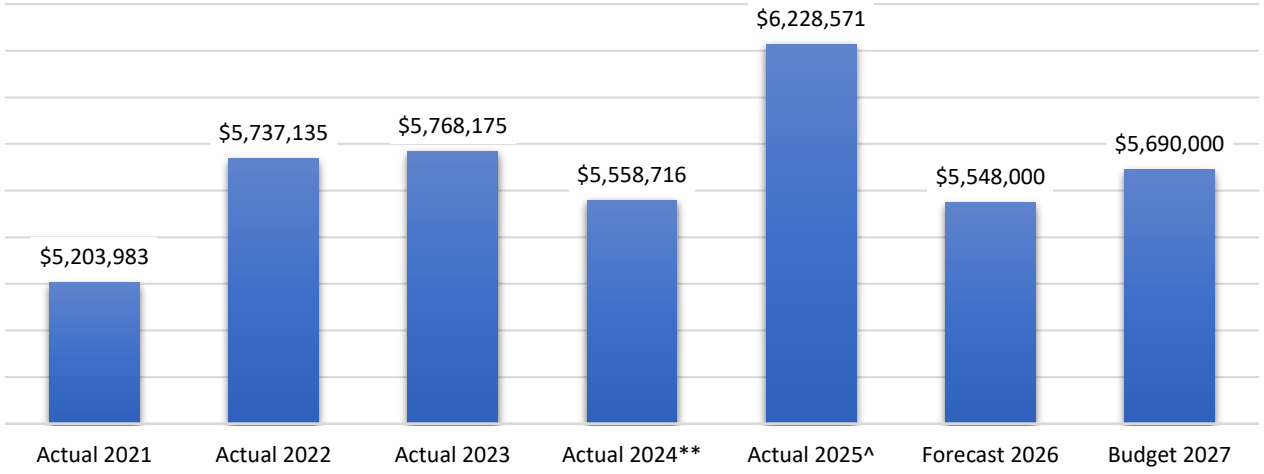
The Recreation Department provides operational and program support for recreational activities for citizens of all ages. Revenue is generated from aquatic, athletic, and fitness programs; sports field and pavilion rentals; and a variety of other recreational activities. Programs are offered at the Recreation 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, sports fields, and the Riva Row and Lakes Edge Boat Houses. Sponsorship income is received for certain programs and events.

The 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 (*Section 8*).

Year	Revenue	$ Change	% Change
Budget 2027	$5,690,000	$142,000	3%
Forecast 2026	$5,548,000	($680,000)	(11%)
Actual 2025	$6,228,571	$669,855	11%^
Actual 2024	$5,558,716	($209,459)	(4%)**
Actual 2023	$5,768,175	$31,040	1%
Actual 2022	$5,737,135	$533,152	10%
Actual 2021	$5,203,983	$2,743,443	111%*

**2021 Actual – High due to impact of COVID-19 on Recreation Programs in previous year*
***2024 Actual – Pool Programs transferred to Aquatics, offset by 50th Anniversary revenues*
^2025 Actual – Received additional (aging) field rental amounts

Recreation Program Revenues



2027 Program Fees (Budgeted)	2027 Recreation Expenses (Budgeted)	% of Expense Recovered (Budgeted)
$5,690,000	**$5,096,970**	**112%**

Program Revenues

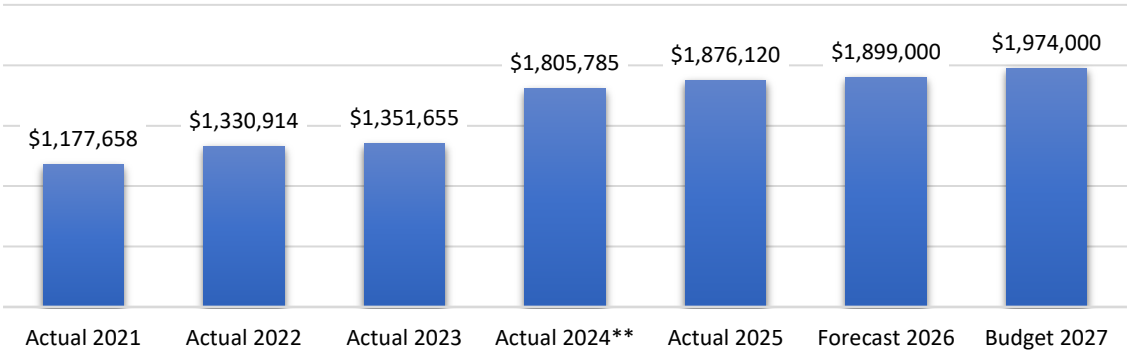
Aquatics

The Aquatics Division provides operational support to fourteen pools located throughout The Woodlands. Revenues are generated by aquatic programs (swim teams, swim lessons, and others), 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 (*Section 8*).

Year	Revenue	$ Change	% Change
Budget 2027	$1,974,000	$75,000	4%
Forecast 2026	$1,899,000	$22,880	1%
Actual 2025	$1,876,120	$70,335	4%
Actual 2024	$1,805,785	$454,130	25%**
Actual 2023	$1,351,655	$20,741	2%
Actual 2022	$1,330,914	$153,256	13%
Actual 2021	$1,177,658	$816,799	226%*

**2021 Actual – High due to impact of COVID-19 on Aquatics Programs in previous year*
*** 2024 Actual – Pool Programs transferred from Recreation*

Pool Revenues



2027 Pool Revenues (Budgeted)	2027 Aquatic Expenses (Budgeted)	% of Expense Recovered (Budgeted)
$1,974,000	**$3,948,154**	**50.0%**

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		

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. Program revenues total $852,000, most of which are collected in the fourth quarter of the year during the holiday season. Sponsorship income is projected at $136,500 and event sales at $715,500, as follows:

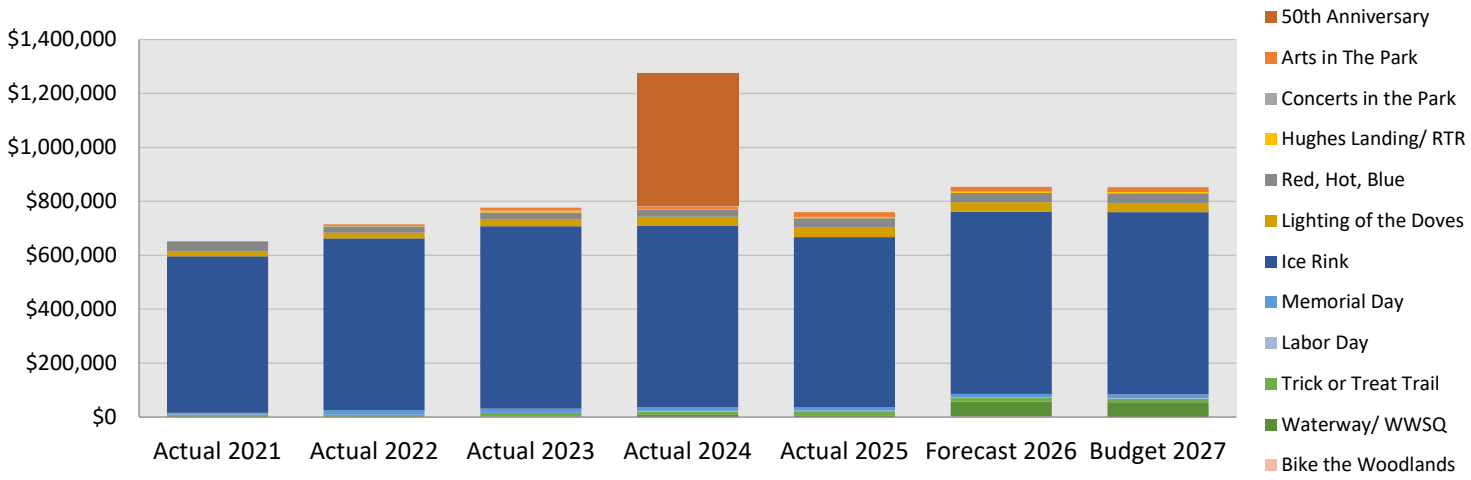
Event	Sponsorships	Sales	Total
Arts in the Park	$5,000	$12,000	$17,000
Concerts in the Park	500	-	500
Hughes Landing/ Rock The Row	5,000	-	5,000
Red, Hot & Blue Festival	20,000	15,000	35,000
Lighting of the Doves	15,000	20,000	35,000
Ice Rink	25,000	650,000	675,000
Memorial Day	3,500	10,000	13,500
Labor Day	2,500	-	2,500
Trick or Treat Trail	5,000	8,000	13,000
Waterway / WW Square	55,000	-	55,000
Bike The Woodlands	-	500	500
Total	**$136,500**	**$715,500**	**$852,000**

Total revenues generated by major community events for the period 2021 to 2027 are outlined below:

Year	Revenue	$ Change	% Change
Budget 2027	$852,000	($2,000)	0%
Forecast 2026	$854,000	$93,711	12%
Actual 2025	$760,289	($513,941)	(40%)*
Actual 2024	$1,274,230	$498,235	39%*
Actual 2023	$775,995	$61,544	9%
Actual 2022	$714,451	$62,263	10%
Actual 2021	$652,188	$155,365	31%

** 2024 Actuals include $493,154 from The Woodlands 50th Anniversary*

Township Events Program Revenue



Program Revenues

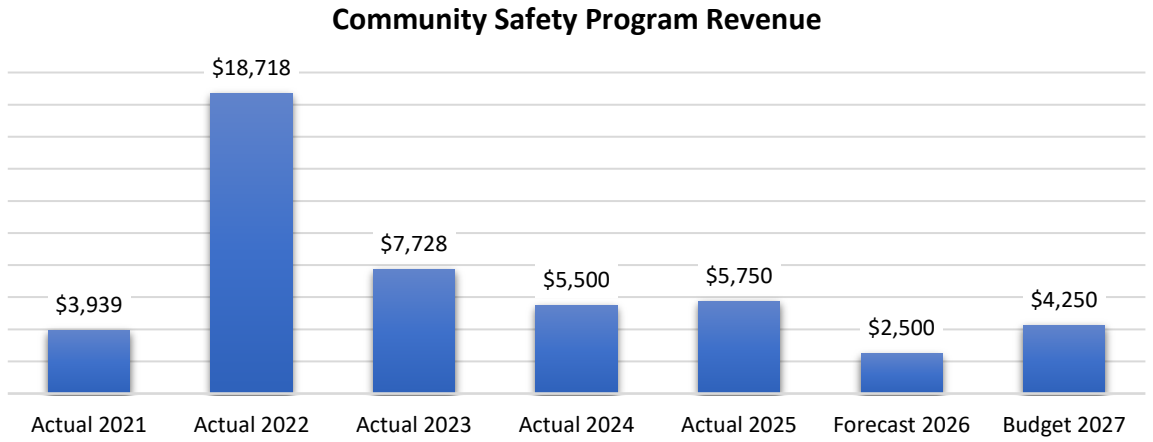
Neighborhood Services

Program revenues for the Township also include event sponsorships for Neighborhood Services Department (Community Safety) programs. Sponsorship income is projected at $4,250 as follows:

Program	Sponsorships
Hurricane Preparedness	$3,250
National Night Out	1,000
Total	**$4,250**

Total revenues generated by major community safety programs for the period 2021 to 2027 are outlined below.

Year	Revenue	$ Change	% Change
2027 Budget	$4,250	$1,750	70%
2026 Forecast	$2,500	($3,250)	(57%)
Actual 2025	$5,750	$250	5%
Actual 2024	$5,500	($2,228)	(29%)
Actual 2023	$7,728	($10,990)	(59%)
Actual 2022	$18,718	$14,779	375%
Actual 2021	$3,939	($6,411)	(62%)



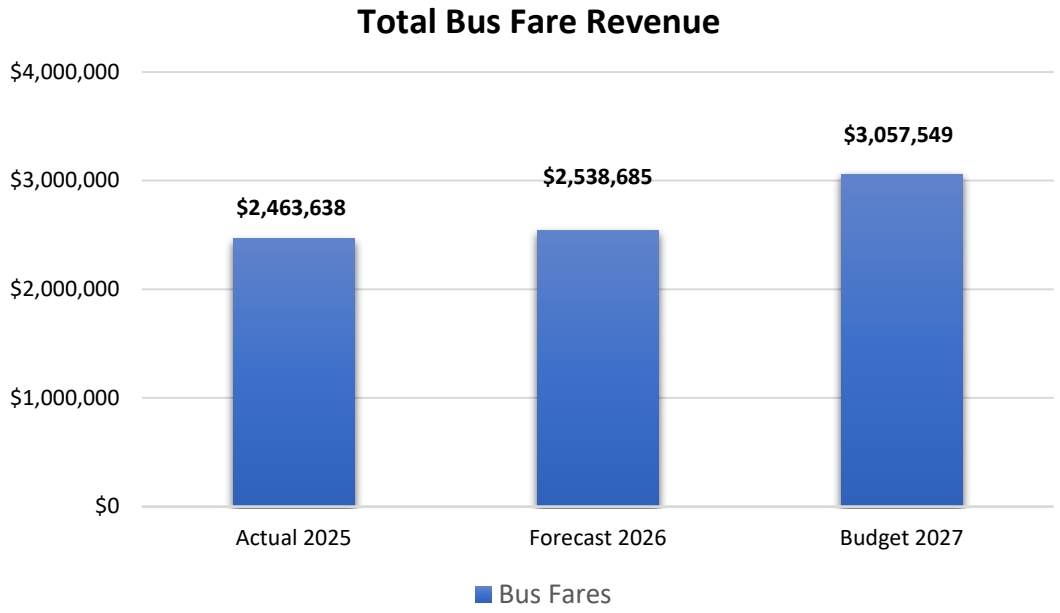
Program Revenues

Transportation Fund – Bus Fares

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

Bus fares contribute $3,057,549 (33%) of total revenue sources for the Park and Ride program in 2027. Bus fares are based on the current $17 per round trip rate (increased by $2 per round trip as of April 1, 2026), and 179,856 round trips are projected for 2027. In addition to the fare revenue, various grant funding sources, contributions, and transfers from the General Fund fully fund the Park and Ride program.

	Actual 2025	Budget 2026	Forecast 2026	Budget 2027
Fares – General	$2,251,589	$2,320,810	$2,320,810	$2,810,317
Fares – Energy Corridor	71,850	76,875	76,875	84,457
Fares – Rodeo Express	140,198	141,000	141,000	162,775
Total	**$2,463,638**	**$2,538,685**	**$2,538,685**	**$3,057,549**



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 2027, administrative fees total $824,500 and consist of the following items:

	2026 Forecast	2027 Budget
Document Transfer Fees	$200,000	$200,000
Covenant Permit Fees	600,000	600,000
Covenant Maintenance Fees	24,000	24,000
Interest and Rebilling Fees	500	500
Total	**$824,500**	**$824,500**

Document 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.

Permit Fees

During the 2025 budget cycle, the Township Board of Directors approved implementation of permit fees for certain elective home improvements, such as pool installations and patio additions, which require more significant time and resources to process than base levels of service. Small and frequently requested items like fence replacements and roof repairs will remain exempt from fees. Permit fees replaced the previous compliance deposit program on January 1, 2025. Permit fees are expected to generate $0.6 million in revenue for the Township in 2027.

Covenant Maintenance 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, pool cleaning, debris removal, and minor structural 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. 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.

Grants and Contributions

Transportation Fund

The Transportation Fund has a total of $7,589,752 in federal and state grants budgeted for 2027. These funds are allocated to the following programs:

Transportation Fund Grants	
Park & Ride Service	$6,133,618
Trolley Service	1,256,134
Transportation Planning	200,000
Total	**$7,589,752**

For detailed information on the Transportation Fund's revenues and expenditures, please refer to the *Transportation Fund* section (*Section 10*).

Transportation Development Credits, or TDC's, are counted within the Grant totals above. TDC's are a federal transportation funding tool used to meet federal funding matching requirements. Details about transportation development credits:

- A financing tool approved by the Federal Highway Administration (FHWA) that allows states to use federal obligation authority without the requirement of providing matching dollars.
- Credits are earned when the state, a toll authority or a private entity funds a capital transportation investment with toll revenues earned on existing toll facilities, excluding revenues needed for debt service, returns to investors or the operation and maintenance of toll facilities.
- In Texas, 75% of credits are allocated to the metropolitan planning organization (MPO) in whose region they were earned and 25% are allocated on a competitive statewide basis.

The Transportation Department

In addition to the $7.6 million in grants funds earned on the Transportation Fund, The Transportation Department included in the General Fund is expected to receive $128,053 in grant funds for eligible staff.

The Woodlands Fire Department

The 2027 Budget includes $65,000 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	$45,000
Dispatch Program	20,000
Total	**$65,000**

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Personnel

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Summary of Consolidated Staffing Levels 6-1

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Township Fire Department Employees 6-4

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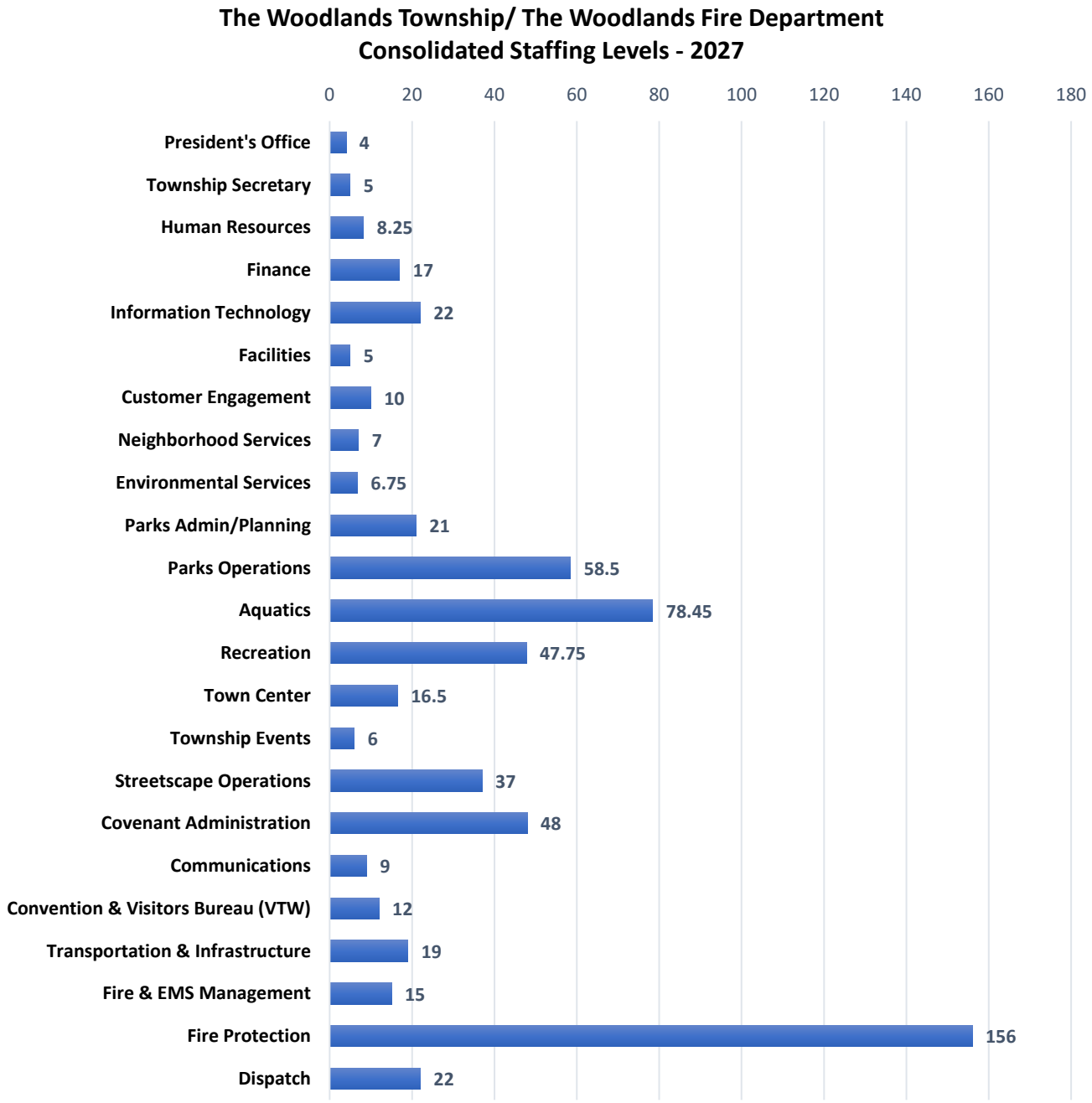


Personnel

Consolidated Staffing Levels

The 2027 Budget includes a total of 631.20 full-time equivalent (FTE) positions. This includes 438.2 FTE within the General Employees and 193.0 FTE for The Woodlands Fire Department. The chart below illustrates staffing levels by department.

Departments not shown, such as Board of Directors (0100), Legal Services (0115), Non-Departmental (0190), Law Enforcement (0220), and Other Community Services (0430) have no budgeted staff.

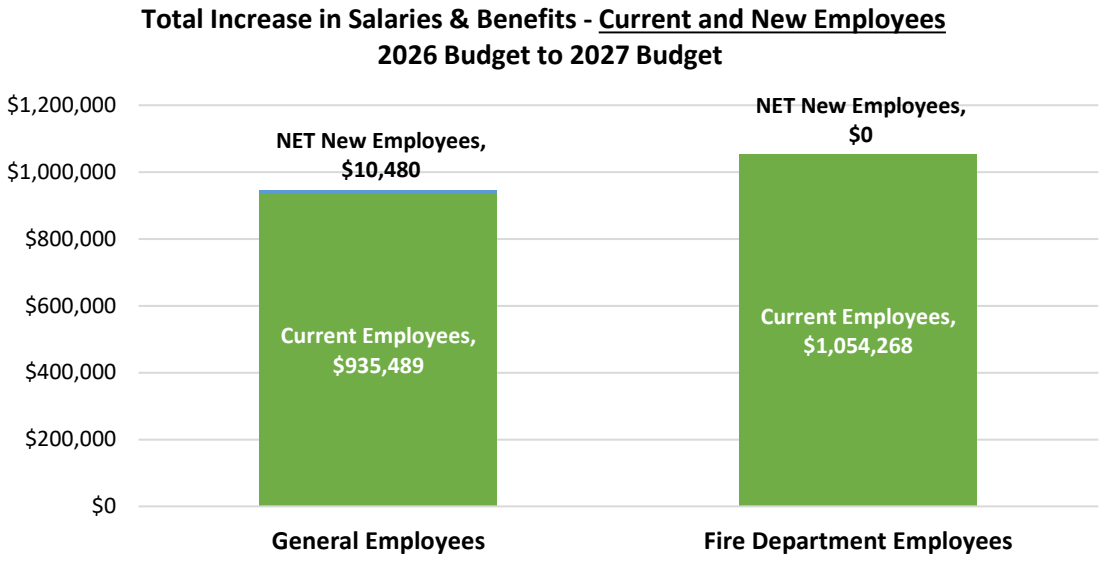


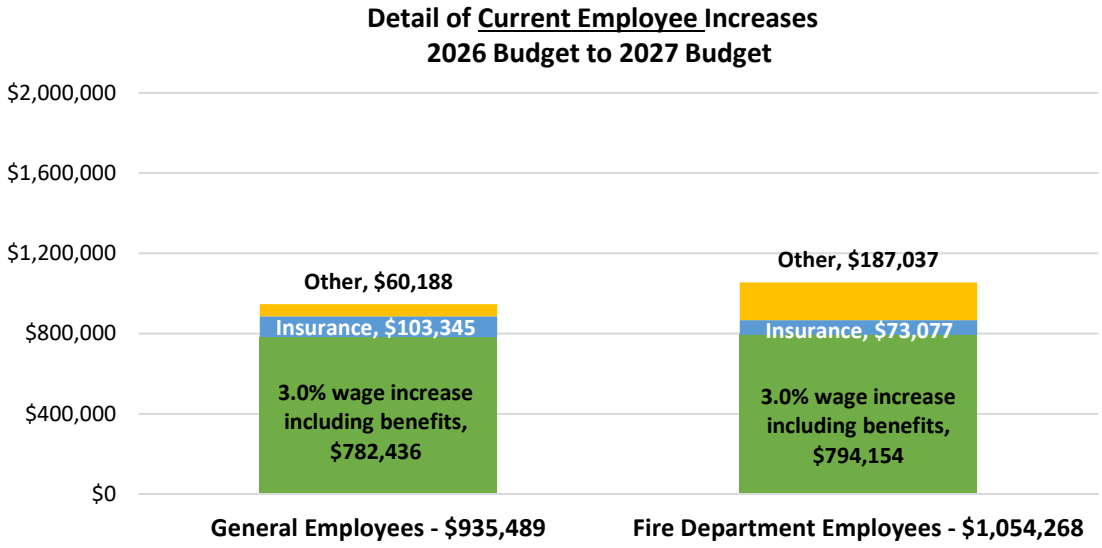
Personnel Budget Summary
Salary and Benefit Expenses

General Employees	2026	2027	$ Increase	% Increase
Current Employees	$35,290,915	$36,226,404	$935,489	2.7%*
Positions Removed from 2027 Budget	n/a	($78,748)	($78,748)	-100%
New Staff Requests	n/a	$89,228	$89,228	100%
Total	**$35,290,915**	**$36,236,884**	**$945,969**	**2.7%****
Benefits as % of Salaries	34%	34%		

Fire Department Employees	2026	2027	$ Increase	% Increase
Current Employees	$31,992,680	$33,046,948	$1,054,268	3.3%*
New Staff Requests	n/a	n/a	n/a	n/a
Total	**$31,992,680**	**$33,046,948**	**$1,054,268**	**3.3%**
Benefits as % of Salaries	41%	41%		

*Current Employee increases include a 3.0% annual salary adjustment, and a 2.1% health insurance cost increase over the 2026 Budget. More detail is included on the next page.





The total amount of 3.0% annual salary adjustment for all current employees is $2,000,237. The health insurance increase impact is $176,422. It should be noted that the Township's health insurance plan is self-insured, and no plan changes have been implemented. A Health Insurance Reserve of $995,915 is also maintained to fund any unexpected cost increases. Finally, the impact of 'Other Adjustments' such as worker compensation rates, turnover in positions, increase in overtime/ride up pay, and changes in retirement contributions is a total of $101,560 for both Fire Department and General Employees in 2027.

Staffing Levels – Fire Department Employees

The 2027 Staffing Plan for the Fire Department includes 193.0 full-time equivalent positions, with no additions to staff for the 2027 Budget.

Fire Department Summary of Department Staffing Levels (Full-Time Equivalents)					
Department	**Actual 2025**	**Budget 2026**	**Forecast 2026**	**Budget 2027**	**Budget 26-27 Change**
Fire/EMS Management	14	15	15	15	0.00
Fire Protection	156	156	156	156	0.00
Dispatch	22	22	22	22	0.00
Total Fire Department	**192**	**193**	**193**	**193**	**0.00**

Positions by Department – Fire Department Employees

WFD Fire and EMS Management	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Fire Chief	1	1	1	
Assistant Fire Chief	2	2	2	
Division Fire Chief	1	1	1	
Battalion Chief	2	2	2	
Lieutenant	2	2	2	
Senior Administrative Analyst	1	1	1	
Senior Administrative Assistant	1	1	1	
Administrative Assistant	1	1	1	
Fire Fleet Supervisor	1	1	1	
Fire Fleet Technician	2	2	2	
Fire Support Specialist	1	1	1	
Total	**15**	**15**	**15**	**0**

Fire Protection	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Battalion Chief	6	6	6	
Lieutenant	30	30	30	
Driver Operator	30	30	30	
Firefighter	90	90	90	
Total	**156**	**156**	**156**	**0**

Dispatch	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Division Fire Chief	1	1	1	
Lieutenant	4	4	4	
Lead Public Safety Telecommunicator	4.5	8.5	8.5	
Public Safety Telecommunicator	12.5	8.5	8.5	
Total	**22**	**22**	**22**	**0**

The Woodlands Township
Salary & Benefits Summary
FIRE DEPARTMENT EMPLOYEES

	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
FIRE AND EMS MANAGEMENT						
Salaries and Wages	1,717,864	1,848,429	1,825,230	1,924,755	76,326	4.1%
Overtime	48,700	32,000	50,000	50,000	18,000	56.3%
Employee Benefits - FICA	127,528	142,188	139,934	152,475	10,287	7.2%
Employee Benefits - TEC	1,422	2,304	2,907	2,907	603	26.2%
Employee Benefits - Retirement	216,076	208,088	216,351	218,609	10,521	5.1%
Employee Benefits - Insurance	198,152	274,162	233,754	277,146	2,984	1.1%
Employee Benefits - Workers Comp	11,113	19,235	18,889	18,946	(289)	-1.5%
	2,320,854	2,526,406	2,487,065	2,644,838	118,432	4.7%
FIRE PROTECTION						
Salaries and Wages	15,051,158	16,649,181	16,649,181	17,227,469	578,288	3.5%
Overtime	3,605,914	2,066,888	2,066,888	2,138,276	71,388	3.5%
Ride Up Pay	80,467	245,000	245,000	245,000	-	0.0%
Employee Benefits - FICA	1,371,472	1,440,574	1,440,574	1,465,963	25,389	1.8%
Employee Benefits - TEC	(12,552)	22,464	22,464	26,676	4,212	18.8%
Employee Benefits - Retirement	2,231,465	2,643,616	2,448,915	2,687,696	44,080	1.7%
Employee Benefits - Insurance	3,718,926	3,638,724	3,645,342	3,711,290	72,566	2.0%
Employee Benefits - Workers Comp	159,523	253,313	253,313	251,276	(2,037)	-0.8%
	26,206,373	26,959,760	26,771,677	27,753,646	793,886	2.9%
DISPATCH						
Salaries and Wages	1,510,469	1,558,641	1,558,641	1,647,539	88,898	5.7%
Overtime	195,857	237,043	274,927	272,720	35,677	15.1%
Employee Benefits - FICA	123,011	137,370	143,539	146,900	9,530	6.9%
Employee Benefits - TEC	2,364	3,312	3,312	3,933	621	18.8%
Employee Benefits - Retirement	137,808	151,675	164,649	161,068	9,393	6.2%
Employee Benefits - Insurance	297,103	415,742	390,538	413,269	(2,473)	-0.6%
Employee Benefits - Workers Comp	1,525	2,731	2,731	3,035	304	11.1%
	2,268,136	2,506,514	2,538,337	2,648,464	141,950	5.7%
TOTAL SALARIES & BENEFITS:						
Salaries and Wages	**18,279,490**	**20,056,251**	**20,033,052**	**20,799,763**	**743,512**	**3.7%**
Overtime	**3,930,938**	**2,580,931**	**2,636,815**	**2,705,996**	**125,065**	**4.8%**
Employee Benefits - FICA	**1,622,010**	**1,720,132**	**1,724,047**	**1,765,338**	**45,206**	**2.6%**
Employee Benefits - TEC	**(8,766)**	**28,080**	**28,683**	**33,516**	**5,436**	**19.4%**
Employee Benefits - Retirement	**2,585,349**	**3,003,379**	**2,829,915**	**3,067,373**	**63,994**	**2.1%**
Employee Benefits - Insurance	**4,214,180**	**4,328,628**	**4,269,634**	**4,401,705**	**73,077**	**1.7%**
Employee Benefits - Workers Comp	**172,161**	**275,279**	**274,933**	**273,257**	**(2,022)**	**-0.7%**
	30,795,363	**31,992,680**	**31,797,079**	**33,046,948**	**1,054,268**	**3.3%**
BENEFITS AS % OF SALARY & WAGES	**39%**	**41%**	**40%**	**41%**		
FTE's	**192.0**	**193.0**	**193.0**	**193.0**		
Avg Wage	**115,679**	**117,291**	**117,460**	**121,791**		
Avg Benefits	**44,713**	**48,474**	**47,291**	**49,436**		
Avg Total Compensation per FTE	**160,393**	**165,765**	**164,752**	**171,228**		

Staffing Levels – General Employees/Recreation/Transportation

The 2026 Forecast Staffing Plan contains no FTE changes from the 2026 Adopted Budget.

The 2027 Staffing Plan for General Employees includes an overall **decrease** of (0.5) full-time equivalent (FTE) positions following adjustments in various departments. This aggregate decrease includes a decrease of (2.0) FTE positions for Recreation, which is funded 100% by recreation program revenues. The (2.0) FTE staff reduction is due to previous programmed activity not being pursued.

Departmental staffing levels are summarized in the chart below, with position details on subsequent pages.

All staff are budgeted within the General Fund (0100) unless otherwise noted.

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

Department	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	26-27 Change
President's Office	4	4	4	4	0.00
Township Secretary	5	5	5	5	0.00
Human Resources	8.25	8.25	8.25	8.25	0.00
Finance	17	17	17	17	0.00
Information Technology	21	22	22	22	0.00
Facilities	5	5	5	5	0.00
Customer Engagement	10	10	10	10	0.00
Neighborhood Services	7	7	7	7	0.00
Environmental Services	6.75	6.75	6.75	6.75	0.00
Parks Admin/Planning	21	21	21	21	0.00
Parks Operations	58.5	58.5	58.5	58.5	0.00
Aquatics	78.45	78.45	78.45	78.45	0.00
Recreation	49.75	49.75	49.75	47.75	**(2.00)**
Town Center	16.5	16.5	16.5	16.5	0.00
Township Events	6	6	6	6	0.00
Streetscape Operations	35	36	36	37	**1.00**
Covenant Administration	47.5	47.5	47.5	48	**0.50**
Communications	9	9	9	9	0.00
Convention & Visitors Bureau	12	12	12	12	0.00
Transportation & Infrastructure	19	19	19	19	0.00
Total Township-General Employees	**436.7**	**438.7**	**438.7**	**438.2**	**(0.50)**

2026 Forecast – Staffing Requests/Changes

There are no forecast changes to the 2026 Staffing Plan.

2027 Budget – Staffing Requests/Changes

Recreation Employees – New for 2027

Department	Position	FTEs	Explanation
Recreation	Adventure Course Operator	(0.50)	TTV programming adjustments
Recreation	Adventure Course Operator	(0.50)	TTV programming adjustments
Recreation	Adventure Course Operator	(0.50)	TTV programming adjustments
Recreation	Adventure Course Operator	(0.50)	TTV programming adjustments
	Total	**(2.00)**	

General Employees – New for 2027

Department	Position	FTEs	Explanation
Streetscape Operations	Streetscapes Technician (Pathways)	1.00	This position will directly improve efficiency of in-house crews and play a vital role in pathway maintenance.
Covenant Administration	Covenant Compliance Field Rep (Commercial)	0.50	This position will directly improve commercial compliance and enforcement activities by the department.
	Total	**1.50**	

Staff Positions by Department – General Employees

Dept. 0100

Board of Directors	No Staff

Dept. 0110

President's Office	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
President/CEO	1	1	1	
Director of Intergovernmental Relations	1	1	1	
Executive Analyst	1	1	1	
Executive Assistant	1	1	1	
Total	**4**	**4**	**4**	**0**

Dept. 0120

Township Secretary	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Township Secretary	1	1	1	
Assistant Township Secretary	1	1	1	
Public Information Analyst	1	1	1	
Records Supervisor	1	1	1	
Records Specialist	1	1	1	
Total	**5**	**5**	**5**	**0**

Dept. 0130

Human Resources	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Director of Human Resources	1	1	1	
Human Resources Manager	1	1	1	
Senior Human Resources Generalist	2	2	2	
Human Resources Generalist	1	1	1	
Benefits Administrator	2	2	2	
Administrative Analyst	1	1	1	
General Office Clerk	0.25	0.25	0.25	
Total	**8.25**	**8.25**	**8.25**	**0**

Dept. 0140

Finance	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Chief Financial Officer	1	1	1	
Director of Finance	1	1	1	
Director of Budget and Procurement	1	1	1	
Accounting Manager	1	1	1	
Budget and Asset Manager	1	1	1	
Procurement Manager	1	1	1	
Financial Analyst - Revenue	1	1	1	
Grant Administrator	1	1	1	
Senior Accountant	2	2	2	
Payroll Administrator	1	1	1	
Contract Management Analyst	1	1	1	
Purchasing Analyst	1	1	1	
Senior Purchasing Specialist	1	1	1	
Senior Accounts Payable Specialist	2	2	2	
Administrative Analyst	1	1	1	
Total	**17**	**17**	**17**	**0**

Dept. 0150

Information Technology	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Chief Technology & Innovation Officer	1	1	1	
Assistant Director of IT	2	2	2	
Information Security Officer	1	1	1	
Enterprise Architect	1	1	1	
GIS Manager	1	1	1	
Senior GIS Analyst	2	2	2	
Systems Administrator	1	1	1	
Network Administrator	1	1	1	
Enterprise Application Manager	1	1	1	
Senior Enterprise Application Analyst	1	1	1	
Enterprise Application Analyst	1	1	1	
Radio Supervisor	1	1	1	
Radio Analyst	2	2	2	
Help Desk Supervisor	1	1	1	
Senior Help Desk Analyst	2	2	2	
Help Desk Analyst	2	2	2	
Administrative Analyst	1	1	1	
Total	**22**	**22**	**22**	**0**

Personnel

Dept. 0190

Non-Departmental / Other	No Staff

Dept. 0195

Facilities	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Director of Facilities	1	1	1	
Facility Maintenance Supervisor	1	1	1	
Facilities Engineer (Fire)	1	1	1	
Senior Facilities Technician	1	1	1	
Facilities Technician	1	1	1	
Total	**5**	**5**	**5**	**0**

Dept. 0200

Customer Engagement	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Chief Administrative Officer	1	1	1	
Director of Customer Engagement	1	1	1	
Administrative Analyst	1	1	1	
Senior Administrative Assistant	1	1	1	
Senior Customer Service Rep	1	1	1	
Customer Service Representative	3	3	3	
Receptionist	2	2	2	
Total	**10**	**10**	**10**	**0**

Dept. 0210

Neighborhood Services	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Neighborhood Services Manager	1	1	1	
Neighborhood Services Coordinator	2	2	2	
Neighborhood Services Specialist	3	3	3	
Mail Clerk	1	1	1	
Total	**7**	**7**	**7**	**0**

Personnel

Dept. 0220

Law Enforcement	No Staff

Dept. 0230

Environmental Services	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Environmental Services Manager	1	1	1	
Environmental Education Coordinator	4.5	4.5	4.5	
Sr. Mosquito Surveillance Technician	0.65	0.65	0.65	
Environmental Educ. Tech – Seasonal	0.60	0.60	0.60	
Total	**6.75**	**6.75**	**6.75**	**0**

Dept. 0300

Parks Admin/Planning	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Chief Operating Officer	1	1	1	
Director of Parks and Recreation	1	1	1	
Assistant Director of Parks and Rec	2	2	2	
Administrative Analyst	1	1	1	
Senior Administrative Assistant	3	3	3	
Parks Project Manager	1	1	1	
Parks Planner	1	1	1	
Parks Project Specialist	1	1	1	
Parks Supervisor	1	1	1	
Parks Foreman	1	1	1	
Senior Parks Technician	4	4	4	
Parks Technician	4	4	4	
Total	**21**	**21**	**21**	**0**

Personnel

Dept. 0310

Park Operations	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Parks Superintendent	1	1	1	
Senior Administrative Assistant	1	1	1	
Contract Maintenance Review Spec	1	1	1	
Parks Supervisor	2	2	2	
Parks Foreman	5	5	5	
Senior Parks Technician	15	15	15	
Parks Technician	16	16	16	
Irrigation Foreman	1	1	1	
Irrigation Technician	1	1	1	
Program Specialist - Trails	0.5	0.5	0.5	
Pool Technician	1	1	1	
Park Ranger Supervisor	1	1	1	
Lead Park Ranger	2	2	2	
Park Ranger	11	11	11	
Total	**58.5**	**58.5**	**58.5**	**0**

Dept. 0320

Aquatics	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Aquatics Superintendent	1	1	1	
Aquatics Supervisor	1	1	1	
Lifeguard Coordinator	1	1	1	
Aquatics Program Coordinator	1	1	1	
Pool Technician Foreman	1	1	1	
Pool Technician	5	5	5	
Administrative Assistant	1	1	1	
Lifeguards – Seasonal	60.5	60.5	60.5	
Swim Team Rec. Spec. – Seasonal	1.2	1.2	1.2	
Learn to Swim Coord. - Seasonal	0.25	0.25	0.25	
Water Safety Instructor – Seasonal	3.5	3.5	3.5	
Swim Team Coach – Seasonal	2	2	2	
Total	**78.45**	**78.45**	**78.45**	**0**

Dept. 0330

Recreation	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Recreation Superintendent	1	1	1	
Recreation Center Supervisor	2	2	2	
Commercial Operations Supervisor	1	1	1	
Recreation Program Coordinator	6	6	6	
Recreation Specialist	4	4	4	
Recreation Center Assistant	5	5	5	
Recreation Aide	8	8	8	
Adventure Course Coordinator	1	1	1	
Adventure Course Specialist	2	2	2	
Adventure Course Operator	7.5	7.5	5.5	**(2.00)**
Adventure Course Operator – Seasonal	1	1	1	
Camp Supervisor – Seasonal	0.5	0.5	0.5	
Camp Leader – Seasonal	0.5	0.5	0.5	
Camp Counselor – Seasonal	8.5	8.5	8.5	
Recreation Aide – Seasonal	1.75	1.75	1.75	
Total	**49.75**	**47.75**	**47.75**	**(2.00)**

Dept. 0340

Town Center	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Town Center Superintendent	1	1	1	
Parks Supervisor	2	2	2	
Lead Town Center Ranger	2	2	2	
Town Center Ranger	10.5	10.5	10.5	
Pool Technician	1	1	1	
Total	**16.5**	**16.5**	**16.5**	**0**

Dept. 0350

Township Events	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Special Events Manager	1	1	1	
Special Events Supervisor	1	1	1	
Special Events Coordinator	2	2	2	
Special Events Specialist	2	2	2	
Total	**6**	**6**	**6**	**0**

Dept. 0360

Streetscape Operations	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Streetscape Superintendent	1	1	1	
Senior Administrative Assistant	1	1	1	
Streetscapes Supervisor	2	2	2	
Streetscapes Foreman	5	5	5	
Senior Streetscapes Technician	9	9	9	
Streetscapes Technician	19	19	20	1.00 FTE New
Contract Maintenance Review Specialist	1	1	1	
Forestry Specialist - Inspections	1	1	1	
Total	**36**	**36**	**37**	**1.00**

Dept. 0410

Covenant Administration	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Director of Covenant Administration	1	1	1	
Administrative Assistant	0.5	0.5	0.5	
Covenant Administration Manager	2	2	2	
Covenant Admin Commercial Supervisor	1	1	1	
Covenant Admin Supervisor	6	6	6	
Property Revitalization Specialist	1	1	1	
Covenant Administration Specialist	7	7	7	
Covenant Compliance Analyst	2	2	2	
Covenant Commercial Compliance Analyst	1	1	1	
Covenant Administrative Analyst	4	4	4	
Plan Review Specialist	0.5	0.5	0.5	
Application Specialist	4	4	4	
Senior Covenant Compliance Field Rep	1	1	1	
Covenant Compliance Field Rep	14.5	14.5	15	0.50 FTE New
Application Coordinator	2	2	2	
Total	**47.5**	**47.5**	**48**	**0.50**

Dept. 0430

Other Community Services	No Staff

Dept. 0500

Communications	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Director of Communications	1	1	1	
Communications Manager	1	1	1	
Digital Media Lead	1	1	1	
Senior Communications Specialist	2	2	2	
Graphic Designer	1	1	1	
Social Media Strategist	1	1	1	
Video Producer	1	1	1	
Senior Administrative Assistant	1	1	1	
Total	**9**	**9**	**9**	**0**

Dept. 0510* (Fund 0110*)

Convention and Visitors Bureau	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
President, Convention & Visitors Bureau	1	1	1	
Assistant Director of the CVB	1	1	1	
Marketing Manager	1	1	1	
Sales Manager	1	1	1	
Senior Sales Specialist	2	2	2	
Senior Servicing Specialist	1	1	1	
Marketing Specialist	1	1	1	
Tourism Specialist	1	1	1	
Administrative Analyst	1	1	1	
Content Coordinator	1	1	1	
Marketing Project Coordinator	1	1	1	
Total	**12**	**12**	**12**	**0**

** CVB Staff are 'Contracted' to the Convention & Visitors Bureau from the Township General Fund and also appear in this Preliminary Budget presentation under **The Woodlands CVB** tab (Section 9, staff shown within Fund 0110, Dept. 0820). Thus, there is a unique revenue component for the staff costs for CVB.*

Dept. 0600

Transportation	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Director of Transportation and Infra.	1	1	1	
Asset and Safety Manager	1	1	1	
Transit Manager	1	1	1	
Interagency Specialist	2	2	2	
Transit Analyst	1	1	1	
Total	**6**	**6**	**6**	**0**

Dept. 0670 (Fund 0600)

Transportation - Trolleys	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Trolley Supervisor	1	1	1	
Lead Trolley Operator	1	1	1	
Trolley Operator	8	8	8	
Trolley Mechanic	2	2	2	
Trolley Shop Attendant	1	1	1	
Total	**13**	**13**	**13**	**0**

Change Summary: Staff Positions by Department – General Employees

Summary – Recreation Employees	2026 Budget	2026 Forecast	2027 Budget	FTE (Reductions)
Total	**49.75**	**49.75**	**47.75**	**(2.00)**

Summary – Other General Employees	2026 Budget	2026 Forecast	2027 Budget	FTE Additions
Total	**386.95**	**386.95**	**390.45**	**1.50**

Summary – Total General Employees	2026 Budget	2026 Forecast	2027 Budget	FTE Additions/ (Reductions)
Total	**438.70**	**436.70**	**438.20**	**(0.50)**

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The Woodlands Township
Salary & Benefits Summary
GENERAL EMPLOYEES

	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
Dept. 0110						
PRESIDENT'S OFFICE						
Salaries and Wages	672,054	676,121	687,515	696,317	20,196	3.0%
Overtime	-	-	-	-	-	
Employee Benefits - FICA	39,668	42,935	43,837	44,876	1,941	4.5%
Employee Benefits - TEC	390	576	684	684	108	18.8%
Employee Benefits - Retirement	86,652	94,657	94,657	96,714	2,057	2.2%
Employee Benefits - Insurance	17,638	86,675	81,076	91,009	4,334	5.0%
Employee Benefits - Workers Comp	557	1,001	1,001	1,063	62	6.2%
	816,958	901,965	908,770	930,663	28,698	3.2%
Dept. 0120						
TOWNSHIP SECRETARY						
Salaries and Wages	458,603	461,640	453,426	465,958	4,318	0.9%
Overtime	2,336	1,500	1,500	1,500	-	0.0%
Employee Benefits - FICA	33,833	35,430	34,800	35,761	331	0.9%
Employee Benefits - TEC	635	720	855	855	135	18.8%
Employee Benefits - Retirement	55,336	56,419	55,415	56,770	351	0.6%
Employee Benefits - Insurance	88,939	89,108	85,564	89,639	531	0.6%
Employee Benefits - Workers Comp	456	704	691	739	35	5.0%
	640,138	645,521	632,251	651,222	5,701	0.9%
Dept. 0130						
HUMAN RESOURCES						
Salaries and Wages	758,668	824,246	805,687	839,984	15,738	1.9%
Overtime	1,181	1,000	1,000	1,000	-	0.0%
Employee Benefits - FICA	53,143	60,619	59,960	61,952	1,333	2.2%
Employee Benefits - TEC	929	1,296	1,539	1,539	243	18.8%
Employee Benefits - Retirement	88,439	114,014	107,893	104,216	(9,798)	-8.6%
Employee Benefits - Insurance	115,344	136,372	118,650	128,332	(8,040)	-5.9%
Employee Benefits - Workers Comp	719	1,246	1,212	1,320	74	5.9%
	1,018,421	1,138,793	1,095,941	1,138,343	(450)	0.0%
Dept. 0140						
FINANCE						
Salaries and Wages	1,537,938	1,606,280	1,593,852	1,606,944	664	0.0%
Overtime	3,455	3,500	5,500	3,500	-	0.0%
Employee Benefits - FICA	112,276	121,255	119,568	121,793	538	0.4%
Employee Benefits - TEC	1,542	2,448	3,188	2,907	459	18.8%
Employee Benefits - Retirement	195,351	206,176	200,766	212,217	6,041	2.9%
Employee Benefits - Insurance	188,395	284,271	262,844	288,867	4,596	1.6%
Employee Benefits - Workers Comp	1,298	2,439	2,434	2,552	113	4.6%
	2,040,256	2,226,369	2,188,152	2,238,780	12,411	0.6%
Dept. 0150						
INFORMATION TECHNOLOGY						
Salaries and Wages	2,121,251	2,280,972	2,280,972	2,339,310	58,338	2.6%
Overtime	27,400	28,000	28,000	28,000	-	0.0%
Employee Benefits - FICA	156,719	173,518	173,518	177,871	4,353	2.5%
Employee Benefits - TEC	2,162	3,168	3,762	3,762	594	18.8%
Employee Benefits - Retirement	211,693	237,094	226,926	243,123	6,029	2.5%
Employee Benefits - Insurance	218,614	330,445	304,042	355,142	24,697	7.5%
Employee Benefits - Workers Comp	1,908	3,402	3,402	3,732	330	9.7%
	2,739,746	3,056,599	3,020,622	3,150,940	94,341	3.1%
Dept. 0195						
FACILITIES						
Salaries and Wages	290,446	355,830	318,444	354,144	(1,686)	-0.5%
Overtime	14,847	8,000	10,000	10,000	2,000	25.0%
Employee Benefits - FICA	22,178	27,833	24,674	27,857	24	0.1%
Employee Benefits - TEC	513	720	855	855	135	18.8%
Employee Benefits - Retirement	39,456	48,876	43,329	49,088	212	0.4%
Employee Benefits - Insurance	92,154	112,200	99,619	117,059	4,859	4.3%
Employee Benefits - Workers Comp	4,370	6,949	6,160	7,749	800	11.5%
	463,964	560,408	503,081	566,752	6,344	1.1%

The Woodlands Township
Salary & Benefits Summary
GENERAL EMPLOYEES

	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
Dept. 0200						
CUSTOMER ENGAGEMENT						
Salaries and Wages	737,279	740,456	739,869	768,008	27,552	3.7%
Overtime	9,004	8,000	8,000	8,000	-	0.0%
Employee Benefits - FICA	50,973	53,177	53,135	55,417	2,240	4.2%
Employee Benefits - TEC	1,191	1,584	1,881	1,881	297	18.8%
Employee Benefits - Retirement	86,919	93,570	93,495	94,102	532	0.6%
Employee Benefits - Insurance	93,887	118,377	110,472	129,913	11,536	9.7%
Employee Benefits - Workers Comp	626	1,128	1,128	1,216	88	7.8%
	979,879	1,016,292	1,007,980	1,058,537	42,245	4.2%
Dept. 0210						
NEIGHBORHOOD SERVICES						
Salaries and Wages	410,790	438,450	437,891	455,244	16,794	3.8%
Overtime	7,947	6,000	6,000	6,000	-	0.0%
Employee Benefits - FICA	29,902	34,000	33,957	35,285	1,285	3.8%
Employee Benefits - TEC	756	1,152	1,368	1,368	216	18.8%
Employee Benefits - Retirement	43,063	45,577	46,615	50,523	4,946	10.9%
Employee Benefits - Insurance	62,348	118,084	105,511	128,634	10,550	8.9%
Employee Benefits - Workers Comp	366	676	675	729	53	7.8%
	555,172	643,939	632,017	677,783	33,844	5.3%
Dept. 0230						
ENVIRONMENTAL SERVICES						
Salaries and Wages	384,318	409,306	403,991	416,048	6,742	1.6%
Overtime	15,581	16,000	16,000	16,000	-	0.0%
Employee Benefits - FICA	29,511	32,536	31,875	33,052	516	1.6%
Employee Benefits - TEC	1,007	1,152	1,368	1,368	216	18.8%
Employee Benefits - Retirement	33,809	37,033	36,281	35,035	(1,998)	-5.4%
Employee Benefits - Insurance	31,215	81,594	59,525	66,658	(14,936)	-18.3%
Employee Benefits - Workers Comp	386	647	634	683	36	5.6%
	495,826	578,268	549,674	568,844	(9,424)	-1.6%
Dept. 0300						
PARKS & RECREATION ADMIN/PLANNING						
Salaries and Wages	1,652,702	1,727,167	1,683,120	1,753,068	25,901	1.5%
Overtime	10,847	20,000	20,000	20,000	-	0.0%
Employee Benefits - FICA	119,529	136,620	132,345	139,981	3,361	2.5%
Employee Benefits - TEC	2,268	3,024	3,591	3,591	567	18.8%
Employee Benefits - Retirement	176,092	192,331	186,313	187,057	(5,274)	-2.7%
Employee Benefits - Insurance	218,045	323,312	287,323	314,718	(8,594)	-2.7%
Employee Benefits - Workers Comp	7,418	12,789	12,389	14,169	1,380	10.8%
	2,186,901	2,415,243	2,325,081	2,432,584	17,341	0.7%
Dept. 0310						
PARKS AND PATHWAY OPERATIONS						
Salaries and Wages	2,854,157	3,041,556	3,041,556	3,123,810	82,254	2.7%
Overtime	158,249	100,000	125,000	125,000	25,000	25.0%
Employee Benefits - FICA	222,407	240,329	240,329	248,499	8,170	3.4%
Employee Benefits - TEC	7,183	10,080	11,970	11,970	1,890	18.8%
Employee Benefits - Retirement	280,318	288,511	292,736	287,523	(988)	-0.3%
Employee Benefits - Insurance	485,175	674,461	607,562	676,433	1,972	0.3%
Employee Benefits - Workers Comp	35,697	60,441	57,539	63,577	3,136	5.2%
	4,043,185	4,415,378	4,376,692	4,536,812	121,434	2.8%
Dept. 0320						
AQUATICS						
Salaries and Wages	2,201,031	2,277,232	2,263,448	2,331,351	54,119	2.4%
Overtime	37,704	40,000	40,000	40,000	-	0.0%
Employee Benefits - FICA	169,326	177,268	176,195	181,408	4,140	2.3%
Employee Benefits - TEC	12,235	5,538	6,675	6,675	1,137	20.5%
Employee Benefits - Retirement	51,039	57,906	57,556	57,613	(293)	-0.5%
Employee Benefits - Insurance	104,956	143,295	123,621	135,215	(8,080)	-5.6%
Employee Benefits - Workers Comp	18,373	30,007	29,825	32,392	2,385	7.9%
	2,594,664	2,731,246	2,697,320	2,784,654	53,408	2.0%

The Woodlands Township
Salary & Benefits Summary
GENERAL EMPLOYEES

	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
Dept. 0330						
RECREATION						
Salaries and Wages	1,798,282	2,066,872	2,069,241	2,059,590	(7,282)	-0.4%
Overtime	22,175	25,000	25,000	25,000	-	0.0%
Employee Benefits - FICA	136,329	156,002	156,181	156,172	170	0.1%
Employee Benefits - TEC	7,549	9,936	11,556	10,872	936	9.4%
Employee Benefits - Retirement	85,254	97,395	97,507	99,095	1,700	1.7%
Employee Benefits - Insurance	189,304	220,734	184,054	180,446	(40,288)	-18.3%
Employee Benefits - Workers Comp	16,511	26,534	26,564	27,485	951	3.6%
	2,255,405	2,602,473	2,570,103	2,558,660	(43,813)	-1.7%
Dept. 0340						
TOWN CENTER						
Salaries and Wages	865,296	891,187	891,187	923,274	32,087	3.6%
Overtime	12,975	15,000	15,000	15,000	-	0.0%
Employee Benefits - FICA	65,637	69,323	69,323	71,778	2,455	3.5%
Employee Benefits - TEC	3,145	3,888	4,617	4,617	729	18.8%
Employee Benefits - FUTA	-	-	-	-	-	
Employee Benefits - Retirement	48,172	50,933	53,863	60,247	9,314	18.3%
Employee Benefits - Insurance	76,213	88,013	84,411	94,095	6,082	6.9%
Employee Benefits - Workers Comp	10,438	16,552	16,237	19,967	3,415	20.6%
	1,081,876	1,134,896	1,134,638	1,188,978	54,082	4.8%
Dept. 0350						
TOWNSHIP EVENTS						
Salaries and Wages	338,251	367,549	365,417	380,711	13,162	3.6%
Overtime	12,396	14,000	14,000	14,000	-	0.0%
Employee Benefits - FICA	25,673	29,189	29,020	30,195	1,006	3.4%
Employee Benefits - TEC	694	864	1,026	1,026	162	18.8%
Employee Benefits - FUTA	-	-	-	-	-	
Employee Benefits - Retirement	36,479	45,595	45,331	45,098	(497)	-1.1%
Employee Benefits - Insurance	105,794	97,907	89,633	95,440	(2,467)	-2.5%
Employee Benefits - Workers Comp	357	580	577	624	44	7.6%
	519,644	555,684	545,004	567,094	11,410	2.1%
Dept. 0360						
STREETSCAPE OPERATIONS						
Salaries and Wages	1,508,799	1,710,984	1,684,713	1,844,973	133,989	7.8%
Overtime	141,063	190,000	170,000	170,000	(20,000)	-10.5%
Employee Benefits - FICA	121,331	144,377	142,160	155,255	10,878	7.5%
Employee Benefits - TEC	4,336	5,184	6,156	6,327	1,143	22.0%
Employee Benefits - Retirement	103,334	106,138	104,508	106,842	704	0.7%
Employee Benefits - Insurance	323,029	405,839	370,168	432,977	27,138	6.7%
Employee Benefits - Workers Comp	12,982	22,635	22,287	27,271	4,636	20.5%
	2,214,875	2,585,157	2,499,992	2,743,645	158,488	6.1%
Dept. 0410						
COVENANT ADMINISTRATION						
Salaries and Wages	2,813,472	2,980,161	2,959,543	3,078,895	98,734	3.3%
Overtime	39,099	26,000	30,000	28,000	2,000	7.7%
Employee Benefits - FICA	212,175	229,971	227,222	237,677	7,706	3.4%
Employee Benefits - TEC	7,105	9,360	11,115	11,286	1,926	20.6%
Employee Benefits - Retirement	288,511	314,796	305,796	309,851	(4,945)	-1.6%
Employee Benefits - Insurance	335,692	438,119	391,196	469,771	31,652	7.2%
Employee Benefits - Workers Comp	2,627	4,571	4,516	4,911	340	7.4%
	3,698,681	4,002,978	3,929,388	4,140,391	137,413	3.4%
Dept. 0500						
COMMUNICATIONS						
Salaries and Wages	698,557	764,845	757,966	798,801	33,956	4.4%
Overtime	804	2,800	2,400	2,400	(400)	-14.3%
Employee Benefits - FICA	51,663	58,725	57,697	61,322	2,597	4.4%
Employee Benefits - TEC	977	1,296	1,539	1,539	243	18.8%
Employee Benefits - Retirement	70,354	87,649	77,879	71,059	(16,590)	-18.9%
Employee Benefits - Insurance	89,969	126,439	147,478	176,097	49,658	39.3%
Employee Benefits - Workers Comp	661	1,160	1,150	1,260	100	8.6%
	912,984	1,042,914	1,046,109	1,112,478	69,564	6.7%

The Woodlands Township
Salary & Benefits Summary
GENERAL EMPLOYEES

	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
Dept. 0510						
CVB STAFF SERVICES (Contracted to Fund 0110, Dept. 0820)						
Salaries and Wages	1,059,391	1,082,614	1,038,646	1,122,885	40,271	3.7%
Overtime	26,934	8,000	16,000	16,000	8,000	100.0%
Employee Benefits - FICA	75,718	79,251	76,032	82,751	3,500	4.4%
Employee Benefits - TEC	1,272	1,728	2,052	2,052	324	18.8%
Employee Benefits - Retirement	116,293	123,553	119,535	126,684	3,131	2.5%
Employee Benefits - Insurance	168,009	216,975	179,454	188,750	(28,225)	-13.0%
Employee Benefits - Workers Comp	937	1,649	1,582	1,778	129	7.8%
	1,448,553	1,513,770	1,433,301	1,540,900	27,130	1.8%
Dept. 0600						
TRANSPORTATION						
Salaries and Wages	488,032	501,451	494,620	519,253	17,802	3.6%
Overtime	8,431	4,000	8,000	8,000	4,000	100.0%
Employee Benefits - FICA	37,536	38,667	38,140	40,335	1,668	4.3%
Employee Benefits - TEC	618	864	1,026	1,026	162	18.8%
Employee Benefits - Retirement	53,968	54,807	56,007	60,513	5,706	10.4%
Employee Benefits - Insurance	45,671	59,524	57,257	85,767	26,243	44.1%
Employee Benefits - Workers Comp	428	769	759	833	64	8.3%
	634,684	660,082	655,809	715,727	55,645	8.4%
Dept. 0670						
TROLLEYS (Fund 0600)						
Salaries and Wages	659,463	648,786	648,786	684,520	35,734	5.5%
Overtime	12,197	17,000	17,000	17,000	-	0.0%
Employee Benefits - FICA	50,453	50,933	50,933	53,666	2,733	5.4%
Employee Benefits - TEC	1,997	2,592	2,592	3,078	486	18.8%
Employee Benefits - FUTA	-	-	-	-	-	
Employee Benefits - Retirement	30,479	26,418	26,418	45,613	19,195	72.7%
Employee Benefits - Insurance	66,317	99,256	99,256	109,383	10,127	10.2%
Employee Benefits - Workers Comp	9,775	17,955	17,955	19,837	1,882	10.5%
	830,682	862,940	862,940	933,097	70,157	8.1%
TOTAL SALARIES & BENEFITS:						
Salaries and Wages	**24,308,779**	**25,853,705**	**25,619,890**	**26,563,088**	**709,383**	**2.7%**
Overtime	**564,627**	**533,800**	**558,400**	**554,400**	**20,600**	**3.9%**
Employee Benefits - FICA	**1,815,979**	**1,991,958**	**1,970,901**	**2,052,903**	**60,945**	**3.1%**
Employee Benefits - TEC	**58,504**	**67,170**	**79,415**	**79,278**	**12,108**	**18.0%**
Employee Benefits - Retirement	**2,181,009**	**2,379,448**	**2,328,826**	**2,398,983**	**19,535**	**0.8%**
Employee Benefits - Insurance	**3,116,708**	**4,251,000**	**3,848,716**	**4,354,345**	**103,345**	**2.4%**
Employee Benefits - Workers Comp	**126,888**	**213,834**	**208,717**	**233,887**	**20,053**	**9.4%**
Employee Benefits - Other	**-**	**-**	**-**	**-**	**-**	
	32,172,494	**35,290,915**	**34,614,865**	**36,236,884**	**945,969**	**2.7%**
BENEFITS AS % OF SALARY & WAGES	**29%**	**34%**	**32%**	**34%**		

General Fund

In This Section You Will Find:

General Fund Budget Overview **7-1**

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

General Fund Revenue Detail **7-3**

Department Expenditures by Type **7-5**

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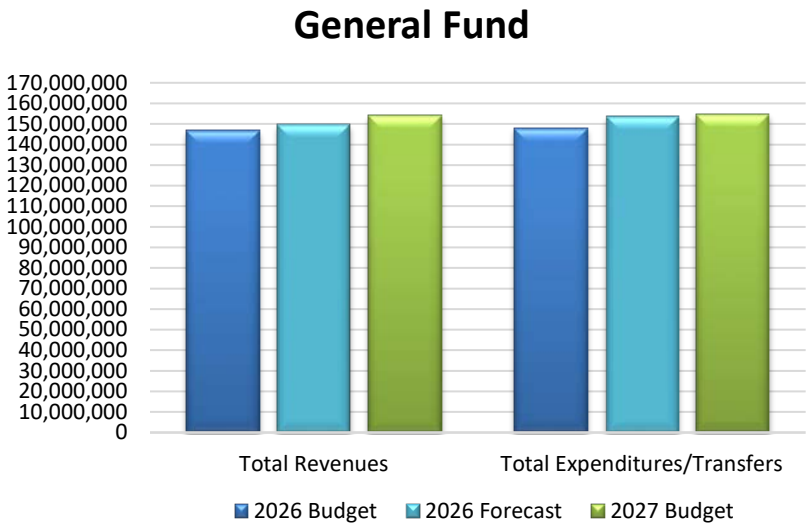


General Fund

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 Special Revenue Fund (EDZ) (Fund 0200), the Debt Service Fund (0300), the Capital Projects Fund (0400), or the Transportation Fund (0600).

	2026 Budget	2026 Forecast	2027 Budget	$Inc/(Dec)		%Inc/(Dec)
Total Revenues	$ 146,893,792	149,647,096	154,018,485	7,124,693	(A)	4.9%
Operating Expenditures	143,929,378	143,163,893	149,765,425	5,836,048	(B)	4.1%
Transfers	4,112,324	10,484,721	5,084,783	972,459		23.6%
Revenues Over/(Under) Expenditures	(1,147,910)	(4,001,519)	(831,723)	316,186		-27.5%
Beginning Fund Balance	50,847,268	50,847,268	46,845,749	(4,001,519)		-7.9%
Ending Fund Balance	49,699,358	46,845,749	46,014,026	(3,685,333)		-7.4%



(A) The $7.1 million increase in Total Revenues is due primarily to a $3.5 million increase in sales tax as a 3.25% growth factor from the 2026 forecast is being used for 2027. There is also a $1.9 million increase in property tax based upon the tax rate being maintained at the current rate of $0.1714. Interest income is growing by $0.6 million due to priority payments increasing from EDZ's. Other revenue is growing by $0.6 million primarily due to increases in fire services contracts. Recreation program revenue is also growing by $0.4 million. Finally, grant income is growing by $69,000 due to contributions to an information technology capital project.

(B) The $5.8 million increase in Operating Expenditures is due primarily to Law Enforcement contracted services expenses, Fire Department staff expenses and equipment, as well as Parks staff, contracted services, and facilities expense increases add to the total. Solid Waste costs and General Government staff, insurance, and technology expenses are also increasing. Finally, higher sales tax revenues result in higher Regional Participation Agreement payments. Detailed information regarding increases and decreases in operating expenditures can be found in the following pages of this section as well as in the Department Profiles section of the budget document (*Section 8*).

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

	2025 Actual	2026 Budget	2026 Forecast	2027 Budget	$ Inc/(Dec)	% Inc/(Dec)
REVENUES						
Tax Revenue						
Property Tax	$ 45,244,478	$ 48,859,220	$ 48,859,220	$ 50,774,031	$ 1,914,811	3.9%
Sales and Use Tax	40,127,947	41,115,105	41,618,985	42,971,602	1,856,497	4.5%
EDZ Sales and Use Tax	36,616,615	35,847,220	36,286,540	37,465,853	1,618,633	4.5%
Mixed Beverage Tax	1,469,955	1,485,000	1,485,000	1,485,000	-	0.0%
Event Admissions Tax	1,694,064	2,000,000	2,000,000	2,000,000	-	0%
	125,153,059	**129,306,545**	**130,249,745**	**134,696,486**	**5,389,941**	**4.2%**
Other Sources						
Program Revenues	8,875,882	8,084,750	8,317,500	8,523,250	438,500	5.4%
Administrative Fees	675,211	824,500	824,500	824,500	-	0.0%
Grants and Contributions	3,285,251	170,000	809,064	239,253	69,253	40.7%
Interest Income	3,528,088	3,146,338	3,396,338	3,764,569	618,231	19.6%
Other Income	6,153,563	5,361,659	6,049,949	5,970,427	608,768	11.4%
TOTAL REVENUES	**147,671,053**	**146,893,792**	**149,647,096**	**154,018,485**	**7,124,693**	**4.9%**
OPERATING EXPENDITURES						
General Government						
Board of Directors	76,735	66,000	52,700	66,000	-	0.0%
President's Office	960,776	982,965	980,770	1,051,363	68,398	7.0%
Legal Services	781,378	921,200	921,200	860,000	(61,200)	-6.6%
Township Secretary	701,610	764,621	752,351	777,022	12,401	1.6%
Human Resources	1,308,848	1,552,393	1,520,341	1,615,043	62,650	4.0%
Finance	2,467,851	2,639,519	2,612,552	2,690,230	50,711	1.9%
Information Technology	4,582,811	5,411,199	5,341,667	5,659,040	247,841	4.6%
Non-Departmental	1,738,398	1,969,700	2,007,700	2,095,800	126,100	6.4%
Facilities	791,221	929,708	863,181	936,252	6,544	0.7%
	13,409,629	**15,237,305**	**15,052,462**	**15,750,750**	**513,445**	**3.4%**
Customer Engagement						
Customer Engagement	2,371,718	2,557,392	2,522,930	2,645,358	87,966	3.4%
Neighborhood Services	650,639	763,089	746,267	795,333	32,244	4.2%
Law Enforcement Services	17,537,287	21,440,379	21,221,014	23,747,898	2,307,519	10.8%
Environmental Services	647,838	775,668	848,574	787,544	11,876	1.5%
	21,207,482	**25,536,528**	**25,338,785**	**27,976,133**	**2,439,605**	**9.6%**
Parks and Recreation						
PARD Admin/Planning	3,039,120	3,330,643	3,186,581	3,355,384	24,741	0.7%
Park & Pathway Operations	9,432,261	10,610,128	10,212,942	10,576,062	(34,066)	-0.3%
Aquatics	3,600,183	3,759,146	3,780,220	3,948,154	189,008	5.0%
Recreation	4,946,845	5,130,423	5,125,353	5,096,970	(33,453)	-0.7%
Town Center Facilities/Operations	4,705,440	4,840,746	4,917,638	4,961,478	120,732	2.5%
Township Events	2,118,441	2,419,334	2,410,854	2,240,044	(179,290)	-7.4%
Streetscape Maintenance	12,536,207	12,153,057	12,621,142	13,104,570	951,513	7.8%
	40,378,497	**42,243,477**	**42,254,730**	**43,282,662**	**1,039,185**	**2.5%**
Community Services						
Covenant Administration	3,985,191	4,361,578	4,284,588	4,526,491	164,913	3.8%
Streetlighting	1,105,889	1,273,600	1,258,600	1,273,600	-	0.0%
Solid Waste Services	8,816,096	9,555,000	9,555,000	10,032,750	477,750	5.0%
	13,907,177	**15,190,178**	**15,098,188**	**15,832,841**	**642,663**	**4.2%**
Communications						
Communications	1,344,477	1,658,914	1,601,909	1,681,478	22,564	1.4%
CVB Staff Services	1,448,553	1,513,770	1,433,301	1,540,900	27,130	1.8%
	2,793,031	**3,172,684**	**3,035,210**	**3,222,378**	**49,694**	**1.6%**
Woodlands Fire Department						
Fire and EMS Management	3,029,735	3,338,506	3,350,565	3,593,338	254,832	7.6%
Fire Protection	29,037,488	30,136,560	29,941,477	30,994,646	858,086	2.8%
Dispatch	2,313,887	2,825,264	2,851,337	2,992,214	166,950	5.9%
Fire Department	**34,381,110**	**36,300,330**	**36,143,379**	**37,580,198**	**1,279,868**	**3.5%**
Other Expenditures						
Transportation	669,750	705,682	697,709	760,927	55,245	7.8%
Economic Development	283,527	231,500	240,000	259,500	28,000	12.1%
Regional Participation	2,469,412	2,569,694	2,601,187	2,685,725	116,031	4.5%
Other Expenditures	2,531,071	2,742,000	2,702,244	2,414,311	(327,689)	-12.0%
	5,953,760	**6,248,876**	**6,241,140**	**6,120,463**	**(128,413)**	**-2.1%**
TOTAL OPERATING EXPENSE	**132,030,685**	**143,929,378**	**143,163,893**	**149,765,425**	**5,836,048**	**4.1%**
TRANSFERS						
Convention & Visitors Bureau	1,468,978	1,622,694	1,601,565	1,899,324	276,630	17.0%
Capital Outlay	1,338,557	340,825	1,283,222	496,400	155,575	45.6%
Capital/Econ Dev Reserves	6,695,939	3,257,200	8,707,200	4,507,200	1,250,000	38.4%
Transportation	1,512,813	1,189,299	1,189,299	566,183	(623,116)	-52.4%
Debt Service/Other Reserve	(1,892,393)	(2,297,694)	(2,296,565)	(2,384,324)	(86,630)	3.8%
	9,123,894	**4,112,324**	**10,484,721**	**5,084,783**	**972,459**	**23.6%**
TOTAL EXPENDITURES	**141,154,579**	**148,041,702**	**153,648,615**	**154,850,208**	**6,808,507**	**4.6%**
REV OVER/(UNDER) EXP	**6,516,474**	**(1,147,910)**	**(4,001,519)**	**(831,723)**	**316,186**	**27.5%**
BEGINNING FUND BALANCE	**44,330,796**	**50,847,268**	**50,847,268**	**46,845,749**	**(4,001,519)**	**-7.9%**
ENDING FUND BALANCE	**$ 50,847,270**	**$ 49,699,358**	**$ 46,845,749**	**$ 46,014,026**	**$ (3,685,333)**	**-7.4%**

The Woodlands Township
Revenue Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
REVENUES							
Tax Revenue							
Property Tax	0100-0190-4010-0000-0000-	45,244,478	48,859,220	48,859,220	50,774,031	1,914,811	3.9%
Sales and Use Tax	0100-0190-4020-0000-0000-	40,127,947	41,115,105	41,618,985	42,971,602	1,856,497	4.5%
Mixed Beverage Tax	0100-0190-4035-0000-0000-	1,469,955	1,485,000	1,485,000	1,485,000	-	0.0%
Event Admissions Tax	0100-0190-4040-0000-0000-	1,694,064	2,000,000	2,000,000	2,000,000	-	0.0%
		88,536,444	93,459,325	93,963,205	97,230,633	3,771,308	4.0%
Program Revenues							
Sponsorships - Public Safety Heroes	0100-0210-4108-3504-0000-	1,000	500	-	-	(500)	-100.0%
Sponsorships - Hurricane Preparedness	0100-0210-4108-3406-0000-	4,000	3,250	1,000	3,250	-	0.0%
Sponsorships - National Night Out	0100-0210-4108-3409-0000-	750	1,000	1,500	1,000	-	0.0%
Sponsorships - Environmental Services	0100-0230-4108-0000-0000-	3,000	1,000	14,000	3,000	2,000	200.0%
Athletic Program - Basketball	0100-0330-4101-3100-0000-	8,227	10,000	10,000	10,000	-	0.0%
Athletic Program - Soccer	0100-0330-4101-3103-0000-	138,804	120,000	144,000	120,000	-	0.0%
Athletic Program - Softball	0100-0330-4101-3104-0000-	87,162	80,000	80,000	80,000	-	0.0%
Athletic Program - Tennis Leagues	0100-0330-4101-3105-0000-	114,340	100,000	100,000	100,000	-	0.0%
Athletic Program - Tennis Group Lessons	0100-0330-4101-3106-0000-	979,669	850,000	850,000	850,000	-	0.0%
Athletic Program - Tennis Individ. Lesson	0100-0330-4101-3107-0000-	436,131	360,000	360,000	360,000	-	0.0%
Athletic Program - Pickleball	0100-0330-4101-3108-0000-	57,863	80,000	80,000	80,000	-	0.0%
Athletic Program - Misc	0100-0330-4101-3199-0000-	31,478	45,000	45,000	45,000	-	0.0%
Athletic Program - 5K Series	0100-0330-4102-3201-0000-	61,681	46,000	63,000	84,000	38,000	82.6%
Athletic Program - Ten for Texas	0100-0330-4102-3202-0000-	57,592	75,000	75,000	75,000	-	0.0%
Athletic Program - Triathlon	0100-0330-4102-3203-0000-	85,836	-	-	-	-	
Recreation Program - Boat House	0100-0330-4103-3301-0000-	52,272	50,000	50,000	50,000	-	0.0%
Recreation Program - D&D Dinner Dance	0100-0330-4103-3303-0000-	55,431	57,500	57,500	57,500	-	0.0%
Recreation Program - Day Camps	0100-0330-4103-3304-0000-	953,731	925,000	950,000	950,000	25,000	2.7%
Recreation Program - Family Camps	0100-0330-4103-3305-0000-	28,769	20,000	25,000	25,000	5,000	25.0%
Recreation Program - Fitness	0100-0330-4103-3308-0000-	46,995	50,000	50,000	50,000	-	0.0%
Recreation Program - Preschool	0100-0330-4103-3311-0000-	71,398	75,000	70,000	70,000	(5,000)	-6.7%
Recreation Program - Crush/Teen	0100-0330-4103-3312-0000-	61,503	50,000	50,000	50,000	-	0.0%
Recreation Program - Contractor Camps	0100-0330-4103-3315-0000-	32,037	60,000	60,000	60,000	-	0.0%
Recreation Program - Outdoor Adventure	0100-0330-4103-3318-0000-	4,030	6,000	6,000	6,000	-	0.0%
Recreation Program - Misc	0100-0330-4103-3399-0000-	149,615	147,000	147,000	147,000	-	0.0%
Concessions - Boat House	0100-0330-4104-3630-0000-	5,474	6,000	6,000	6,000	-	0.0%
Concessions - Contracts	0100-0330-4104-3632-0000-	18,000	18,000	30,000	30,000	12,000	66.7%
Concessions - Adventure Course	0100-0330-4104-3634-0000-	20,135	18,000	18,000	18,000	-	0.0%
Rental - Boat House	0100-0330-4105-3620-0000-	495,627	500,000	500,000	500,000	-	0.0%
Rental - BB Facility	0100-0330-4105-3622-0000-	54,635	50,000	50,000	50,000	-	0.0%
Rental - Field	0100-0330-4105-3623-0000-	1,044,460	500,000	600,000	700,000	200,000	40.0%
Rental - Pavilion	0100-0330-4105-3624-0000-	160,688	150,000	150,000	175,000	25,000	16.7%
Rental - Courts	0100-0330-4105-3625-0000-	268,987	185,000	225,000	225,000	40,000	21.6%
Rental - RF Indoor Rentals	0100-0330-4105-3628-0000-	57,868	35,000	35,000	50,000	15,000	42.9%
Rental - RF Outdoor Rentals	0100-0330-4105-3629-0000-	4,138	4,000	4,000	4,000	-	0.0%
Rental - Northshore Kayak Storage	0100-0330-4105-3633-0000-	7,928	7,500	7,500	7,500	-	0.0%
Rental - Major Sponsor Agreement	0100-0330-4105-3636-0000-	81,008	75,000	75,000	75,000	-	0.0%
Memberships - Recreation Center	0100-0330-4106-3612-0000-	40,603	40,000	40,000	40,000	-	0.0%
Guest Fees - Recreation Center	0100-0330-4107-3602-0000-	6,897	5,000	5,000	5,000	-	0.0%
Guest Fees - Adventure Course Daily Pass	0100-0330-4107-3634-0000-	326,114	450,000	425,000	425,000	(25,000)	-5.6%
Guest Fees - Adventure Course(Group Sales	0100-0330-4107-3635-0000-	67,172	90,000	70,000	70,000	(20,000)	-22.2%
Sponsorships - 5K Series	0100-0330-4108-3201-0000-	24,910	3,000	10,000	15,000	12,000	400.0%
Sponsorships - Ten for Texas	0100-0330-4108-3202-0000-	14,000	24,000	20,000	20,000	(4,000)	-16.7%
Sponsorships - Triathlon	0100-0330-4108-3203-0000-	8,500	-	-	-	-	
Sponsorships - Misc	0100-0330-4108-3399-0000-	6,865	5,000	5,000	5,000	-	0.0%
Sponsorships - Arts in the Park	0100-0350-4108-3300-0000-	250	10,000	5,000	5,000	(5,000)	-50.0%
Sponsorships - Concerts in the Park	0100-0350-4108-3302-0000-	-	500	500	500	-	0.0%
Sponsorships - Hughes Landing/RTR	0100-0350-4108-3317-0000-	4,750	4,500	5,000	5,000	500	11.1%
Sponsorships - Misc.	0100-0350-4108-3599-0000-	500	-	-	-	-	0.0%
Sponsorships - Red, Hot & Blue	0100-0350-4108-4001-0000-	22,731	20,000	20,000	20,000	-	0.0%
Sponsorships - LOTD	0100-0350-4108-4002-0000-	7,500	15,000	15,000	15,000	-	0.0%
Sponsorships - Ice Rink	0100-0350-4108-4003-0000-	7,500	25,000	25,000	25,000	-	0.0%
Sponsorships - Winter Wonderland	0100-0350-4108-4004-0000-	1,650	5,000	-	-	(5,000)	-100.0%
Sponsorships - Memorial Day	0100-0350-4108-4008-0000-	750	3,500	3,500	3,500	-	0.0%
Sponsorships - Labor Day	0100-0350-4108-4009-0000-	2,850	2,500	2,500	2,500	-	0.0%
Sponsorships - Trick or Treat Trail	0100-0350-4108-4011-0000-	6,000	5,000	5,000	5,000	-	0.0%
Sponsorships - Waterway	0100-0350-4108-4013-0000-	6,000	5,000	55,000	55,000	50,000	1000.0%
Sponsorships - Bike The Woodlands	0100-0350-4108-4018-0000-	250	-	2,000	-	-	0.0%
Sales Income - Arts in the Park	0100-0350-4109-3300-0000-	18,097	12,000	12,000	12,000	-	0.0%
Sales Income - Red, Hot & Blue	0100-0350-4109-4001-0000-	10,615	15,000	15,000	15,000	-	0.0%
Sales Income - LOTD	0100-0350-4109-4002-0000-	28,562	15,000	20,000	20,000	5,000	33.3%
Sales Income - Ice Rink	0100-0350-4109-4003-0000-	623,939	650,000	650,000	650,000	-	0.0%
Sales Income - Memorial Day	0100-0350-4109-4008-0000-	10,890	10,000	10,000	10,000	-	0.0%
Sales Income - Trick or Treat Trail	0100-0350-4109-4011-0000-	9,605	8,000	8,000	8,000	-	0.0%
Sales Income - Bike The Woodlands	0100-0350-4109-4018-0000-	-	500	500	500	-	0.0%
		6,999,761	6,184,250	6,418,500	6,549,250	365,000	5.9%
Pool Fees							
Aquatic Program - Hurricane Swim Team	0100-0320-4100-3000-0000-	43,228	42,000	42,000	42,000	-	0.0%
Aquatic Program - Riptides Swim Team	0100-0320-4100-3001-0000-	43,680	42,000	42,000	42,000	-	0.0%
Aquatic Program - Waves Swim Team	0100-0320-4100-3002-0000-	41,333	42,000	42,000	42,000	-	0.0%
Aquatic Program - Misc	0100-0320-4100-3099-0000-	251,768	290,000	270,000	270,000	(20,000)	-6.9%
Concessions - Pool	0100-0320-4104-3631-0000-	19,500	19,500	26,000	26,000	6,500	33.3%
Rental - Pool	0100-0320-4105-3626-0000-	321,902	225,000	275,000	300,000	75,000	33.3%
Memberships - Pool	0100-0320-4106-3611-0000-	560,582	575,000	575,000	625,000	50,000	8.7%
Guest Fees - Pool	0100-0320-4107-3601-0000-	594,129	665,000	627,000	627,000	(38,000)	-5.7%
		1,876,120	1,900,500	1,899,000	1,974,000	73,500	3.9%

The Woodlands Township
Revenue Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
Administrative Fees							
Document Transfer Fees	0100-0120-4210-0000-0000-	192,900	200,000	200,000	200,000	-	0.0%
Penalties and Interest	0100-0190-4200-0000-0000-	538	500	500	500	-	0.0%
Covenant Maintenance Fees	0100-0410-4240-0000-0000-	14,320	24,000	24,000	24,000	-	0.0%
Covenant Permit Fees	0100-0410-4250-0000-0000-	467,453	600,000	600,000	600,000	-	0.0%
		675,211	824,500	824,500	824,500	-	0.0%
Grants and Contributions							
Miscellaneous Grants	0100-0190-4300-0000-0000-	57,504	-	-	46,200	46,200	
Grants - TDEM	0100-0190-4307-0010-0000-	734,035	-	-	-	-	
Contributions	0100-0190-4310-0000-0000-	1,369,268	-	619,268	-	-	
Gifts for Our Community	0100-0190-4315-0000-0000-	825	-	-	-	-	
Miscellaneous Grants	0100-0600-4302-0000-0000-	137,913	105,000	124,796	128,053	23,053	22.0%
MCECD PSAP Improvement Program	0100-0810-4300-0000-0000-	-	45,000	45,000	45,000	-	0.0%
Grants - TEEX	0100-0810-4307-0009-0000-	78,499	-	-	-	-	
Grants - TDEM	0100-0810-4307-0010-0000-	879,707	-	-	-	-	
Miscellaneous Contributions (Dispatch)	0100-0812-4310-0000-0000-	27,500	20,000	20,000	20,000	-	0.0%
		3,285,251	170,000	809,064	239,253	69,253	40.7%
Interest Income							
General	0100-0190-4400-0000-0000-	2,840,681	2,800,000	2,700,000	2,700,000	(100,000)	-3.6%
Priority Pmt - Town Green Park	0100-0190-4410-0000-0000-	337,407	346,338	346,338	714,569	368,231	13.2%
Priority Pmt - Waterway Square	0100-0190-4420-0000-0000-	350,000	-	350,000	350,000	350,000	101.1%
		3,528,088	3,146,338	3,396,338	3,764,569	618,231	19.6%
Other Income							
Convention Center Lease	0100-0190-4500-0000-0000-	154,036	157,803	157,803	161,000	3,197	2.0%
Pavilion Parking Garage Lease	0100-0190-4506-0000-0000-	400,665	350,000	400,000	400,000	50,000	14.3%
Garage Replacement Reserve	0100-0190-4570-0000-0000-	8,166	6,000	6,000	6,000	-	0.0%
Insurance Proceeds	0100-0190-4580-0000-0000-	80,800	-	-	-	-	
Sale of Property	0100-0190-4590-0000-0000-	96,845	-	-	-	-	
Other Income - CVB Office Lease	0100-0190-4595-0000-0000-	69,350	69,350	69,350	69,350	-	0.0%
Other Income	0100-0190-4599-0000-0000-	545,063	50,000	250,000	200,000	150,000	300.0%
Other Income - Environmental Services	0100-0230-4599-0000-0000-	151,849	156,346	254,346	160,646	4,300	2.8%
Town Center Maintenance Agreement	0100-0360-4515-0000-0000-	240,000	180,000	180,000	120,000	(60,000)	-33.3%
Other Income - CVB Contracted Staffing	0100-0510-4595-0000-0000-	1,441,930	1,513,770	1,433,301	1,540,900	27,130	1.8%
EMS Housing Agreement - MCHD	0100-0810-4530-0000-0000-	36,000	36,000	36,000	36,000	-	0.0%
EMS Housing Agreement - HCESD	0100-0810-4530-0000-0000-	15,000	12,000	12,000	12,000	-	0.0%
Montgomery County Dispatch Agreement	0100-0810-4540-0000-0000-	728,093	786,340	786,340	849,247	62,907	8.0%
Shenandoah Fire Services Agreement	0100-0810-4546-0000-0000-	2,101,265	1,969,050	2,389,809	2,340,284	371,234	18.9%
Emergency Training Center	0100-0810-4550-0000-0000-	77,750	75,000	75,000	75,000	-	0.0%
Other Income - Woodlands Fire Department	0100-0810-4599-0000-0000-	6,750	-	-	-	-	
		6,153,563	5,361,659	6,049,949	5,970,427	608,768	11.4%
Transfers In							
EDZ #5 Sales Tax Transfer (WFD)	0100-0190-4800-8060-0000-	36,616,615	35,847,220	$36,286,540	37,465,853	1,618,633	4.5%
Debt Service (HOT for CVB funding)	0100-0190-4800-8050-0000-	1,468,978	1,622,694	1,601,565	1,899,324	276,630	17.0%
Holiday Decoration Funding	0100-0190-4800-8097-0000-	423,415	465,000	485,000	485,000	20,000	4.3%
250th Anniversary (Red, Hot & Blue) Funding	0100-0190-4800-XXXX-0000-	-	210,000	210,000	-	(210,000)	
Undesignated Funds Transfer	0100-0190-4800-8099-0000-	350,000	-	-	-	-	
		38,859,008	38,144,914	38,583,105	39,850,177	1,705,263	4.5%
TOTAL REVENUES		**149,913,446**	**149,191,486**	**151,943,661**	**156,402,809**	**7,211,323**	**4.8%**

GENERAL FUND SUMMARY BY REVENUE TYPE:

Ad Valorem Tax	**45,244,478**	**48,859,220**	**48,859,220**	**50,774,031**	**1,914,811**	**3.9%**
Sales and Use Tax	**40,127,947**	**41,115,105**	**41,618,985**	**42,971,602**	**1,856,497**	**4.5%**
Event Tax	**1,694,064**	**2,000,000**	**2,000,000**	**2,000,000**	**-**	**0.0%**
Program Revenues	**8,875,882**	**8,084,750**	**8,317,500**	**8,523,250**	**438,500**	**5.4%**
Administrative Fees	**675,211**	**824,500**	**824,500**	**824,500**	**-**	**0.0%**
Grants and Contributions	**3,285,251**	**170,000**	**809,064**	**239,253**	**69,253**	**40.7%**
Interest Income	**3,528,088**	**3,146,338**	**3,396,338**	**3,764,569**	**618,231**	**19.6%**
Other Income	**6,153,563**	**5,361,659**	**6,049,949**	**5,970,427**	**608,768**	**11.4%**
Transfers In	**38,859,008**	**38,144,914**	**38,583,105**	**39,850,177**	**1,705,263**	**4.5%**
	149,913,446	**149,191,486**	**151,943,661**	**156,402,809**	**7,211,323**	**4.8%**

% OF TOTAL BY REVENUE TYPE:

Ad Valorem Tax	**30.2%**	**32.7%**	**32.2%**	**32.5%**
Sales and Use Tax	**26.8%**	**27.6%**	**27.4%**	**27.5%**
Program Revenues	**5.9%**	**5.4%**	**5.5%**	**5.4%**
Administrative Fees	**0.5%**	**0.6%**	**0.5%**	**0.5%**
Grants and Contributions	**2.2%**	**0.1%**	**0.5%**	**0.2%**
Interest Income	**2.4%**	**2.1%**	**2.2%**	**2.4%**
Other Income	**4.1%**	**3.6%**	**4.0%**	**3.8%**
Transfers In	**25.9%**	**25.6%**	**25.4%**	**25.5%**
	100.0%	**100.0%**	**100.0%**	**100.0%**

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

	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
BOARD OF DIRECTORS						
Staff/Board Development	66,802	56,100	42,800	56,100	-	0%
Equipment Expense	7,305	8,700	8,700	8,700	-	0%
Administrative Expense	2,628	1,200	1,200	1,200	-	0%
	76,735	66,000	52,700	66,000	-	0%
PRESIDENT'S OFFICE						
Salaries and Benefits	816,958	901,965	908,770	930,663	28,698	3%
Staff/Board Development	4,014	12,500	10,000	8,500	(4,000)	-32%
Equipment Expense	3,514	5,500	3,500	3,500	(2,000)	-36%
Contracted Services	124,654	50,000	50,000	100,000	50,000	100%
Administrative Expense	11,636	13,000	8,500	8,700	(4,300)	-33%
	960,776	982,965	980,770	1,051,363	68,398	7%
LEGAL SERVICES						
Contracted Services	781,378	921,200	921,200	860,000	(61,200)	-7%
	781,378	921,200	921,200	860,000	(61,200)	-7%
TOWNSHIP SECRETARY						
Salaries and Benefits	640,138	645,521	632,251	651,222	5,701	1%
Staff/Board Development	5,224	6,100	6,100	7,100	1,000	16%
Equipment Expense	1,144	2,400	2,400	2,400	-	0%
Contracted Services	52,328	106,300	107,300	112,000	5,700	5%
Administrative Expense	2,776	4,300	4,300	4,300	-	0%
	701,610	764,621	752,351	777,022	12,401	2%
HUMAN RESOURCES						
Salaries and Benefits	1,018,421	1,138,793	1,095,941	1,138,343	(450)	0%
Staff/Board Development	118,133	176,200	185,200	187,500	11,300	6%
Equipment Expense	1,274	1,200	1,200	1,200	-	0%
Contracted Services	159,902	223,000	224,000	275,000	52,000	23%
Administrative Expense	11,119	13,200	14,000	13,000	(200)	-2%
	1,308,848	1,552,393	1,520,341	1,615,043	62,650	4%
FINANCE						
Salaries and Benefits	2,040,256	2,226,369	2,188,152	2,238,780	12,411	1%
Staff/Board Development	6,708	11,300	12,800	16,800	5,500	49%
Equipment Expense	4,666	4,100	4,700	4,750	650	16%
Contracted Services	400,161	383,500	390,500	413,500	30,000	8%
Administrative Expense	16,060	14,250	16,400	16,400	2,150	15%
	2,467,851	2,639,519	2,612,552	2,690,230	50,711	2%
INFORMATION TECHNOLOGY						
Salaries and Benefits	2,739,746	3,056,599	3,020,622	3,150,940	94,341	3%
Staff/Board Development	33,968	52,100	52,100	54,900	2,800	5%
Facility Expense	46,224	80,000	57,000	60,000	(20,000)	-25%
Equipment Expense	29,529	60,000	56,000	56,000	(4,000)	-7%
Contracted Services	1,730,943	2,160,200	2,153,645	2,334,900	174,700	8%
Administrative Expense	2,400	2,300	2,300	2,300	-	0%
	4,582,811	5,411,199	5,341,667	5,659,040	247,841	5%
NON-DEPARTMENTAL						
Equipment Expense	89,136	91,000	95,000	99,000	8,000	9%
Contracted Services	691,794	672,700	708,200	736,200	63,500	9%
Administrative Expense	957,468	1,206,000	1,204,500	1,260,600	54,600	5%
	1,738,398	1,969,700	2,007,700	2,095,800	126,100	6%
FACILITIES						
Salaries and Benefits	463,964	560,408	503,081	566,752	6,344	1%
Staff/Board Development	946	3,200	2,800	3,200	-	0%
Facility Expense	317,452	356,100	347,600	356,100	-	0%
Equipment Expense	8,803	9,000	9,000	9,500	500	6%
Administrative Expense	55	1,000	700	700	(300)	-30%
	791,221	929,708	863,181	936,252	6,544	1%
CUSTOMER ENGAGEMENT						
Salaries and Benefits	979,879	1,016,292	1,007,980	1,058,537	42,245	4%
Staff/Board Development	936	4,500	2,900	4,500	-	0%
Equipment Expense	2,291	3,200	3,000	3,200	-	0%
Contracted Services	1,387,382	1,530,700	1,505,900	1,576,621	45,921	3%
Administrative Expense	1,230	2,700	3,150	2,500	(200)	-7%
	2,371,718	2,557,392	2,522,930	2,645,358	87,966	3%

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

	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
NEIGHBORHOOD SERVICES						
Salaries and Benefits	555,172	643,939	632,017	677,783	33,844	5%
Staff/Board Development	3,262	4,150	4,150	4,150	-	0%
Equipment Expense	4,198	6,500	6,500	6,500	-	0%
Program Expense	69,015	90,100	85,500	88,500	(1,600)	-2%
Administrative Expense	18,991	18,400	18,100	18,400	-	0%
	650,639	763,089	746,267	795,333	32,244	4%
LAW ENFORCEMENT SERVICES						
Equipment Expense	1,952,063	3,132,003	3,132,003	3,535,724	403,721	13%
Contracted Services	15,584,275	18,306,376	18,087,011	20,210,174	1,903,798	10%
Public Education/Relations	948	2,000	2,000	2,000	-	0%
	17,537,287	21,440,379	21,221,014	23,747,898	2,307,519	11%
ENVIRONMENTAL SERVICES						
Salaries and Benefits	495,826	578,268	549,674	568,844	(9,424)	-2%
Staff/Board Development	3,264	6,600	4,800	6,600	-	0%
Equipment Expense	10,055	7,700	9,000	8,000	300	4%
Contracted Services	750	6,000	6,000	12,000	6,000	100%
Program Expense	131,045	169,000	271,000	184,000	15,000	9%
Administrative Expense	6,898	8,100	8,100	8,100	-	0%
	647,838	775,668	848,574	787,544	11,876	2%
PARKS & RECREATION ADMIN/PLANNING						
Salaries and Benefits	2,186,901	2,415,243	2,325,081	2,432,584	17,341	1%
Staff/Board Development	80,702	84,000	82,000	83,000	(1,000)	-1%
Facility Expense	145,323	150,700	157,700	159,700	9,000	6%
Equipment Expense	421,712	405,300	448,300	450,200	44,900	11%
Contracted Services	158,662	227,000	122,000	177,000	(50,000)	-22%
Program Expense	5,565	3,000	3,000	3,000	-	0%
Administrative Expense	40,255	45,400	48,500	49,900	4,500	10%
	3,039,120	3,330,643	3,186,581	3,355,384	24,741	1%
PARKS AND PATHWAY OPERATIONS						
Salaries and Benefits	4,043,185	4,415,378	4,376,692	4,536,812	121,434	3%
Staff/Board Development	12,259	11,000	11,000	11,000	-	0%
Facility Expense	826,154	900,000	900,000	900,000	-	0%
Equipment Expense	133,824	119,500	119,500	119,500	-	0%
Contracted Services	3,175,028	3,697,500	3,404,000	3,542,000	(155,500)	-4%
Maintenance Expense	1,228,771	1,395,750	1,340,750	1,395,750	-	0%
Program Expense	12,331	70,000	60,000	70,000	-	0%
Administrative Expense	709	1,000	1,000	1,000	-	0%
	9,432,261	10,610,128	10,212,942	10,576,062	(34,066)	0%
AQUATICS						
Salaries and Benefits	2,594,664	2,731,246	2,697,320	2,784,654	53,408	2%
Staff/Board Development	73,119	75,000	78,000	80,000	5,000	7%
Facility Expense	697,575	709,500	744,500	802,100	92,600	13%
Equipment Expense	135,019	130,000	145,000	161,000	31,000	24%
Contracted Services	20,991	24,000	24,000	24,000	-	0%
Program Expense	47,871	59,000	59,000	59,000	-	0%
Administrative Expense	30,944	30,400	32,400	37,400	7,000	23%
	3,600,183	3,759,146	3,780,220	3,948,154	189,008	5%
RECREATION						
Salaries and Benefits	2,255,405	2,602,473	2,570,103	2,558,660	(43,813)	-2%
Staff/Board Development	33,801	42,300	41,300	41,300	(1,000)	-2%
Facility Expense	249,166	253,400	255,400	262,400	9,000	4%
Equipment Expense	89,781	124,300	112,400	132,600	8,300	7%
Contracted Services	337,264	320,000	320,000	226,000	(94,000)	-29%
Program Expense	1,959,081	1,742,950	1,787,350	1,835,210	92,260	5%
Administrative Expense	22,348	45,000	38,800	40,800	(4,200)	-9%
	4,946,845	5,130,423	5,125,353	5,096,970	(33,453)	-1%
TOWN CENTER						
Salaries and Benefits	1,081,876	1,134,896	1,134,638	1,188,978	54,082	5%
Staff/Board Development	17,063	24,800	23,300	24,800	-	0%
Facility Expense	348,320	381,000	388,000	379,000	(2,000)	-1%
Equipment Expense	24,477	26,000	28,000	28,000	2,000	8%
Contracted Services	2,303,002	2,311,000	2,370,000	2,363,000	52,000	2%
Maintenance Expense	96,819	128,000	131,000	135,000	7,000	5%
Program Expense	832,258	832,000	840,000	840,000	8,000	1%
Administrative Expense	1,624	3,050	2,700	2,700	(350)	-11%
	4,705,440	4,840,746	4,917,638	4,961,478	120,732	2%

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

	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
TOWNSHIP EVENTS						
Salaries and Benefits	519,644	555,684	545,004	567,094	11,410	2%
Equipment Expense	4,646	6,600	5,200	5,800	(800)	-12%
Program Expense	1,593,747	1,856,550	1,860,150	1,666,650	(189,900)	-10%
Administrative Expense	405	500	500	500	-	0%
	2,118,441	2,419,334	2,410,854	2,240,044	(179,290)	-7%
STREETSCAPE OPERATIONS						
Salaries and Benefits	2,214,875	2,585,157	2,499,992	2,743,645	158,488	6%
Staff Development	31,221	36,500	36,500	37,000	500	
Facility Expense	1,261,663	1,230,700	1,262,000	1,262,000	31,300	3%
Equipment Expense	114,348	144,400	127,400	119,400	(25,000)	
Contracted Services	8,826,476	8,005,800	8,556,450	8,803,725	797,925	10%
Maintenance Expense	28,603	104,000	98,000	98,000	(6,000)	-6%
Program Expense	58,882	45,500	40,500	40,500	(5,000)	-11%
Administrative Expense	139	1,000	300	300	(700)	-70%
	12,536,207	12,153,057	12,621,142	13,104,570	951,513	8%
COVENANT ADMINISTRATION						
Salaries and Benefits	3,698,681	4,002,978	3,929,388	4,140,391	137,413	3%
Staff/Board Development	12,423	15,800	16,800	18,800	3,000	19%
Equipment Expense	31,780	39,800	36,100	43,000	3,200	8%
Contracted Services	51,971	49,000	44,000	44,000	(5,000)	-10%
Program Expense	125,668	165,000	165,000	185,000	20,000	12%
Public Education/Relations	1,860	6,000	6,000	6,000	-	0%
Administrative Expense	62,808	83,000	87,300	89,300	6,300	8%
	3,985,191	4,361,578	4,284,588	4,526,491	164,913	4%
OTHER COMMUNITY SERVICES						
Streetlighting	1,105,889	1,273,600	1,258,600	1,273,600	-	0%
Solid Waste Services	8,816,096	9,555,000	9,555,000	10,032,750	477,750	5%
	9,921,985	10,828,600	10,813,600	11,306,350	477,750	4%
COMMUNICATIONS						
Salaries and Benefits	912,984	1,042,914	1,046,109	1,112,478	69,564	7%
Staff/Board Development	11,915	23,500	21,500	19,200	(4,300)	-18%
Equipment Expense	18,594	17,000	17,000	19,000	2,000	12%
Contracted Services	102,208	201,000	146,500	125,000	(76,000)	-38%
Public Education/Relations	285,584	350,000	350,000	385,000	35,000	10%
Administrative Expense	13,193	24,500	20,800	20,800	(3,700)	-15%
	1,344,477	1,658,914	1,601,909	1,681,478	22,564	1%
CVB STAFF SERVICES						
Salaries and Benefits	1,448,553	1,513,770	1,433,301	1,540,900	27,130	2%
	1,448,553	1,513,770	1,433,301	1,540,900	27,130	2%
TRANSPORTATION						
Salaries and Benefits	634,684	660,082	655,809	715,727	55,645	8%
Staff/Board Development	11,536	14,700	11,400	14,700	-	0%
Equipment Expense	6,365	7,200	7,200	7,200	-	0%
Administrative Expense	17,165	23,700	23,300	23,300	(400)	-2%
	669,750	705,682	697,709	760,927	55,245	8%
ECONOMIC DEVELOPMENT						
Contracted Services	225,000	175,000	175,000	214,500	39,500	23%
Program Expense	25,000	25,000	25,000	5,000	(20,000)	-80%
Public Education/Relations	33,527	30,000	40,000	40,000	10,000	33%
Administrative Expense	-	1,500	-	-	(1,500)	-100%
	283,527	231,500	240,000	259,500	28,000	12%
FIRE AND EMS MANAGEMENT						
Salaries and Benefits	2,320,854	2,526,406	2,487,065	2,644,838	118,432	5%
Staff/Board Development	55,741	70,800	70,400	79,800	9,000	13%
Equipment Expense	85,065	115,800	109,800	180,400	64,600	56%
Contracted Services	518,316	560,400	622,200	621,700	61,300	11%
Program Expense	15,318	21,000	18,500	22,500	1,500	7%
Public Education/Relations	4,338	7,000	5,500	7,000	-	0%
Administrative Expense	30,103	37,100	37,100	37,100	-	0%
	3,029,735	3,338,506	3,350,565	3,593,338	254,832	8%

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

	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
FIRE PROTECTION						
Salaries and Benefits	26,206,373	26,959,760	26,771,677	27,753,646	793,886	3%
Staff/Board Development	292,568	352,000	347,000	352,000	-	0%
Facility Expense	1,110,132	1,242,000	1,234,000	1,261,000	19,000	2%
Equipment Expense	1,428,313	1,582,800	1,588,800	1,628,000	45,200	3%
Administrative Expense	103	-	-	-	-	
	29,037,488	30,136,560	29,941,477	30,994,646	858,086	3%
DISPATCH						
Salaries and Benefits	2,269,962	2,506,514	2,538,337	2,648,464	141,950	6%
Staff/Board Development	43,429	63,500	59,750	63,500	-	0%
Equipment Expense	340	5,000	3,000	5,000	-	0%
Contracted Services	-	250,000	250,000	275,000	25,000	10%
Administrative Expense	156	250	250	250	-	0%
	2,313,887	2,825,264	2,851,337	2,992,214	166,950	6%
OTHER EXPENDITURES						
Regional Participation	2,469,412	2,569,694	2,601,187	2,685,725	116,031	5%
Other Expenditures	2,531,071	2,742,000	2,702,244	2,414,311	(327,689)	-12%
Transfers Out	11,366,287	6,410,018	12,781,286	7,469,107	1,059,089	17%
	16,366,771	11,721,712	18,084,717	12,569,143	847,431	7%
	143,396,972	**150,339,396**	**155,945,180**	**157,234,532**	**6,895,137**	**5%**
TOTAL EXENDITURES BY TYPE:						
Salaries and Benefits	**62,139,000**	**66,420,655**	**65,549,004**	**68,350,735**	**1,930,080**	**2.9%**
Staff/Board Development	**919,032**	**1,146,650**	**1,122,600**	**1,174,450**	**27,800**	**2.4%**
Facility Expense	**5,002,010**	**5,303,400**	**5,346,200**	**5,442,300**	**138,900**	**2.6%**
Equipment Expense	**4,608,244**	**6,055,003**	**6,078,703**	**6,637,574**	**582,571**	**9.6%**
Contracted Services	**46,554,470**	**51,009,276**	**51,001,506**	**54,352,670**	**3,343,394**	**6.6%**
Maintenance Expense	**1,354,193**	**1,627,750**	**1,569,750**	**1,628,750**	**1,000**	**0.1%**
Program Expense	**4,875,782**	**5,079,100**	**5,215,000**	**4,999,360**	**(79,740)**	**-1.6%**
Public Education/Relations	**326,257**	**395,000**	**403,500**	**440,000**	**45,000**	**11.4%**
Administrative Expense	**1,251,213**	**1,580,850**	**1,574,200**	**1,639,550**	**58,700**	**3.7%**
Regional Participation	**2,469,412**	**2,569,694**	**2,601,187**	**2,685,725**	**116,031**	**4.5%**
Other Expenditures	**2,531,071**	**2,742,000**	**2,702,244**	**2,414,311**	**(327,689)**	**-12.0%**
Transfers Out	**11,366,287**	**6,410,018**	**12,781,286**	**7,469,107**	**1,059,089**	**16.5%**
	143,396,972	**150,339,396**	**155,945,180**	**157,234,532**	**6,895,137**	**4.6%**
	-	-	-	-	-	
% OF TOTAL BY EXPENSE TYPE:						
Salaries and Benefits	**43%**	**44%**	**42%**	**43%**		
Staff/Board Development	**1%**	**1%**	**1%**	**1%**		
Facility Expense	**3%**	**4%**	**3%**	**3%**		
Equipment Expense	**3%**	**4%**	**4%**	**4%**		
Contracted Services	**32%**	**34%**	**33%**	**35%**		
Maintenance Expense	**1%**	**1%**	**1%**	**1%**		
Program Expense	**3%**	**3%**	**3%**	**3%**		
Public Education/Relations	**0%**	**0%**	**0%**	**0%**		
Administrative Expense	**1%**	**1%**	**1%**	**1%**		
Transition	**0%**	**0%**	**0%**	**0%**		
Regional Participation	**2%**	**2%**	**2%**	**2%**		
Other Expenditures	**2%**	**2%**	**2%**	**2%**		
Transfers Out	**8%**	**4%**	**8%**	**5%**		
	100%	**100%**	**100%**	**100%**		

Department Profiles

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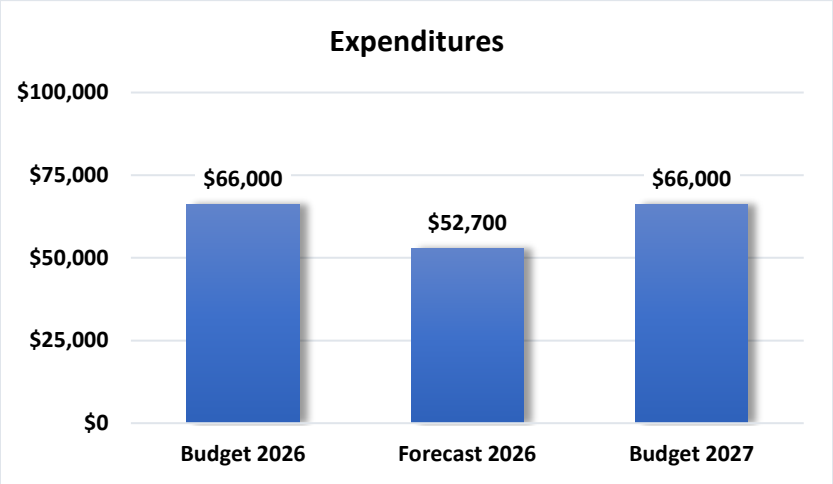
2027 Board of Directors Budget Plan

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.

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Board Development	$ 56,100	$ 42,800	$ 56,100	$ -	0.0%
Equipment Expense	8,700	8,700	8,700	-	0.0%
Administrative Expense	1,200	1,200	1,200	-	0.0%
Total	**$ 66,000**	**$ 52,700**	**$ 66,000**	**$ -**	**0.0%**



The Woodlands Township
Department Budget Detail
(in whole dollars)

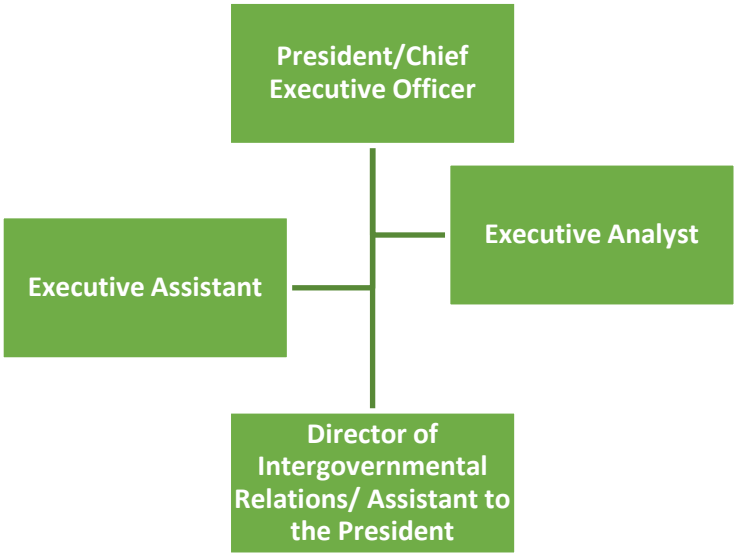
	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
BOARD OF DIRECTORS - Dept 0100							
Board Development							
Meetings	0100-0100-5100-0000-0000-	13,570	20,000	20,000	20,000	-	0.0%
Board Workshops	0100-0100-5110-0000-0000-	44,228	20,000	10,000	20,000	-	0.0%
Training & Conferences	0100-0100-5120-0000-0000-	9,004	16,100	12,800	16,100	-	0.0%
		66,802	56,100	42,800	56,100	-	0.0%
Equipment Expense							
Data Services	0100-0100-5335-0000-0000-	7,305	8,700	8,700	8,700	-	0.0%
		7,305	8,700	8,700	8,700	-	0.0%
Administrative Expense							
Supplies	0100-0100-5800-0000-0000-	2,628	1,200	1,200	1,200	-	0.0%
		2,628	1,200	1,200	1,200	-	0.0%
Total Board of Directors		**76,735**	**66,000**	**52,700**	**66,000**	**-**	**0.0%**

2027 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.

Organization Chart

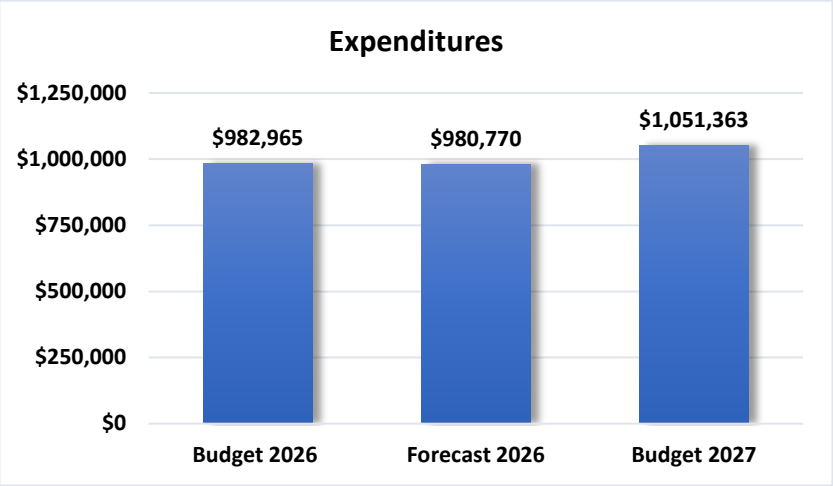


STAFFING - FTE COUNT	Forecast 2026	Budget 2027	Change
President/ Chief Executive Officer	1.00	1.00	0.00
Director of Intergovernmental Relations/ Assistant to the President	1.00	1.00	0.00
Executive Analyst	1.00	1.00	0.00
Executive Assistant	1.00	1.00	0.00
TOTAL	4.00	4.00	0.00
Position(s) added in 2027 Budget	**0.00**	**0.00**	**0.00**

2027 President's Office Department Budget Plan

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Salaries and Benefits	$ 901,965	$ 908,770	$ 930,663	$ 28,698	3.2%
Staff Development	12,500	10,000	8,500	(4,000)	-32.0%
Equipment Expense	5,500	3,500	3,500	(2,000)	-36.4%
Contracted Services	50,000	50,000	100,000	50,000	100.0%
Administrative Expense	13,000	8,500	8,700	(4,300)	-33.1%
Total	**$ 982,965**	**$ 980,770**	**$ 1,051,363**	**$ 68,398**	**7.0%**



The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
PRESIDENT'S OFFICE - Dept 0110							
Salaries and Benefits							
Salaries and Wages	0100-0110-5010-0000-0000-	672,054	676,121	687,515	696,317	20,196	3.0%
Employee Benefits - FICA	0100-0110-5020-0000-0000-	39,668	42,935	43,837	44,876	1,941	4.5%
Employee Benefits - TEC	0100-0110-5021-0000-0000-	390	576	684	684	108	18.8%
Employee Benefits - Retirement	0100-0110-5030-0000-0000-	86,652	94,657	94,657	96,714	2,057	2.2%
Employee Benefits - Insurance	0100-0110-5031-0000-0000-	17,638	86,675	81,076	91,009	4,334	5.0%
Employee Benefits - Workers Comp	0100-0110-5032-0000-0000-	557	1,001	1,001	1,063	62	6.2%
		816,958	901,965	908,770	930,663	28,698	3.2%
Staff Development							
Meetings	0100-0110-5100-0000-0000-	2,519	3,500	3,500	3,500	-	0.0%
Training & Conferences	0100-0110-5120-0000-0000-	1,495	9,000	6,500	5,000	(4,000)	-44.4%
		4,014	12,500	10,000	8,500	(4,000)	-32.0%
Equipment Expense							
Equipment	0100-0110-5330-0000-0000-	90	1,000	1,000	1,000	-	0.0%
Data Services	0100-0110-5335-0000-0000-	3,424	4,500	2,500	2,500	(2,000)	-44.4%
		3,514	5,500	3,500	3,500	(2,000)	-36.4%
Contracted Services							
Consulting	0100-0110-5401-0000-0000-	2,960	10,000	10,000	-	(10,000)	-100.0%
Lobbying Services	0100-0110-5413-0000-0000-	121,694	40,000	40,000	100,000	60,000	150.0%
		124,654	50,000	50,000	100,000	50,000	100.0%
Administrative Expense							
Supplies	0100-0110-5800-0000-0000-	843	1,600	1,600	1,600	-	0.0%
Dues & Subscriptions	0100-0110-5802-0000-0000-	10,358	10,200	6,300	6,300	(3,900)	-38.2%
Mileage Reimbursement	0100-0110-5804-0000-0000-	435	1,200	600	800	(400)	-33.3%
		11,636	13,000	8,500	8,700	(4,300)	-33.1%
Total President's Office		**960,776**	**982,965**	**980,770**	**1,051,363**	**68,398**	**7.0%**

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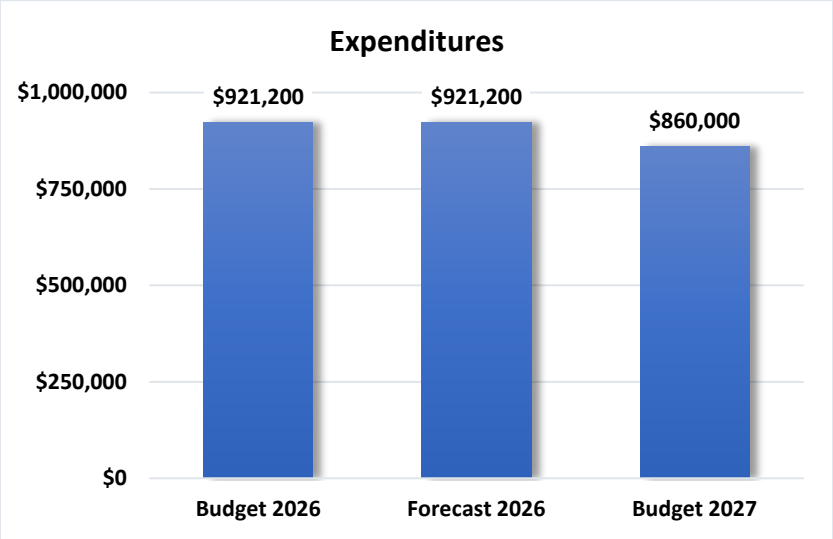
2027 Legal Services Budget Plan

Mission

The Township contracts with outside legal counsel to provide quality legal services with the highest level of integrity to The Woodlands Township and its elected and appointed officials and employees, to assist with accomplishing the Township's goals and serving the community effectively.

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Contracted Legal Services	921,200	921,200	860,000	(61,200)	-6.6%
Total	**$ 921,200**	**$ 921,200**	**$ 860,000**	**$ (61,200)**	**-6.6%**



The Woodlands Township
Department Budget Detail
(in whole dollars)

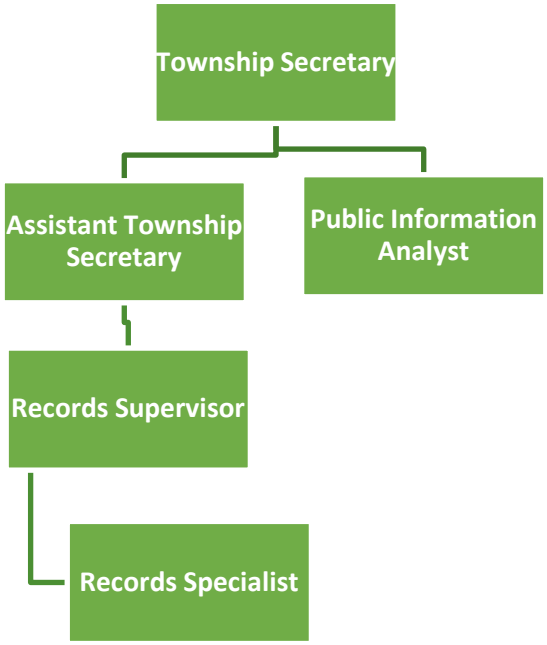
	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
LEGAL SERVICES - Dept 0115							
Contracted Services							
Legal	0100-0115-5402-0000-0000-	781,378	921,200	921,200	860,000	(61,200)	-6.6%
		781,378	921,200	921,200	860,000	(61,200)	-6.6%
Total Legal Services		**781,378**	**921,200**	**921,200**	**860,000**	**(61,200)**	**-6.6%**

2027 Township Secretary Department Budget Plan

Mission

The mission of the Township Secretary 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.

Organization Chart

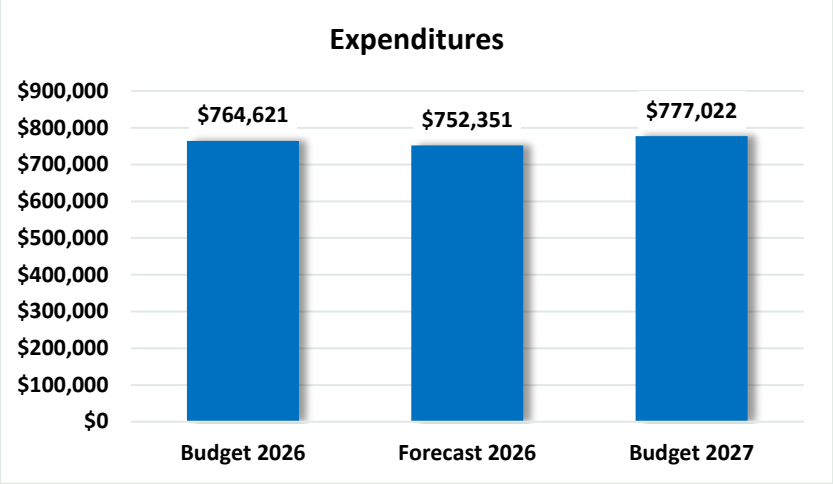


STAFFING - FTE COUNT	Forecast 2026	Budget 2027	Change
Township Secretary	1.00	1.00	0.00
Assistant Township Secretary	1.00	1.00	0.00
Public Information Analyst	1.00	1.00	0.00
Records Supervisor	1.00	1.00	0.00
Records Specialist	1.00	1.00	0.00
TOTAL	5.00	5.00	0.00
Position(s) added in 2027 Budget	**0.00**	**0.00**	**0.00**

2027 Township Secretary Department Budget Plan

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Salaries and Benefits	$ 645,521	$ 632,251	$ 651,222	$ 5,701	0.9%
Staff Development	6,100	6,100	7,100	1,000	16.4%
Equipment Expense	2,400	2,400	2,400	-	0.0%
Contracted Services	106,300	107,300	112,000	5,700	5.4%
Administrative Expense	4,300	4,300	4,300	-	0.0%
Total	**$ 764,621**	**$ 752,351**	**$ 777,022**	**$ 12,401**	**1.6%**



The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
TOWNSHIP SECRETARY - Dept 0120							
Salaries and Benefits							
Salaries and Wages	0100-0120-5010-0000-0000-	458,603	461,640	453,426	465,958	4,318	0.9%
Overtime	0100-0120-5011-0000-0000-	2,336	1,500	1,500	1,500	-	0.0%
Employee Benefits - FICA	0100-0120-5020-0000-0000-	33,833	35,430	34,800	35,761	331	0.9%
Employee Benefits - TEC	0100-0120-5021-0000-0000-	635	720	855	855	135	18.8%
Employee Benefits - Retirement	0100-0120-5030-0000-0000-	55,336	56,419	55,415	56,770	351	0.6%
Employee Benefits - Insurance	0100-0120-5031-0000-0000-	88,939	89,108	85,564	89,639	531	0.6%
Employee Benefits - Workers Comp	0100-0120-5032-0000-0000-	456	704	691	739	35	5.0%
		640,138	645,521	632,251	651,222	5,701	0.9%
Staff Development							
Meetings	0100-0120-5100-0000-0000-	156	600	600	600	-	0.0%
Training & Conferences	0100-0120-5120-0000-0000-	5,069	5,500	5,500	6,500	1,000	18.2%
		5,224	6,100	6,100	7,100	1,000	16.4%
Equipment Expense							
Equipment	0100-0120-5330-0000-0000-	327	1,200	1,200	1,200	-	0.0%
Data Services	0100-0120-5335-0000-0000-	817	1,200	1,200	1,200	-	0.0%
		1,144	2,400	2,400	2,400	-	0.0%
Contracted Services							
Contract Labor	0100-0120-5407-0000-0000-	-	29,000	25,000	25,000	(4,000)	-13.8%
Records Storage	0100-0120-5410-0000-0000-	34,979	30,000	35,000	37,000	7,000	23.3%
Other Contracted Services	0100-0120-5499-0000-0000-	17,349	47,300	47,300	50,000	2,700	5.7%
		52,328	106,300	107,300	112,000	5,700	5.4%
Administrative Expense							
Supplies	0100-0120-5800-0000-0000-	1,216	2,400	2,400	2,400	-	0.0%
Dues & Subscriptions	0100-0120-5802-0000-0000-	1,423	1,800	1,800	1,800	-	0.0%
Mileage Reimbursement	0100-0120-5804-0000-0000-	137	100	100	100	-	0.0%
		2,776	4,300	4,300	4,300	-	0.0%
Total Township Secretary		**701,610**	**764,621**	**752,351**	**777,022**	**12,401**	**1.6%**

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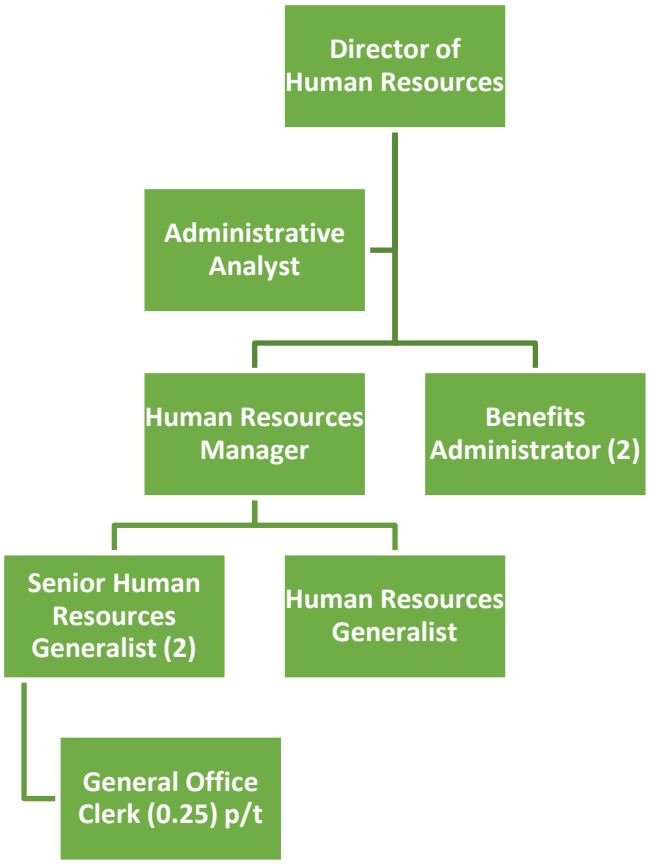


2027 Human Resources Department Budget Plan

Mission

The mission of the Human Resources Department is to support The Woodlands Township in attracting and retaining top talent, rewarding employees with competitive pay and benefits, creating a positive and engaging workplace culture, and providing excellent customer service to employees.

Organization Chart

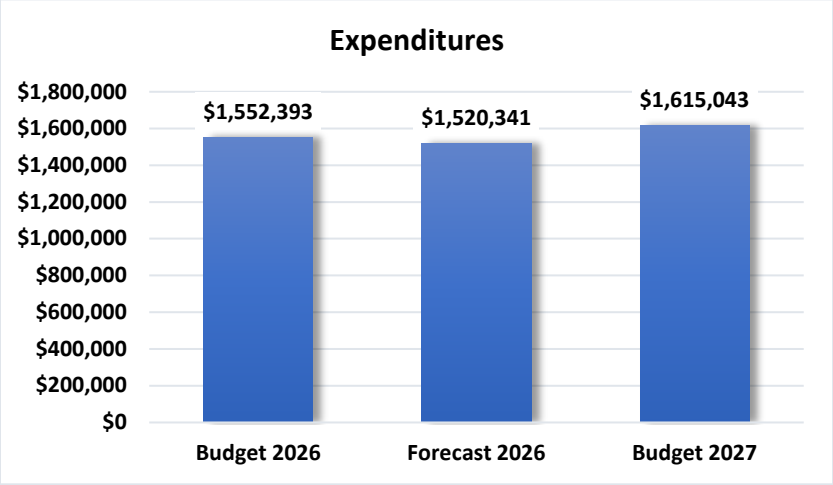


STAFFING - FTE COUNT	Forecast 2026	Budget 2027	Change
Director of Human Resources	1.00	1.00	0.00
Human Resources Manager	1.00	1.00	0.00
Senior Human Resources Generalist	2.00	2.00	0.00
Benefits Administrator	2.00	2.00	0.00
Human Resources Generalist	1.00	1.00	0.00
Administrative Analyst	1.00	1.00	0.00
General Office Clerk - Part-time	0.25	0.25	0.00
TOTAL	8.25	8.25	0.00
Position(s) added in 2027 Budget	**0.00**	**0.00**	**0.00**

2027 Human Resources Department Budget Plan

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Salaries and Benefits	$ 1,138,793	$ 1,095,941	$ 1,138,343	$ (450)	0.0%
Staff Development	176,200	185,200	187,500	11,300	6.4%
Equipment Expense	1,200	1,200	1,200	-	0.0%
Contracted Services	223,000	224,000	275,000	52,000	23.3%
Administrative Expense	13,200	14,000	13,000	(200)	-1.5%
Total	**$ 1,552,393**	**$ 1,520,341**	**$ 1,615,043**	**$ 62,650**	**4.0%**



The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
HUMAN RESOURCES - Dept 0130							
Salaries and Benefits							
Salaries and Wages	0100-0130-5010-0000-0000-	758,668	824,246	805,687	839,984	15,738	1.9%
Overtime	0100-0130-5011-0000-0000-	1,181	1,000	1,000	1,000	-	0.0%
Employee Benefits - FICA	0100-0130-5020-0000-0000-	53,143	60,619	59,960	61,952	1,333	2.2%
Employee Benefits - TEC	0100-0130-5021-0000-0000-	929	1,296	1,539	1,539	243	18.8%
Employee Benefits - Retirement	0100-0130-5030-0000-0000-	88,439	114,014	107,893	104,216	(9,798)	-8.6%
Employee Benefits - Insurance	0100-0130-5031-0000-0000-	115,344	136,372	118,650	128,332	(8,040)	-5.9%
Employee Benefits - Workers Comp	0100-0130-5032-0000-0000-	719	1,246	1,212	1,320	74	5.9%
		1,018,421	1,138,793	1,095,941	1,138,343	(450)	0.0%
Staff Development							
Meetings	0100-0130-5100-0000-0000-	985	1,200	1,200	1,200	-	0.0%
Training & Conferences	0100-0130-5120-0000-0000-	21,761	38,000	38,000	49,300	11,300	29.7%
Uniforms	0100-0130-5130-0000-0000-	26,151	50,000	50,000	40,000	(10,000)	-20.0%
Tuition Reimbursement	0100-0130-5140-0000-0000-	11,199	6,000	15,000	16,000	10,000	166.7%
Employee Events/Recognition	0100-0130-5150-0000-0000-	58,036	81,000	81,000	81,000	-	0.0%
		118,133	176,200	185,200	187,500	11,300	6.4%
Equipment Expense							
Data Services	0100-0130-5335-0000-0000-	1,274	1,200	1,200	1,200	-	0.0%
		1,274	1,200	1,200	1,200	-	0.0%
Contracted Services							
Legal - Employee Relations	0100-0130-5403-0000-0000-	1,256	10,000	19,000	10,000	-	0.0%
Contract Labor	0100-0130-5407-0000-0000-	154	7,500	5,000	5,000	(2,500)	-33.3%
Recruiting Fees	0100-0130-5408-0000-0000-	61,731	80,500	75,000	75,000	(5,500)	-6.8%
Drug Testing	0100-0130-5409-0000-0000-	33,891	37,000	37,000	37,000	-	0.0%
Other	0100-0130-5499-0000-0000-	62,869	88,000	88,000	148,000	60,000	68.2%
		159,902	223,000	224,000	275,000	52,000	23.3%
Administrative Expense							
Supplies	0100-0130-5800-0000-0000-	2,090	2,200	2,200	2,200	-	0.0%
Dues & Subscriptions	0100-0130-5802-0000-0000-	1,286	2,500	2,000	2,000	(500)	-20.0%
Mileage Reimbursement	0100-0130-5804-0000-0000-	497	500	500	500	-	0.0%
Affordable Care Tax	0100-0130-5810-0000-0000-	340	2,500	2,800	2,800	300	12.0%
Other Admin	0100-0130-5899-0000-0000-	6,906	5,500	6,500	5,500	-	0.0%
		11,119	13,200	14,000	13,000	(200)	-1.5%
Total Human Resources		**1,308,848**	**1,552,393**	**1,520,341**	**1,615,043**	**62,650**	**4.0%**

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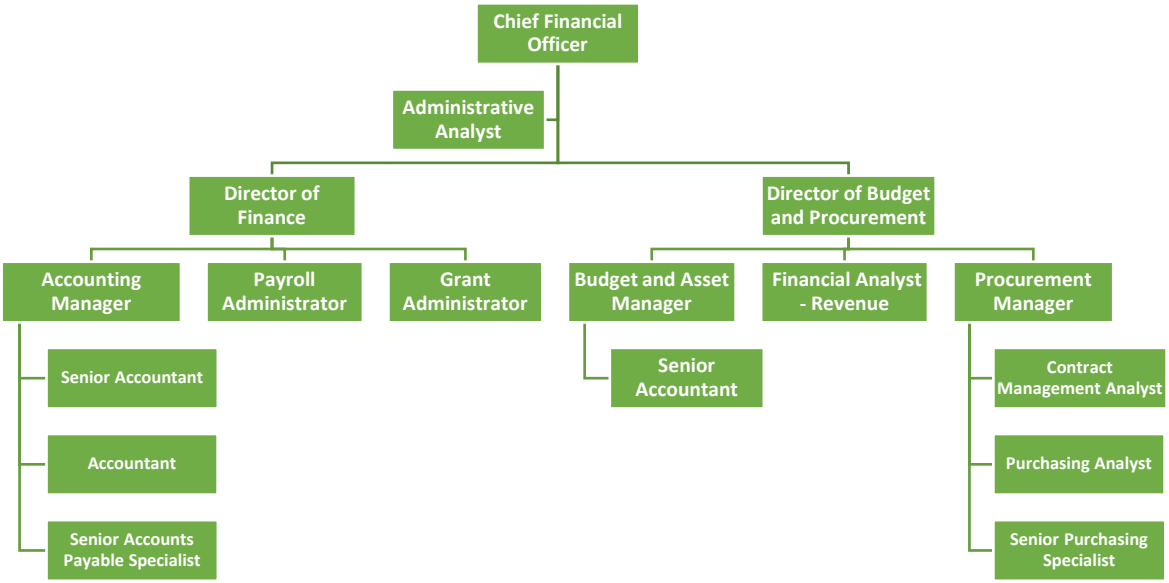


2027 Finance Department Budget Plan

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, Procurement, Debt Management, and Grant Administration.

Organization Chart

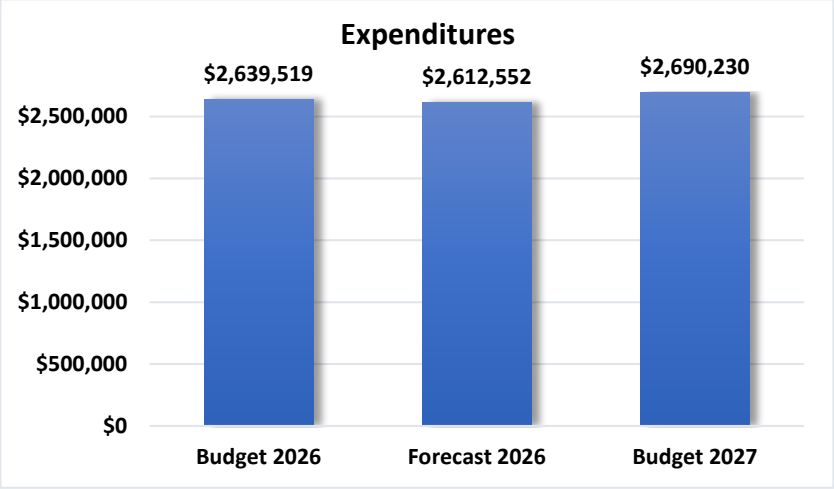


STAFFING - FTE COUNT	Forecast 2026	Budget 2027	Change
Chief Financial Officer	1.00	1.00	0.00
Director of Finance	1.00	1.00	0.00
Director of Budget and Procurement	1.00	1.00	0.00
Accounting Manager	1.00	1.00	0.00
Budget and Asset Manager	1.00	1.00	0.00
Procurement Manager	1.00	1.00	0.00
Financial Analyst - Revenue	1.00	1.00	0.00
Payroll Administrator	1.00	1.00	0.00
Grant Administrator	1.00	1.00	0.00
Senior Accountant	2.00	2.00	0.00
Contract Management Analyst	1.00	1.00	0.00
Accountant	1.00	1.00	0.00
Senior Accounts Payable Specialist	1.00	1.00	0.00
Purchasing Analyst	1.00	1.00	0.00
Senior Purchasing Specialist	1.00	1.00	0.00
Administrative Analyst	1.00	1.00	0.00
TOTAL	17.00	17.00	0.00
Position(s) added in 2027 Budget	**0.00**	**0.00**	**0.00**

2027 Finance Department Budget Plan

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Salaries and Benefits	$ 2,226,369	$ 2,188,152	$ 2,238,780	$ 12,411	0.6%
Staff Development	11,300	12,800	16,800	$ 5,500	48.7%
Equipment Expense	4,100	4,700	4,750	$ 650	15.9%
Contracted Services	383,500	390,500	413,500	$ 30,000	7.8%
Administrative Expense	14,250	16,400	16,400	$ 2,150	15.1%
Total	**$ 2,639,519**	**$ 2,612,552**	**$ 2,690,230**	**$ 50,711**	**1.9%**



The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
FINANCE - Dept 0140							
Salaries and Benefits							
Salaries and Wages	0100-0140-5010-0000-0000-	1,537,938	1,606,280	1,593,852	1,606,944	664	0.0%
Overtime	0100-0140-5011-0000-0000-	3,455	3,500	5,500	3,500	-	0.0%
Employee Benefits - FICA	0100-0140-5020-0000-0000-	112,276	121,255	119,568	121,793	538	0.4%
Employee Benefits - TEC	0100-0140-5021-0000-0000-	1,542	2,448	3,188	2,907	459	18.8%
Employee Benefits - Retirement	0100-0140-5030-0000-0000-	195,351	206,176	200,766	212,217	6,041	2.9%
Employee Benefits - Insurance	0100-0140-5031-0000-0000-	188,395	284,271	262,844	288,867	4,596	1.6%
Employee Benefits - Workers Comp	0100-0140-5032-0000-0000-	1,298	2,439	2,434	2,552	113	4.6%
		2,040,256	2,226,369	2,188,152	2,238,780	12,411	0.6%
Staff Development							
Meetings	0100-0140-5100-0000-0000-	206	800	800	800	-	0.0%
Training & Conferences	0100-0140-5120-0000-0000-	6,502	10,500	12,000	16,000	5,500	52.4%
		6,708	11,300	12,800	16,800	5,500	48.7%
Equipment Expense							
Equipment	0100-0140-5330-0000-0000-	2,173	1,700	2,200	2,200	500	29.4%
Data Services	0100-0140-5335-0000-0000-	2,493	2,400	2,500	2,550	150	6.3%
		4,666	4,100	4,700	4,750	650	15.9%
Contracted Services							
Computer Support	0100-0140-5400-0000-0000-	-	-	5,000	10,000	10,000	
Audit Fees	0100-0140-5404-0000-0000-	152,246	144,000	146,000	148,000	4,000	2.8%
Payroll Processing Fees	0100-0140-5405-0000-0000-	216,654	232,000	232,000	248,000	16,000	6.9%
		400,161	383,500	390,500	413,500	30,000	7.8%
Administrative Expense							
Supplies	0100-0140-5800-0000-0000-	10,043	9,000	10,000	10,000	1,000	11.1%
Dues & Subscriptions	0100-0140-5802-0000-0000-	4,631	3,650	4,700	4,700	1,050	28.8%
Mileage Reimbursement	0100-0140-5804-0000-0000-	61	100	200	200	100	100.0%
Bank Fees	0100-0140-5805-0000-0000-	-	500	500	500	-	0.0%
Public Notices	0100-0140-5895-0000-0000-	1,324	1,000	1,000	1,000	-	0.0%
		16,060	14,250	16,400	16,400	2,150	15.1%
Total Finance		**2,467,851**	**2,639,519**	**2,612,552**	**2,690,230**	**50,711**	**1.9%**

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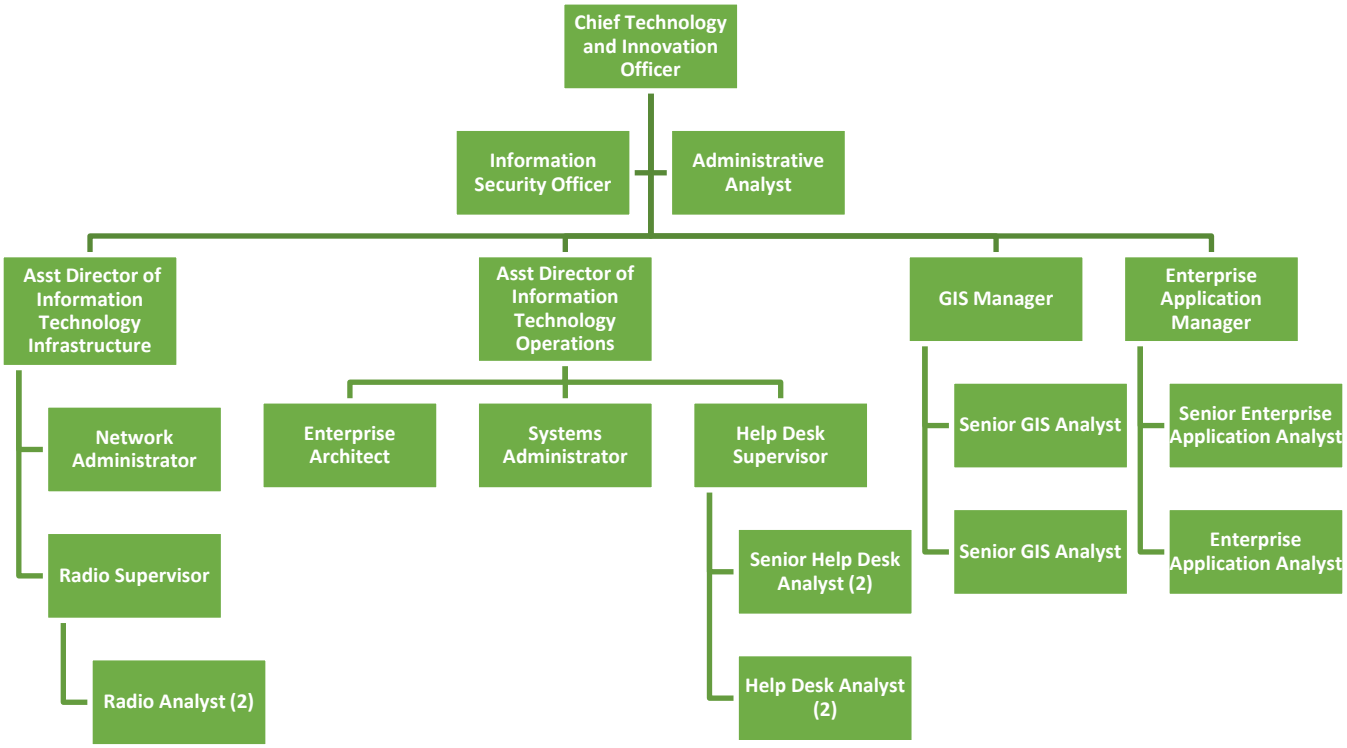


2027 Information Technology Department Budget Plan

Mission

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

Organization Chart

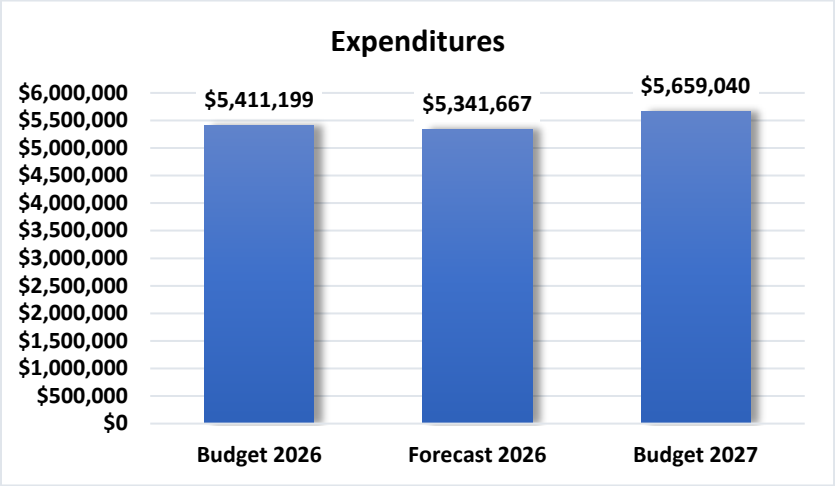


STAFFING – FTE COUNT	Forecast 2026	Budget 2027	Change
Chief Technology and Innovation Officer	1.00	1.00	0.00
Assistant Director of IT - Infrastructure	1.00	1.00	0.00
Network Administrator	1.00	1.00	0.00
Radio Supervisor	1.00	1.00	0.00
Radio Analyst	2.00	2.00	0.00
Assistant Director of IT - Operations	1.00	1.00	0.00
Enterprise Architect	1.00	1.00	0.00
Systems Administrator	1.00	1.00	0.00
Help Desk Supervisor	1.00	1.00	0.00
Senior Help Desk Analyst	2.00	2.00	0.00
Help Desk Analyst	2.00	2.00	0.00
GIS Manager	1.00	1.00	0.00
Senior GIS Analyst	2.00	2.00	0.00
Enterprise Application Manager	1.00	1.00	0.00
Senior Enterprise Application Analyst	1.00	1.00	0.00
Enterprise Application Analyst	1.00	1.00	0.00
Information Security Officer	1.00	1.00	0.00
Administrative Analyst	1.00	1.00	0.00
TOTAL	22.00	22.00	0.00
Position(s) added in 2027 Budget	**0.00**	**0.00**	**0.00**

2027 Information Technology Department Budget Plan

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Salaries and Benefits	$ 3,056,599	$ 3,020,622	$ 3,150,940	$ 94,341	3.1%
Staff Development	52,100	52,100	54,900	2,800	5.4%
Facility Expense	80,000	57,000	60,000	(20,000)	-25.0%
Equipment Expense	60,000	56,000	56,000	(4,000)	-6.7%
Contracted Services	2,160,200	2,153,645	2,334,900	174,700	8.1%
Administrative Expense	2,300	2,300	2,300	-	0.0%
Total	**$ 5,411,199**	**$ 5,341,667**	**$ 5,659,040**	**$ 247,841**	**4.6%**



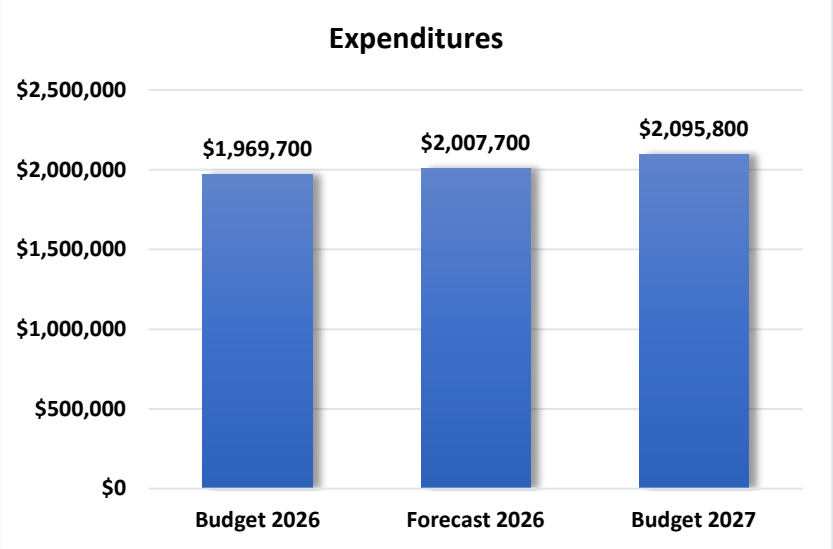
The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
INFORMATION TECHNOLOGY - Dept 0150							
Salaries and Benefits							
Salaries and Wages	0100-0150-5010-0000-0000-	2,121,251	2,280,972	2,280,972	2,339,310	58,338	2.6%
Overtime	0100-0150-5011-0000-0000-	27,400	28,000	28,000	28,000	-	0.0%
Employee Benefits - FICA	0100-0150-5020-0000-0000-	156,719	173,518	173,518	177,871	4,353	2.5%
Employee Benefits - TEC	0100-0150-5021-0000-0000-	2,162	3,168	3,762	3,762	594	18.8%
Employee Benefits - Retirement	0100-0150-5030-0000-0000-	211,693	237,094	226,926	243,123	6,029	2.5%
Employee Benefits - Insurance	0100-0150-5031-0000-0000-	218,614	330,445	304,042	355,142	24,697	7.5%
Employee Benefits - Workers Comp	0100-0150-5032-0000-0000-	1,908	3,402	3,402	3,732	330	9.7%
		2,739,746	3,056,599	3,020,622	3,150,940	94,341	3.1%
Staff Development							
Meetings	0100-0150-5100-0000-0000-	-	400	400	400	-	0.0%
Training & Conferences	0100-0150-5120-0000-0000-	33,968	51,200	51,200	54,000	2,800	5.5%
Uniforms	0100-0150-5130-0000-0000-	-	500	500	500	-	0.0%
		33,968	52,100	52,100	54,900	2,800	5.4%
Facility Expense							
Telephone	0100-0150-5210-0000-0000-	46,224	80,000	57,000	60,000	(20,000)	-25.0%
		46,224	80,000	57,000	60,000	(20,000)	-25.0%
Equipment Expense							
Equipment	0100-0150-5330-0000-0000-	7,814	15,000	15,000	15,000	-	0.0%
Equipment - Small Hardware	0100-0150-5330-9000-0000-	5,383	16,000	12,000	12,000	(4,000)	-25.0%
Data Services	0100-0150-5335-0000-0000-	16,250	19,000	19,000	19,000	-	0.0%
Equipment Repair & Maintenance	0100-0150-5365-0000-0000-	83	10,000	10,000	10,000	-	0.0%
		29,529	60,000	56,000	56,000	(4,000)	-6.7%
Contracted Services							
Computer Support	0100-0150-5400-0000-0000-	1,336,525	1,678,200	1,691,645	1,862,900	184,700	11.0%
Contract Labor	0100-0150-5407-0000-0000-	33,978	62,000	52,000	52,000	(10,000)	-16.1%
Other Contracted Services	0100-0150-5499-0000-0000-	360,440	420,000	410,000	420,000	-	0.0%
		1,730,943	2,160,200	2,153,645	2,334,900	174,700	8.1%
Administrative Expense							
Supplies	0100-0150-5800-0000-0000-	312	700	600	600	(100)	-14.3%
Dues & Subscriptions	0100-0150-5802-0000-0000-	1,856	1,000	1,200	1,200	200	20.0%
Mileage Reimbursement	0100-0150-5804-0000-0000-	232	600	500	500	(100)	-16.7%
		2,400	2,300	2,300	2,300	-	0.0%
Total Information Technology		**4,582,811**	**5,411,199**	**5,341,667**	**5,659,040**	**247,841**	**4.6%**

2027 Non-Departmental Budget Plan

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Equipment Expense	91,000	95,000	99,000	$ 8,000	8.8%
Contracted Services	672,700	708,200	736,200	$ 63,500	9.4%
Administrative Expense	1,206,000	1,204,500	1,260,600	$ 54,600	4.5%
Total	**$ 1,969,700**	**$ 2,007,700**	**$ 2,095,800**	**$ 126,100**	**6.4%**



The Woodlands Township
Department Budget Detail
(in whole dollars)

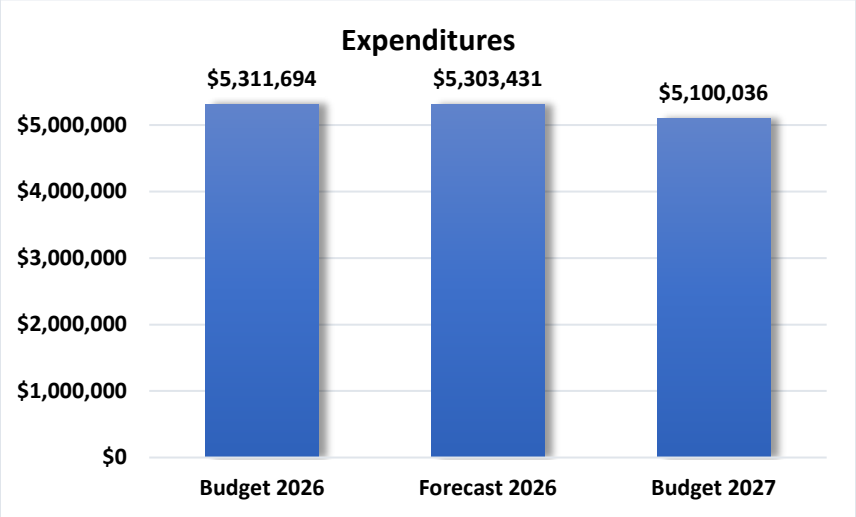
	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
NON-DEPARTMENTAL - Dept 0190							
Equipment Expense							
Copier Lease & Maintenance	0100-0190-5340-0000-0000-	78,702	80,000	83,000	87,000	7,000	8.8%
Postage Equip/Supplies/Maint	0100-0190-5345-0000-0000-	10,434	11,000	12,000	12,000	1,000	9.1%
		89,136	91,000	95,000	99,000	8,000	8.8%
Contracted Services							
Computer Support	0100-0190-5400-0000-0000-	-	-	-	20,000	20,000	
Election Expense	0100-0190-5411-0000-0000-	193,602	150,000	195,000	195,000	45,000	30.0%
Property Tax Admin Fees	0100-0190-5412-0000-0000-	481,992	505,000	497,000	505,000	-	0.0%
		691,794	672,700	708,200	736,200	63,500	9.4%
Administrative Expense							
Supplies	0100-0190-5800-0000-0000-	41,106	45,000	45,000	45,000	-	0.0%
Postage and Delivery	0100-0190-5801-0000-0000-	57,029	28,000	28,000	28,000	-	0.0%
Printing	0100-0190-5803-0000-0000-	8,846	6,000	6,000	6,000	-	0.0%
Insurance	0100-0190-5808-0000-0000-	847,112	1,122,000	1,122,000	1,178,100	56,100	5.0%
Other Admin	0100-0190-5899-0000-0000-	3,376	5,000	3,500	3,500	(1,500)	-30.0%
		812,659	1,206,000	1,204,500	1,260,600	54,600	4.5%
Total Non-Departmental		**1,593,589**	**1,969,700**	**2,007,700**	**2,095,800**	**126,100**	**6.4%**

2027 Other Expenditures Budget Plan

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Regional Participation	$ 2,569,694	$ 2,601,187	$ 2,685,725	$ 116,031	4.5%
Other Funding Requests	60,000	-	-	$ (60,000)	-100.0%
YMCA Funding Request	80,000	80,000	80,000	-	0.0%
Carlton Woods Assoc Svc Fee	382,000	402,244	414,311	$ 32,311	8.5%
Village Associations	120,000	120,000	120,000	-	0.0%
Cynthia Woods Events Tax	1,800,000	1,800,000	1,800,000	$ -	0.0%
South Gosling Golf	300,000	300,000	-	$ (300,000)	-100.0%
Total	**$ 5,311,694**	**$ 5,303,431**	**$ 5,100,036**	**$ (211,658)**	**-4.0%**

**Total Expenditures shown above are exclusive of Transfers Out*



The Woodlands Township
Department Budget Detail
(in whole dollars)

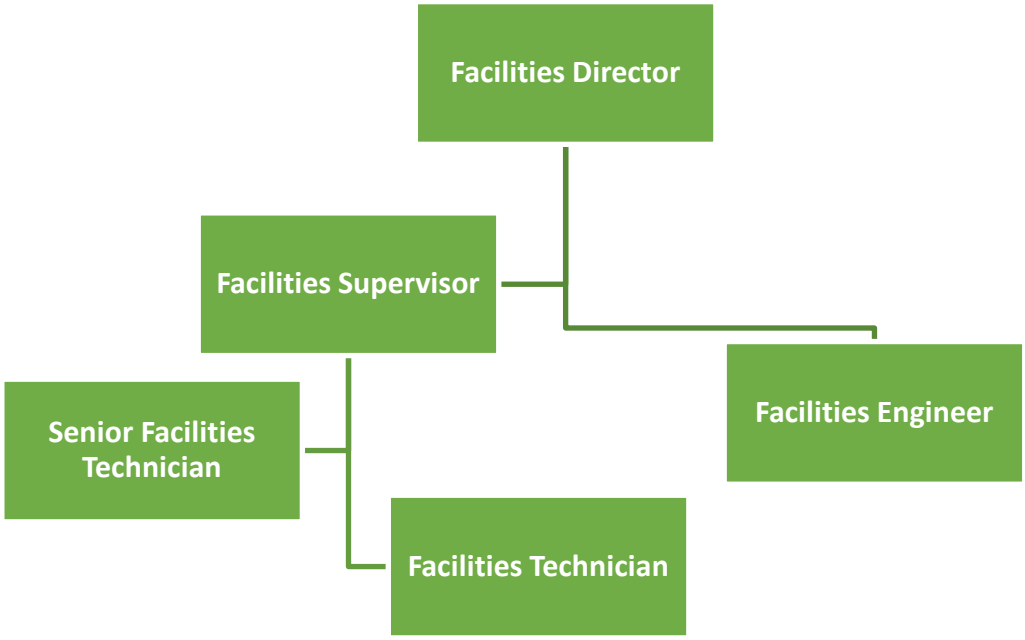
	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
OTHER EXPENDITURES - Dept 0190							
Regional Participation							
Conroe RPA	0100-0190-7010-0000-0000-	86,076	102,788	104,047	107,429	4,641	4.5%
Houston RPA	0100-0190-7010-0000-0000-	2,383,336	2,466,906	2,497,139	2,578,296	111,390	4.5%
		2,469,412	2,569,694	2,601,187	2,685,725	116,031	4.5%
Other Expenditures							
Funding Request - YMCA Youth Prog	0100-0190-7020-0000-0000-	80,000	80,000	80,000	80,000	-	0.0%
Funding Request - Other	0100-0190-7025-0000-0000-	435,773	60,000	-	-	(60,000)	-100.0%
Carlton Woods Assoc Svc Fee	0100-0190-7030-0000-0000-	227,016	233,000	241,463	248,707	15,707	6.7%
Carlton Woods Creekside Svc Fee	0100-0190-7031-0000-0000-	143,624	149,000	160,781	165,604	16,604	11.1%
Village Association Contributions	0100-0190-7033-0000-0000-	120,000	120,000	120,000	120,000	-	0.0%
Cynthia Woods Mitchell Pavilion Events	0100-0190-7034-0000-0000-	1,524,658	1,800,000	1,800,000	1,800,000	-	0.0%
South Gosling Golf	0100-0190-7047-0000-0000-	-	300,000	300,000	-	(300,000)	-100.0%
		2,531,071	2,742,000	2,702,244	2,414,311	(327,689)	-12.0%
Subtotal Other Expenditures before Transfers Out		**5,000,483**	**5,311,694**	**5,303,431**	**5,100,036**	**(211,658)**	**-4.0%**
Transfers Out							
CPF - Tax Funded Capital	0100-0190-8800-8010-0000-	1,338,557	340,825	1,283,222	496,400	155,575	45.6%
CPF - Capital/Econ Dev Reserves	0100-0190-8800-8020-0000-	7,045,939	3,257,200	8,707,200	4,507,200	1,250,000	38.4%
The Woodlands CVB	0100-0190-8800-8080-0000-	1,468,978	1,622,694	1,601,565	1,899,324	276,630	17.0%
Transportation Fund	0100-0190-8800-8095-0000-	1,512,813	1,189,299	1,189,299	566,183	(623,116)	-52.4%
		11,366,287	6,410,018	12,781,286	7,469,107	1,059,089	16.5%
Total Other Expenditures		**16,366,771**	**11,721,712**	**18,084,717**	**12,569,143**	**847,431**	**7.2%**

2027 Facilities Department Budget Plan

Mission

Ensure that Township buildings are secure and maintained, repaired, and cleaned in a timely and efficient manner; and provide employees and residents with a safe and productive environment in which to visit or work.

Organization Chart

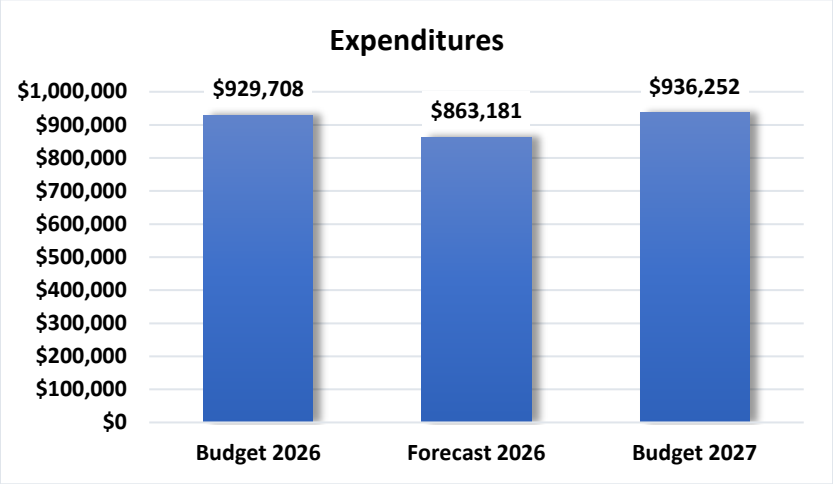


STAFFING – FTE COUNT	Forecast 2026	Budget 2027	Change
Facilities Director	1.00	1.00	0.00
Facilities Supervisor	1.00	1.00	0.00
Facilities Engineer - Fire Department	1.00	1.00	0.00
Senior Facilities Technician	1.00	1.00	0.00
Facilities Technician	1.00	1.00	0.00
TOTAL	5.00	5.00	0.00
Position(s) added in 2027 Budget	**0.00**	**0.00**	**0.00**

2027 Facilities Department Budget Plan

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Salaries and Benefits	$ 560,408	$ 503,081	$ 566,752	$ 6,344	1.1%
Staff Development	3,200	2,800	3,200	-	0.0%
Facility Expense	356,100	347,600	356,100	-	0.0%
Equipment Expense	9,000	9,000	9,500	500	5.6%
Administrative Expense	1,000	700	700	(300)	-30.0%
Total	**$ 929,708**	**$ 863,181**	**$ 936,252**	**$ 6,544**	**0.7%**



The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
Facilities - Dept 0195							
Salaries and Benefits							
Salaries and Wages	0100-0195-5010-0000-0000-	290,446	355,830	318,444	354,144	(1,686)	-0.5%
Overtime	0100-0195-5011-0000-0000-	14,847	8,000	10,000	10,000	2,000	25.0%
Employee Benefits - FICA	0100-0195-5020-0000-0000-	22,178	27,833	24,674	27,857	24	0.1%
Employee Benefits - TEC	0100-0195-5021-0000-0000-	513	720	855	855	135	18.8%
Employee Benefits - Retirement	0100-0195-5030-0000-0000-	39,456	48,876	43,329	49,088	212	0.4%
Employee Benefits - Insurance	0100-0195-5031-0000-0000-	92,154	112,200	99,619	117,059	4,859	4.3%
Employee Benefits - Workers Comp	0100-0195-5032-0000-0000-	4,370	6,949	6,160	7,749	800	11.5%
		463,964	560,408	503,081	566,752	6,344	1.1%
Staff Development							
Meetings	0100-0195-5100-0000-0000-	526	400	400	400	-	0.0%
Training & Conferences	0100-0195-5120-0000-0000-	119	2,400	1,800	2,200	(200)	-8.3%
Uniforms	0100-0195-5130-0000-0000-	300	400	600	600	200	50.0%
		946	3,200	2,800	3,200	-	0.0%
Facility Expense							
Utilities	0100-0195-5220-0000-0000-	103,343	112,000	109,500	112,000	-	0.0%
Facility Repair & Maintenance	0100-0195-5230-0000-0000-	140,689	145,500	145,500	145,500	-	0.0%
Facility Supplies	0100-0195-5240-0000-0000-	14,111	20,000	18,000	20,000	-	0.0%
Custodial Services	0100-0195-5280-0000-0000-	59,309	78,600	74,600	78,600	-	0.0%
		317,452	356,100	347,600	356,100	-	0.0%
Equipment Expense							
Equipment	0100-0195-5330-0000-0000-	5,447	5,000	5,000	5,500	500	10.0%
Data Services	0100-0195-5335-0000-0000-	3,356	4,000	4,000	4,000	-	0.0%
		8,803	9,000	9,000	9,500	500	5.6%
Administrative Expense							
Supplies	0100-0195-5800-0000-0000-	44	900	600	600	(300)	-33.3%
Mileage Reimbursement	0100-0195-5804-0000-0000-	11	100	100	100	-	0.0%
		55	1,000	700	700	(300)	-30.0%
Total Facilities		**791,221**	**929,708**	**863,181**	**936,252**	**6,544**	**0.7%**

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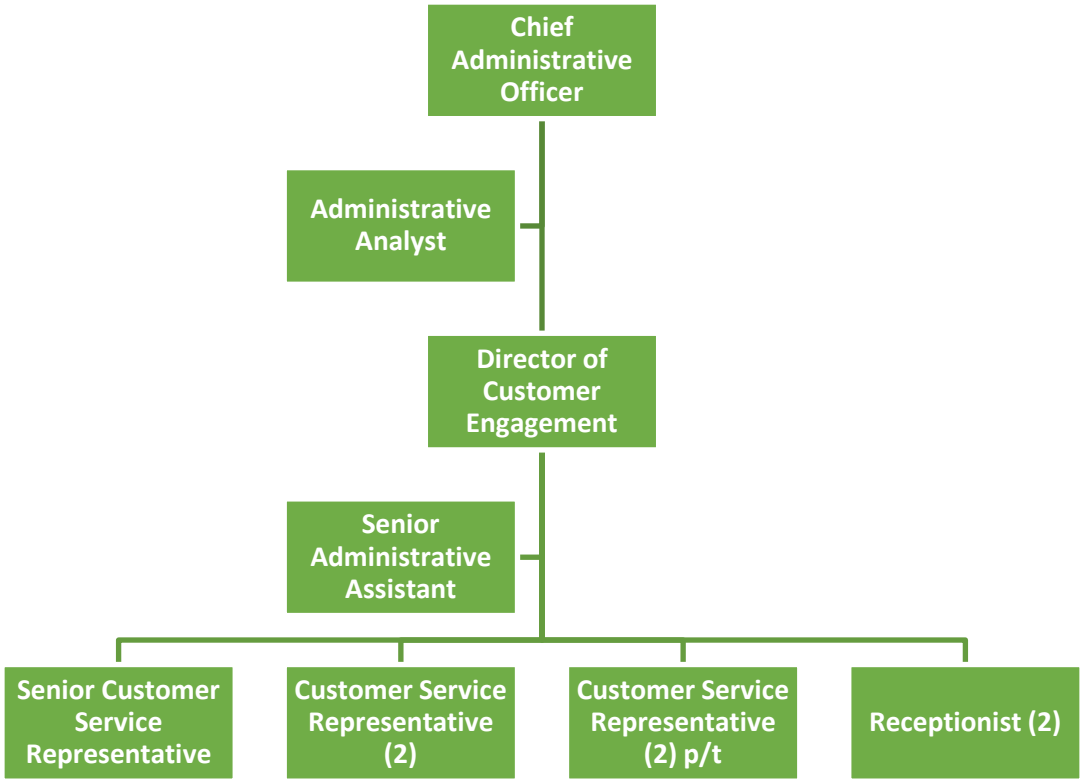


2027 Customer Engagement Department Budget Plan

Mission

The Customer Engagement Department's goal is to provide a high level of customer service through informative engagement with residents and businesses of The Woodlands. The Department seeks to inform and educate the community and serves as a conduit between the Township organization and those who seek to use Township community services.

Organization Chart

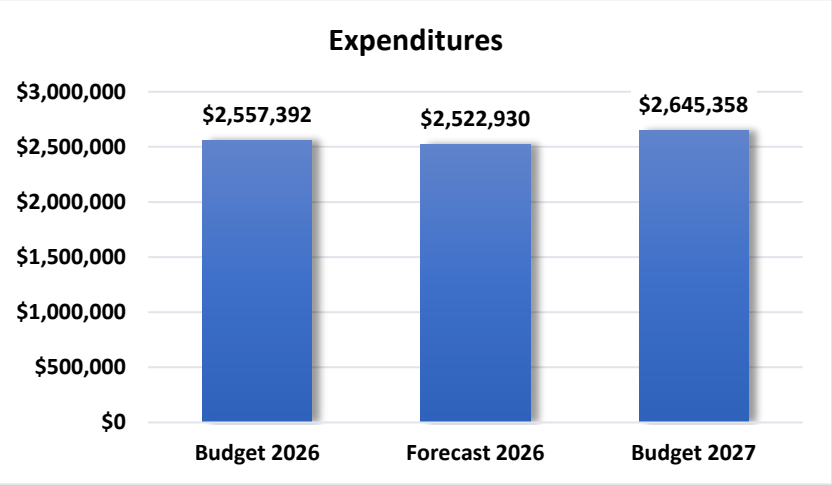


STAFFING - FTE COUNT	Forecast 2026	Budget 2027	Change
Chief Administrative Officer	1.00	1.00	0.00
Administrative Analyst	1.00	1.00	0.00
Director of Customer Engagement	1.00	1.00	0.00
Senior Administrative Assistant	1.00	1.00	0.00
Senior Customer Service Representative	1.00	1.00	0.00
Customer Service Representative	3.00	3.00	0.00
Receptionist	2.00	2.00	0.00
TOTAL	10.00	10.00	0.00
Position(s) added in 2027 Budget	**0.00**	**0.00**	**0.00**

2027 Customer Engagement Department Budget Plan

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Salaries and Benefits	$ 1,016,292	$ 1,007,980	$ 1,058,537	$ 42,245	4.2%
Staff Development	4,500	2,900	4,500	-	0.0%
Equipment Expense	3,200	3,000	3,200	-	0.0%
Contracted Services	1,530,700	1,505,900	1,576,621	45,921	3.0%
Administrative Expense	2,700	3,150	2,500	(200)	-7.4%
Total	**$ 2,557,392**	**$ 2,522,930**	**$ 2,645,358**	**$ 87,966**	**3.4%**



The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
CUSTOMER ENGAGEMENT - Dept 0200							
Salaries and Benefits							
Salaries and Wages	0100-0200-5010-0000-0000-	737,279	740,456	739,869	768,008	27,552	3.7%
Overtime	0100-0200-5011-0000-0000-	9,004	8,000	8,000	8,000	-	0.0%
Employee Benefits - FICA	0100-0200-5020-0000-0000-	50,973	53,177	53,135	55,417	2,240	4.2%
Employee Benefits - TEC	0100-0200-5021-0000-0000-	1,191	1,584	1,881	1,881	297	18.8%
Employee Benefits - Retirement	0100-0200-5030-0000-0000-	86,919	93,570	93,495	94,102	532	0.6%
Employee Benefits - Insurance	0100-0200-5031-0000-0000-	93,887	118,377	110,472	129,913	11,536	9.7%
Employee Benefits - Workers Comp	0100-0200-5032-0000-0000-	626	1,128	1,128	1,216	88	7.8%
		979,879	1,016,292	1,007,980	1,058,537	42,245	4.2%
Staff Development							
Meetings	0100-0200-5100-0000-0000-	226	500	500	500	-	0.0%
Training & Conferences	0100-0200-5120-0000-0000-	710	4,000	2,400	4,000	-	0.0%
		936	4,500	2,900	4,500	-	0.0%
Equipment Expense							
Equipment	0100-0200-5330-0000-0000-	107	700	500	700	-	0.0%
Data Services	0100-0200-5335-0000-0000-	2,184	2,500	2,500	2,500	-	0.0%
		2,291	3,200	3,000	3,200	-	0.0%
Contracted Services							
Mounted Patrol	0100-0200-5416-0000-0000-	1,387,382	1,530,700	1,505,900	1,576,621	45,921	3.0%
		1,387,382	1,530,700	1,505,900	1,576,621	45,921	3.0%
Administrative Expense							
Supplies	0100-0200-5800-0000-0000-	1,024	1,400	1,200	1,200	(200)	-14.3%
Dues & Subscriptions	0100-0200-5802-0000-0000-	206	1,000	1,650	1,000	-	0.0%
Mileage Reimbursement	0100-0200-5804-0000-0000-	-	300	300	300	-	0.0%
		1,230	2,700	3,150	2,500	(200)	-7.4%
Total Customer Engagement		**2,371,718**	**2,557,392**	**2,522,930**	**2,645,358**	**87,966**	**3.4%**

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2027 Neighborhood Services Department Budget Plan

Mission

The mission of the Neighborhood Services Department is to build strong, connected neighborhoods through education, engagement, and public safety programs while serving as a resource for residents on Township services.

Organization Chart

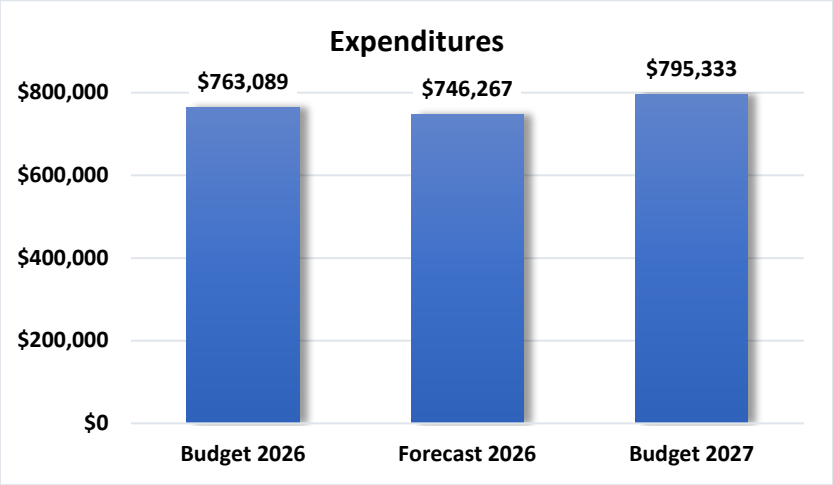


STAFFING - FTE COUNT	Forecast 2026	Budget 2027	Change
Neighborhood Services Manager	1.00	1.00	0.00
Neighborhood Services Coordinator	2.00	2.00	0.00
Neighborhood Services Specialist	3.00	3.00	0.00
Mail Clerk – Part-time	1.00	1.00	0.00
TOTAL	7.00	7.00	0.00
Position(s) added in 2027 Budget	**0.00**	**0.00**	**0.00**

2027 Neighborhood Services Department Budget Plan

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Salaries and Benefits	$ 643,939	$ 632,017	$ 677,783	$ 33,844	5.3%
Staff Development	4,150	4,150	4,150	-	0.0%
Equipment Expense	6,500	6,500	6,500	-	0.0%
Program Expense	90,100	85,500	88,500	(1,600)	-1.8%
Administrative Expense	18,400	18,100	18,400	-	0.0%
Total	**$ 763,089**	**$ 746,267**	**$ 795,333**	**$ 32,244**	**4.2%**



The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
NEIGHBORHOOD SERVICES - Dept 0210							
Salaries and Benefits							
Salaries and Wages	0100-0210-5010-0000-0000-	410,790	438,450	437,891	455,244	16,794	3.8%
Overtime	0100-0210-5011-0000-0000-	7,947	6,000	6,000	6,000	-	0.0%
Employee Benefits - FICA	0100-0210-5020-0000-0000-	29,902	34,000	33,957	35,285	1,285	3.8%
Employee Benefits - TEC	0100-0210-5021-0000-0000-	756	1,152	1,368	1,368	216	18.8%
Employee Benefits - Retirement	0100-0210-5030-0000-0000-	43,063	45,577	46,615	50,523	4,946	10.9%
Employee Benefits - Insurance	0100-0210-5031-0000-0000-	62,348	118,084	105,511	128,634	10,550	8.9%
Employee Benefits - Workers Comp	0100-0210-5032-0000-0000-	366	676	675	729	53	7.8%
		555,172	643,939	632,017	677,783	33,844	5.3%
Staff Development							
Meetings	0100-0210-5100-0000-0000-	553	700	700	700	-	0.0%
Training & Conferences	0100-0210-5120-0000-0000-	2,385	3,200	3,200	3,200	-	0.0%
Uniforms	0100-0210-5130-0000-0000-	325	250	250	250	-	0.0%
		3,262	4,150	4,150	4,150	-	0.0%
Equipment Expense							
Equipment	0100-0210-5330-0000-0000-	962	3,000	3,000	3,000	-	0.0%
Data Services	0100-0210-5335-0000-0000-	3,236	3,500	3,500	3,500	-	0.0%
		4,198	6,500	6,500	6,500	-	0.0%
Program Expense							
Community Involvement	0100-0210-5605-3401-0000-	-	-	-	-	-	
Annual Initiatives	0100-0210-5605-3402-0000-	-	12,000	7,000	10,000	(2,000)	-16.7%
Holiday Lighting Contest	0100-0210-5605-3405-0000-	261	1,000	1,000	1,000	-	0.0%
Hurricane Preparedness	0100-0210-5605-3406-0000-	4,947	5,000	5,400	5,400	400	8.0%
National Night Out	0100-0210-5605-3409-0000-	33,510	37,400	37,400	37,400	-	0.0%
Walk to School	0100-0210-5605-3413-0000-	5,470	6,700	6,700	6,700	-	0.0%
Watch Programs	0100-0210-5605-3414-0000-	24,688	28,000	28,000	28,000	-	0.0%
Public Safety Heroes Event	0100-0210-5612-3504-0000-	140	-	-	-	-	
		69,015	90,100	85,500	88,500	(1,600)	-1.8%
Administrative Expense							
Supplies	0100-0210-5800-0000-0000-	1,156	1,500	1,200	1,500	-	0.0%
Dues & Subscriptions	0100-0210-5802-0000-0000-	982	1,400	1,400	1,400	-	0.0%
Printing	0100-0210-5803-0000-0000-	10,062	8,000	8,000	8,000	-	0.0%
Mileage Reimbursement	0100-0210-5804-0000-0000-	6,792	7,500	7,500	7,500	-	0.0%
		18,991	18,400	18,100	18,400	-	0.0%
Total Neighborhood Services		**650,639**	**763,089**	**746,267**	**795,333**	**32,244**	**4.2%**

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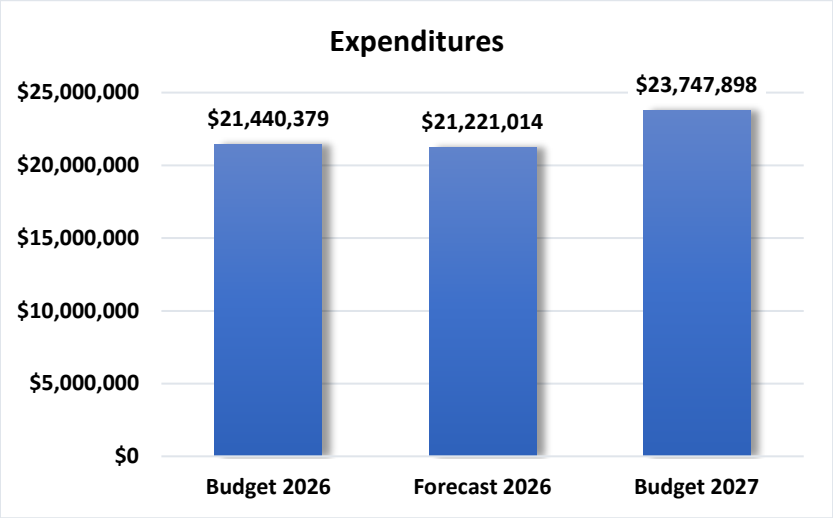
2027 Law Enforcement Services Department Budget Plan

Mission

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

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Equipment Expense	3,132,003	3,132,003	3,535,724	403,721	12.9%
Contracted Services	18,306,376	18,087,011	20,210,174	1,903,798	10.4%
Public Education/Relations	2,000	2,000	2,000	-	0.0%
Total	**$ 21,440,379**	**$ 21,221,014**	**$ 23,747,898**	**$ 2,307,519**	**10.8%**



The Woodlands Township
Department Budget Detail
(in whole dollars)

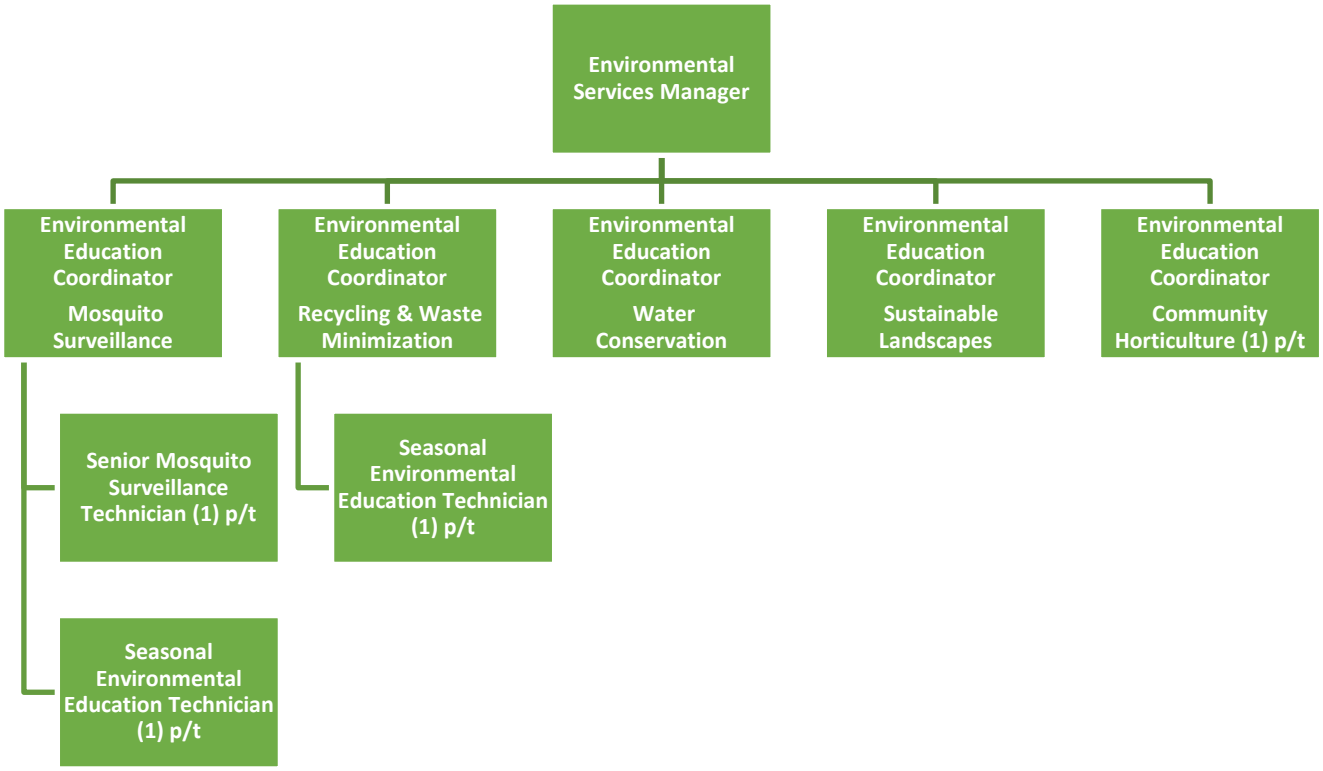
	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
LAW ENFORCEMENT SERVICES - Dept 0220							
Equipment Expense							
Expensed Vehicles/Equipment	0100-0220-5330-9000-0000-	1,617,615	1,926,023	1,926,023	2,739,089	813,066	42.2%
Body/Vehicle Cameras	0100-0220-5330-9005-0000-	318,475	836,269	836,269	541,183	(295,086)	-35.3%
Equipment Repair & Maintenance	0100-0220-5365-0000-0000-	15,974	369,711	369,711	255,452	(114,259)	-30.9%
		1,952,063	3,132,003	3,132,003	3,535,724	403,721	12.9%
Contracted Services							
Constable Pct 3 - Internet Crimes	0100-0220-5415-5011-0000-	357,935	438,278	447,705	480,243	41,965	9.6%
Harris County Constable	0100-0220-5415-5020-0000-	2,038,655	2,372,323	2,336,808	2,581,087	208,764	8.8%
MCSO Safe Harbor	0100-0220-5415-5025-0000-	126,563	145,885	135,361	155,568	9,683	6.6%
Constable Pct 3 - Safe Harbor	0100-0220-5415-5026-0000-	381,008	460,518	460,518	473,497	12,979	2.8%
JP Pct 3 Clerk	0100-0220-5415-5030-0000-	74,557	75,456	75,456	75,456	-	0.0%
MCSO Personnel	0100-0220-5415-5040-0000-	11,204,123	12,973,915	12,791,162	14,601,323	1,627,408	12.5%
MCSO Overtime	0100-0220-5415-5041-0000-	1,028,095	1,400,000	1,400,000	1,400,000	-	0.0%
MCSO Vehicle Fuel	0100-0220-5415-5042-0000-	373,339	440,000	440,000	443,000	3,000	0.7%
		15,584,275	18,306,376	18,087,011	20,210,174	1,903,798	10.4%
Public Education/Relations							
Public Safety Relations	0100-0200-5700-0000-0000-	948	2,000	2,000	2,000	-	0.0%
		948	2,000	2,000	2,000	-	0.0%
Total Law Enforcement Services		**17,537,287**	**21,440,379**	**21,221,014**	**23,747,898**	**2,307,519**	**10.8%**

2027 Environmental Services Department Budget Plan

Mission

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

Organization Chart

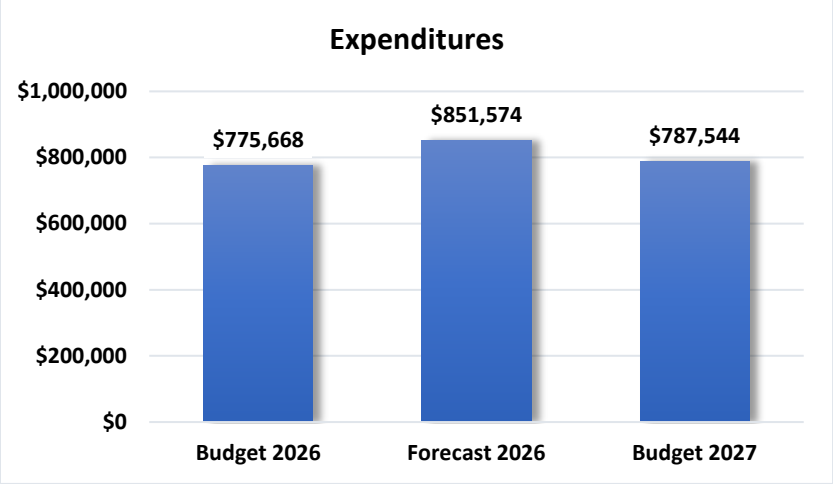


STAFFING - FTE COUNT	Forecast 2026	Budget 2027	Change
Environmental Services Manager	1.00	1.00	0.00
Environmental Education Coordinator	4.50	4.50	0.00
Senior Mosquito Surveillance Technician - Part-time	0.65	0.65	0.00
Environmental Education Technician (Seasonal)	0.60	0.60	0.00
TOTAL	6.75	6.75	0.00
Position(s) added in 2027 Budget	**0.00**	**0.00**	**0.00**

2027 Environmental Services Department Budget Plan

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Salaries and Benefits	$ 578,268	$ 549,674	$ 568,844	$ (9,424)	-1.6%
Staff Development	6,600	5,100	6,600	-	0.0%
Equipment Expense	7,700	8,700	8,000	300	3.9%
Contracted Services	6,000	6,000	12,000	6,000	100.0%
Program Expense	169,000	274,000	184,000	15,000	8.9%
Administrative Expense	8,100	8,100	8,100	-	0.0%
Total	**$ 775,668**	**$ 851,574**	**$ 787,544**	**$ 11,876**	**1.5%**



The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
ENVIRONMENTAL SERVICES - Dept 0230							
Salaries and Benefits							
Salaries and Wages	0100-0230-5010-0000-0000-	384,318	409,306	403,991	416,048	6,742	1.6%
Overtime	0100-0230-5011-0000-0000-	15,581	16,000	16,000	16,000	-	0.0%
Employee Benefits - FICA	0100-0230-5020-0000-0000-	29,511	32,536	31,875	33,052	516	1.6%
Employee Benefits - TEC	0100-0230-5021-0000-0000-	1,007	1,152	1,368	1,368	216	18.8%
Employee Benefits - Retirement	0100-0230-5030-0000-0000-	33,809	37,033	36,281	35,035	(1,998)	-5.4%
Employee Benefits - Insurance	0100-0230-5031-0000-0000-	31,215	81,594	59,525	66,658	(14,936)	-18.3%
Employee Benefits - Workers Comp	0100-0230-5032-0000-0000-	386	647	634	683	36	5.6%
		495,826	578,268	549,674	568,844	(9,424)	-1.6%
Staff Development							
Meetings	0100-0230-5100-0000-0000-	380	300	300	300	-	0.0%
Training & Conferences	0100-0230-5120-0000-0000-	1,804	5,000	3,200	5,000	-	0.0%
Uniforms	0100-0230-5130-0000-0000-	1,080	1,300	1,300	1,300	-	0.0%
		3,264	6,600	4,800	6,600	-	0.0%
Equipment Expense							
Equipment	0100-0230-5330-0000-0000-	1,467	1,400	2,400	1,400	-	0.0%
Data Services	0100-0230-5335-0000-0000-	8,588	6,300	6,600	6,600	300	4.8%
		10,055	7,700	9,000	8,000	300	3.9%
Contracted Services							
Contract Labor	0100-0230-5407-0000-0000-	750	6,000	6,000	12,000	6,000	100.0%
		750	6,000	6,000	12,000	6,000	100.0%
Program Expense							
Other Programs	0100-0230-5605-3403-0000-	32,922	38,200	35,200	38,200	-	0.0%
Sustainable Landscapes	0100-0230-5605-3407-0000-	27,854	43,900	48,900	48,900	5,000	11.4%
Mosquito Surveillance	0100-0230-5605-3408-0000-	21,932	27,900	27,900	27,900	-	0.0%
Solid Waste, Recycling & Waste Min	0100-0230-5605-3410-0000-	33,340	40,000	140,000	50,000	10,000	25.0%
Water Conservation	0100-0230-5605-3415-0000-	8,208	12,500	12,500	12,500	-	0.0%
Pollinator Support Program	0100-0230-5605-3416-0000-	6,790	6,500	6,500	6,500	-	0.0%
		131,045	169,000	271,000	184,000	15,000	8.9%
Administrative Expense							
Supplies	0100-0230-5800-0000-0000-	888	1,400	1,400	1,400	-	0.0%
Dues & Subscriptions	0100-0230-5802-0000-0000-	3,170	3,700	3,700	3,700	-	0.0%
Mileage Reimbursement	0100-0230-5804-0000-0000-	2,840	3,000	3,000	3,000	-	0.0%
		6,898	8,100	8,100	8,100	-	0.0%
Total Environmental Services		**647,838**	**775,668**	**848,574**	**787,544**	**11,876**	**1.5%**

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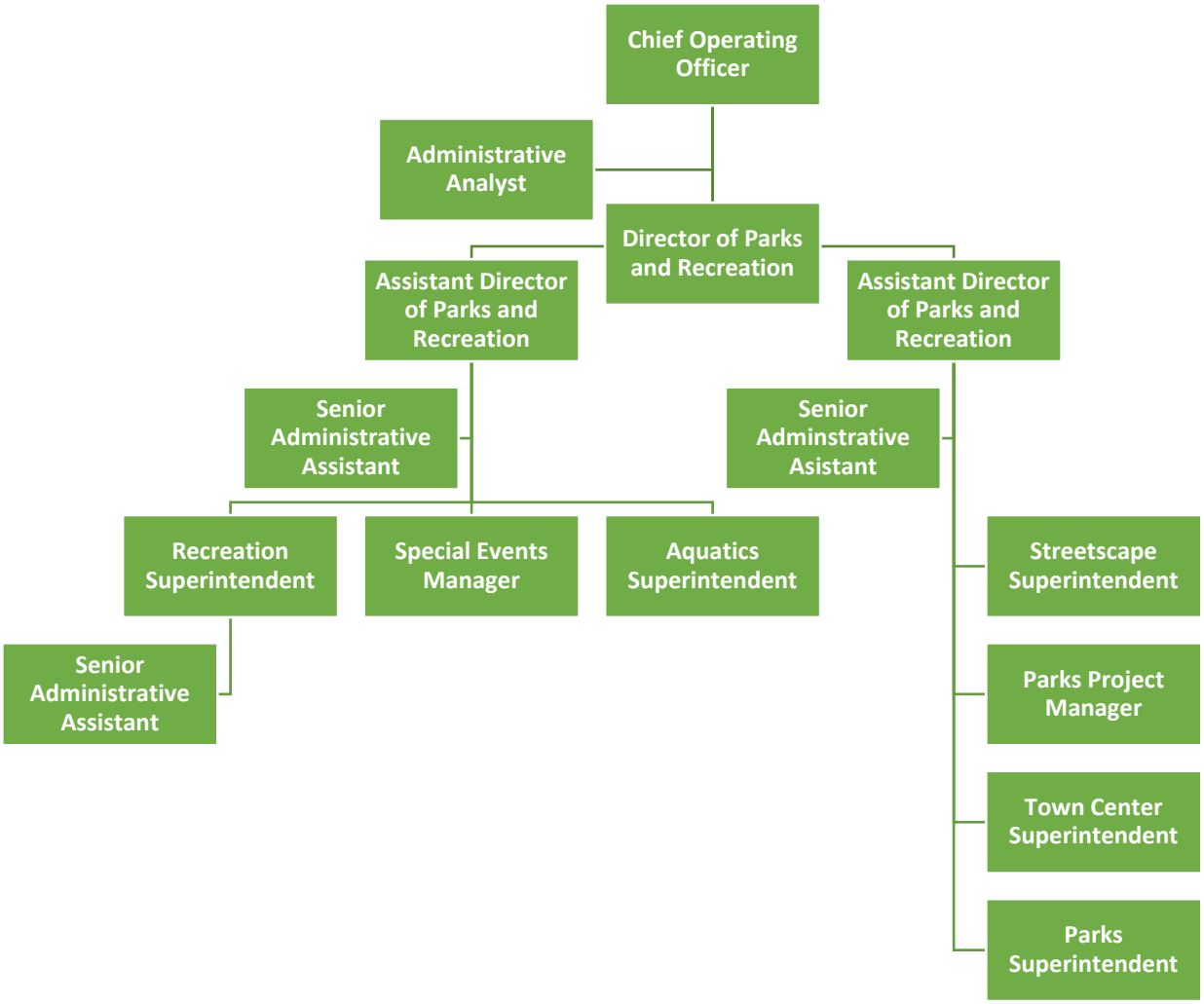


Mission

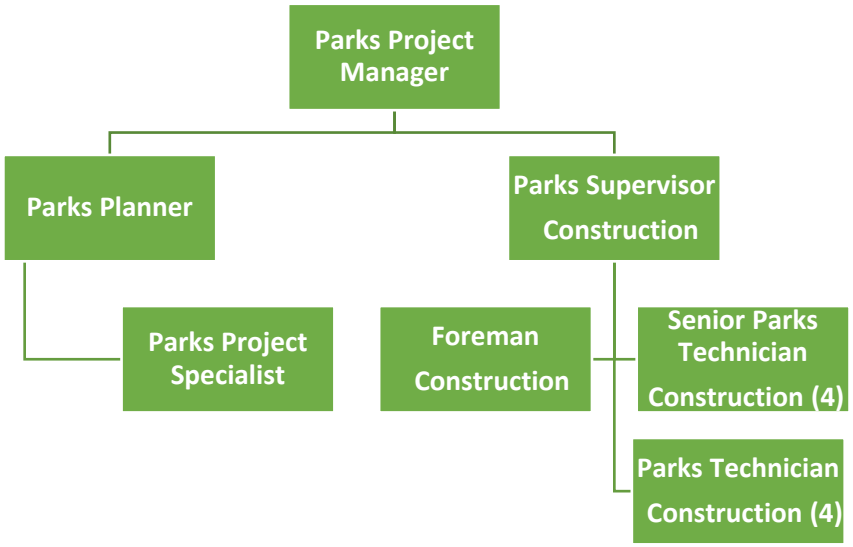
To preserve, maintain, and improve the quality of life in The Woodlands through the provision of quality recreational opportunities and programs, through the protection of the natural environment, and through stewardship of existing open spaces, parks, facilities, pathways, roadsides, and medians.

Organization Charts

Parks Administration



Parks Planning

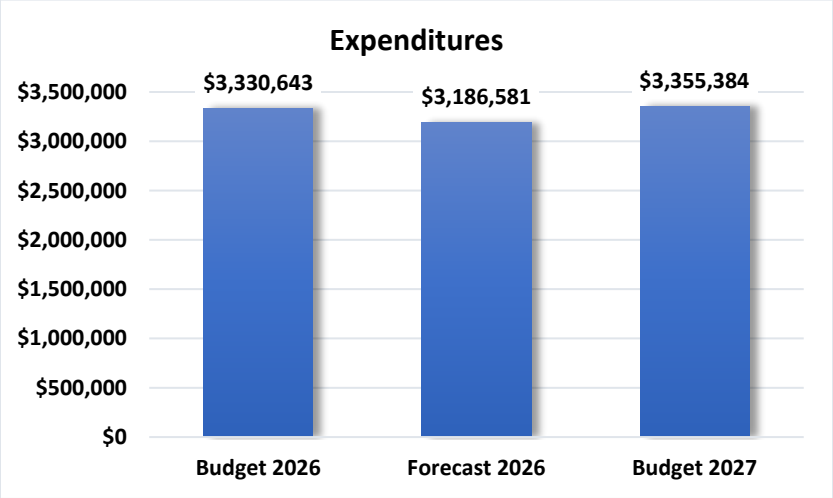


STAFFING - FTE COUNT	Forecast 2026	Budget 2027	Change
Chief Operating Officer	1.00	1.00	0.00
Director of Parks and Recreation	1.00	1.00	0.00
Assistant Director of Parks and Recreation	2.00	2.00	0.00
Parks Project Manager	1.00	1.00	0.00
Parks Planner	1.00	1.00	0.00
Parks Project Specialist	1.00	1.00	0.00
Parks Supervisor - Construction	1.00	1.00	0.00
Foreman - Construction	1.00	1.00	0.00
Senior Parks Technician - Construction	4.00	4.00	0.00
Parks Technician - Construction	4.00	4.00	0.00
Senior Administrative Assistant	3.00	3.00	0.00
Administrative Analyst	1.00	1.00	0.00
TOTAL	21.00	21.00	0.00
Position(s) added in 2027 Budget	**0.00**	**0.00**	**0.00**

2027 Parks Admin & Planning Budget Plan

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Salaries and Benefits	$ 2,415,243	$ 2,325,081	$ 2,432,584	$ 17,341	0.7%
Staff Development	84,000	82,000	83,000	(1,000)	-1.2%
Facility Expense	150,700	157,700	159,700	9,000	6.0%
Equipment Expense	405,300	448,300	450,200	44,900	11.1%
Contracted Services	227,000	122,000	177,000	(50,000)	-22.0%
Program Expense	3,000	3,000	3,000	-	0.0%
Administrative Expense	45,400	48,500	49,900	4,500	9.9%
Total	**$ 3,330,643**	**$ 3,186,581**	**$ 3,355,384**	**$ 24,741**	**0.7%**



The Woodlands Township
Parks & Recreation Revenue Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
REVENUES							
Aquatics Program Revenues							
Aquatic Program - Hurricane Swim Team	0100-0320-4100-3000-0000-	43,228	42,000	42,000	42,000	-	0.0%
Aquatic Program - Riptides Swim Team	0100-0320-4100-3001-0000-	43,680	42,000	42,000	42,000	-	0.0%
Aquatic Program - Waves Swim Team	0100-0320-4100-3002-0000-	41,333	42,000	42,000	42,000	-	0.0%
Aquatic Program - Misc	0100-0320-4100-3099-0000-	251,768	290,000	270,000	270,000	(20,000)	-6.9%
Concessions - Pool	0100-0320-4104-3631-0000-	19,500	19,500	26,000	26,000	6,500	33.3%
Rental - Pool	0100-0320-4105-3626-0000-	321,902	225,000	275,000	300,000	75,000	33.3%
Memberships - Pool	0100-0320-4106-3611-0000-	560,582	575,000	575,000	625,000	50,000	8.7%
Guest Fees - Pool	0100-0320-4107-3601-0000-	594,129	665,000	627,000	627,000	(38,000)	-5.7%
		1,876,120	**1,900,500**	**1,899,000**	**1,974,000**	**73,500**	**3.9%**
Recreation Program Revenues							
Athletic Program - Basketball	0100-0330-4101-3100-0000-	8,227	10,000	10,000	10,000	-	0.0%
Athletic Program - Soccer	0100-0330-4101-3103-0000-	138,804	120,000	144,000	120,000	-	0.0%
Athletic Program - Softball	0100-0330-4101-3104-0000-	87,162	80,000	80,000	80,000	-	0.0%
Athletic Program - Tennis Leagues	0100-0330-4101-3105-0000-	114,340	100,000	100,000	100,000	-	0.0%
Athletic Program - Tennis Group Lessons	0100-0330-4101-3106-0000-	979,669	850,000	850,000	850,000	-	0.0%
Athletic Program - Tennis Individ. Lesson	0100-0330-4101-3107-0000-	436,131	360,000	360,000	360,000	-	0.0%
Athletic Program - Pickleball	0100-0330-4101-3108-0000-	57,863	80,000	80,000	80,000	-	0.0%
Athletic Program - Misc	0100-0330-4101-3199-0000-	31,478	45,000	45,000	45,000	-	0.0%
Athletic Program - 5K Series	0100-0330-4102-3201-0000-	61,681	46,000	63,000	84,000	38,000	82.6%
Athletic Program - Ten for Texas	0100-0330-4102-3202-0000-	57,592	75,000	75,000	75,000	-	0.0%
Athletic Program - Triathlon	0100-0330-4102-3203-0000-	85,836	-	-	-	-	
Recreation Program - Boat House	0100-0330-4103-3301-0000-	52,272	50,000	50,000	50,000	-	0.0%
Recreation Program - D&D Dinner Dance	0100-0330-4103-3303-0000-	55,431	57,500	57,500	57,500	-	0.0%
Recreation Program - Day Camps	0100-0330-4103-3304-0000-	953,731	925,000	950,000	950,000	25,000	2.7%
Recreation Program - Family Camps	0100-0330-4103-3305-0000-	28,769	20,000	25,000	25,000	5,000	25.0%
Recreation Program - Fitness	0100-0330-4103-3308-0000-	46,995	50,000	50,000	50,000	-	0.0%
Recreation Program - Preschool	0100-0330-4103-3311-0000-	71,398	75,000	70,000	70,000	(5,000)	-6.7%
Recreation Program - Crush/Teen	0100-0330-4103-3312-0000-	61,503	50,000	50,000	50,000	-	0.0%
Recreation Program - Contractor Camps	0100-0330-4103-3315-0000-	32,037	60,000	60,000	60,000	-	0.0%
Recreation Program - Outdoor Adventure	0100-0330-4103-3318-0000-	4,030	6,000	6,000	6,000	-	0.0%
Recreation Program - Misc	0100-0330-4103-3399-0000-	149,615	147,000	147,000	147,000	-	0.0%
Concessions - Boat House	0100-0330-4104-3630-0000-	5,474	6,000	6,000	6,000	-	0.0%
Concessions - Contracts	0100-0330-4104-3632-0000-	18,000	18,000	30,000	30,000	12,000	66.7%
Concessions - Adventure Course	0100-0330-4104-3634-0000-	20,135	18,000	18,000	18,000	-	0.0%
Rental - Boat House	0100-0330-4105-3620-0000-	495,627	500,000	500,000	500,000	-	0.0%
Rental - BB Facility	0100-0330-4105-3622-0000-	54,635	50,000	50,000	50,000	-	0.0%
Rental - Field	0100-0330-4105-3623-0000-	1,044,460	500,000	600,000	700,000	200,000	40.0%
Rental - Pavilion	0100-0330-4105-3624-0000-	160,688	150,000	150,000	175,000	25,000	16.7%
Rental - Courts	0100-0330-4105-3625-0000-	268,987	185,000	225,000	225,000	40,000	21.6%
Rental - RF Indoor Rentals	0100-0330-4105-3628-0000-	57,868	35,000	35,000	50,000	15,000	42.9%
Rental - RF Outdoor Rentals	0100-0330-4105-3629-0000-	4,138	4,000	4,000	4,000	-	0.0%
Rental - Northshore Kayak Storage	0100-0330-4105-3633-0000-	7,928	7,500	7,500	7,500	-	0.0%
Rental - Major Sponsor Agreement	0100-0330-4105-3636-0000-	81,008	75,000	75,000	75,000	-	0.0%
Memberships - Recreation Center	0100-0330-4106-3612-0000-	40,603	40,000	40,000	40,000	-	0.0%
Guest Fees - Recreation Center	0100-0330-4107-3602-0000-	6,897	5,000	5,000	5,000	-	0.0%
Guest Fees - Adventure Course Daily Pass	0100-0330-4107-3634-0000-	326,114	450,000	425,000	425,000	(25,000)	-5.6%
Guest Fees - Adventure Course(Group Sales	0100-0330-4107-3635-0000-	67,172	90,000	70,000	70,000	(20,000)	-22.2%
Sponsorships - 5K Series	0100-0330-4108-3201-0000-	24,910	3,000	10,000	15,000	12,000	400.0%
Sponsorships - Ten for Texas	0100-0330-4108-3202-0000-	14,000	24,000	20,000	20,000	(4,000)	-16.7%
Sponsorships - Triathlon	0100-0330-4108-3203-0000-	8,500	-	-	-	-	
Sponsorships - Misc	0100-0330-4108-3399-0000-	6,865	5,000	5,000	5,000	-	0.0%
		6,228,571	**5,372,000**	**5,548,000**	**5,690,000**	**318,000**	**5.9%**
Township Events Program Revenues							
Sponsorships - Arts in the Park	0100-0350-4108-3300-0000-	250	10,000	5,000	5,000	(5,000)	-50.0%
Sponsorships - Concerts in the Park	0100-0350-4108-3302-0000-	-	500	500	500	-	0.0%
Sponsorships - Hughes Landing/RTR	0100-0350-4108-3317-0000-	4,750	4,500	5,000	5,000	500	11.1%
Sponsorships - Misc.	0100-0350-4108-3599-0000-	500	-	-	-	-	0.0%
Sponsorships - Red, Hot & Blue	0100-0350-4108-4001-0000-	22,731	20,000	20,000	20,000	-	0.0%
Sponsorships - LOTD	0100-0350-4108-4002-0000-	7,500	15,000	15,000	15,000	-	0.0%
Sponsorships - Ice Rink	0100-0350-4108-4003-0000-	7,500	25,000	25,000	25,000	-	0.0%
Sponsorships - Winter Wonderland	0100-0350-4108-4004-0000-	1,650	5,000	-	-	(5,000)	-100.0%
Sponsorships - Memorial Day	0100-0350-4108-4008-0000-	750	3,500	3,500	3,500	-	0.0%
Sponsorships - Labor Day	0100-0350-4108-4009-0000-	2,850	2,500	2,500	2,500	-	0.0%
Sponsorships - Trick or Treat Trail	0100-0350-4108-4011-0000-	6,000	5,000	5,000	5,000	-	0.0%
Sponsorships - Waterway	0100-0350-4108-4013-0000-	6,000	5,000	55,000	55,000	50,000	1000.0%
Sponsorships - Bike The Woodlands	0100-0350-4108-4018-0000-	250	-	2,000	-	-	0.0%
Sales Income - Arts in the Park	0100-0350-4109-3300-0000-	18,097	12,000	12,000	12,000	-	0.0%
Sales Income - Red, Hot & Blue	0100-0350-4109-4001-0000-	10,615	15,000	15,000	15,000	-	0.0%
Sales Income - LOTD	0100-0350-4109-4002-0000-	28,562	15,000	20,000	20,000	5,000	33.3%
Sales Income - Ice Rink	0100-0350-4109-4003-0000-	623,939	650,000	650,000	650,000	-	0.0%
Sales Income - Memorial Day	0100-0350-4109-4008-0000-	10,890	10,000	10,000	10,000	-	0.0%
Sales Income - Trick or Treat Trail	0100-0350-4109-4011-0000-	9,605	8,000	8,000	8,000	-	0.0%
Sales Income - Bike The Woodlands	0100-0350-4109-4018-0000-	-	500	500	500	-	0.0%
		762,440	**806,500**	**854,000**	**852,000**	**45,500**	**5.6%**
TOTAL PARKS & RECREATION REVENUES		**8,867,132**	**8,079,000**	**8,301,000**	**8,516,000**	**437,000**	**5.4%**

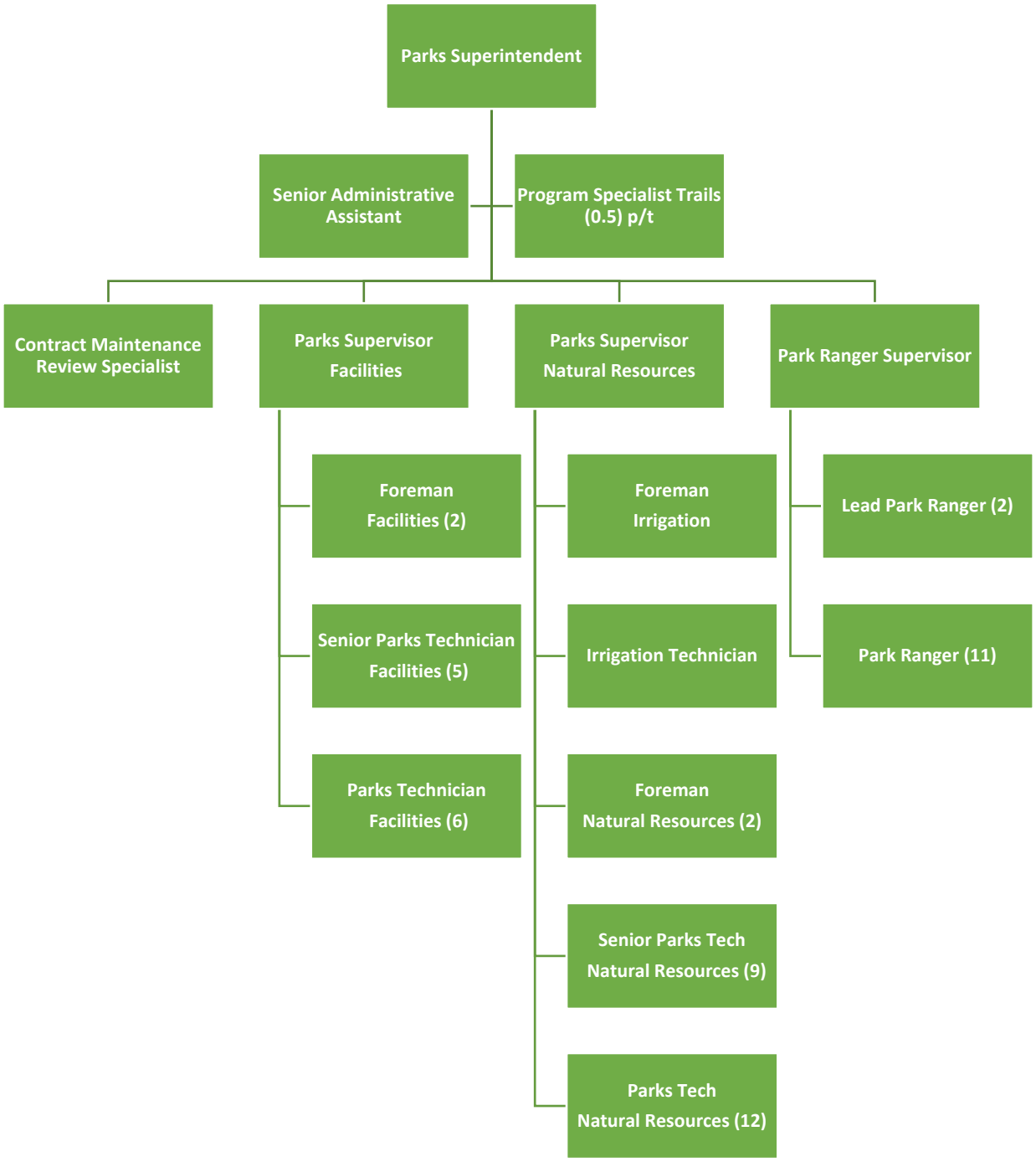
The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
PARKS & REC ADMIN / PLANNING - Dept 0300							
Salaries and Benefits							
Salaries and Wages	0100-0300-5010-0000-0000-	1,652,702	1,727,167	1,683,120	1,753,068	25,901	1.5%
Overtime	0100-0300-5011-0000-0000-	10,847	20,000	20,000	20,000	-	0.0%
Employee Benefits - FICA	0100-0300-5020-0000-0000-	119,529	136,620	132,345	139,981	3,361	2.5%
Employee Benefits - TEC	0100-0300-5021-0000-0000-	2,268	3,024	3,591	3,591	567	18.8%
Employee Benefits - Retirement	0100-0300-5030-0000-0000-	176,092	192,331	186,313	187,057	(5,274)	-2.7%
Employee Benefits - Insurance	0100-0300-5031-0000-0000-	218,045	323,312	287,323	314,718	(8,594)	-2.7%
Employee Benefits - Workers Comp	0100-0300-5032-0000-0000-	7,418	12,789	12,389	14,169	1,380	10.8%
		2,186,901	2,415,243	2,325,081	2,432,584	17,341	0.7%
Staff Development							
Meetings	0100-0300-5100-0000-0000-	241	2,500	2,500	2,500	-	0.0%
Training & Conferences	0100-0300-5120-0000-0000-	35,801	29,500	29,500	30,500	1,000	3.4%
Uniforms	0100-0300-5130-0000-0000-	44,661	52,000	50,000	50,000	(2,000)	-3.8%
		80,702	84,000	82,000	83,000	(1,000)	-1.2%
Facility Expense							
Telephone	0100-0300-5210-0000-0000-	31,100	23,400	30,400	30,400	7,000	29.9%
Utilities	0100-0300-5220-0000-0000-	26,319	35,300	35,300	35,300	-	0.0%
Facility Maintenance	0100-0300-5230-0000-0000-	55,145	59,000	59,000	61,000	2,000	3.4%
Facility Supplies	0100-0300-5240-0000-0000-	32,760	33,000	33,000	33,000	-	0.0%
		145,323	150,700	157,700	159,700	9,000	6.0%
Equipment Expense							
Equipment	0100-0300-5330-0000-0000-	24,069	23,700	23,700	23,700	-	0.0%
Data Services	0100-0300-5335-0000-0000-	78,990	68,500	68,500	68,500	-	0.0%
Vehicle Fuel	0100-0300-5360-0000-0000-	190,439	206,000	236,000	228,000	22,000	10.7%
Equipment Repair & Maintenance	0100-0300-5365-0000-0000-	128,214	107,100	120,100	130,000	22,900	21.4%
		421,712	405,300	448,300	450,200	44,900	11.1%
Contracted Services							
Consulting	0100-0300-5401-0000-0000-	139,701	200,000	100,000	150,000	(50,000)	-25.0%
Contract Labor	0100-0300-5407-0000-0000-	-	2,000	2,000	2,000	-	0.0%
Other Contracted Services	0100-0300-5499-0000-0000-	18,961	25,000	20,000	25,000	-	0.0%
		158,662	227,000	122,000	177,000	(50,000)	-22.0%
Program Expense							
Park Openings & Dedications	0100-0300-5605-3503-0000-	5,565	3,000	3,000	3,000	-	0.0%
		5,565	3,000	3,000	3,000	-	0.0%
Administrative Expense							
Supplies	0100-0300-5800-0000-0000-	9,317	14,000	14,000	14,000	-	0.0%
Dues & Subscriptions	0100-0300-5802-0000-0000-	13,097	11,500	11,500	13,000	1,500	13.0%
Printing	0100-0300-5803-0000-0000-	1,859	900	1,200	900	-	0.0%
Mileage Reimbursement	0100-0300-5804-0000-0000-	7,909	14,000	14,000	14,000	-	0.0%
Other Admin	0100-0300-5899-0000-0000-	8,073	5,000	7,800	8,000	3,000	60.0%
		40,255	45,400	48,500	49,900	4,500	9.9%
Total PARD Admin/Planning		**3,039,120**	**3,330,643**	**3,186,581**	**3,355,384**	**24,741**	**0.7%**

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Park Operations



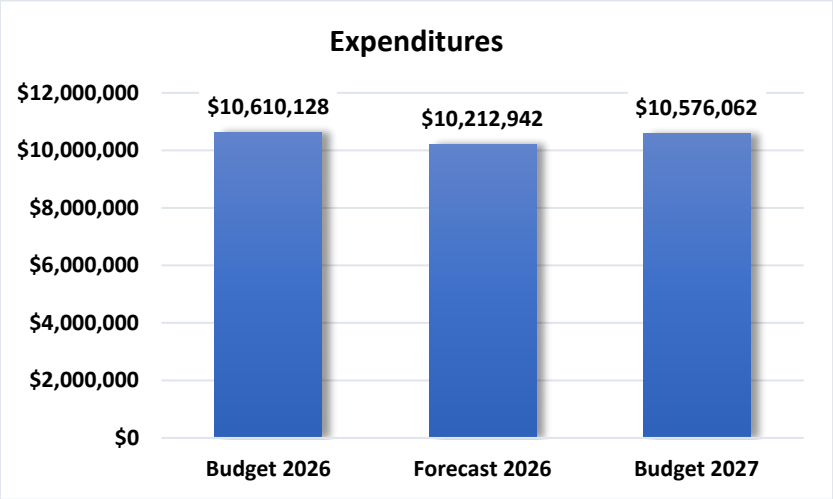
STAFFING - FTE COUNT	Forecast 2026	Budget 2027	Change
Park Superintendent	1.00	1.00	0.00
Senior Administrative Assistant	1.00	1.00	0.00
Park Supervisor - Facilities	1.00	1.00	0.00
Park Foreman - Facilities	2.00	2.00	0.00
Park Senior Technician - Facilities	5.00	5.00	0.00
Park Technician - Facilities	6.00	6.00	0.00
Park Supervisor - Natural Resources	1.00	1.00	0.00
Park Landscape/Irrigation Foreman	1.00	1.00	0.00
Park Foreman - Natural Resources	1.00	1.00	0.00
Park Senior Technician - Natural Resources	6.00	6.00	0.00
Park Technician - Natural Resources	5.00	5.00	0.00
Pool Technician*	1.00	1.00	0.00
Park Ranger Supervisor	1.00	1.00	0.00
Lead Park Ranger	2.00	2.00	0.00
Park Ranger - Part-time	11.00	11.00	0.00
Park Irrigation Technician	2.00	2.00	0.00
Park Program Specialist - Trails	0.50	0.50	0.00
Park Contract Maintenance Review Specialist	1.00	1.00	0.00
Park Senior Technician- Natural Resources Banner Crew	1.00	1.00	0.00
Park Technician - Natural Resources Banner Crew	1.00	1.00	0.00
Park Senior Technician - Natural Resources Artificial Turf Crew	1.00	1.00	0.00
Park Technician - Natural Resources Artificial Turf Crew	1.00	1.00	0.00
Park Operations Foreman	1.00	1.00	0.00
Park Operations Senior Technician	2.00	2.00	0.00
Park Operations Technician	3.00	3.00	0.00
TOTAL	58.50	58.50	0.00
Position(s) added in 2027 Budget	**0.00**	**0.00**	**0.00**

*Note – Pool Technician budgeted in Park Operations reports to Aquatics.

2027 Parks Operations Budget Plan

Budget Summary

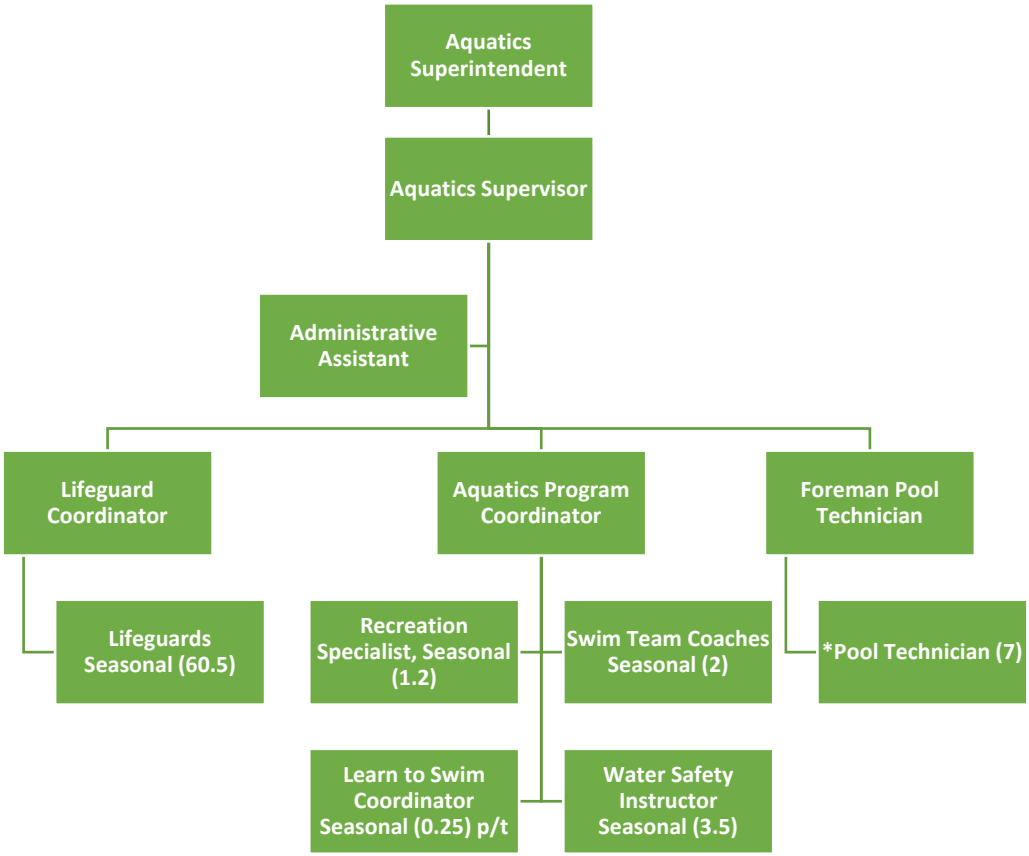
Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Salaries and Benefits	$ 4,415,378	$ 4,376,692	$ 4,536,812	$ 121,434	2.8%
Staff Development	11,000	11,000	11,000	-	0.0%
Facility Expense	900,000	900,000	900,000	-	0.0%
Equipment Expense	119,500	119,500	119,500	-	0.0%
Contracted Services	3,697,500	3,404,000	3,542,000	(155,500)	-4.2%
Maintenance Expense	1,395,750	1,340,750	1,395,750	-	0.0%
Program Expense	70,000	60,000	70,000	-	0.0%
Administrative Expense	1,000	1,000	1,000	-	
Total	**$ 10,610,128**	**$ 10,212,942**	**$ 10,576,062**	**$ (34,066)**	**-0.3%**



The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
PARKS AND PATHWAYS OPERATIONS - Dept 0310							
Salaries and Benefits							
Salaries and Wages	0100-0310-5010-0000-0000-	2,854,157	3,041,556	3,041,556	3,123,810	82,254	2.7%
Overtime	0100-0310-5011-0000-0000-	158,249	100,000	125,000	125,000	25,000	25.0%
Employee Benefits - FICA	0100-0310-5020-0000-0000-	222,407	240,329	240,329	248,499	8,170	3.4%
Employee Benefits - TEC	0100-0310-5021-0000-0000-	7,183	10,080	11,970	11,970	1,890	18.8%
Employee Benefits - Retirement	0100-0310-5030-0000-0000-	280,318	288,511	292,736	287,523	(988)	-0.3%
Employee Benefits - Insurance	0100-0310-5031-0000-0000-	485,175	674,461	607,562	676,433	1,972	0.3%
Employee Benefits - Workers Comp	0100-0310-5032-0000-0000-	35,697	60,441	57,539	63,577	3,136	5.2%
		4,043,185	4,415,378	4,376,692	4,536,812	121,434	2.8%
Staff Development							
Training & Conferences	0100-0310-5120-0000-0000-	12,259	11,000	11,000	11,000	-	0.0%
		12,259	11,000	11,000	11,000	-	0.0%
Facility Expense							
Utilities	0100-0310-5220-0000-0000-	826,154	900,000	900,000	900,000	-	0.0%
		826,154	900,000	900,000	900,000	-	0.0%
Equipment Expense							
Equipment & Materials	0100-0310-5330-0000-0000-	71,466	62,500	62,500	62,500	-	0.0%
Rental	0100-0310-5350-0000-0000-	31,088	32,250	32,250	32,250	-	0.0%
Equipment Repair & Maintenance	0100-0310-5365-0000-0000-	31,270	24,750	24,750	24,750	-	0.0%
		133,824	119,500	119,500	119,500	-	0.0%
Contracted Services							
Park and Pathway Maintenance	0100-0310-5420-0000-0000-	2,446,416	2,925,000	2,642,000	2,775,000	(150,000)	-5.1%
Lake Management	0100-0310-5421-0000-0000-	245,105	250,000	250,000	250,000	-	0.0%
Pest Control	0100-0310-5422-0000-0000-	15,137	17,000	17,000	17,000	-	0.0%
Restroom Cleaning	0100-0310-5427-0000-0000-	224,315	248,000	240,000	245,000	(3,000)	-1.2%
Electrical Repairs & Maintenance	0100-0310-5428-0000-0000-	242,846	250,000	250,000	250,000	-	0.0%
Other Contracted Services	0100-0310-5499-0000-0000-	1,210	7,500	5,000	5,000	(2,500)	-33.3%
		3,175,028	3,697,500	3,404,000	3,542,000	(155,500)	-4.2%
Maintenance Expense							
Parks Maintenance	0100-0310-5519-0000-0000-	535,127	621,000	563,200	621,000	-	0.0%
Lake Maintenance	0100-0310-5521-0000-0000-	47,704	73,000	73,000	73,000	-	0.0%
Wildlife Management	0100-0310-5522-0000-0000-	10	-	2,800	-	-	
Landscaping	0100-0310-5523-0000-0000-	181,985	192,150	192,150	192,150	-	0.0%
Turf Maintenance & Irrigation	0100-0310-5524-0000-0000-	406,546	449,600	449,600	369,600	(80,000)	-17.8%
Irrigation Maintenance	0100-0310-TBD-0000-0000-	-	-	-	80,000	80,000	
Sign Maintenance	0100-0310-5525-0000-0000-	23,024	30,000	30,000	30,000	-	0.0%
Lake Woodlands	0100-0310-5527-0000-0000-	34,376	30,000	30,000	30,000	-	0.0%
		1228770.68	1395750	1340750	1395750	0	0.0%
Program Expense							
Bridge Repairs/Painting	0100-0310-5647-0000-0000-	-	20,000	20,000	20,000	-	0.0%
George Mitchell Preserve	0100-0310-5644-0000-0000-	12,331	50,000	40,000	50,000	-	0.0%
		12,331	70,000	60,000	70,000	-	0.0%
Administrative Expense							
Mileage Reimbursement	0100-0310-5804-0000-0000-	709	1,000	1,000	1,000	-	0.0%
		709	1,000	1,000	1,000	-	0.0%
Total Parks and Pathways Operations		**9,432,261**	**10,610,128**	**10,212,942**	**10,576,062**	**(34,066)**	**-0.3%**

Aquatics



STAFFING - FTE COUNT	Forecast 2026	Budget 2027	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*	5.00	5.00	0.00
Lifeguard - Seasonal	60.50	60.50	0.00
Aquatics Program Coordinator	1.00	1.00	0.00
Swim Team Recreation Specialist (Seasonal)	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 Team Coach (Seasonal)	2.00	2.00	0.00
Administrative Assistant	1.00	1.00	0.00
TOTAL	78.45	78.45	0.00
Position(s) added in 2027 Budget	**0.00**	**0.00**	**0.00**

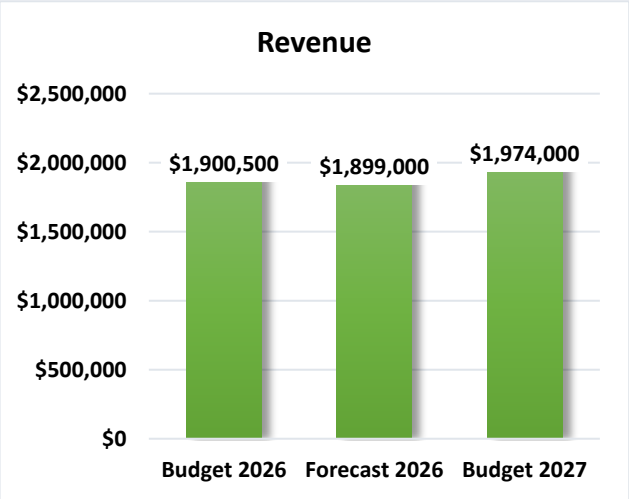
*Note – 7.0 FTE Pool Technicians report to Aquatics but 1.0 FTE is budgeted under Town Center and 1.0 FTE is budgeted under Park Operations.

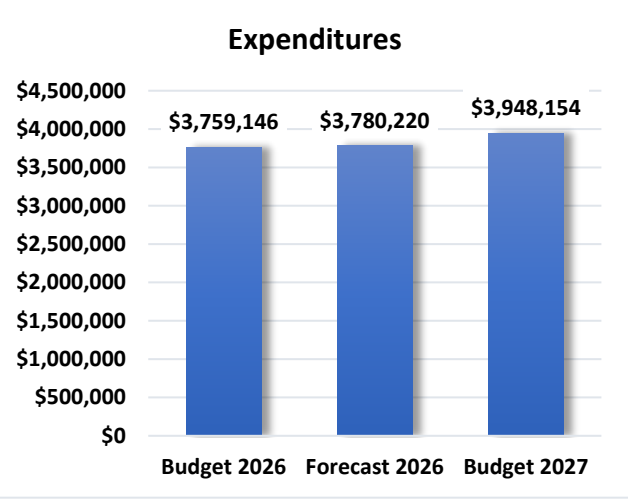
2027 Aquatics Budget Plan

Budget Summary

Revenue	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Pool Fees	$ 1,900,500	$ 1,899,000	$ 1,974,000	$ 73,500	3.9%
Total	**$ 1,900,500**	**$ 1,899,000**	**$ 1,974,000**	**$ 73,500**	**3.9%**

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Salaries and Benefits	$ 2,731,246	$ 2,697,320	$ 2,784,654	$ 53,408	2.0%
Staff Development	75,000	78,000	80,000	5,000	6.7%
Facility Expense	709,500	744,500	802,100	92,600	13.1%
Equipment Expense	130,000	145,000	161,000	31,000	23.8%
Contracted Services	24,000	24,000	24,000	-	0.0%
Program Expense	59,000	59,000	59,000	-	0.0%
Administrative Expense	30,400	32,400	37,400	7,000	23.0%
Total	**$ 3,759,146**	**$ 3,780,220**	**$ 3,948,154**	**$ 189,008**	**5.0%**





Cost Recovery	Budget 2026	Forecast 2026	Budget 2027
Revenue to Expense %	50.6%	50.2%	50.0%

The Woodlands Township
Department Budget Detail
(in whole dollars)

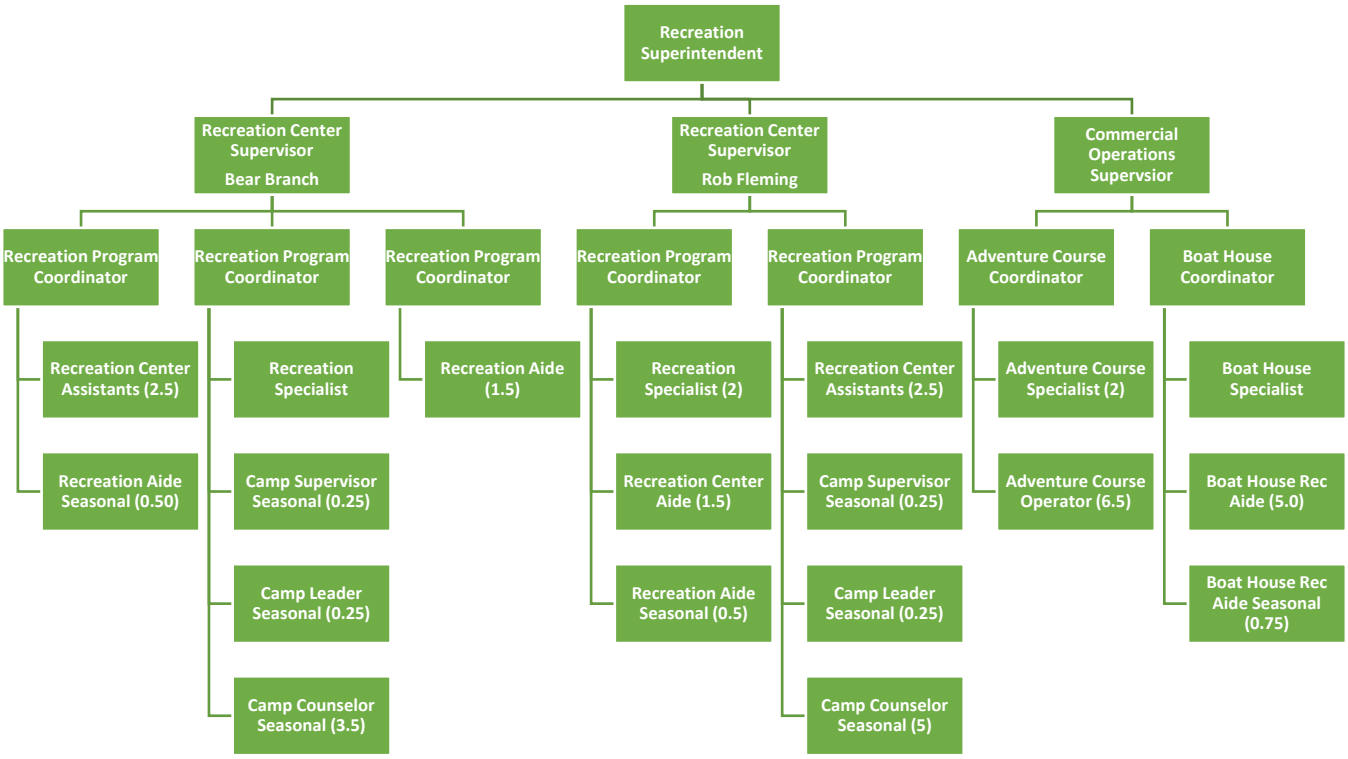
	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
AQUATICS - Dept 0320							
REVENUES							
Aquatics Program Revenues							
Aquatic Program - Hurricane Swim Team	0100-0320-4100-3000-0000-	43,228	42,000	42,000	42,000	-	0.0%
Aquatic Program - Riptides Swim Team	0100-0320-4100-3001-0000-	43,680	42,000	42,000	42,000	-	0.0%
Aquatic Program - Waves Swim Team	0100-0320-4100-3002-0000-	41,333	42,000	42,000	42,000	-	0.0%
Aquatic Program - Misc	0100-0320-4100-3099-0000-	251,768	290,000	270,000	270,000	(20,000)	-6.9%
Concessions - Pool	0100-0320-4104-3631-0000-	19,500	19,500	26,000	26,000	6,500	33.3%
Rental - Pool	0100-0320-4105-3626-0000-	321,902	225,000	275,000	300,000	75,000	33.3%
Memberships - Pool	0100-0320-4106-3611-0000-	560,582	575,000	575,000	625,000	50,000	8.7%
Guest Fees - Pool	0100-0320-4107-3601-0000-	594,129	665,000	627,000	627,000	(38,000)	-5.7%
		1,876,120	**1,900,500**	**1,899,000**	**1,974,000**	**73,500**	**3.9%**
EXPENDITURES							
Salaries and Benefits							
Salaries and Wages	0100-0320-5010-0000-0000-	2,201,031	2,277,232	2,263,448	2,331,351	54,119	2.4%
Overtime	0100-0320-5011-0000-0000-	37,704	40,000	40,000	40,000	-	0.0%
Employee Benefits - FICA	0100-0320-5020-0000-0000-	169,326	177,268	176,195	181,408	4,140	2.3%
Employee Benefits - TEC	0100-0320-5021-0000-0000-	12,235	5,538	6,675	6,675	1,137	20.5%
Employee Benefits - Retirement	0100-0320-5030-0000-0000-	51,039	57,906	57,556	57,613	(293)	-0.5%
Employee Benefits - Insurance	0100-0320-5031-0000-0000-	104,956	143,295	123,621	135,215	(8,080)	-5.6%
Employee Benefits - Workers Comp	0100-0320-5032-0000-0000-	18,373	30,007	29,825	32,392	2,385	7.9%
		2,594,664	2,731,246	2,697,320	2,784,654	53,408	2.0%
Staff Development							
Meetings	0100-0320-5100-0000-0000-	3,534	5,000	5,000	5,000	-	0.0%
Training & Conferences	0100-0320-5120-0000-0000-	37,906	35,000	38,000	40,000	5,000	14.3%
Uniforms	0100-0320-5130-0000-0000-	31,679	35,000	35,000	35,000	-	0.0%
		73,119	75,000	78,000	80,000	5,000	6.7%
Facility Expense							
Telephone	0100-0320-5210-0000-0000-	17,829	19,500	19,500	19,500	-	0.0%
Utilities	0100-0320-5220-0000-0000-	445,239	430,000	445,000	445,000	15,000	3.5%
Facility Repairs & Maintenance	0100-0320-5230-0000-0000-	73,701	85,000	85,000	142,600	57,600	67.8%
Treating Chemicals	0100-0320-5270-0000-0000-	160,805	175,000	195,000	195,000	20,000	11.4%
		697,575	709,500	744,500	802,100	92,600	13.1%
Equipment Expense							
Equipment	0100-0320-5330-0000-0000-	49,098	50,000	63,000	75,000	25,000	50.0%
Lifeguard Equipment	0100-0320-5331-0000-0000-	14,737	15,000	15,000	15,000	-	0.0%
Data Services	0100-0320-5335-0000-0000-	27,774	24,000	26,000	30,000	6,000	25.0%
Equipment Repair & Maintenance	0100-0320-5365-0000-0000-	43,410	41,000	41,000	41,000	-	0.0%
		135,019	130,000	145,000	161,000	31,000	23.8%
Contracted Services							
Other Contracted Services	0100-0320-5499-0000-0000-	20,991	24,000	24,000	24,000	-	0.0%
		20,991	24,000	24,000	24,000	-	0.0%
Program Expense							
Aquatic Program - Hurricanes	0100-0320-5600-3000-0000-	7,630	8,000	8,000	8,000	-	0.0%
Aquatic Program - Riptides	0100-0320-5600-3001-0000-	6,080	8,000	8,000	8,000	-	0.0%
Aquatic Program - Waves	0100-0320-5600-3002-0000-	7,561	8,000	8,000	8,000	-	0.0%
Aquatic Program - Misc	0100-0320-5600-3099-0000-	26,601	35,000	35,000	35,000	-	0.0%
		47,871	59,000	59,000	59,000	-	0.0%
Administrative Expense							
Supplies	0100-0320-5800-0000-0000-	1,404	2,400	2,400	2,400	-	0.0%
Printing	0100-0320-5803-0000-0000-	7,268	8,000	8,000	12,000	4,000	50.0%
Mileage Reimbursement	0100-0320-5804-0000-0000-	22,272	20,000	22,000	23,000	3,000	15.0%
		30,944	30,400	32,400	37,400	7,000	23.0%
Total Aquatics		**3,600,183**	**3,759,146**	**3,780,220**	**3,948,154**	**189,008**	**5.0%**

	Actual 2025	Budget 2026	Forecast 2026	Budget 2027
Cost Recovery Percentage	**52.1%**	**50.6%**	**50.2%**	**50.0%**

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Recreation


Recreation Superintendent
Recreation Center Supervisor Bear Branch
Recreation Center Supervisor Rob Fleming
Commercial Operations Supervsior
Recreation Program Coordinator
Recreation Program Coordinator
Recreation Program Coordinator
Recreation Program Coordinator
Recreation Program Coordinator
Adventure Course Coordinator
Boat House Coordinator
Recreation Center Assistants (2.5)
Recreation Aide Seasonal (0.50)
Recreation Specialist
Camp Supervisor Seasonal (0.25)
Camp Leader Seasonal (0.25)
Camp Counselor Seasonal (3.5)
Recreation Aide (1.5)
Recreation Specialist (2)
Recreation Center Aide (1.5)
Recreation Aide Seasonal (0.5)
Recreation Center Assistants (2.5)
Camp Supervisor Seasonal (0.25)
Camp Leader Seasonal (0.25)
Camp Counselor Seasonal (5)
Adventure Course Specialist (2)
Adventure Course Operator (6.5)
Boat House Specialist
Boat House Rec Aide (5.0)
Boat House Rec Aide Seasonal (0.75)

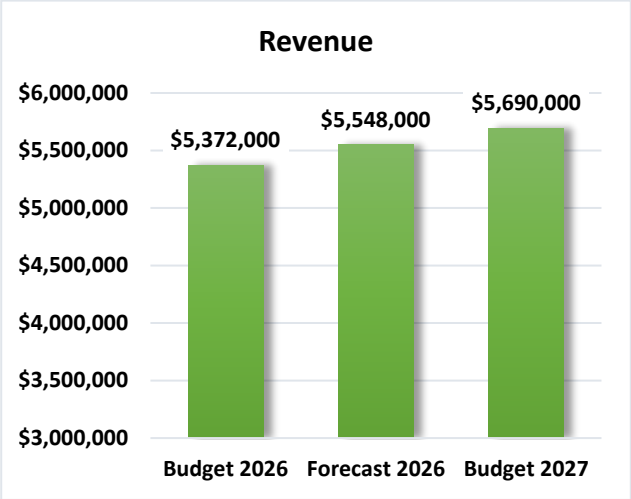
STAFFING - FTE COUNT	Forecast 2026	Budget 2027	Change
Recreation Superintendent	1.00	1.00	0.00
Recreation Center Supervisor - Bear Branch	1.00	1.00	0.00
Recreation Program Coordinator - Bear Branch	3.00	3.00	0.00
Recreation Specialist - Bear Branch	1.00	1.00	0.00
Recreation Aide - Bear Branch	1.50	1.50	0.00
Recreation Aide (Seasonal) - Bear Branch	0.50	0.50	0.00
Recreation Center Assistant - Bear Branch	2.50	2.50	0.00
Camp Supervisor (Seasonal) – Bear Branch	0.25	0.25	0.00
Camp Leader (Seasonal) - Bear Branch	0.25	0.25	0.00
Camp Counselor (Seasonal) - Bear Branch	3.50	3.50	0.00
Recreation Coordinator - Boat House	1.00	1.00	0.00
Recreation Aide - Boat House	4.75	4.75	0.00
Recreation Aide - Mall Ring Road Swan Boats	1.00	1.00	0.00
Recreation Specialist - Boat House	1.00	1.00	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	2.00	2.00	0.00
Recreation Aide - Rob Fleming	1.50	1.50	0.00
Recreation Aide (Seasonal) – Rob Fleming	0.50	0.50	0.00
Recreation Center Assistant - Rob Fleming	2.50	2.50	0.00
Camp Supervisor (Seasonal) – Rob Fleming	0.25	0.25	0.00
Camp Leader (Seasonal) – Rob Fleming	0.25	0.25	0.00
Camp Counselor (Seasonal) - Rob Fleming	5.00	5.00	0.00
Adventure Course Coordinator	1.00	1.00	0.00
Adventure Course Specialist	2.00	2.00	0.00
Adventure Course Operator	8.50	6.50	**(2.00)**
Commercial Operations Supervisor	1.00	1.00	0.00
TOTAL	49.75	47.75	(2.00)
Position(s) added in 2027 Budget	**0.00**	(2.00)	**(2.00)**

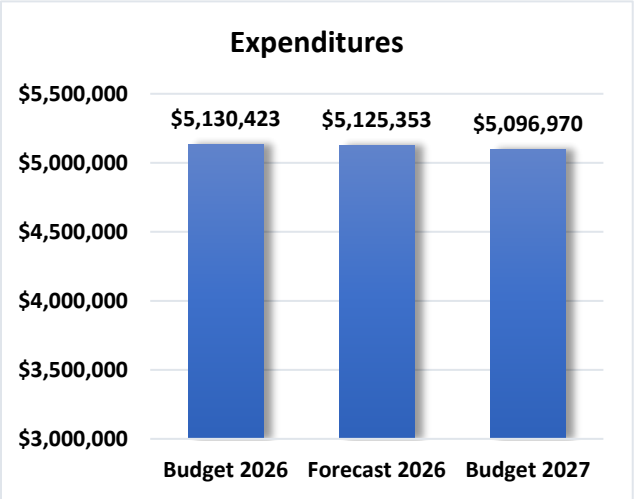
2027 Recreation Budget Plan

Budget Summary

Revenue	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Program Revenue	$ 5,372,000	$ 5,548,000	$ 5,690,000	$ 318,000	5.9%
Total	**$ 5,372,000**	**$ 5,548,000**	**$ 5,690,000**	**$ 318,000**	**5.9%**

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Salaries and Benefits	$ 2,602,473	$ 2,570,103	$ 2,558,660	$ (43,813)	-1.7%
Staff Development	42,300	41,300	41,300	(1,000)	-2.4%
Facility Expense	253,400	255,400	262,400	9,000	3.6%
Equipment Expense	124,300	112,400	132,600	8,300	6.7%
Contracted Services	320,000	320,000	226,000	(94,000)	-29.4%
Program Expense	1,742,950	1,787,350	1,835,210	92,260	5.3%
Administrative Expense	45,000	38,800	40,800	(4,200)	-9.3%
Total	**$ 5,130,423**	**$ 5,125,353**	**$ 5,096,970**	**$ (33,453)**	**-0.7%**





Cost Recovery	Budget 2026	Forecast 2026	Budget 2027
Revenue to Expense %	104.7%	108.2%	111.6%

The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
RECREATION - Dept 0330							
REVENUES							
Program Revenues			4,750	2,500	4,250	(500)	-10.5%
Athletic Program - Basketball	0100-0330-4101-3100-0000-	8,227	10,000	10,000	10,000	-	0.0%
Athletic Program - Soccer	0100-0330-4101-3103-0000-	138,804	120,000	144,000	120,000	-	0.0%
Athletic Program - Softball	0100-0330-4101-3104-0000-	87,162	80,000	80,000	80,000	-	0.0%
Athletic Program - Tennis Leagues	0100-0330-4101-3105-0000-	114,340	100,000	100,000	100,000	-	0.0%
Athletic Program - Tennis Grp. Lessons	0100-0330-4101-3106-0000-	979,669	850,000	850,000	850,000	-	0.0%
Athletic Program - Tennis Indiv. Lessons	0100-0330-4101-3107-0000-	436,131	360,000	360,000	360,000	-	0.0%
Athletic Program - Pickleball	0100-0330-4101-3108-0000-	57,863	80,000	80,000	80,000	-	0.0%
Athletic Program - Misc	0100-0330-4101-3199-0000-	31,478	45,000	45,000	45,000	-	0.0%
Athletic Program - 5K Series	0100-0330-4102-3201-0000-	61,681	46,000	63,000	84,000	38,000	82.6%
Athletic Program - Ten for Texas	0100-0330-4102-3202-0000-	57,592	75,000	75,000	75,000	-	0.0%
Athletic Program - Triathlon	0100-0330-4102-3203-0000-	85,836	-	-	-	-	
Recreation Program - Boat House	0100-0330-4103-3301-0000-	52,272	50,000	50,000	50,000	-	0.0%
Recreation Program - DD Dinner Dance	0100-0330-4103-3303-0000-	55,431	57,500	57,500	57,500	-	0.0%
Recreation Program - Day Camps	0100-0330-4103-3304-0000-	953,731	925,000	950,000	950,000	25,000	2.7%
Recreation Program - Family Camps	0100-0330-4103-3305-0000-	28,769	20,000	25,000	25,000	5,000	25.0%
Recreation Program - Fitness	0100-0330-4103-3308-0000-	46,995	50,000	50,000	50,000	-	0.0%
Recreation Program - Preschool	0100-0330-4103-3311-0000-	71,398	75,000	70,000	70,000	(5,000)	-6.7%
Recreation Program - Crush/Teen	0100-0330-4103-3312-0000-	61,503	50,000	50,000	50,000	-	0.0%
Recreation Program - Cntrctr Camps	0100-0330-4103-3315-0000-	32,037	60,000	60,000	60,000	-	0.0%
Recreation Program - Outdoor Advntr.	0100-0330-4103-3318-0000-	4,030	6,000	6,000	6,000	-	0.0%
Recreation Program - Misc	0100-0330-4103-3399-0000-	149,615	147,000	147,000	147,000	-	0.0%
Concessions - Boat House	0100-0330-4104-3630-0000-	5,474	6,000	6,000	6,000	-	0.0%
Concessions - Contracts	0100-0330-4104-3632-0000-	18,000	18,000	30,000	30,000	12,000	66.7%
Concessions - Adventure Course	0100-0330-4104-3634-0000-	20,135	18,000	18,000	18,000	-	0.0%
Rental - Boat House	0100-0330-4105-3620-0000-	495,627	500,000	500,000	500,000	-	0.0%
Rental - BB Facility	0100-0330-4105-3622-0000-	54,635	50,000	50,000	50,000	-	0.0%
Rental - Field	0100-0330-4105-3623-0000-	1,044,460	500,000	600,000	700,000	200,000	40.0%
Rental - Pavilion	0100-0330-4105-3624-0000-	160,688	150,000	150,000	175,000	25,000	16.7%
Rental - Courts	0100-0330-4105-3625-0000-	268,987	185,000	225,000	225,000	40,000	21.6%
Rental - RF Indoor Rentals	0100-0330-4105-3628-0000-	57,868	35,000	35,000	50,000	15,000	42.9%
Rental - RF Outdoor Rentals	0100-0330-4105-3629-0000-	4,138	4,000	4,000	4,000	-	0.0%
Rental - Northshore Kayak Storage	0100-0330-4105-3633-0000-	7,928	7,500	7,500	7,500	-	0.0%
Rental - Major Sponsor Agreement	0100-0330-4105-3636-0000-	81,008	75,000	75,000	75,000	-	0.0%
Memberships - Recreation Center	0100-0330-4106-3612-0000-	40,603	40,000	40,000	40,000	-	0.0%
Guest Fees - Recreation Center	0100-0330-4107-3602-0000-	6,897	5,000	5,000	5,000	-	0.0%
Guest Fees - Adv. Course Daily Pass	0100-0330-4107-3634-0000-	326,114	450,000	425,000	425,000	(25,000)	-5.6%
Guest Fees - Adv. Course (Group Sales)	0100-0330-4107-3635-0000-	67,172	90,000	70,000	70,000	(20,000)	-22.2%
Sponsorships - 5K Series	0100-0330-4108-3201-0000-	24,910	3,000	10,000	15,000	12,000	400.0%
Sponsorships - Ten for Texas	0100-0330-4108-3202-0000-	14,000	24,000	20,000	20,000	(4,000)	-16.7%
Sponsorships - Triathlon	0100-0330-4108-3203-0000-	8,500	-	-	-	-	
Sponsorships - Misc	0100-0330-4108-3399-0000-	6,865	5,000	5,000	5,000	-	0.0%
		6,228,571	**5,372,000**	**5,548,000**	**5,690,000**	**318,000**	**5.9%**

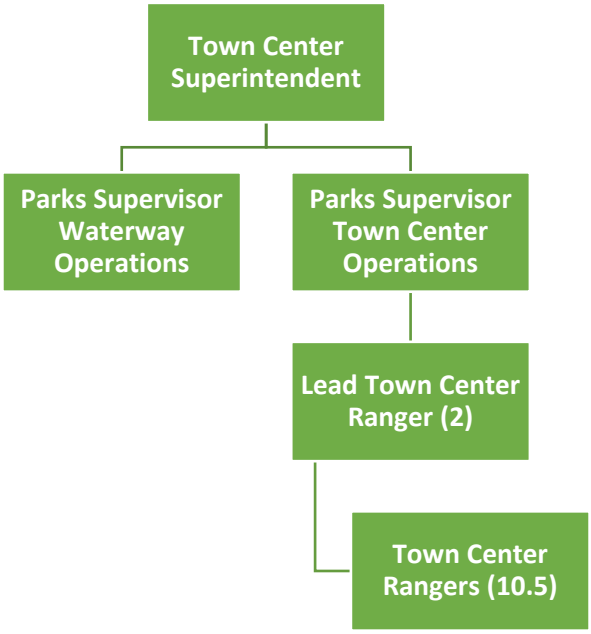
The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
RECREATION - Dept 0330							
EXPENDITURES							
Salaries and Benefits							
Salaries and Wages	0100-0330-5010-0000-0000-	1,798,282	2,066,872	2,069,241	2,059,590	(7,282)	-0.4%
Overtime	0100-0330-5011-0000-0000-	22,175	25,000	25,000	25,000	-	0.0%
Employee Benefits - FICA	0100-0330-5020-0000-0000-	136,329	156,002	156,181	156,172	170	0.1%
Employee Benefits - TEC	0100-0330-5021-0000-0000-	7,549	9,936	11,556	10,872	936	9.4%
Employee Benefits - Retirement	0100-0330-5030-0000-0000-	85,254	97,395	97,507	99,095	1,700	1.7%
Employee Benefits - Insurance	0100-0330-5031-0000-0000-	189,304	220,734	184,054	180,446	(40,288)	-18.3%
Employee Benefits - Workers Comp	0100-0330-5032-0000-0000-	16,511	26,534	26,564	27,485	951	3.6%
		2,255,405	2,602,473	2,570,103	2,558,660	(43,813)	-1.7%
Staff Development							
Meetings	0100-0330-5100-0000-0000-	131	600	600	600	-	0.0%
Training & Conferences	0100-0330-5120-0000-0000-	16,744	20,000	20,000	20,000	-	0.0%
Adventure Course Training	0100-0330-5120-3320-0000-	14,670	17,000	17,000	17,000	-	0.0%
Uniforms	0100-0330-5130-0000-0000-	2,257	4,700	3,700	3,700	(1,000)	-21.3%
		33,801	42,300	41,300	41,300	(1,000)	-2.4%
Facility Expense							
Telephone	0100-0330-5210-0000-0000-	35,646	53,400	43,400	45,400	(8,000)	-15.0%
Utilities	0100-0330-5220-0000-0000-	65,047	60,000	62,000	62,000	2,000	3.3%
Facility Repair & Maintenance	0100-0330-5230-0000-0000-	57,439	50,000	57,000	60,000	10,000	20.0%
Facility Supplies	0100-0330-5240-0000-0000-	25,966	20,000	25,000	25,000	5,000	25.0%
Janitorial	0100-0330-5280-0000-0000-	65,068	70,000	68,000	70,000	-	0.0%
		249,166	253,400	255,400	262,400	9,000	3.6%
Equipment Expense							
Equipment	0100-0330-5330-0000-0000-	13,553	25,000	20,000	20,000	(5,000)	-20.0%
Equipment - Boat House	0100-0330-5330-3301-0000-	36,979	45,000	45,000	45,000	-	0.0%
Equipment - Adventures Course	0100-0330-5330-3320-0000-	19,232	30,000	25,000	45,000	15,000	50.0%
Data Services	0100-0330-5335-0000-0000-	17,595	19,300	18,600	18,600	(700)	-3.6%
Equipment Repair & Maintenance	0100-0330-5365-0000-0000-	2,421	5,000	3,800	4,000	(1,000)	-20.0%
		89,781	124,300	112,400	132,600	8,300	6.7%
Contracted Services							
Credit Card Fees	0100-0330-5406-0000-0000-	325,419	300,000	300,000	200,000	(100,000)	-33.3%
Contract Labor	0100-0330-5407-0000-0000-	6,000	-	-	6,000	6,000	
Other Contracted Services	0100-0330-5499-0000-0000-	5,845	20,000	20,000	20,000	-	0.0%
		337,264	320,000	320,000	226,000	(94,000)	-29.4%
Program Expense							
Athletic Program - Soccer	0100-0330-5601-3103-0000-	92,906	80,000	100,800	100,800	20,800	26.0%
Athletic Program - Softball	0100-0330-5601-3104-0000-	65,288	60,000	60,000	60,000	-	0.0%
Athletic Program - Tennis Leagues	0100-0330-5601-3105-0000-	5,645	6,000	6,000	6,000	-	0.0%
Athletic Program - Tennis Grp. Lessons	0100-0330-5601-3106-0000-	693,140	600,000	600,000	600,000	-	0.0%
Athletic Program - Tennis Indiv. Lessons	0100-0330-5601-3107-0000-	383,567	297,500	297,500	297,500	-	0.0%
Athletic Program - Pickleball	0100-0330-5601-3108-0000-	40,027	60,000	60,000	60,000	-	0.0%
Athletic Program - Misc	0100-0330-5601-3199-0000-	-	5,000	5,000	5,000	-	0.0%
Athletic Program - 5K Series	0100-0330-5602-3201-0000-	29,751	30,000	37,800	51,660	21,660	72.2%
Athletic Program - Ten for Texas	0100-0330-5602-3202-0000-	88,624	69,200	85,000	90,000	20,800	30.1%
Athletic Program - Triathlon	0100-0330-5602-3203-0000-	108,399	-	-	-	-	
Boat House - Marketing	0100-0330-5603-3301-0000-	19,510	17,500	17,500	17,500	-	0.0%
Boat House - Programs	0100-0330-5603-3301-0000-	-	10,000	10,000	10,000	-	0.0%
Boat House - Concessions	0100-0330-5603-3630-0000-	5,537	3,500	3,500	3,500	-	0.0%
Adventure Course - Expense	0100-0330-5603-3320-0000-	20,227	50,000	50,000	50,000	-	0.0%
Adventure Course - Concessions	0100-0330-5603-3634-0000-	4,932	8,000	8,000	8,000	-	0.0%
Recreation Program - DD Dinner Dance	0100-0330-5603-3303-0000-	54,819	55,000	55,000	55,000	-	0.0%
Recreation Program - Day Camps	0100-0330-5603-3304-0000-	185,339	210,000	210,000	225,000	15,000	7.1%
Recreation Program - Family Camps	0100-0330-5603-3305-0000-	14,115	14,000	14,000	15,000	1,000	7.1%
Recreation Program - Fitness	0100-0330-5603-3308-0000-	23,255	22,750	22,750	22,750	-	0.0%
Recreation Program - Preschool	0100-0330-5603-3311-0000-	5,004	15,000	15,000	15,000	-	0.0%
Recreation Program - Crush/Teen	0100-0330-5603-3312-0000-	4,070	8,000	8,000	8,000	-	0.0%
Recreation Program - Cntrctr Camps	0100-0330-5603-3315-0000-	22,408	40,000	40,000	40,000	-	0.0%
Recreation Program - Outdoor Adventure	0100-0330-5603-3318-0000-	3,128	4,500	4,500	4,500	-	0.0%
Recreation Program - Misc	0100-0330-5603-3399-0000-	87,189	72,000	72,000	85,000	13,000	18.1%
Advertising	0100-0330-5704-0000-0000-	2,201	5,000	5,000	5,000	-	0.0%
		1,959,081	1,742,950	1,787,350	1,835,210	92,260	5.3%
Administrative Expense							
Supplies	0100-0330-5800-0000-0000-	3,653	8,000	6,800	6,800	(1,200)	-15.0%
Dues & Subscriptions	0100-0330-5802-0000-0000-	3,687	8,000	8,000	8,000	-	0.0%
Printing	0100-0330-5803-0000-0000-	13,915	25,000	20,000	22,000	(3,000)	-12.0%
Mileage Reimbursement	0100-0330-5804-0000-0000-	1,092	4,000	4,000	4,000	-	0.0%
Other Admin	0100-0330-5899-0000-0000-	-	-	-	-	-	
		22,348	45,000	38,800	40,800	(4,200)	-9.3%
Total Recreation		**4,946,845**	**5,130,423**	**5,125,353**	**5,096,970**	**(33,453)**	**-0.7%**
	Cost Recovery Percentage	**125.9%**	**104.7%**	**108.2%**	**111.6%**		

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Town Center

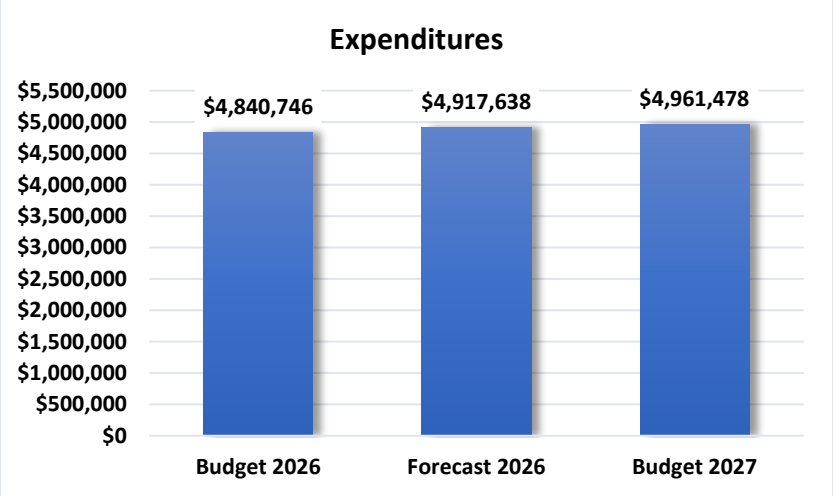


STAFFING - FTE COUNT	Forecast 2026	Budget 2027	Change
Town Center Superintendent	1.00	1.00	0.00
Park Supervisor – Town Center Operations	1.00	1.00	0.00
Park Supervisor – Waterway Operations	1.00	1.00	0.00
Lead Town Center Ranger	2.00	2.00	0.00
Town Center Ranger - Part-time	10.50	10.50	0.00
Pool Technician*	1.00	1.00	0.00
TOTAL	16.50	16.50	0.00
Position(s) added in 2027 Budget	**0.00**	**0.00**	**0.00**

*Note – Pool Technician budgeted in Town Center reports to Aquatics.

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Salaries and Benefits	$ 1,134,896	$ 1,134,638	$ 1,188,978	$ 54,082	4.8%
Staff Development	24,800	23,300	24,800	-	0.0%
Facility Expense	381,000	388,000	379,000	(2,000)	-0.5%
Equipment Expense	26,000	28,000	28,000	2,000	7.7%
Contracted Services	2,311,000	2,370,000	2,363,000	52,000	2.3%
Maintenance Expense	128,000	131,000	135,000	7,000	5.5%
Program Expense	832,000	840,000	840,000	8,000	1.0%
Administrative Expense	3,050	2,700	2,700	(350)	-11.5%
Total	**$ 4,840,746**	**$ 4,917,638**	**$ 4,961,478**	**$ 120,732**	**2.5%**



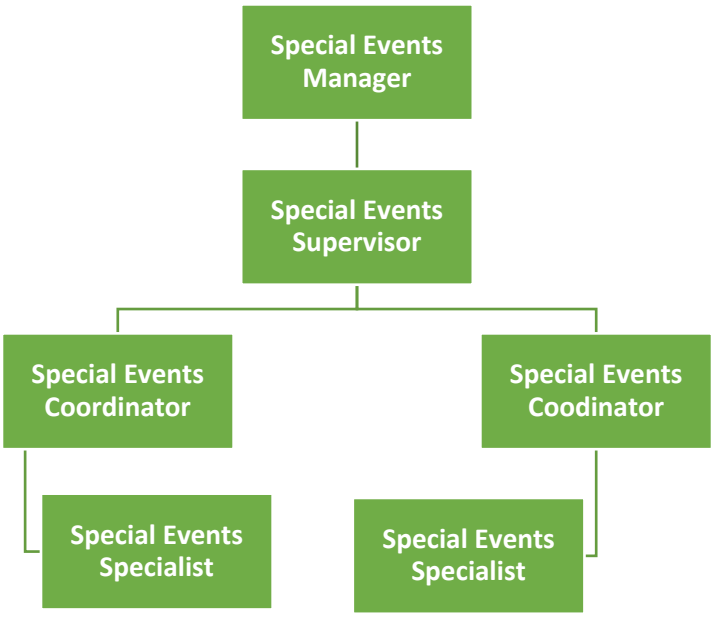
The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
TOWN CENTER - Dept 0340							
Salaries and Benefits							
Salaries and Wages	0100-0340-5010-0000-0000-	865,296	891,187	891,187	923,274	32,087	3.6%
Overtime	0100-0340-5011-0000-0000-	12,975	15,000	15,000	15,000	-	0.0%
Employee Benefits - FICA	0100-0340-5020-0000-0000-	65,637	69,323	69,323	71,778	2,455	3.5%
Employee Benefits - TEC	0100-0340-5021-0000-0000-	3,145	3,888	4,617	4,617	729	18.8%
Employee Benefits - Retirement	0100-0340-5030-0000-0000-	48,172	50,933	53,863	60,247	9,314	18.3%
Employee Benefits - Insurance	0100-0340-5031-0000-0000-	76,213	88,013	84,411	94,095	6,082	6.9%
Employee Benefits - Workers Comp	0100-0340-5032-0000-0000-	10,438	16,552	16,237	19,967	3,415	20.6%
		1,081,876	1,134,896	1,134,638	1,188,978	54,082	4.8%
Staff Development							
Training & Conferences	0100-0340-5120-0000-0000-	5,109	7,800	6,300	7,800	-	0.0%
Uniforms	0100-0340-5130-0000-0000-	11,954	17,000	17,000	17,000	-	0.0%
		17,063	24,800	23,300	24,800	-	0.0%
Facility Expense							
Utilities - Riva Row Park	0100-0340-5220-3800-0000-	9,010	10,000	10,000	10,000	-	0.0%
Utilities - Waterway	0100-0340-5220-3801-0000-	244,717	260,000	260,000	260,000	-	0.0%
Utilities - Town Green Park	0100-0340-5220-3802-0000-	14,681	22,000	20,000	20,000	(2,000)	-9.1%
Utilities - Town Center	0100-0340-5220-3803-0000-	15,651	16,000	16,000	16,000	-	0.0%
Utilities - Waterway Square	0100-0340-5220-3804-0000-	55,920	62,000	62,000	62,000	-	0.0%
Utilities - Hughes Landing	0100-0340-5220-3805-0000-	8,341	11,000	10,000	10,000	(1,000)	-9.1%
		348,320	381,000	388,000	379,000	(2,000)	-0.5%
Equipment Expense							
Ranger Equipment	0100-0340-5330-0000-0000-	17,966	18,000	20,000	20,000	2,000	11.1%
Data Services	0100-0340-5335-0000-0000-	6,511	8,000	8,000	8,000	-	0.0%
		24,477	26,000	28,000	28,000	2,000	7.7%
Contracted Services							
Sign Maintenance - Town Center	0100-0340-5425-0000-0000-	1,910	8,000	8,000	8,000	-	0.0%
Maintenance - Riva Row Park	0100-0340-5426-3800-0000-	58,819	59,000	59,000	59,000	-	0.0%
Maintenance - Waterway	0100-0340-5426-3801-0000-	1,462,268	1,480,000	1,480,000	1,480,000	-	0.0%
Maintenance - Town Green Park	0100-0340-5426-3802-0000-	263,944	252,000	250,000	252,000	-	0.0%
Maintenance - Town Center	0100-0340-5426-3803-0000-	20,011	-	72,000	74,000	74,000	
Maintenance - Waterway Square	0100-0340-5426-3804-0000-	232,596	256,000	221,000	227,000	(29,000)	-11.3%
Maintenance - 9669 Grogan's Mill	0100-0340-5426-3809-0000-	8,784	8,000	32,000	10,000	2,000	25.0%
Streetlight Maintenance	0100-0340-5440-0000-0000-	103,759	85,000	95,000	90,000	5,000	5.9%
Other Contracted Services	0100-0340-5499-0000-0000-	1,596	15,000	5,000	10,000	(5,000)	-33.3%
		2,303,002	2,311,000	2,370,000	2,363,000	52,000	2.3%
Maintenance Expense							
Maintenance - Riva Row Park	0100-0340-5526-3800-0000-	623	4,000	3,000	4,000	-	0.0%
Maintenance - Waterway	0100-0340-5526-3801-0000-	63,369	75,000	65,000	65,000	(10,000)	-13.3%
Maintenance - Town Green Park	0100-0340-5526-3802-0000-	9,351	12,000	14,000	13,000	1,000	8.3%
Maintenance - Town Center	0100-0340-5526-3803-0000-	5,312	-	12,000	16,000	16,000	
Maintenance - Hughes Landing	0100-0340-5526-3805-0000-	6,244	6,000	6,000	6,000	-	0.0%
Streetlight Maintenance	0100-0340-5540-0000-0000-	4,880	22,000	22,000	22,000	-	0.0%
		96,819	128,000	131,000	135,000	7,000	5.5%
Program Expense							
Seasonal Lighting	0100-0340-5642-0000-0000-	71,865	62,000	70,000	70,000	8,000	12.9%
Tree Lighting	0100-0340-5643-0000-0000-	249,587	280,000	260,000	260,000	(20,000)	-7.1%
Art Benches	0100-0340-5648-0000-0000-	22,550	25,000	25,000	25,000	-	0.0%
Holiday Decorations	0100-0340-5649-0000-0000-	488,256	465,000	485,000	485,000	20,000	4.3%
		832,258	832,000	840,000	840,000	8,000	1.0%
Administrative Expense							
Supplies	0100-0340-5800-0000-0000-	424	800	800	800	-	0.0%
Dues & Subscriptions	0100-0340-5802-0000-0000-	65	250	150	150	(100)	-40.0%
Mileage Reimbursement	0100-0340-5804-0000-0000-	1,135	2,000	1,750	1,750	(250)	-12.5%
		1,624	3,050	2,700	2,700	(350)	-11.5%
Total Town Center		**4,705,440**	**4,840,746**	**4,917,638**	**4,961,478**	**120,732**	**2.5%**

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Township Events

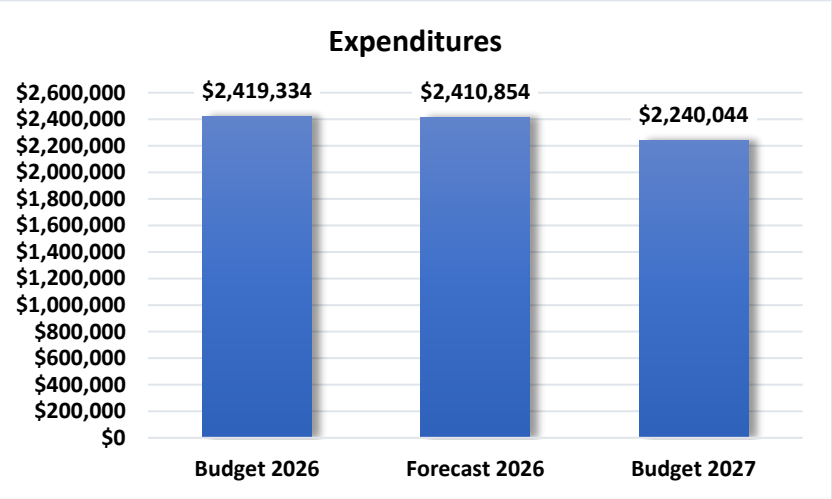


STAFFING - FTE COUNT	Forecast 2026	Budget 2027	Change
Special Events Manager	1.00	1.00	0.00
Special Events Supervisor	1.00	1.00	0.00
Special Events Coordinator	2.00	2.00	0.00
Special Events Specialist	2.00	2.00	0.00
TOTAL	6.00	6.00	0.00
Position(s) added in 2027 Budget	**0.00**	**0.00**	**0.00**

2027 Township Events Budget Plan

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Salaries and Benefits	$ 555,684	$ 545,004	$ 567,094	$ 11,410	2.1%
Equipment Expense	6,600	5,200	5,800	(800)	-12.1%
Program Expense	1,856,550	1,860,150	1,666,650	(189,900)	-10.2%
Administrative Expense	500	500	500	-	
Total	**$ 2,419,334**	**$ 2,410,854**	**$ 2,240,044**	**$ (179,290)**	**-7.4%**



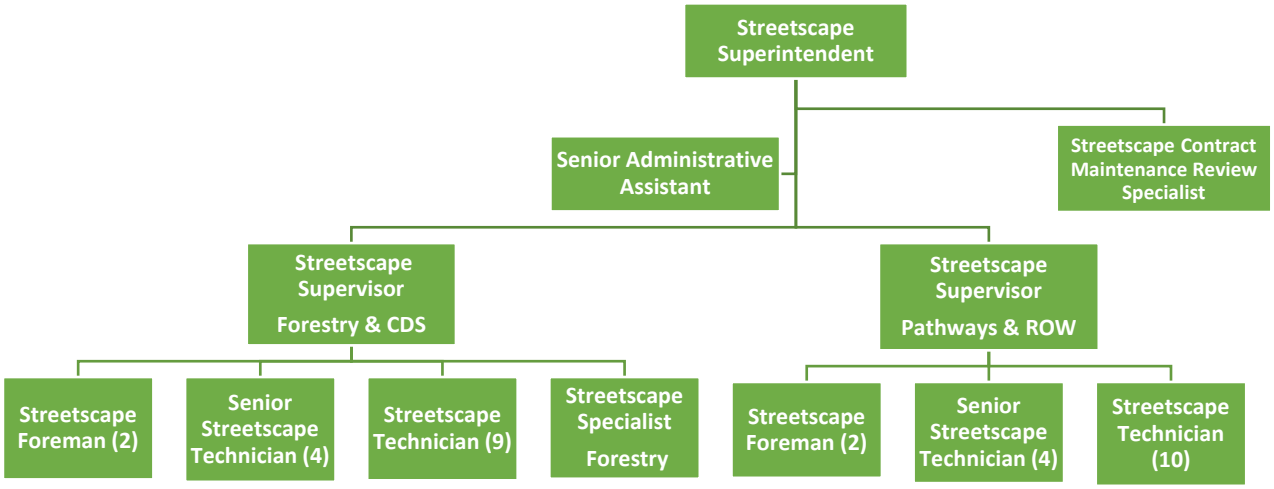
The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
TOWNSHIP EVENTS - Dept 0350							
Salaries and Benefits							
Salaries and Wages	0100-0350-5010-0000-0000-	338,251	367,549	365,417	380,711	13,162	3.6%
Overtime	0100-0350-5011-0000-0000-	12,396	14,000	14,000	14,000	-	0.0%
Employee Benefits - FICA	0100-0350-5020-0000-0000-	25,673	29,189	29,020	30,195	1,006	3.4%
Employee Benefits - TEC	0100-0350-5021-0000-0000-	694	864	1,026	1,026	162	18.8%
Employee Benefits - Retirement	0100-0350-5030-0000-0000-	36,479	45,595	45,331	45,098	(497)	-1.1%
Employee Benefits - Insurance	0100-0350-5031-0000-0000-	105,794	97,907	89,633	95,440	(2,467)	-2.5%
Employee Benefits - Workers Comp	0100-0350-5032-0000-0000-	357	580	577	624	44	7.6%
		519,644	555,684	545,004	567,094	11,410	2.1%
Equipment Expense							
Equipment	0100-0350-5330-0000-0000-	260	2,000	600	1,200	(800)	-40.0%
Data Services	0100-0350-5335-0000-0000-	4,386	4,600	4,600	4,600	-	0.0%
		4,646	6,600	5,200	5,800	(800)	-12.1%
Program Expense							
Event Advertising	0100-0350-5611-0000-0000-	94,352	118,000	112,000	112,000	(6,000)	-5.1%
Sponsorship Expense	0100-0350-5605-3599-0000-	818	2,000	2,000	2,000	-	0.0%
Concerts in the Park							
Event Production	0100-0350-5610-3302-0000-	27,982	32,550	31,000	31,000	(1,550)	-4.8%
Arts in the Park							
Event Production	0100-0350-5610-3300-0000-	36,675	49,350	45,000	45,000	(4,350)	-8.8%
Hughes Landing/Rock the Row							
Event Production	0100-0350-5610-3317-0000-	27,761	31,500	31,500	31,500	-	0.0%
Red, Hot & Blue							
Event Production	0100-0350-5610-4001-0000-	319,216	530,250	530,250	340,000	(190,250)	-35.9%
Event Public Safety	0100-0350-5612-4001-0000-	101,075	95,000	105,000	100,000	5,000	5.3%
Lighting of the Doves							
Event Production	0100-0350-5610-4002-0000-	174,485	173,250	173,250	175,000	1,750	1.0%
Event Public Safety	0100-0350-5612-4002-0000-	25,775	26,000	26,000	26,000	-	0.0%
Ice Rink							
Event Production	0100-0350-5610-4003-0000-	524,418	520,000	520,000	520,000	-	0.0%
Winter Wonderland							
Event Production	0100-0350-5610-4004-0000-	45,785	50,000	50,000	50,000	-	0.0%
Waterway Nights							
Event Production	0100-0350-5610-4013-0000-	20,867	27,300	27,300	27,300	-	0.0%
Event Public Safety	0100-0350-5612-4013-0000-	4,080	4,800	4,800	4,800	-	0.0%
Memorial Day Event							
Event Production	0100-0350-5610-4008-0000-	42,014	47,000	45,000	45,000	(2,000)	-4.3%
Event Public Safety	0100-0350-5612-4008-0000-	12,590	14,000	14,000	14,000	-	0.0%
Labor Day Event							
Event Production	0100-0350-5610-4009-0000-	24,555	27,800	27,800	27,800	-	0.0%
Event Public Safety	0100-0350-5612-4009-0000-	11,390	8,500	11,500	11,500	3,000	35.3%
Trick or Treat Trail Event							
Event Production	0100-0350-5610-4011-0000-	37,431	38,750	38,750	38,750	-	0.0%
Event Public Safety	0100-0350-5612-4011-0000-	11,343	10,500	12,000	12,000	1,500	14.3%
Bike The Woodlands							
Event Production	0100-0350-5610-4018-0000-	3,455	5,000	5,000	5,000	-	0.0%
Miscellaneous Events							
Event	0100-0350-5613-0000-0000-	9,332	6,000	9,000	9,000	3,000	50.0%
South County 4th of July Parade							
Event	0100-0350-5613-4105-0000-	25,000	25,000	25,000	25,000	-	0.0%
Wildflower Festival							
Event	0100-0350-5613-4107-0000-	13,350	14,000	14,000	14,000	-	0.0%
		1,593,747	1,856,550	1,860,150	1,666,650	(189,900)	-10.2%
Administrative Expense							
Mileage Reimbursement	0100-0350-5804-0000-0000-	405	500	500	500	-	0.0%
		405	500	500	500	-	0.0%
Total Township Events		**2,118,441**	**2,419,334**	**2,410,854**	**2,240,044**	**(179,290)**	**-7.4%**

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Streetscape Operations

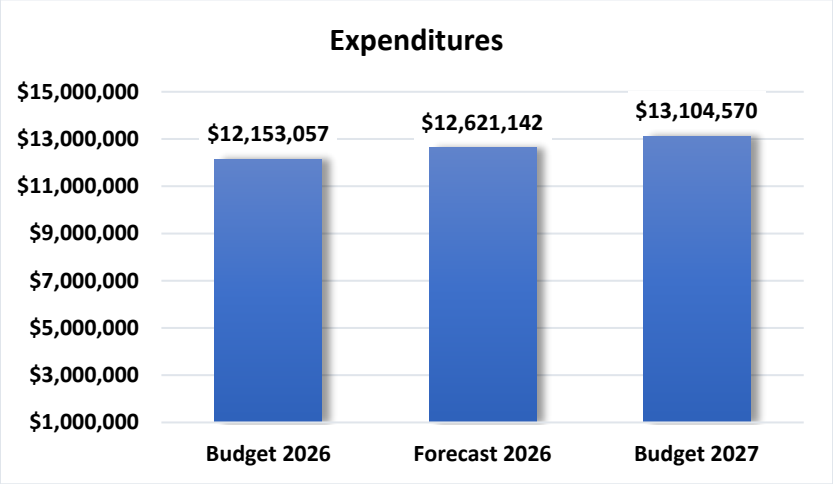


STAFFING - FTE COUNT	Forecast 2026	Budget 2027	Change
Streetscape Superintendent	1.00	1.00	0.00
Streetscape Supervisor	2.00	2.00	0.00
Streetscapes Foreman – Cul-de-sac	1.00	1.00	0.00
Streetscapes Foreman – Forestry	1.00	1.00	0.00
Streetscapes Foreman – Pathway/Right of Way	2.00	2.00	0.00
Senior Streetscapes Technician – Floating	1.00	1.00	0.00
Senior Streetscapes Technician – Jumbo Cul-de-sac	1.00	1.00	0.00
Senior Streetscapes Technician – Small Cul-de-sac	2.00	2.00	0.00
Senior Streetscapes Technician – Right of Way	1.00	1.00	0.00
Senior Streetscapes Technician – Forestry	2.00	2.00	0.00
Senior Streetscapes Technician – Pathway	1.00	1.00	0.00
Streetscapes Technician – Right of Way	6.00	6.00	0.00
Streetscapes Technician – Jumbo Cul-de-sac	3.00	3.00	0.00
Streetscapes Technician – Small Cul-de-sac	4.00	4.00	0.00
Streetscapes Technician – Forestry	2.00	2.00	0.00
Streetscapes Technician – Pathway	3.00	4.00	**1.00**
Senior Administrative Assistant	1.00	1.00	0.00
Streetscapes Contract Maintenance Review Specialist	1.00	1.00	0.00
Streetscapes Specialist – Forestry	1.00	1.00	0.00
TOTAL	36.00	37.00	1.00
Position(s) added in 2027 Budget	**0.00**	**1.00**	**1.00**

2027 Streetscape Operations Budget Plan

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Salaries and Benefits	$ 2,585,157	$ 2,499,992	$ 2,743,645	$ 158,488	6.1%
Staff Development	36,500	36,500	37,000	500	1.4%
Facility Expense	1,230,700	1,262,000	1,262,000	31,300	2.5%
Equipment Expense	144,400	127,400	119,400	(25,000)	-17.3%
Contracted Services	8,005,800	8,556,450	8,803,725	797,925	10.0%
Maintenance Expense	104,000	98,000	98,000	(6,000)	-5.8%
Program Expense	45,500	40,500	40,500	(5,000)	-11.0%
Administrative Expense	1,000	300	300	(700)	-70.0%
Total	**$ 12,153,057**	**$ 12,621,142**	**$ 13,104,570**	**$ 951,513**	**7.8%**



The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
STREETSCAPE OPERATIONS - Dept 0360							
Salaries and Benefits							
Salaries and Wages	0100-0360-5010-0000-0000-	1,508,799	1,710,984	1,684,713	1,844,973	133,989	7.8%
Overtime	0100-0360-5011-0000-0000-	141,063	190,000	170,000	170,000	(20,000)	-10.5%
Employee Benefits - FICA	0100-0360-5020-0000-0000-	121,331	144,377	142,160	155,255	10,878	7.5%
Employee Benefits - TEC	0100-0360-5021-0000-0000-	4,336	5,184	6,156	6,327	1,143	22.0%
Employee Benefits - Retirement	0100-0360-5030-0000-0000-	103,334	106,138	104,508	106,842	704	0.7%
Employee Benefits - Insurance	0100-0360-5031-0000-0000-	323,029	405,839	370,168	432,977	27,138	6.7%
Employee Benefits - Workers Comp	0100-0360-5032-0000-0000-	12,982	22,635	22,287	27,271	4,636	20.5%
		2,214,875	2,585,157	2,499,992	2,743,645	158,488	6.1%
Staff Development							
Training & Conferences	0100-0360-5120-0000-0000-	6,312	10,000	10,000	10,000	-	0.0%
Uniforms	0100-0360-5130-0000-0000-	24,909	26,500	26,500	27,000	500	1.9%
		31,221	36,500	36,500	37,000	500	1.4%
Facility Expense							
Utilities	0100-0360-5220-0000-0000-	1,261,663	1,230,700	1,262,000	1,262,000	31,300	2.5%
		1,261,663	1,230,700	1,262,000	1,262,000	31,300	2.5%
Equipment Expense							
Equipment	0100-0360-5330-0000-0000-	31,857	35,000	35,000	35,000	-	0.0%
Data Services	0100-0360-5335-0000-0000-	8,862	8,400	8,400	8,400	-	0.0%
Rental	0100-0360-5350-0000-0000-	2,692	6,000	4,000	6,000	-	0.0%
Vehicle Fuel	0100-0360-5360-0000-0000-	-	25,000	-	-	(25,000)	-100.0%
Equipment Repair & Maintenance	0100-0360-5365-0000-0000-	70,937	70,000	80,000	70,000	-	0.0%
		114,348	144,400	127,400	119,400	(25,000)	-17.3%
Contracted Services							
Contract Labor	0100-0360-5407-0000-0000-	69,929	-	42,350	-	-	
Tree and Vine Removal	0100-0360-5423-0000-0000-	3,458,790	1,800,000	2,300,000	1,800,000	-	0.0%
Forest Management	0100-0360-5424-0000-0000-	1,013,874	1,100,000	1,100,000	1,100,000	-	0.0%
Sign Maintenance	0100-0360-5425-0000-0000-	55,533	62,000	62,000	62,000	-	0.0%
Electrical Repairs & Maintenance	0100-0360-5428-0000-0000-	98,376	60,000	72,000	64,000	4,000	6.7%
Streetscape Maintenance	0100-0360-5441-0000-0000-	3,248,712	4,091,600	4,091,600	4,889,225	797,625	19.5%
Streetscape Maintenance - Enhanced	0100-0360-5441-5600-0000-	881,261	885,000	885,000	885,000	-	0.0%
Solid Waste	0100-0360-5442-0000-0000-	-	7,200	3,500	3,500	(3,700)	-51.4%
		8,826,476	8,005,800	8,556,450	8,803,725	797,925	10.0%
Maintenance Expense							
Landscaping	0100-0360-5523-0000-0000-	28,603	104,000	98,000	98,000	(6,000)	-5.8%
		28,603	104,000	98,000	98,000	(6,000)	-5.8%
Program Expense							
Wildflowers	0100-0360-5646-0000-0000-	34,150	45,500	40,500	40,500	(5,000)	-11.0%
Bridge Maintenance	0100-0360-5647-0000-0000-	24,732	-	-	-	-	
		58,882	45,500	40,500	40,500	(5,000)	-11.0%
Administrative Expense							
Mileage Reimbursement	0100-0360-5804-0000-0000-	139	1,000	300	300	(700)	-70.0%
		139	1,000	300	300	(700)	-70.0%
Total Streetscape Operations		**12,536,207**	**12,153,057**	**12,621,142**	**13,104,570**	**951,513**	**7.8%**

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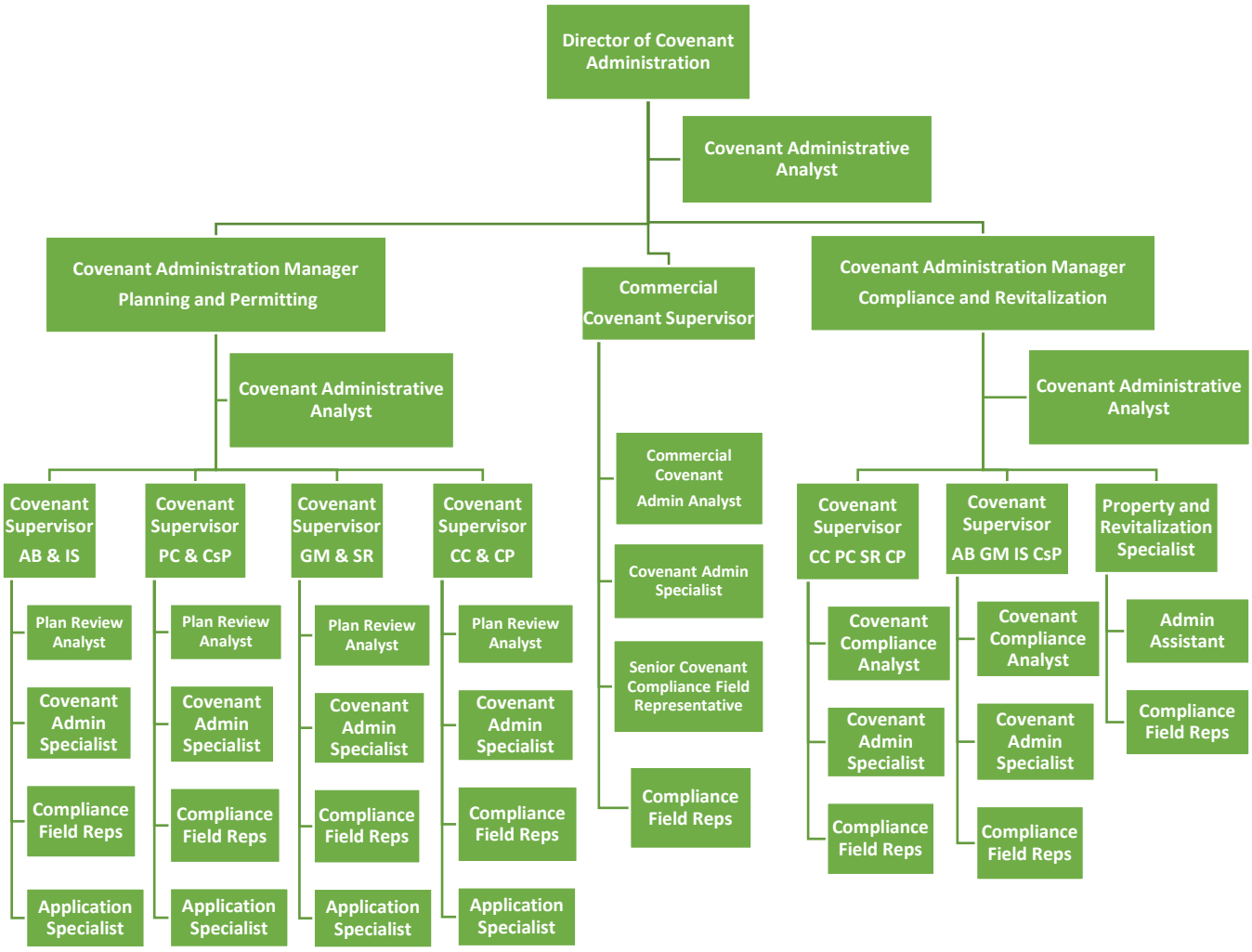


2027 Covenant Administration Department Budget Plan

Mission

The Covenant Administration Department serves as the representative of the Committees and provides services to residents and property owners of The Woodlands. These services include the enforcement of all covenants, easements, restrictions, charges, and liens, as well as the collection of all liens created thereby. The department is also responsible for the creation, operation, management, and maintenance of properties and services.

Organization Chart

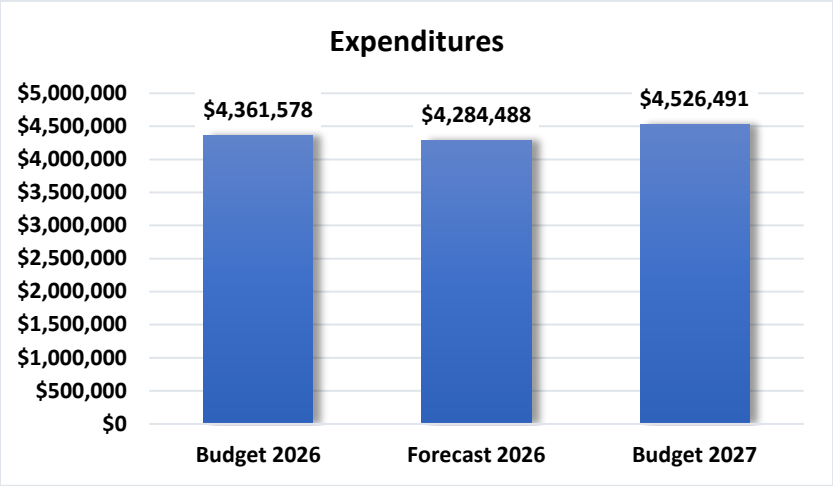


STAFFING - FTE COUNT	Forecast 2026	Budget 2027	Change
Director of Covenant Administration	1.00	1.00	0.00
Covenant Administration Manager	2.00	2.00	0.00
Commerical Covenant Administration Supervisor	1.00	1.00	0.00
Covenant Administration Supervisor	6.00	6.00	0.00
Property Revitalization Specialist	1.00	1.00	0.00
Covenant Administration Specialist	7.50	7.50	0.00
Covenant Compliance Analyst	2.00	2.00	0.00
Commerical Covenant Administrative Analyst	1.00	1.00	0.00
Covenant Administrative Analyst	3.00	3.00	0.00
Covenant Administrative Plan Review Analyst	1.00	1.00	0.00
Administrative Assistant	0.50	0.50	0.00
Application Specialist	4.00	4.00	0.00
Senior Covenant Compliance Field Representative	1.00	1.00	0.00
Covenant Compliance Field Representative - (Part-time)	14.00	14.00	0.00
Covenant Compliance Field Rep - Commercial Properties	0.50	1.00	**0.50**
Application Coordinators	2.00	2.00	0.00
TOTAL	47.50	48.00	0.50
Position(s) added in 2027 Budget	**0.00**	**0.50**	**0.50**

2027 Covenant Administration Department Budget Plan

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Salaries and Benefits	$ 4,002,978	$ 3,927,388	$ 4,140,391	$ 137,413	3.4%
Staff Development	15,800	16,800	18,800	3,000	19.0%
Equipment Expense	39,800	34,000	43,000	3,200	8.0%
Contracted Services	49,000	49,000	44,000	(5,000)	-10.2%
Program Expense	165,000	165,000	185,000	20,000	12.1%
Program Education/Relations	6,000	6,000	6,000	-	0.0%
Administrative Expense	83,000	86,300	89,300	6,300	7.6%
Total	**$ 4,361,578**	**$ 4,284,488**	**$ 4,526,491**	**$ 164,913**	**3.8%**



The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
COVENANT ADMINISTRATION - Dept 410							
Salaries and Benefits							
Salaries and Wages	0100-0410-5010-0000-0000-	2,813,472	2,980,161	2,959,543	3,078,895	98,734	3.3%
Overtime	0100-0410-5011-0000-0000-	39,099	26,000	30,000	28,000	2,000	7.7%
Employee Benefits - FICA	0100-0410-5020-0000-0000-	212,175	229,971	227,222	237,677	7,706	3.4%
Employee Benefits - TEC	0100-0410-5021-0000-0000-	7,105	9,360	11,115	11,286	1,926	20.6%
Employee Benefits - Retirement	0100-0410-5030-0000-0000-	288,511	314,796	305,796	309,851	(4,945)	-1.6%
Employee Benefits - Insurance	0100-0410-5031-0000-0000-	335,692	438,119	391,196	469,771	31,652	7.2%
Employee Benefits - Workers Comp	0100-0410-5032-0000-0000-	2,627	4,571	4,516	4,911	340	7.4%
		3,698,681	4,002,978	3,929,388	4,140,391	137,413	3.4%
Staff Development							
Training & Conferences	0100-0410-5120-0000-0000-	12,423	15,000	16,000	18,000	3,000	20.0%
Uniforms	0100-0410-5130-0000-0000-	-	800	800	800	-	0.0%
		12,423	15,800	16,800	18,800	3,000	19.0%
Equipment Expense							
Equipment	0100-0410-5330-0000-0000-	-	1,500	1,000	1,000	(500)	-33.3%
Data Services	0100-0410-5335-0000-0000-	31,780	38,300	35,100	42,000	3,700	9.7%
		31,780	39,800	36,100	43,000	3,200	8.0%
Contracted Services							
Contract Labor	0100-0410-5407-0000-0000-	13,241	24,000	24,000	24,000	-	0.0%
Other Contracted Services	0100-0410-5499-0000-0000-	38,730	25,000	20,000	20,000	(5,000)	-20.0%
		51,971	49,000	44,000	44,000	(5,000)	-10.2%
Program Expense							
Community Education/Revitalization	0100-0410-5650-0000-0000-	49,437	70,000	70,000	70,000	-	0.0%
Enforcement Abatement	0100-0410-*TBD*-0000-0000-	-	-	-	20,000	20,000	
Mailbox Replacement	0100-0410-5655-0000-0000-	76,232	95,000	95,000	95,000	-	0.0%
		125,668	165,000	165,000	185,000	20,000	12.1%
Public Education/Relations							
Public Relations	0100-0410-5700-0000-0000-	1,860	6,000	6,000	6,000	-	0.0%
		1,860	6,000	6,000	6,000	-	0.0%
Administrative Expense							
Supplies	0100-0410-5800-0000-0000-	1,177	2,000	1,800	1,800	(200)	-10.0%
Postage and Delivery	0100-0410-5801-0000-0000-	-	22,000	26,000	28,000	6,000	27.3%
Dues & Subscriptions	0100-0410-5802-0000-0000-	2,330	1,500	2,000	2,000	500	33.3%
Printing	0100-0410-5803-0000-0000-	1,500	1,000	1,000	1,000	-	0.0%
Mileage Reimbursement	0100-0410-5804-0000-0000-	52,617	52,000	52,000	52,000	-	0.0%
		62,808	83,000	87,300	89,300	6,300	7.6%
Total Covenant Administration		**3,985,191**	**4,361,578**	**4,284,588**	**4,526,491**	**164,913**	**3.8%**

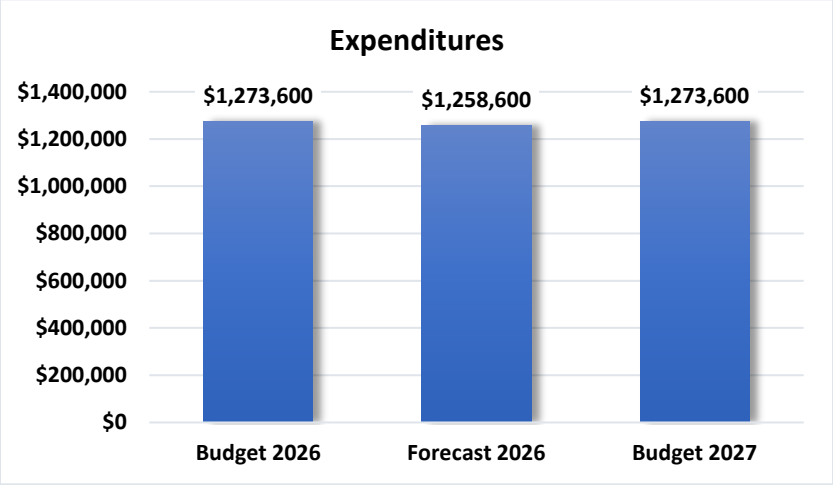
2027 Streetlighting Budget Plan

Mission

The mission of the Streetlight program is to provide funding for utility costs as associated with illuminating public roadways throughout The Woodlands Township.

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Streetlighting	$ 1,273,600	$ 1,258,600	$ 1,273,600	$ -	0.0%
Total	**$ 1,273,600**	**$ 1,258,600**	**$ 1,273,600**	**$ -**	**0.0%**



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The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
OTHER COMMUNITY SERVICES - Dept 0430							
Streetlighting	0100-0430-5440-0000-0000-	1,105,889	1,273,600	1,258,600	1,273,600	-	0.0%
Solid Waste Services	0100-0430-5442-0000-0000-	8,816,096	9,555,000	9,555,000	10,032,750	477,750	5.0%
Total Other Community Services		**9,921,985**	**10,828,600**	**10,813,600**	**11,306,350**	**477,750**	**4.4%**

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2027 Solid Waste Services Budget Plan

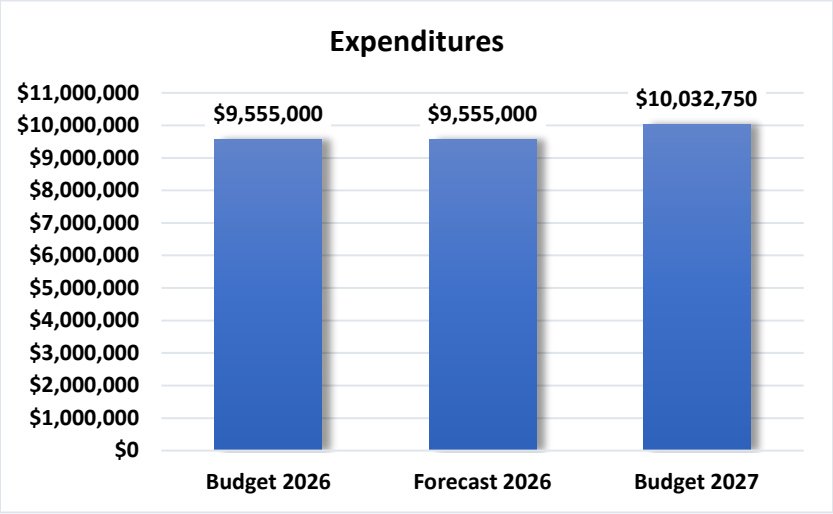
Mission

The mission of the Solid Waste Services 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.

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Solid Waste	$ 9,555,000	$ 9,555,000	$ 10,032,750	$ 477,750	5.0%
Total	**$ 9,555,000**	**$ 9,555,000**	**$ 10,032,750**	**$ 477,750**	**5.0%**



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The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
OTHER COMMUNITY SERVICES - Dept 0430							
Streetlighting	0100-0430-5440-0000-0000-	1,105,889	1,273,600	1,258,600	1,273,600	-	0.0%
Solid Waste Services	0100-0430-5442-0000-0000-	8,816,096	9,555,000	9,555,000	10,032,750	477,750	5.0%
Total Other Community Services		**9,921,985**	**10,828,600**	**10,813,600**	**11,306,350**	**477,750**	**4.4%**

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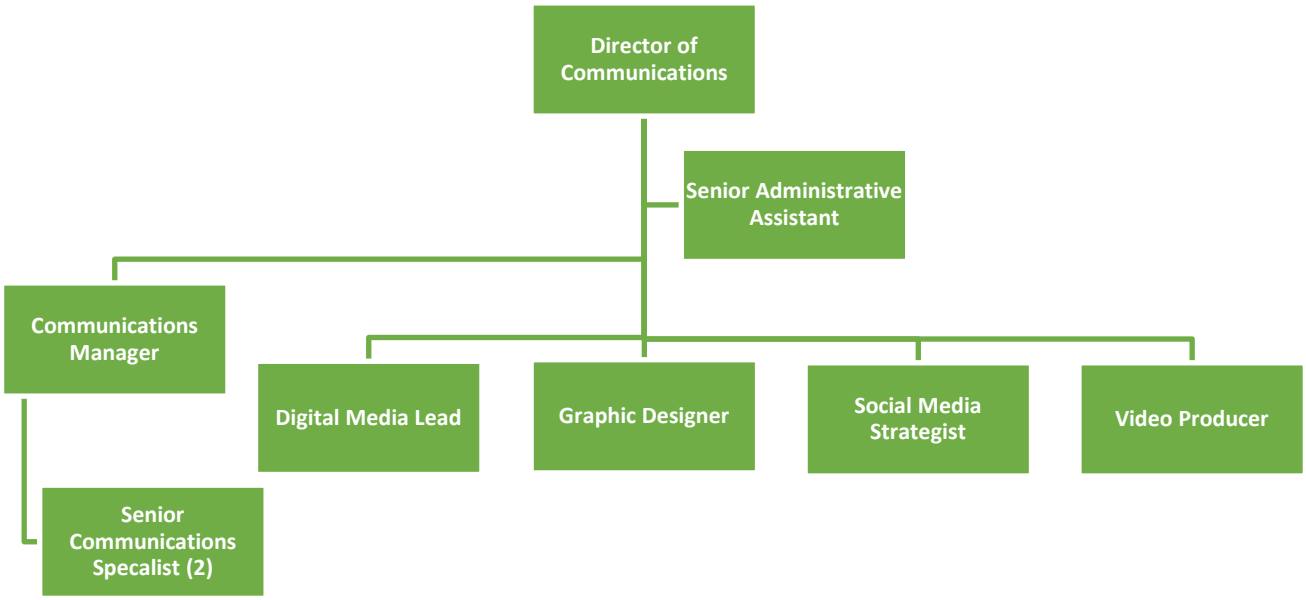


2027 Communications Department Budget Plan

Mission

The Woodlands Township Communications Team is dedicated to actively listening to and engaging with the community. Top priority is to deliver timely, accurate and relevant information, meeting residents where they are. The department works with the Township's Board of Directors, staff, residents, businesses, media entities, government entities, and for-profit and nonprofit associations.

Organization Chart

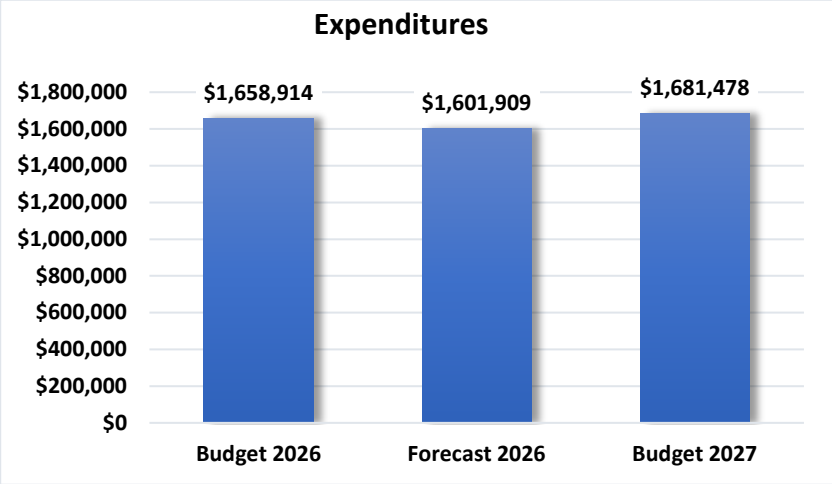


STAFFING - FTE COUNT	Forecast 2026	Budget 2027	Change
Director of Communications	1.00	1.00	0.00
Senior Administrative Assistant	1.00	1.00	0.00
Communications Manager	1.00	1.00	0.00
Digital Media Lead	1.00	1.00	0.00
Graphic Designer	1.00	1.00	0.00
Social Media Strategist	1.00	1.00	0.00
Video Producer	1.00	1.00	0.00
Senior Communications Specialist	2.00	2.00	0.00
TOTAL	9.00	9.00	0.00
Position(s) added in 2027 Budget	**0.00**	**0.00**	**0.00**

2027 Communications Department Budget Plan

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Salaries and Benefits	$ 1,042,914	$ 1,046,109	$ 1,112,478	$ 69,564	6.7%
Staff Development	23,500	21,500	19,200	(4,300)	-18.3%
Equipment Expense	17,000	17,000	19,000	2,000	11.8%
Contracted Services	201,000	146,500	125,000	(76,000)	-37.8%
Public Education/Relations	350,000	350,000	385,000	35,000	10.0%
Administrative Expense	24,500	20,800	20,800	(3,700)	-15.1%
Total	**$ 1,658,914**	**$ 1,601,909**	**$ 1,681,478**	**$ 22,564**	**1.4%**



The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
COMMUNICATIONS - Dept 0500							
Salaries and Benefits							
Salaries and Wages	0100-0500-5010-0000-0000-	698,557	764,845	757,966	798,801	33,956	4.4%
Overtime	0100-0500-5011-0000-0000-	804	2,800	2,400	2,400	(400)	-14.3%
Employee Benefits - FICA	0100-0500-5020-0000-0000-	51,663	58,725	57,697	61,322	2,597	4.4%
Employee Benefits - TEC	0100-0500-5021-0000-0000-	977	1,296	1,539	1,539	243	18.8%
Employee Benefits - Retirement	0100-0500-5030-0000-0000-	70,354	87,649	77,879	71,059	(16,590)	-18.9%
Employee Benefits - Insurance	0100-0500-5031-0000-0000-	89,969	126,439	147,478	176,097	49,658	39.3%
Employee Benefits - Workers Comp	0100-0500-5032-0000-0000-	661	1,160	1,150	1,260	100	8.6%
		912,984	1,042,914	1,046,109	1,112,478	69,564	6.7%
Staff Development							
Meetings	0100-0500-5100-0000-0000-	698	1,000	1,000	1,000	-	0.0%
Training & Conferences	0100-0500-5120-0000-0000-	10,282	22,000	19,500	17,200	(4,800)	-21.8%
Uniforms	0100-0500-5130-0000-0000-	935	500	1,000	1,000	500	100.0%
		11,915	23,500	21,500	19,200	(4,300)	-18.3%
Equipment Expense							
Equipment	0100-0500-5330-0000-0000-	11,560	10,000	10,000	12,000	2,000	20.0%
Data Services	0100-0500-5335-0000-0000-	7,034	7,000	7,000	7,000	-	0.0%
		18,594	17,000	17,000	19,000	2,000	11.8%
Contracted Services							
Computer Support	0100-0500-5400-0000-0000-	6,000	21,000	6,000	10,000	(11,000)	-52.4%
Contract Labor	0100-0500-5407-0000-0000-	4,375	20,000	10,000	10,000	(10,000)	-50.0%
Website	0100-0500-5470-0000-0000-	63,388	60,000	65,000	70,000	10,000	16.7%
Video Production	0100-0500-5471-0000-0000-	1,145	50,000	20,000	25,000	(25,000)	-50.0%
Public Opinion Surveys	0100-0500-5499-0000-0000-	27,300	50,000	45,500	10,000	(40,000)	-80.0%
		102,208	201,000	146,500	125,000	(76,000)	-37.8%
Public Education/Relations							
Community Relations	0100-0500-5700-0000-0000-	35,887	45,000	45,000	50,000	5,000	11.1%
Specialty Supplies	0100-0500-5702-0000-0000-	-	5,000	5,000	5,000	-	0.0%
Advertising	0100-0500-5704-0000-0000-	52,640	60,000	60,000	66,000	6,000	10.0%
Community Magazine	0100-0500-5715-0000-0000-	197,057	240,000	240,000	264,000	24,000	10.0%
		285,584	350,000	350,000	385,000	35,000	10.0%
Administrative Expense							
Supplies	0100-0500-5800-0000-0000-	2,891	2,000	2,500	2,500	500	25.0%
Dues & Subscriptions	0100-0500-5802-0000-0000-	7,962	7,000	8,000	8,000	1,000	14.3%
Printing	0100-0500-5803-0000-0000-	2,057	15,000	10,000	10,000	(5,000)	-33.3%
Mileage Reimbursement	0100-0500-5804-0000-0000-	283	500	300	300	(200)	-40.0%
		13,193	24,500	20,800	20,800	(3,700)	-15.1%
Total Communications		**1,344,477**	**1,658,914**	**1,601,909**	**1,681,478**	**22,564**	**1.4%**

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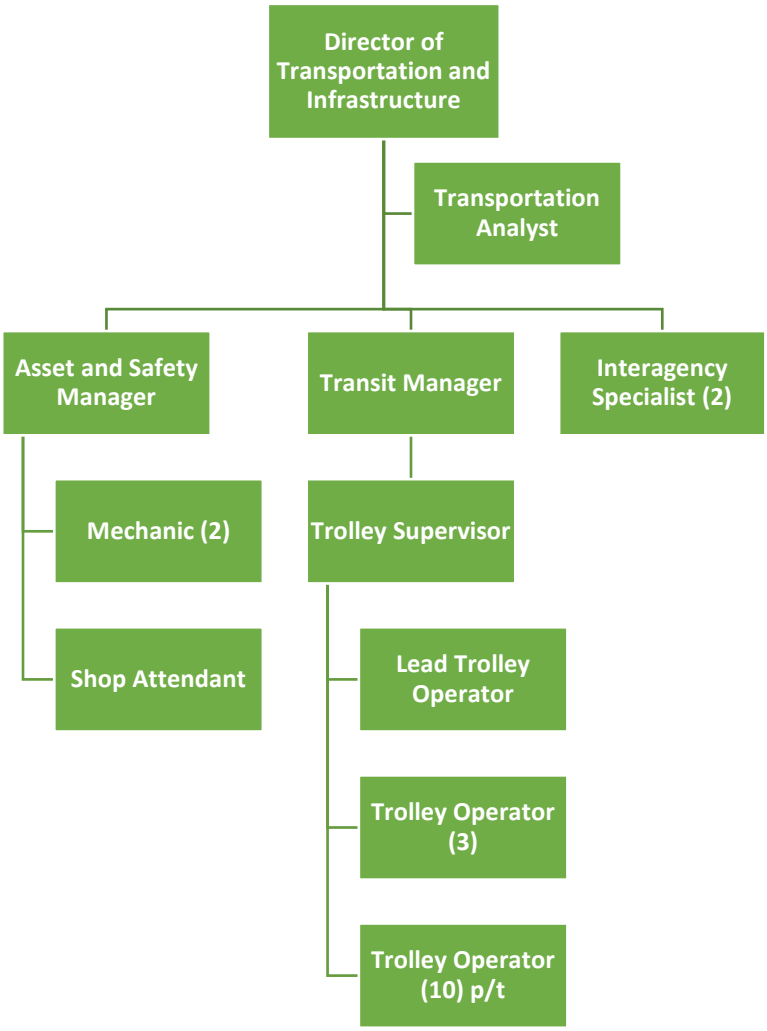


2027 Transportation and Infrastructure Budget Plan

Mission

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 Administration 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 construction in the road rights-of-way, easement requests, drainage, and utilities.

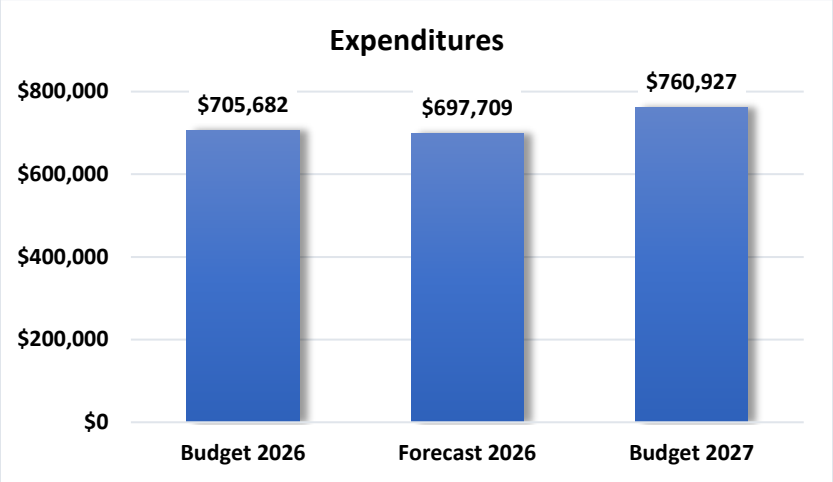
Organization Chart



STAFFING - FTE COUNT	Forecast 2026	Budget 2027	Change
Director of Transportation and Infrastructure	1.00	1.00	0.00
Transportation Analyst	1.00	1.00	0.00
Asset and Safety Manager	1.00	1.00	0.00
Mechanic	2.00	2.00	0.00
Shop Attendant	1.00	1.00	0.00
Transit Manager	1.00	1.00	0.00
Trolley Supervisor	1.00	1.00	0.00
Lead Trolley Operator	1.00	1.00	0.00
Trolley Operator – Full-time	3.00	3.00	0.00
Trolley Operator – Part-time	5.00	5.00	0.00
Interagency Specialist	2.00	2.00	0.00
TOTAL	19.00	19.00	0.00
Position(s) added in 2027 Budget	**0.00**	**0.00**	**0.00**

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Salaries and Benefits	$ 660,082	$ 655,809	$ 715,727	$ 55,645	8.4%
Staff Development	14,700	11,400	14,700	$ -	0.0%
Equipment Expense	7,200	7,200	7,200	$ -	0.0%
Administrative Expense	23,700	23,300	23,300	$ (400)	-1.7%
Total	**$ 705,682**	**$ 697,709**	**$ 760,927**	**$ 55,245**	**7.8%**



The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
TRANSPORTATION - Dept 0600							
Salaries and Benefits							
Salaries and Wages	0100-0600-5010-0000-0000-	488,032	501,451	494,620	519,253	17,802	3.6%
Overtime	0100-0600-5011-0000-0000-	8,431	4,000	8,000	8,000	4,000	100.0%
Employee Benefits - FICA	0100-0600-5020-0000-0000-	37,536	38,667	38,140	40,335	1,668	4.3%
Employee Benefits - TEC	0100-0600-5021-0000-0000-	618	864	1,026	1,026	162	18.8%
Employee Benefits - Retirement	0100-0600-5030-0000-0000-	53,968	54,807	56,007	60,513	5,706	10.4%
Employee Benefits - Insurance	0100-0600-5031-0000-0000-	45,671	59,524	57,257	85,767	26,243	44.1%
Employee Benefits - Workers Comp	0100-0600-5032-0000-0000-	428	769	759	833	64	8.3%
		634,684	660,082	655,809	715,727	55,645	8.4%
Staff Development							
Meetings	0100-0600-5100-0000-0000-	684	600	600	600	-	0.0%
Training & Conferences	0100-0600-5120-0000-0000-	10,852	14,100	10,800	14,100	-	0.0%
		11,536	14,700	11,400	14,700	-	0.0%
Equipment Expense							
Equipment	0100-0600-5330-0000-0000-	64	500	500	500	-	0.0%
Data Services	0100-0600-5335-0000-0000-	6,300	6,700	6,700	6,700	-	0.0%
		6,365	7,200	7,200	7,200	-	0.0%
Administrative Expense							
Supplies	0100-0600-5800-0000-0000-	1,609	700	900	900	200	28.6%
Dues & Subscriptions	0100-0600-5802-0000-0000-	3,388	7,000	6,400	6,400	(600)	-8.6%
Mileage Reimbursement	0100-0600-5804-0000-0000-	12,167	16,000	16,000	16,000	-	0.0%
		17,165	23,700	23,300	23,300	(400)	-1.7%
Total Transportation		**669,750**	**705,682**	**697,709**	**760,927**	**55,245**	**7.8%**

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2027 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.

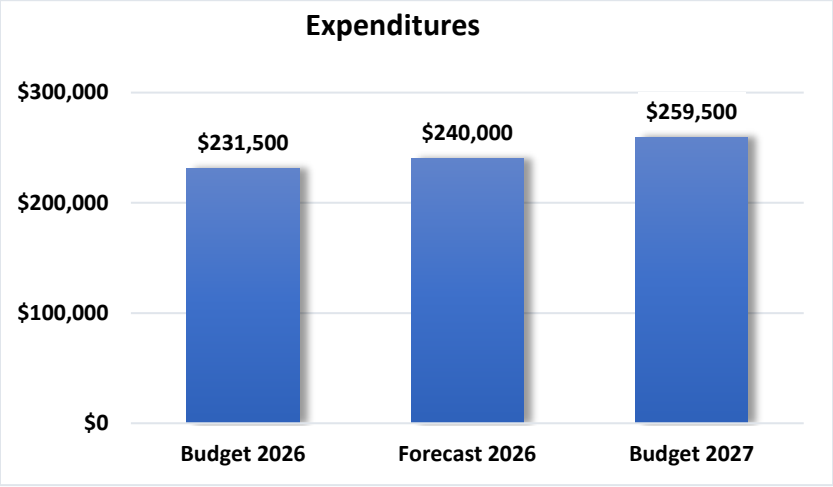
Maintaining a strong economic development program will be an essential driver of tax revenues to meet the financial obligations of the Township. This plan moves forward with economic development goals anticipated by The Woodlands Township in 2027 and its legislative purpose. The Woodlands Township is the largest funding partner of The Woodlands Area Economic Development Partnership (EDP), who recruits and retains business on behalf of the Township.

In addition, The Woodlands Township has the Ad Hoc Economic Development Committee and its Charter. The Committee has six (6) specific initiatives given to it by the Township Board of Directors.

- Evaluation of potential for a Performing Arts Center
- Evaluation and status updates regarding Village Shopping Centers
- Evaluation of Township property located at 9669 Grogan's Mill Road (former GE Betz property)
- Evaluation of participation in corporate relocation efforts
- Evaluation of short-term and long-term parking in The Woodlands Town Center
- Evaluation of pedestrian mobility in The Woodlands Town Center

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Contracted Services	$ 175,000	$ 175,000	$ 214,500	$ 39,500	22.6%
Program Expense	25,000	25,000	5,000	(20,000)	-80.0%
Public Education/Relations	30,000	40,000	40,000	10,000	33.3%
Administrative Expense	1,500	-	-	(1,500)	-100.0%
Total	**$ 231,500**	**$ 240,000**	**$ 259,500**	**$ 28,000**	**12.1%**



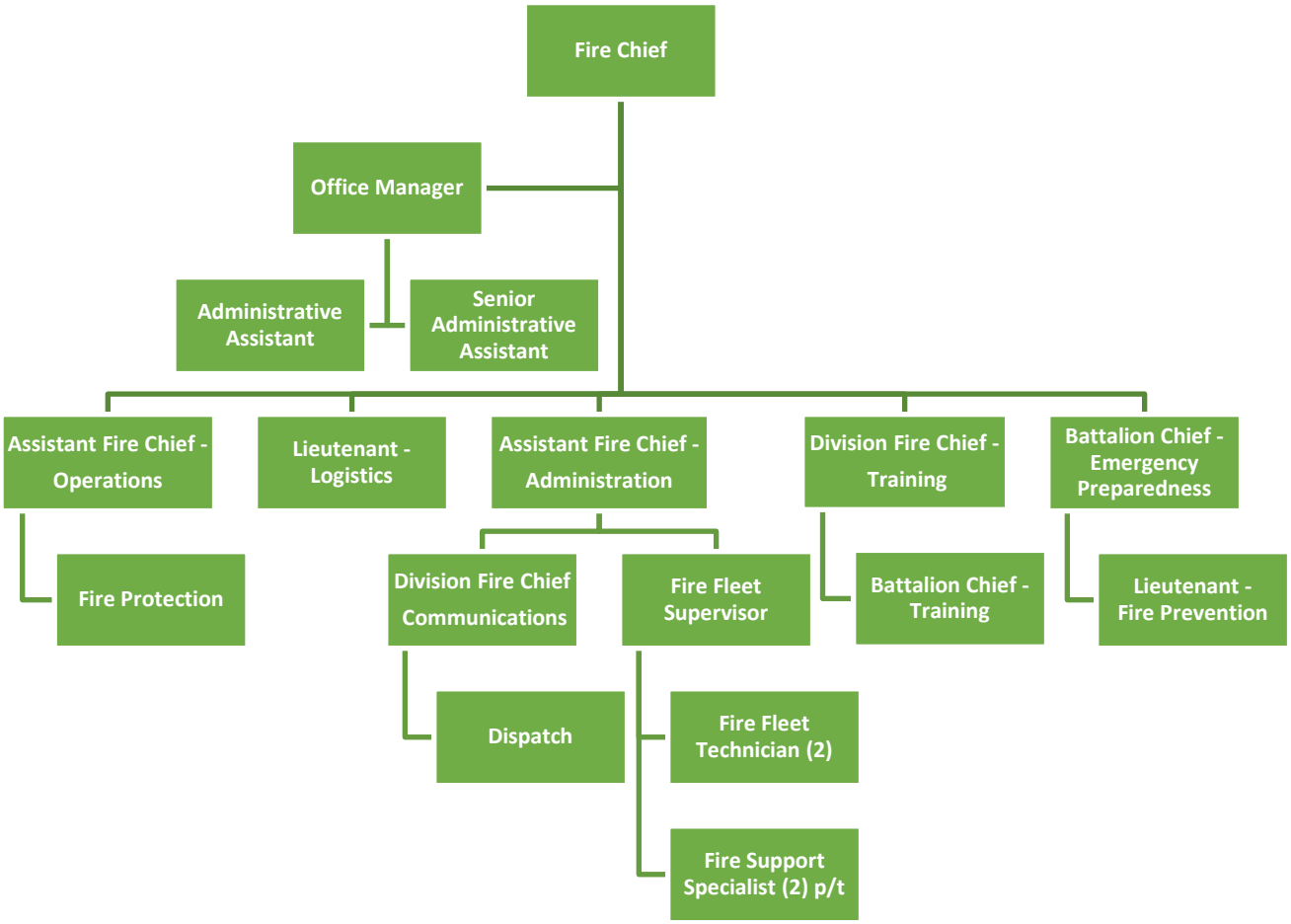
The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
ECONOMIC DEVELOPMENT - Dept 0700							
Contracted Services							
Economic Development Partnership	0100-0700-5499-5500-0000-	225,000	175,000	175,000	214,500	39,500	22.6%
		225,000	175,000	175,000	214,500	39,500	22.6%
Program Expense							
GHP Opportunity Houston Prog	0100-0700-5605-3501-0000-	20,000	20,000	20,000	-	(20,000)	-100.0%
Leadership Montgomery County Prog	0100-0700-5605-3502-0000-	5,000	5,000	5,000	5,000	-	0.0%
		25,000	25,000	25,000	5,000	(20,000)	-80.0%
Public Education/Relations							
Govt'l Rep & Strategic Partnerships	0100-0700-5705-0000-0000-	33,527	30,000	40,000	40,000	10,000	33.3%
		33,527	30,000	40,000	40,000	10,000	33.3%
Administrative Expense							
Dues & Subscriptions	0100-0700-5802-0000-0000-	-	1,500	-	-	(1,500)	-100.0%
		-	1,500	-	-	(1,500)	-100.0%
Total Economic Development		**283,527**	**231,500**	**240,000**	**259,500**	**28,000**	**12.1%**

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.

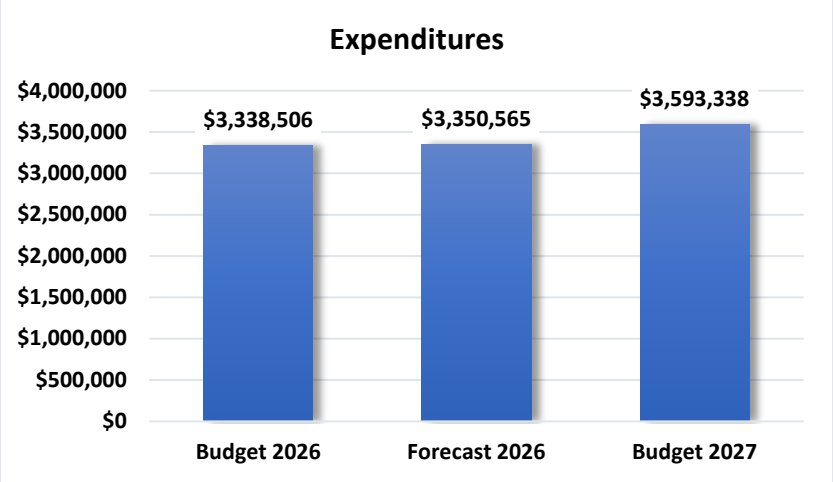
Fire Administration



STAFFING - FTE COUNT	Forecast 2026	Budget 2027	Change
Fire Chief	1.00	1.00	0.00
Assistant Fire Chief - Administration	1.00	1.00	0.00
Assistant Fire Chief - Operations	1.00	1.00	0.00
Division Fire 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
Lieutenant - Logistics	1.00	1.00	0.00
Office Manager	1.00	1.00	0.00
Administrative Assistant	1.00	1.00	0.00
Senior Administrative Assistant	1.00	1.00	0.00
Fire Support Specialist - Part-time	1.00	1.00	0.00
Fire Fleet Technician	2.00	2.00	0.00
Fire Fleet Supervisor	1.00	1.00	0.00
TOTAL	15.00	15.00	0.00
Position(s) added in 2027 Budget	**0.00**	**0.00**	**0.00**

Budget Summary

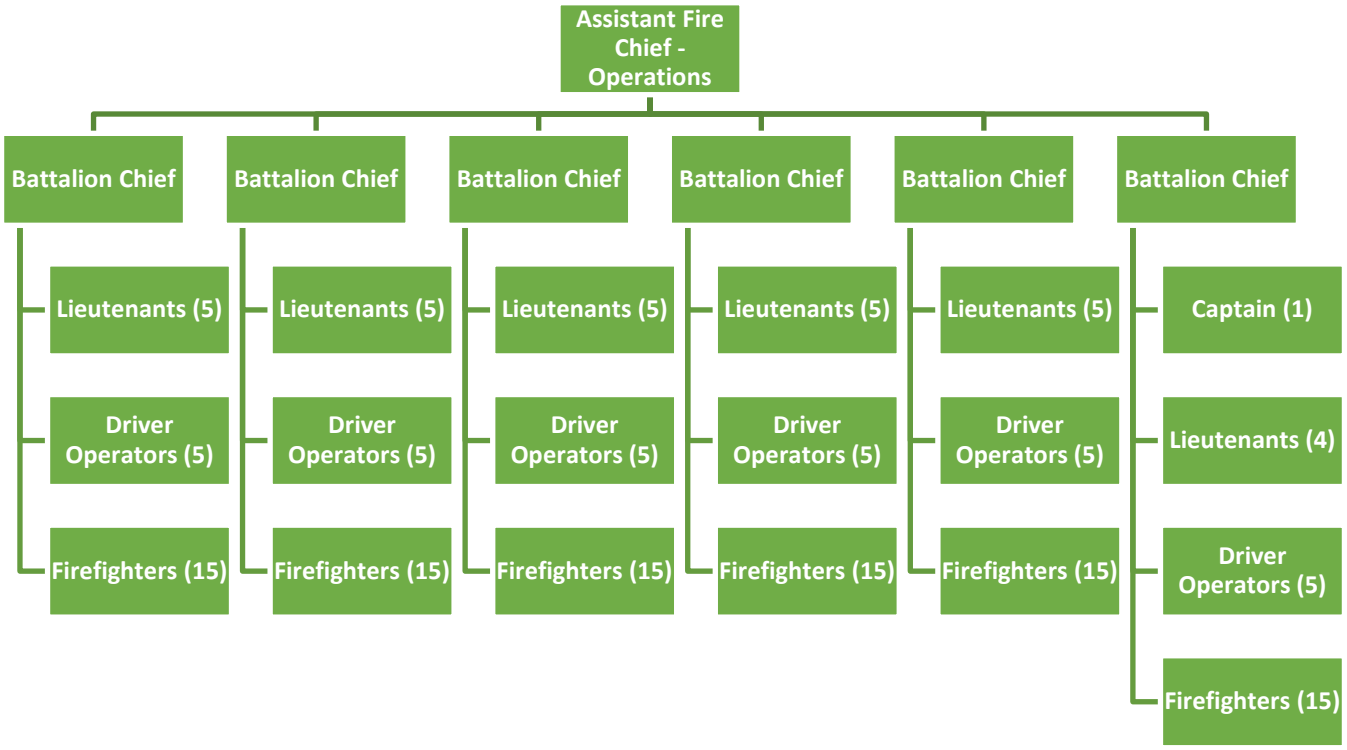
Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Salaries and Benefits	$ 2,526,406	$ 2,487,065	$ 2,644,838	$ 118,432	4.7%
Staff Development	70,800	70,400	79,800	$ 9,000	12.7%
Equipment Expense	115,800	109,800	180,400	$ 64,600	55.8%
Contracted Services	560,400	622,200	621,700	$ 61,300	10.9%
Program Expense	21,000	18,500	22,500	$ 1,500	7.1%
Public Education/Relations	7,000	5,500	7,000	$ -	0.0%
Administrative Expense	37,100	37,100	37,100	$ -	0.0%
Total	**$ 3,338,506**	**$ 3,350,565**	**$ 3,593,338**	**$ 254,832**	**7.6%**



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

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
FIRE AND EMS MANAGEMENT - Dept 0810							
Salaries and Benefits							
Salaries and Wages	0100-0810-5010-0000-0000-	1,717,864	1,848,429	1,825,230	1,924,755	76,326	4.1%
Overtime	0100-0810-5011-0000-0000-	48,700	32,000	50,000	50,000	18,000	56.3%
Employee Benefits - FICA	0100-0810-5020-0000-0000-	127,528	142,188	139,934	152,475	10,287	7.2%
Employee Benefits - TEC	0100-0810-5021-0000-0000-	1,422	2,304	2,907	2,907	603	26.2%
Employee Benefits - Retirement	0100-0810-5030-0000-0000-	216,076	208,088	216,351	218,609	10,521	5.1%
Employee Benefits - Insurance	0100-0810-5031-0000-0000-	198,152	274,162	233,754	277,146	2,984	1.1%
Employee Benefits - Workers Comp	0100-0810-5032-0000-0000-	11,113	19,235	18,889	18,946	(289)	-1.5%
		2,320,854	2,526,406	2,487,065	2,644,838	118,432	4.7%
Staff Development							
Meetings	0100-0810-5100-0000-0000-	5,084	6,000	6,000	6,000	-	0.0%
Training & Conferences	0100-0810-5120-0000-0000-	23,454	28,000	28,000	28,000	-	0.0%
Uniforms	0100-0810-5130-0000-0000-	7,992	12,800	12,800	12,800	-	0.0%
Tuition Reimbursement	0100-0810-5140-0000-0000-	4,666	8,000	4,600	8,000	-	0.0%
Awards Ceremony	0100-0810-5150-0000-0000-	14,545	16,000	19,000	25,000	9,000	56.3%
		55,741	70,800	70,400	79,800	9,000	12.7%
Equipment Expense							
Equipment	0100-0810-5330-0000-0000-	3,244	18,000	12,000	18,000	-	0.0%
Data Services	0100-0810-5335-0000-0000-	25,281	41,600	35,600	102,200	60,600	145.7%
Vehicle Fuel	0100-0810-5360-0000-0000-	17,884	26,200	32,200	30,200	4,000	15.3%
Equipment Repair & Maintenance	0100-0810-5365-0000-0000-	38,656	30,000	30,000	30,000	-	0.0%
		85,065	115,800	109,800	180,400	64,600	55.8%
Contracted Services							
Computer Support	0100-0810-5400-0000-0000-	362,261	295,400	300,400	323,700	28,300	9.6%
Consulting	0100-0810-5401-0000-0000-	-	20,000	68,000	30,000	10,000	50.0%
Medical Support Services	0100-0810-5480-0000-0000-	116,200	180,000	180,000	198,000	18,000	10.0%
Other Contracted Services	0100-0810-5499-0000-0000-	39,855	65,000	73,800	70,000	5,000	7.7%
		518,316	560,400	622,200	621,700	61,300	10.9%
Program Expense							
Fire and Life Safety Education	0100-0810-5605-3404-0000-	14,930	16,000	16,000	20,000	4,000	25.0%
Emergency Preparedness	0100-0810-5605-3417-0000-	388	5,000	2,500	2,500	(2,500)	-50.0%
		15,318	21,000	18,500	22,500	1,500	7.1%
Public Education/Relations							
Training Aids	0100-0810-5701-0000-0000-	3,324	5,000	3,500	5,000	-	0.0%
Advertising	0100-0810-5704-0000-0000-	798	1,000	1,000	1,000	-	0.0%
Fire Investigation	0100-0810-5706-0000-0000-	216	1,000	1,000	1,000	-	0.0%
		4,338	7,000	5,500	7,000	-	0.0%
Administrative Expense							
Supplies	0100-0810-5800-0000-0000-	9,739	12,000	12,000	12,000	-	0.0%
Postage and Delivery	0100-0810-5801-0000-0000-	2,059	1,600	1,600	1,600	-	0.0%
Dues & Subscriptions	0100-0810-5802-0000-0000-	8,548	10,000	10,000	10,000	-	0.0%
Printing	0100-0810-5803-0000-0000-	149	1,000	1,000	1,000	-	0.0%
Mileage Reimbursement	0100-0810-5804-0000-0000-	511	500	500	500	-	0.0%
Other Admin	0100-0810-5899-0000-0000-	9,096	12,000	12,000	12,000	-	0.0%
		30,103	37,100	37,100	37,100	-	0.0%
Total Fire and EMS Management		**3,029,735**	**3,338,506**	**3,350,565**	**3,593,338**	**254,832**	**7.6%**

Fire Protection

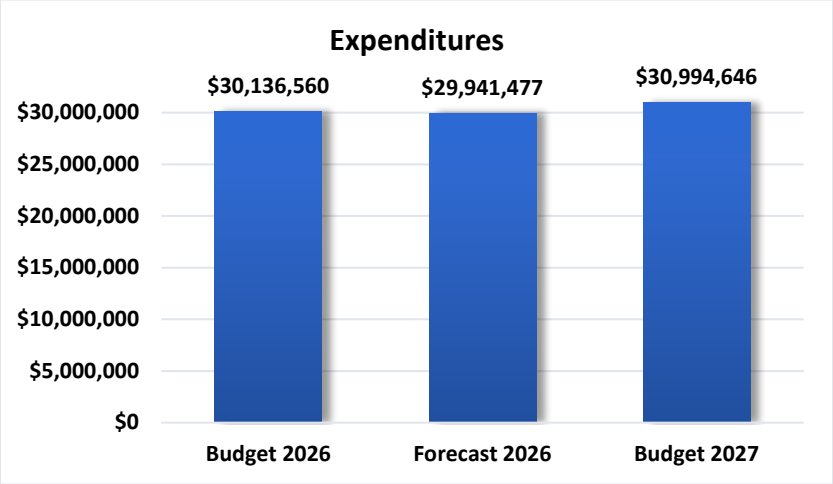


STAFFING - FTE COUNT	Forecast 2026	Budget 2027	Change
Battalion Chief	6.00	6.00	0.00
Lieutenant	30.00	30.00	0.00
Driver/Operator	30.00	30.00	0.00
Firefighter	90.00	90.00	0.00
TOTAL	156.00	156.00	0.00
Position(s) added in 2027 Budget	**0.00**	**0.00**	**0.00**

2027 Fire Protection Budget Plan

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Salaries and Benefits	$ 26,959,760	$ 26,771,677	$ 27,753,646	$ 793,886	2.9%
Staff Development	352,000	347,000	352,000	$ -	0.0%
Facility Expense	1,242,000	1,234,000	1,261,000	$ 19,000	1.5%
Equipment Expense	1,582,800	1,588,800	1,628,000	$ 45,200	2.9%
Total	**$ 30,136,560**	**$ 29,941,477**	**$ 30,994,646**	**$ 858,086**	**2.8%**



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

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
FIRE PROTECTION - Dept 0811							
Salaries and Benefits							
Salaries and Wages	0100-0811-5010-0000-0000-	15,051,158	16,649,181	16,649,181	17,227,469	578,288	3.5%
Overtime	0100-0811-5011-0000-0000-	3,605,914	2,066,888	2,066,888	2,138,276	71,388	3.5%
Ride Up Pay	0100-0811-5013-0000-0000-	80,467	245,000	245,000	245,000	-	0.0%
Employee Benefits - FICA	0100-0811-5020-0000-0000-	1,371,472	1,440,574	1,440,574	1,465,963	25,389	1.8%
Employee Benefits - TEC	0100-0811-5021-0000-0000-	(12,552)	22,464	22,464	26,676	4,212	18.8%
Employee Benefits - Retirement	0100-0811-5030-0000-0000-	2,231,465	2,643,616	2,448,915	2,687,696	44,080	1.7%
Employee Benefits - Insurance	0100-0811-5031-0000-0000-	3,718,926	3,638,724	3,645,342	3,711,290	72,566	2.0%
Employee Benefits - Workers Comp	0100-0811-5032-0000-0000-	159,523	253,313	253,313	251,276	(2,037)	-0.8%
		26,206,373	26,959,760	26,771,677	27,753,646	793,886	2.9%
Staff Development							
Meetings	0100-0811-5100-0000-0000-	651	1,000	1,000	1,000	-	0.0%
Training & Conferences	0100-0811-5120-0000-0000-	149,109	180,000	180,000	180,000	-	0.0%
Deployment Expenses	0100-0811-5122-0000-0000-	38,380	-	-	-	-	
Uniforms	0100-0811-5130-0000-0000-	96,808	145,000	145,000	145,000	-	0.0%
Training Materials	0100-0811-5160-0000-0000-	7,620	26,000	21,000	26,000	-	0.0%
		292,568	352,000	347,000	352,000	-	0.0%
Facility Expense							
Telephone	0100-0811-5210-0000-0000-	223,493	292,000	284,000	292,000	-	0.0%
Utilities	0100-0811-5220-0000-0000-	268,682	290,000	290,000	290,000	-	0.0%
Facility Repair & Maintenance	0100-0811-5230-0000-0000-	479,485	510,000	510,000	525,000	15,000	2.9%
Facility Materials & Supplies	0100-0811-5240-0000-0000-	138,472	150,000	150,000	154,000	4,000	2.7%
		1,110,132	1,242,000	1,234,000	1,261,000	19,000	1.5%
Equipment Expense							
Equipment	0100-0811-5330-0000-0000-	99,810	120,000	120,000	120,000	-	0.0%
Special Equipment	0100-0811-5330-9000-0000-	192,171	313,000	288,000	288,000	(25,000)	-8.0%
Other Leases & Rentals	0100-0811-5350-0000-0000-	314,810	340,000	340,000	340,000	-	0.0%
Vehicle Fuel	0100-0811-5360-0000-0000-	156,849	180,000	201,000	190,000	10,000	5.6%
Equipment Repair & Maintenance	0100-0811-5365-0000-0000-	488,248	425,000	445,000	475,000	50,000	11.8%
Special Operations Materials & Supplies	0100-0811-5370-0000-0000-	25,173	45,000	40,000	45,000	-	0.0%
EMS Materials & Supplies	0100-0811-5371-0000-0000-	14,259	35,000	30,000	30,000	(5,000)	-14.3%
Compliance Testing	0100-0811-5372-0000-0000-	136,994	124,800	124,800	140,000	15,200	12.2%
		1,428,313	1,582,800	1,588,800	1,628,000	45,200	2.9%
Total Fire Protection		**29,037,488**	**30,136,560**	**29,941,477**	**30,994,646**	**858,086**	**2.8%**

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Fire Dispatch

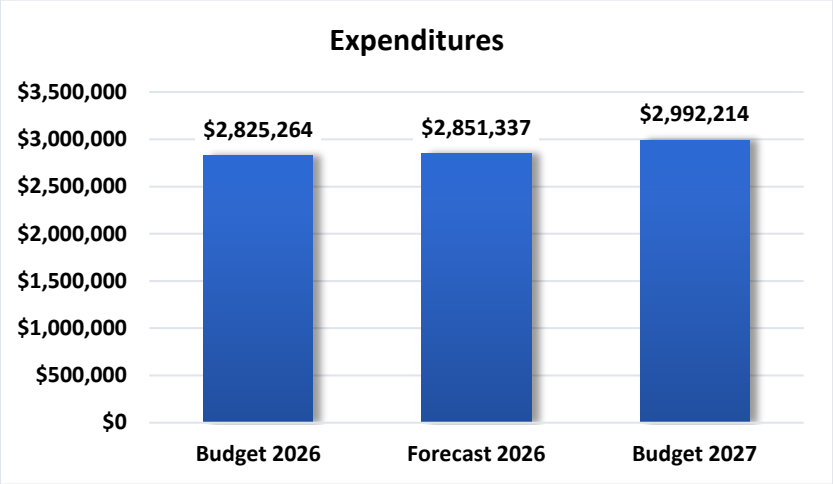


STAFFING - FTE COUNT	Forecast 2026	Budget 2027	Change
Division Chief of Communications	1.00	1.00	0.00
Lieutenant - Communications	4.00	4.00	0.00
Lead Public Safety Telecommunicator	8.50	8.50	0.00
Public Safety Telecommunicator	8.00	8.00	0.00
Public Safety Telecommunicator - Seasonal	0.50	0.50	0.00
TOTAL	22.00	22.00	0.00
Position(s) added in 2027 Budget	**0.00**	**0.00**	**0.00**

2027 Fire Dispatch Budget Plan

Budget Summary

Expenditures	Budget 2026	Forecast 2026	Budget 2027	$ Change	% Change
Salaries and Benefits	$ 2,506,514	$ 2,538,337	$ 2,648,464	$ 141,950	5.7%
Staff Development	63,500	59,750	63,500	$ -	0.0%
Equipment Expense	5,000	3,000	5,000	$ -	0.0%
Contracted Services	250,000	250,000	275,000	$ 25,000	
Administrative Espense	250	250	250	$ -	
Total	**$ 2,825,264**	**$ 2,851,337**	**$ 2,992,214**	**$ 166,950**	**5.9%**



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

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
DISPATCH - Dept 0812							
Salaries and Benefits							
Salaries and Wages	0100-0812-5010-0000-0000-	1,510,469	1,558,641	1,558,641	1,647,539	88,898	5.7%
Overtime	0100-0812-5011-0000-0000-	195,857	237,043	274,927	272,720	35,677	15.1%
Ride Up Pay	0100-0812-5013-0000-0000-	1,825	-	-	-	-	
Employee Benefits - FICA	0100-0812-5020-0000-0000-	123,011	137,370	143,539	146,900	9,530	6.9%
Employee Benefits - Retirement	0100-0812-5030-0000-0000-	137,808	151,675	164,649	161,068	9,393	6.2%
Employee Benefits - Insurance	0100-0812-5031-0000-0000-	297,103	415,742	390,538	413,269	(2,473)	-0.6%
Employee Benefits - Workers Comp	0100-0812-5032-0000-0000-	1,525	2,731	2,731	3,035	304	11.1%
		2,269,962	2,506,514	2,538,337	2,648,464	141,950	5.7%
Staff Development							
Training & Conferences	0100-0812-5120-0000-0000-	35,126	40,000	40,000	40,000	-	0.0%
Uniforms	0100-0812-5130-0000-0000-	7,553	22,000	19,000	22,000	-	0.0%
Training Materials	0100-0812-5160-0000-0000-	750	1,500	750	1,500	-	0.0%
		43,429	63,500	59,750	63,500	-	0.0%
Equipment Expense							
Equipment	0100-0812-5330-0000-0000-	340	5,000	3,000	5,000	-	0.0%
		340	5,000	3,000	5,000	-	0.0%
Contracted Services							
Computer Support	0100-0812-5400-0000-0000-	-	250,000	250,000	275,000	25,000	10.0%
		-	250,000	250,000	275,000	25,000	10.0%
Administrative Expense							
Mileage Reimbursement	0100-0812-5804-0000-0000-	156	250	250	250	-	0.0%
		156	250	250	250	-	0.0%
Total Dispatch		**2,313,887**	**2,825,264**	**2,851,337**	**2,992,214**	**166,950**	**5.9%**

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The Woodlands Convention & Visitors Bureau

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2027 The Woodlands CVB Budget Plan

Overview
The Woodlands Convention and Visitors Bureau, doing business as Visit The Woodlands, is the official destination marketing and management organization responsible for promoting The Woodlands, Texas to drive demand for hotel and retail tax collections. Tax revenue generated by the tourism industry is invested back into improving The Woodlands' infrastructure and programs.

Mission Statement
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.

Vision Statement
Visit The Woodlands is an energetic and innovative 501 (c) (6) organization of talented and dedicated professionals who fulfill the organization's Mission by setting high-performance standards, expectations, and goals. Visit The Woodlands works with the community to create and maintain productive public and private partnerships while serving as a reliable and credible source for The Woodlands tourism industry.

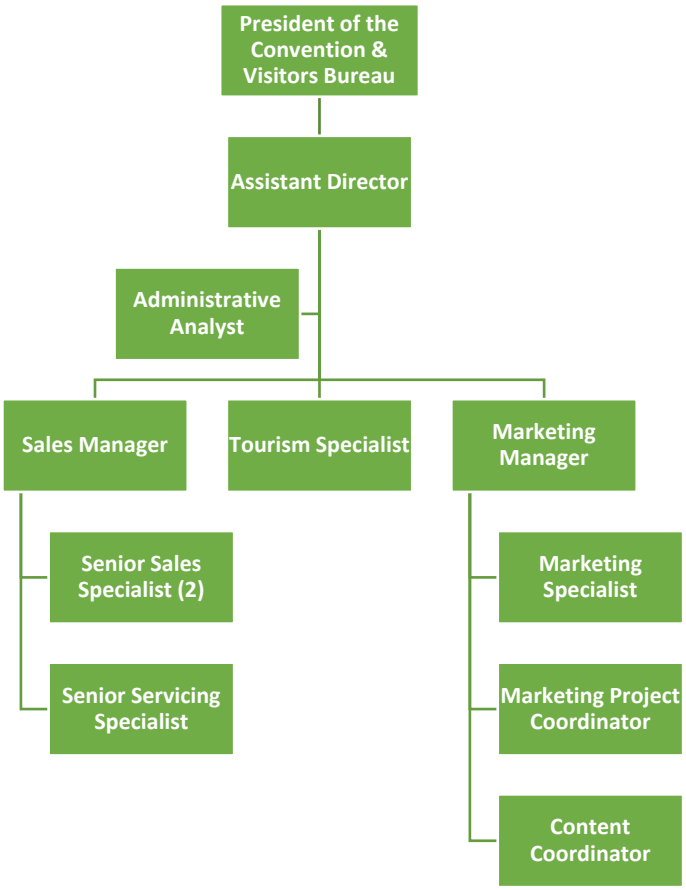
Brand Promise
The Woodlands is a sophisticated destination made remarkably simple, where you'll find cosmopolitan experiences, natural beauty, and timeless luxury, all at a walkable scale. It's easy to get here, and it's even easier to stay.

Our Core Values
- Equal opportunity employer
- Be consistent and fair in business relations
- Initiate and implement cooperative efforts
- Promote and encourage collaboration
- Practice and execute initiative and innovation
- Practice budget responsibility
- Extend and share Expertise
- Work with integrity in open records/open meetings environment

Purposes & Services
- Provide leadership for the tourism industry in The Woodlands
- Drive awareness of The Woodlands as a destination
- Promote hospitality partners in The Woodlands
- Provide services to meeting planners
- Drive economic impact
- Support key signature events
- Provide visitor information
- Work with national, state, and regional partners
- Develop and support training initiatives
- Support non-partisan Issues

The Woodlands Convention & Visitors Bureau

Organization Chart



STAFFING - FTE COUNT	Forecast 2026	Budget 2027	Change
President of the Convention & Visitors Bureau	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
Tourism Specialist	1.00	1.00	0.00
Senior Sales Specialist	2.00	2.00	0.00
Senior Servicing Specialist	1.00	1.00	0.00
Content Coordinator	1.00	1.00	0.00
Marketing Project Coordinator	1.00	1.00	0.00
TOTAL	12.00	12.00	0.00
Position(s) added in 2027 Budget	**0.00**	**0.00**	**0.00**

The Woodlands Convention & Visitors Bureau

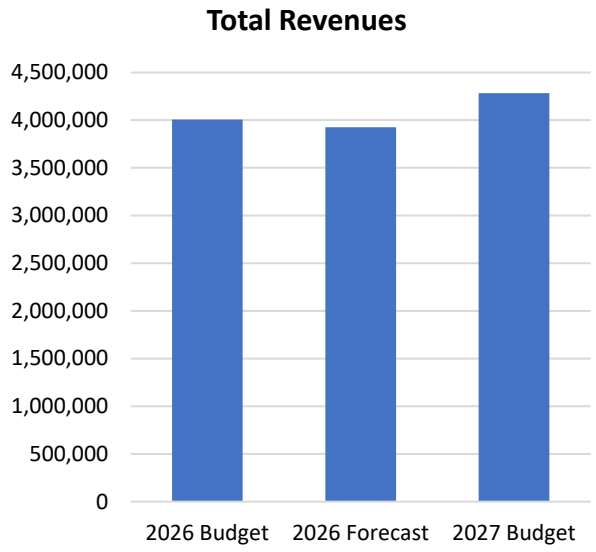
Budget Overview

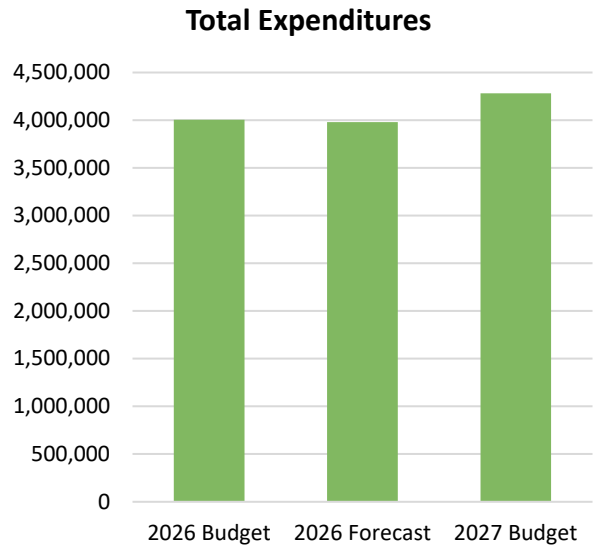
The Woodlands Convention & Visitors Bureau (CVB) is a 501(c)(6) non-profit organization which implements marketing programs and supports certain events to attract convention business and visitors to The Woodlands.

The primary source of funding for the CVB's 2027 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.

	2026 Budget	2026 Forecast	2027 Budget	$ Inc/(Dec)		%Inc/(Dec)
Total Revenues/Transfers In	4,005,120	3,924,651	4,281,750	276,630	(A)	6.9%
Total Expenditures/Transfers Out	4,005,120	3,979,651	4,281,750	276,630	(B)	6.9%
Revenues Over/(Under) Expenditures	-	(55,000)	-	-		0.0%
Transfers Out	-	-	-	-		-
Beginning Fund Balance	856,811	856,811	801,811	-		0.0%
Ending Fund Balance	856,811	801,811	801,811	(55,000)		-6.4%

(A) The increase in revenues is due to an increase in budgeted General Fund transfers in for 2027.
(B) The increase in expenditures is primarily due to increased strategic partnership and marketing costs.



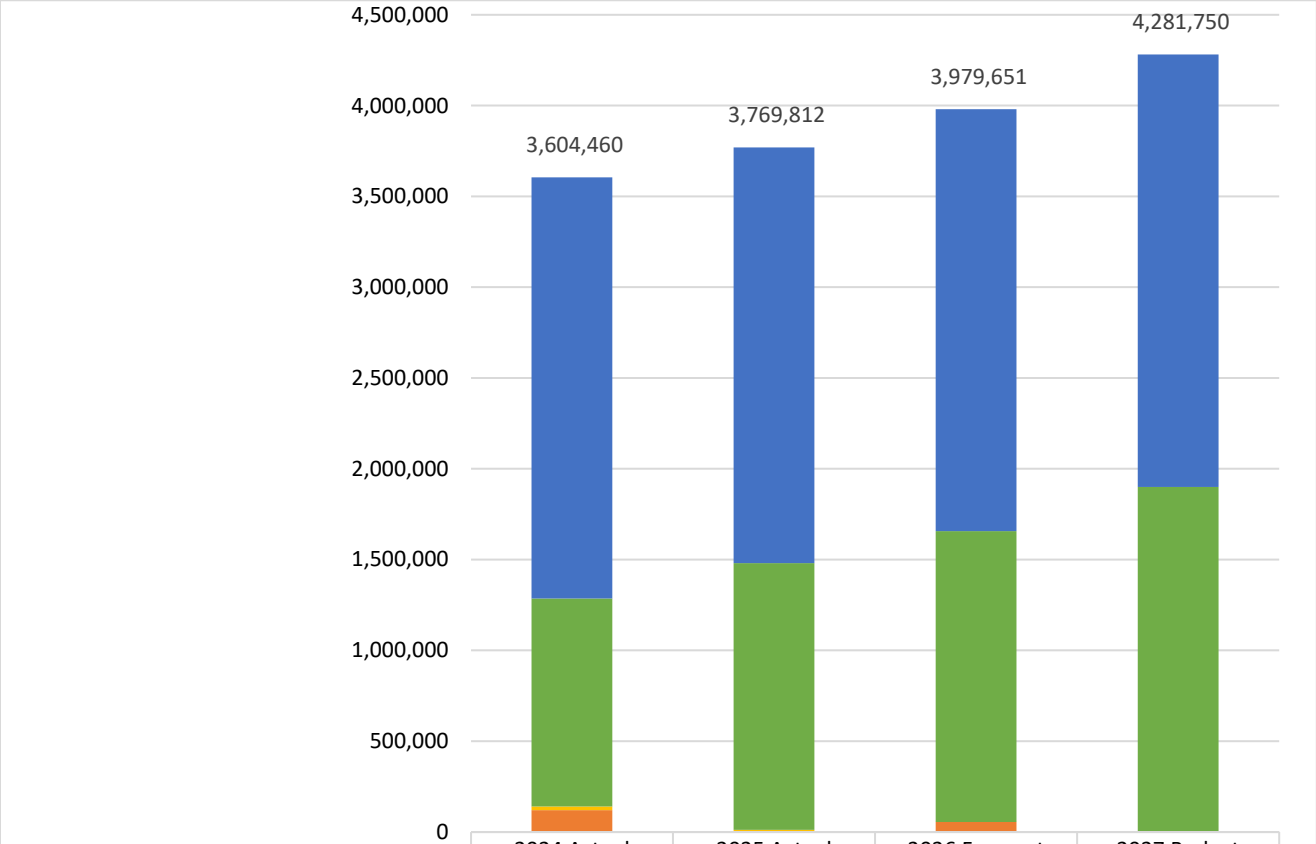


THE WOODLANDS CONVENTION & VISITORS BUREAU
Statement of Revenues, Expenditures & Changes in Fund Balance
(in whole dollars)

	2026 Budget	2026 Forecast	2027 Budget	$ Inc/(Dec)	% Inc/(Dec)
REVENUES					
Supplemental Hotel Tax	$ 2,381,926	$ 2,322,586	$ 2,381,926	$ -	0.0%
Interest Income	500	500	500	-	0.0%
Transfers In (General Fund - HOT)	1,622,694	1,601,565	1,899,324	276,630	17.0%
TOTAL REVENUES	**$ 4,005,120**	**$ 3,924,651**	**$ 4,281,750**	**$ 276,630**	**6.9%**
EXPENDITURES					
General					
Contracted Township Salaries and Benefits	1,513,770	1,433,301	1,540,900	27,130	1.8%
Staff Development	46,500	46,500	26,500	(20,000)	-43.0%
Facility Expense	69,350	69,350	69,350	-	0.0%
Equipment Expense	27,000	27,000	22,000	(5,000)	-18.5%
Contracted Services	35,000	35,000	32,500	(2,500)	-7.1%
Administrative	40,000	40,000	57,500	17,500	43.8%
Capital Outlay	-	-	-	-	
	1,731,620	**1,651,151**	**1,748,750**	**17,130**	**1.0%**
Strategic Partnerships					
Contracted Services	65,000	65,000	65,000	-	0.0%
Community Festivals & Events	425,000	480,000	560,000	135,000	31.8%
Public Education/Relations	100,500	100,500	125,000	24,500	24.4%
	590,500	**645,500**	**750,000**	**159,500**	**27.0%**
Marketing					
Contracted Services	460,000	460,000	550,000	90,000	19.6%
Program Expense	640,000	640,000	640,000	-	0.0%
Public Education/Relations	160,000	160,000	120,000	(40,000)	-25.0%
Administrative	10,000	10,000	60,000	50,000	500.0%
	1,270,000	**1,270,000**	**1,370,000**	**100,000**	**7.9%**
Convention Sales					
Staff Development	120,000	120,000	120,000	-	0.0%
Contracted Services	58,000	58,000	58,000	-	0.0%
Program Expense	120,000	120,000	120,000	-	0.0%
Public Education/Relations	115,000	115,000	115,000	-	0.0%
	413,000	**413,000**	**413,000**	**-**	**0.0%**
TOTAL EXPENDITURES	**$ 4,005,120**	**$ 3,979,651**	**$ 4,281,750**	**$ 276,630**	**6.9%**
REVENUE OVER/(UNDER) EXPENDITURES	**-**	**(55,000)**	**-**	**-**	
NET TRANSFERS	**-**	**-**	**-**		
BEGINNING FUND BALANCE	**856,811**	**856,811**	**801,811**	**(55,000)**	**-6.4%**
ENDING FUND BALANCE	**$ 856,811**	**$ 801,811**	**$ 801,811**	**$ (55,000)**	**-6.4%**

The Woodlands Convention & Visitors Bureau

Analysis of Funding Sources for Expenditures



	2024 Actual	2025 Actual	2026 Forecast	2027 Budget
Expenses funded by 2% Supplemental Hotel Tax	2,318,655	2,289,311	2,322,586	2,381,926
Expenses funded by Township 7% base Hotel Tax	1,144,900	1,468,978	1,601,565	1,899,324
Expenses funded by Other Revenue	20,291	11,523	500	500
Expenses funded by CVB Fund Balance	120,614	-	55,000	-
Total Expenses	3,604,460	3,769,812	3,979,651	4,281,750

The Convention & Visitors Bureau's operating expenditures have increased from $3.6 million in 2024 to a projected total of $4.3 million for 2027, representing growth of $0.68 million or 18.8% over the three-year period.

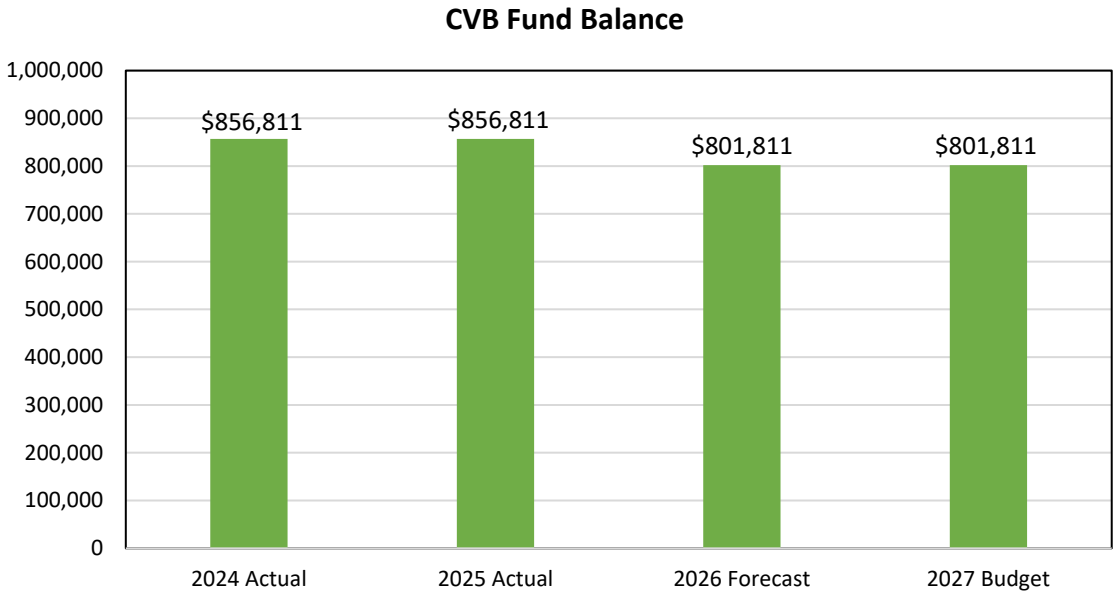
Revenues generated by the 2% supplemental hotel occupancy tax fund approximately 56% of CVB's total expenditures annually, and revenues from the Township's 7% base hotel tax fund 44%. Occasionally, certain defined expenses are paid from CVB's existing fund balance. A recent example of these expenses includes funding $55,000 for December event fireworks expenses in 2026.

Revenues from the 2% supplemental hotel tax have increased from $2.3 million in 2024 to a projected total of $2.4 million for 2027, which is an increase of $0.1 million or 2.7%. During the same period, funding required by the CVB from the Township's 7% base hotel tax revenues has increased from $1.1 million to $1.9 million, or 65.9%.

The Woodlands Convention & Visitors Bureau

Fund Balance Analysis

	2024 Actual	2025 Actual	2026 Forecast	2027 Budget
Revenues				
2% Supplemental Hotel Tax	$ 2,318,655	$ 2,289,311	$ 2,322,586	$ 2,381,926
Allocation from Township Hotel Tax	1,144,900	1,468,978	1,601,565	1,899,324
Interest Income/Other	20,291	11,523	500	500
Total Revenues	**$ 3,483,846**	**$ 3,769,812**	**$ 3,924,651**	**$ 4,281,750**
Expenditures				
General	$ 1,404,954	$ 1,702,236	$ 1,651,151	$ 1,748,750
Strategic Partnerships	490,435	528,019	645,500	750,000
Marketing	1,342,367	1,202,180	1,270,000	1,370,000
Convention Sales	366,703	337,376	413,000	413,000
Total Expenditures	**$ 3,604,459**	**$ 3,769,812**	**$ 3,979,651**	**$ 4,281,750**
Increase/(Decrease) in Fund Balance	**$ (120,613)**	**$ -**	**$ (55,000)**	**$ -**



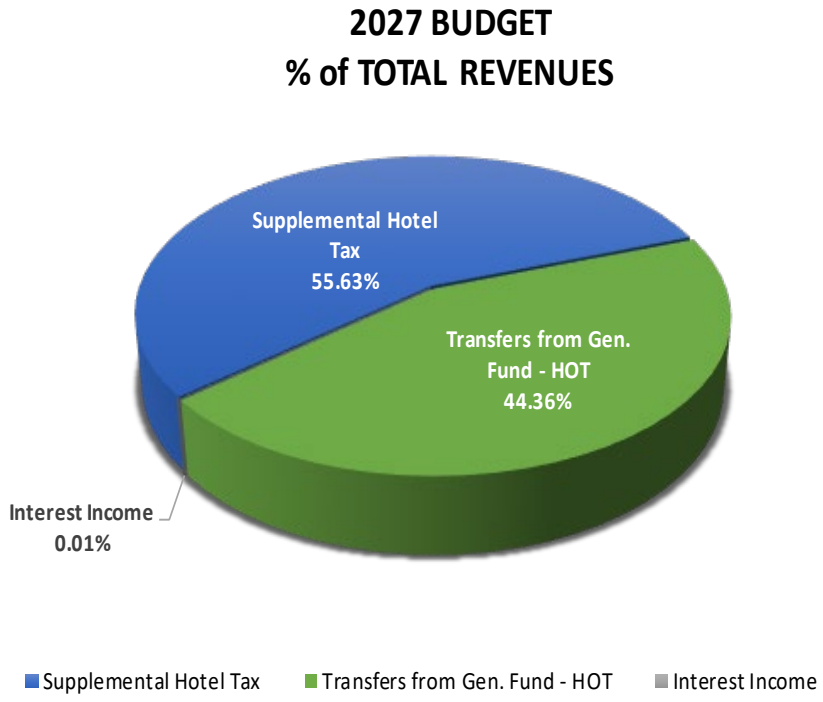
The $120,613 decrease in fund balance for 2024 is due to additional funding for the TSAE New Ideas Conference as well as the So Woodlands magazine expenses covered by the CVB fund balance instead of hotel occupancy tax. The $55,000 decrease in fund balance for 2026 is due to enhanced December fireworks for events.

The Woodlands Convention & Visitors Bureau

Revenue by Type

Revenues	2026 Budget	2026 Forecast	2027 Budget	2026 Budget to 2027 Budget $ Change	2026 Budget to 2027 Budget % Change
Supplemental Hotel Tax	$ 2,381,923	$ 2,322,586	$ 2,381,926	$ 3	0.0%
Interest Income	500	500	500	-	0.0%
Transfers from Gen. Fund - HOT	1,622,694	1,601,565	1,899,324	276,630	17.0%
Total Revenues	**$ 4,005,117**	**$ 3,924,651**	**$ 4,281,750**	**$ 276,633**	**6.9%**

% of Total	2026 Budget	2026 Forecast	2027 Budget
Supplemental Hotel Tax	59.47%	59.18%	55.63%
Interest Income	0.01%	0.01%	0.01%
Transfers from General Fund - HOT	40.52%	40.81%	44.36%
Total	**100.00%**	**100.00%**	**100.00%**



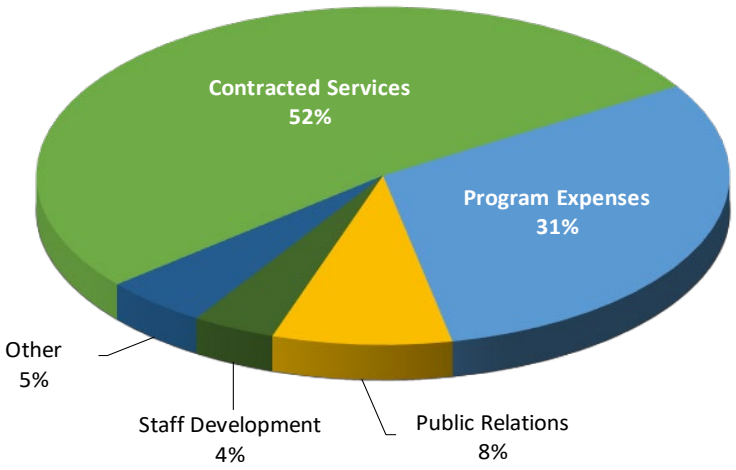
The Woodlands Convention & Visitors Bureau

Expenditures by Type

Expenditures	2026 Budget	2026 Forecast	2027 Budget	2026 Budget to 2027 Budget $ Change	2026 Budget to 2027 Budget % Change
Staff Development	$ 166,500	$ 166,500	$ 166,500	$ -	0.0%
Facility Expense	69,350	69,350	69,350	-	0.0%
Equipment Expense	27,000	27,000	22,000	(5,000)	-18.5%
Contracted Services	2,131,770	2,051,301	2,246,400	114,630	5.4%
Program Expense	1,185,000	1,240,000	1,320,000	135,000	11.4%
Public Relations	375,500	375,500	360,000	(15,500)	-4.1%
Administrative Expense	50,000	50,000	117,500	67,500	135.0%
Total Expenditures	**$ 4,005,120**	**$ 3,979,651**	**$ 4,301,750**	**$ 296,630**	**7.4%**

% of Total	2026 Budget	2026 Forecast	2027 Budget
Contracted Services	53.2%	51.5%	52.2%
Program Expense	29.6%	31.2%	30.7%
Public Relations	9.4%	9.4%	8.4%
Staff Development	4.2%	4.2%	3.9%
Facility Expense	1.7%	1.7%	1.6%
Administrative Expense	1.2%	1.3%	2.7%
Equipment Expense	0.7%	0.7%	0.5%
Total	**100.0%**	**100.0%**	**100.0%**

2027 BUDGET
% of TOTAL EXPENDITURES



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

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
REVENUES							
Tax Revenue							
Supplemental HOT Revenue	0110-0820-4031-0000-0000-	2,289,311	2,381,926	2,322,586	2,381,926	-	0.0%
		2,289,311	2,381,926	2,322,586	2,381,926	-	0.0%
Other Revenue							
Interest Income	0110-0190-4400-0000-0000-	11,523	500	500	500	-	0.0%
Other Income	0110-0821-4599-0000-0000-	-	-	-	-	-	
		11,523	500	500	500	-	0.0%
Transfers In							
Operating Transfer (from GF - HOT)	0110-0190-4800-8080-0000-	1,468,978	1,622,694	1,601,565	1,899,324	276,630	17.0%
		1,468,978	1,622,694	1,601,565	1,899,324	276,630	17.0%
TOTAL REVENUES		**3,769,812**	**4,005,120**	**3,924,651**	**4,281,750**	**276,630**	**6.9%**
GENERAL - Dept 0820							
Staff Development							
Meetings	0110-0820-5100-0000-0000-	7,856	12,500	12,500	10,000	(2,500)	-20.0%
Training & Conferences	0110-0820-5120-0000-0000-	12,477	30,000	30,000	15,000	(15,000)	-50.0%
Uniforms	0110-0820-5130-0000-0000-	1,540	4,000	4,000	1,500	(2,500)	-62.5%
		21,873	46,500	46,500	26,500	(20,000)	-43.0%
Facility Expense							
Township Office Space	0110-0820-5206-0000-0000-	69,350	69,350	69,350	69,350	-	0.0%
		69,350	69,350	69,350	69,350	-	0.0%
Equipment Expense							
Equipment	0110-0820-5330-0000-0000-	5,283	15,000	15,000	10,000	(5,000)	-33.3%
Data Services	0110-0820-5335-0000-0000-	12,013	12,000	12,000	12,000	-	0.0%
		17,297	27,000	27,000	22,000	(5,000)	-18.5%
Contracted Services							
CVB Staff from The Township	0110-0820-5490-0000-0000-	1,441,930	1,513,770	1,433,301	1,540,900	27,130	1.8%
Legal	0110-0820-5402-0000-0000-	27,164	30,000	30,000	30,000	-	0.0%
Contract Labor	0110-0820-5407-0000-0000-	203	5,000	5,000	2,500	(2,500)	-50.0%
		1,469,297	1,548,770	1,468,301	1,573,400	24,630	1.6%
Administrative Expense							
Supplies	0110-0820-5800-0000-0000-	7,470	12,500	12,500	10,000	(2,500)	-20.0%
Dues & Subscriptions	0110-0820-5802-0000-0000-	41,081	17,500	17,500	40,000	22,500	128.6%
Postage and Delivery	0110-0820-5801-0000-0000-	913	5,000	5,000	2,500	(2,500)	-50.0%
Mileage Reimbursement	0110-0820-5804-0000-0000-	4,896	5,000	5,000	5,000	-	0.0%
		54,359	40,000	40,000	57,500	17,500	43.8%
Capital Outlay							
Vehicle	0110-0820-9000-0000-0000-	70,060	-	-	-	-	
		70,060	-	-	-	-	
TOTAL GENERAL		**1,702,236**	**1,731,620**	**1,651,151**	**1,748,750**	**17,130**	**1.0%**
STRATEGIC PARTNERSHIPS - Dept 0821							
Contracted Services							
Visitor Services	0110-0821-5475-0000-0000-	50,250	65,000	65,000	65,000	-	0.0%
		50,250	65,000	65,000	65,000	-	0.0%
Program Expense							
Community Festivals & Events							
Other Festivals/Special Events	0110-0821-5613-0000-0000-	110,241	105,000	160,000	160,000	55,000	52.4%
Other Festivals/Holidays	0110-0821-5613-3306-0000-	-	-	-	150,000	150,000	
Major Venue Sponsor Agreement	0110-0821-5613-3636-0000-	119,778	125,000	125,000	125,000	-	0.0%
Tourism/Leisure Initiatives	0110-0821-5613-4115-0000-	80,020	150,000	150,000	80,000	(70,000)	-46.7%
Advocacy & Business Development	0110-0821-5613-4116-0000-	22,414	45,000	45,000	45,000	-	0.0%
		332,452	425,000	480,000	560,000	135,000	31.8%
Public Education/Relations							
Market Research	0110-0821-5709-0000-0000-	130,552	75,500	75,500	100,000	24,500	32.5%
Tradeshow Booth Development	0110-0821-5714-0000-0000-	14,765	25,000	25,000	25,000	-	0.0%
		145,317	100,500	100,500	125,000	24,500	24.4%
TOTAL STRATEGIC PARTNERSHIPS		**528,019**	**590,500**	**645,500**	**750,000**	**159,500**	**27.0%**

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

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
MARKETING - Dept 0822							
Contracted Services							
Website	0110-0822-5470-0000-0000-	76,220	100,000	100,000	150,000	50,000	50.0%
Video Production	0110-0822-5471-0000-0000-	24,938	25,000	25,000	50,000	25,000	100.0%
Public Relations	0110-0822-5473-0000-0000-	23,638	75,000	75,000	50,000	(25,000)	-33.3%
Professional Services	0110-0822-5474-0000-0000-	250,000	250,000	250,000	250,000	-	0.0%
Photography	0110-0822-5478-0000-0000-	2,360	10,000	10,000	50,000	40,000	400.0%
		377,155	460,000	460,000	550,000	90,000	19.6%
Program Expense							
Leisure Advertising	0110-0822-5620-0000-0000-	537,088	400,000	400,000	400,000	-	0.0%
International Advertising	0110-0822-5621-0000-0000-	20,000	25,000	25,000	25,000	-	0.0%
Cooperative Advertising	0110-0822-5622-0000-0000-	-	45,000	45,000	45,000	-	0.0%
Meetings - Advertising	0110-0822-5624-0000-0000-	92,912	170,000	170,000	170,000	-	0.0%
		650,000	640,000	640,000	640,000	-	0.0%
Public Education/Relations							
Other Advertising	0110-0822-5704-0000-0000-	-	10,000	10,000	10,000	-	0.0%
Marketing Collateral	0110-0822-5707-0000-0000-	123,607	150,000	150,000	110,000	(40,000)	-26.7%
		123,607	160,000	160,000	120,000	(40,000)	-25.0%
Administrative Expense							
Printing	0110-0822-5803-0000-0000-	51,417	10,000	10,000	60,000	50,000	500.0%
		51,417	10,000	10,000	60,000	50,000	500.0%
TOTAL MARKETING		**1,202,180**	**1,270,000**	**1,270,000**	**1,370,000**	**100,000**	**7.9%**
CONVENTION SALES - Dept 0823							
Staff Development							
Sales Missions and Tradeshows	0110-0823-5125-0000-0000-	121,745	120,000	120,000	120,000	-	0.0%
		121,745	120,000	120,000	120,000	-	0.0%
Contracted Services							
Computer Support	0110-0823-5400-0000-0000-	23,000	58,000	58,000	58,000	-	0.0%
		23,000	58,000	58,000	58,000	-	0.0%
Program Expense							
Incentives	0110-0823-5625-0000-0000-	38,633	40,000	40,000	40,000	-	0.0%
Tradeshow Sponsorship Opportunities	0110-0823-5628-0000-0000-	49,217	50,000	50,000	50,000	-	0.0%
RFP Bid Proposals and Fulfillment	0110-0823-5629-0000-0000-	12,509	30,000	30,000	30,000	-	0.0%
		100,359	120,000	120,000	120,000	-	0.0%
Public Education/Relations							
Promotional Supplies	0110-0823-5702-0000-0000-	69,324	70,000	70,000	70,000	-	0.0%
Site Tours and FAM Tours	0110-0823-5713-0000-0000-	22,949	45,000	45,000	45,000	-	0.0%
		92,273	115,000	115,000	115,000	-	0.0%
TOTAL CONVENTION SALES		**337,377**	**413,000**	**413,000**	**413,000**	**-**	**0.0%**
TOTAL EXPENDITURES		**3,769,812**	**4,005,120**	**3,979,651**	**4,281,750**	**276,630**	**6.9%**
TOTAL TRANSFERS OUT		**-**	**-**	**-**	**-**	**-**	
TOTAL EXPENSES AND TRANSFERS OUT		**3,769,812**	**4,005,120**	**3,979,651**	**4,281,750**	**276,630**	**6.9%**

The Woodlands Township
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
CVB STAFF SERVICES - Dept 0510							
Salaries and Benefits							
Salaries and Wages	0100-0510-5010-0000-0000-	1,059,391	1,082,614	1,038,646	1,122,885	40,271	3.7%
Overtime	0100-0510-5011-0000-0000-	26,934	8,000	16,000	16,000	8,000	100.0%
Employee Benefits - FICA	0100-0510-5020-0000-0000-	75,718	79,251	76,032	82,751	3,500	4.4%
Employee Benefits - TEC	0100-0510-5021-0000-0000-	1,272	1,728	2,052	2,052	324	18.8%
Employee Benefits - Retirement	0100-0510-5030-0000-0000-	116,293	123,553	119,535	126,684	3,131	2.5%
Employee Benefits - Insurance	0100-0510-5031-0000-0000-	168,009	216,975	179,454	188,750	(28,225)	-13.0%
Employee Benefits - Workers Comp	0100-0510-5032-0000-0000-	937	1,649	1,582	1,778	129	7.8%
		1,448,553	1,513,770	1,433,301	1,540,900	27,130	1.8%
Total CVB Staff Services		**1,448,553**	**1,513,770**	**1,433,301**	**1,540,900**	**27,130**	**1.8%**

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Transportation Fund

In This Section You Will Find:

Department Overview and Organization Chart **10-1**

Budget Overview **10-2**

Statement of Revenues, Expenditures and Changes in Fund Balance **10-4**

Revenues by Type **10-5**

Expenditures by Program **10-6**

Sources and Uses of Funds by Program **10-7**

Department Budget Detail **10-9**

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2027 Transportation and Infrastructure Budget Plan

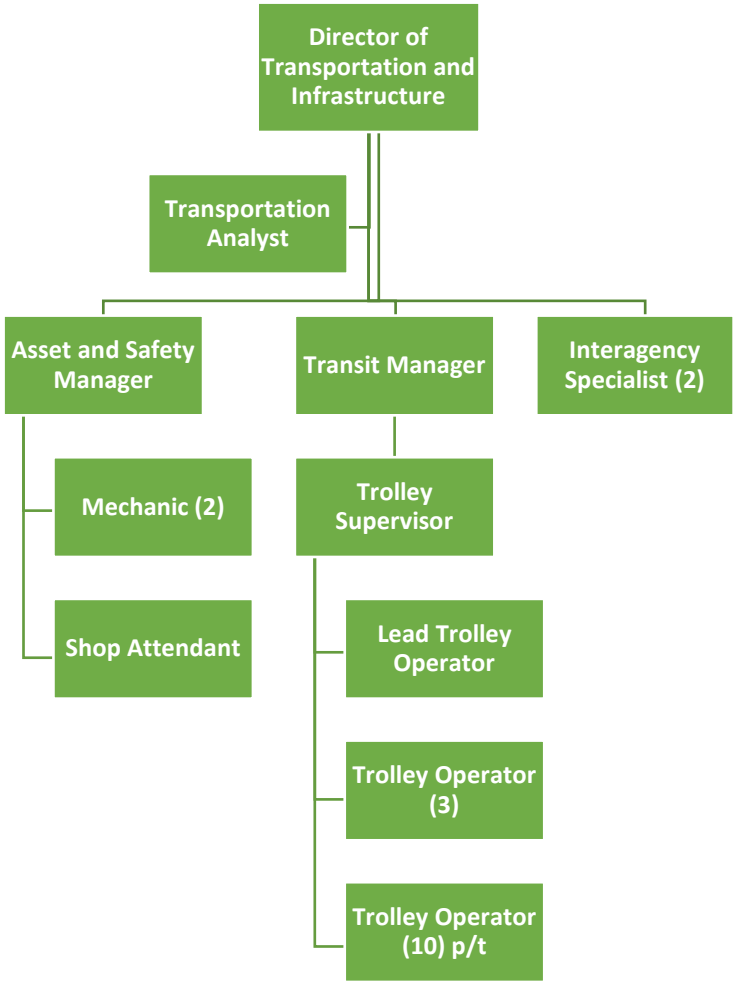
Mission

The mission of the Transportation and Infrastructure 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 Administration 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 construction in the road rights-of-way, easement requests, drainage, and utilities.

Responsibilities

- The Woodlands Town Center Trolley Program
- The Woodlands Express Park & Ride
- Township-Assisted Senior & ADA Transportation Programs
- Interagency Infrastructure Services

Organization Chart



2027 Transportation and Infrastructure Budget Plan

STAFFING - FTE COUNT	Forecast 2026	Budget 2027	Change
Director of Transportation and Infrastructure	1.00	1.00	0.00
Transit Manager	1.00	1.00	0.00
Interagency Specialist	2.00	2.00	0.00
Trolley Supervisor	1.00	1.00	0.00
Trolley Operator – Full-time	3.00	3.00	0.00
Trolley Operator – Part-time	5.00	5.00	0.00
Mechanic	2.00	2.00	0.00
Shop Attendant	1.00	1.00	0.00
Transportation Analyst	1.00	1.00	0.00
Asset and Safety Manager	1.00	1.00	0.00
Lead Trolley Operator	1.00	1.00	0.00
TOTAL	19.00	19.00	0.00
Position(s) added in 2026 Budget	**0.00**	**0.00**	**0.00**

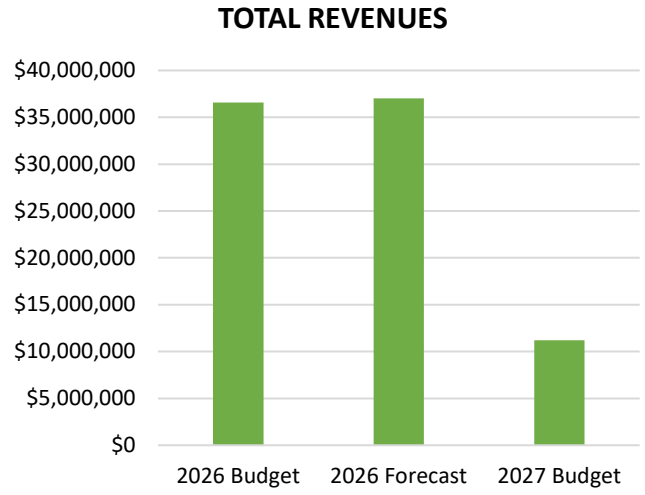
Budget Overview

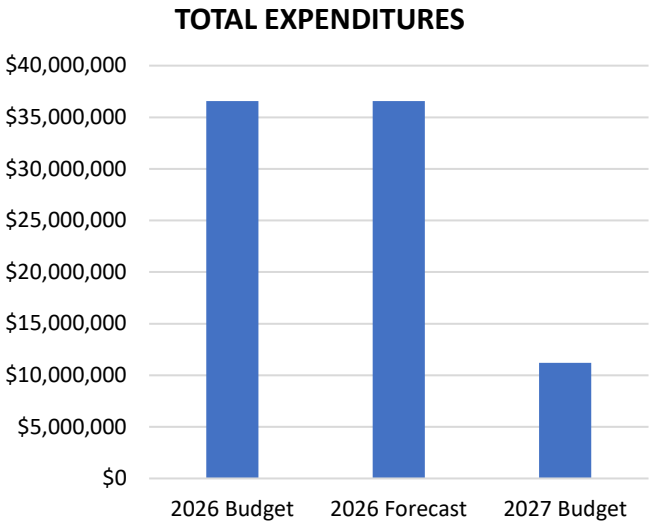
The Transportation Fund accounts for The Woodlands Township's transportation programs. These programs include three Park & Ride facilities, a trolley system, demand response services, and transit planning.

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 required local matches related to federal grants for the trolley system, the Park & Ride program, and transit planning, and demand response services.

	2026 Budget	2026 Forecast	2027 Budget	$Inc/(Dec)	%Inc/(Dec)
Total Revenues/Transfers In	$ 36,566,357	37,029,632	11,213,484	(25,352,873)	-69.3%
Total Expenditures/Transfers Out	36,566,357	36,556,357	11,213,484	(25,352,873)	-69.3%
Revenues Over/(Under) Expenditures	-	473,275	-	-	
Beginning Fund Balance	3,345,898	3,345,898	3,819,173		
Ending Fund Balance	3,345,898	3,819,173	3,819,173	473,275	14.1%

The revenue/transfers decrease is primarily due to lower grant revenue, stemming from fewer capital projects in 2027. The expenditures/transfers out decrease is due to trolley and bus replacement projects being completed in 2026. The forecasted increase in fund balance for 2026 is due to the recognition of deferred grant revenue from 2025.


TOTAL REVENUES
$40,000,000
$35,000,000
$30,000,000
$25,000,000
$20,000,000
$15,000,000
$10,000,000
$5,000,000
$0
2026 Budget
2026 Forecast
2027 Budget


TOTAL EXPENDITURES
$40,000,000
$35,000,000
$30,000,000
$25,000,000
$20,000,000
$15,000,000
$10,000,000
$5,000,000
$0
2026 Budget
2026 Forecast
2027 Budget

THE WOODLANDS TOWNSHIP
TRANSPORTATION FUND - 2027 BUDGET SUMMARY
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

REVENUES	2027 BUDGET	
5307 Grant Funds	2,599,637	Park & Ride (grant % varies from 32% - 50%)
5339 Grant Funds	1,080,000	Park and Ride Capital (80%)
5339 Grant Funds	80,000	Trolley Capital (80%)
5307 Grant Funds	653,067	Trolley Operating
5307 Grant Funds	200,000	Transit Planning (80%)
5307 Grant Funds - Energy Corridor	210,007	Energy Corridor Park & Ride program
5307 Grant Funds - TDC's	2,313,346	Transportation Development Credits
Energy Corridor District Contribution	56,183	Local match share for Energy Corridor program
State Grant Funds	397,512	Annual funding received for transportation expenses
Total Grant Funds	**7,589,752**	
Bus Fares	**2,894,774**	170,281 round trips x $17
Bus Fares - Rodeo Shuttle	**162,775**	9,575 round trips x $17
Transfers In - General Fund	60,000	Township's share of transit planning expenses (20%)
Transfers In - General Fund	100,000	Senior Rides (100%)
Transfers In - General Fund	100,000	Interfaith transportation services (100%)
Transfers In - General Fund	150,000	Trolley program
Transfers In - General Fund	156,183	Park & Ride program
Total Transfers In	**566,183**	
Total Revenues	**$11,213,484**	

EXPENDITURES	2027 BUDGET	
Park & Ride Contracted Services	7,753,450	Contracted bus services, security, and other expenses
Park & Ride Operations/Administration	243,900	Facility, equipment, advertising, and admin expenses
Park & Ride Capital	1,350,000	
Trolley Operations	1,275,634	Staffing, facility, and equipment expenses
Trolley Administration	30,500	Advertising and administrative expenses
Trolley Capital	100,000	Trolley replacement
Transit Planning/Consulting and Legal	260,000	Consulting = $250,000 Legal = $10,000
Senior Rides	100,000	Demand response services
Interfaith	100,000	Transportation services
Total Expenditures	**$11,213,484**	
Revenues Over/(Under) Expenditures	**$0**	

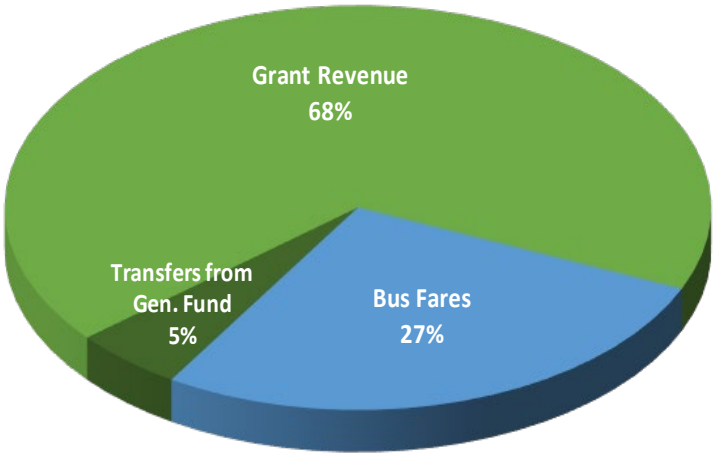
Transportation Fund

Revenues by Type

Revenues	2026 Budget	2026 Forecast	2027 Budget	2026 Budget to 2027 Budget $ Change	2026 Budget to 2027 Budget % Change
Grant Revenue	$ 32,468,373	$ 32,941,648	$ 7,589,752	$ (24,878,621)	-76.6%
Bus Fares	2,538,685	2,538,685	3,057,549	518,864	20.4%
Transfers from Gen. Fund	1,549,299	1,549,299	566,183	(983,116)	-63.5%
Total Revenues	**$ 36,556,357**	**$ 37,029,632**	**$ 11,213,484**	**$ (25,342,873)**	**-69.3%**

% of Total	2026 Budget	2026 Forecast	2027 Budget
Grant Revenue	88.82%	88.96%	67.68%
Bus Fares	6.94%	6.86%	27.27%
Transfers from Gen. Fund	4.24%	4.18%	5.05%
Total	**100.00%**	**100.00%**	**100.00%**

2027 BUDGET
% of TOTAL REVENUES



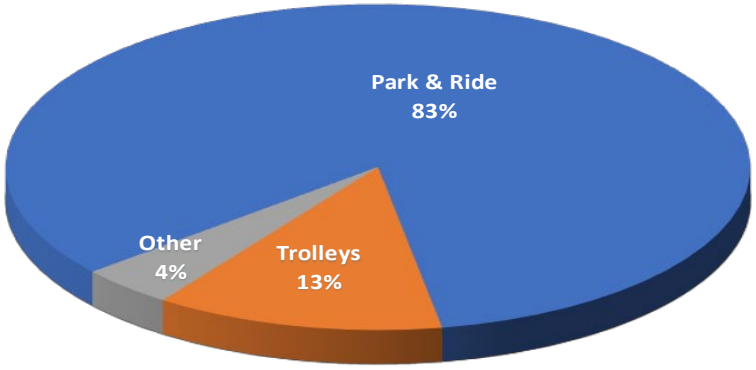
Transportation Fund

Expenditures by Program

Expenditures	2026 Budget	2026 Forecast	2027 Budget	2026 Budget to 2027 Budget $ Change	2026 Budget to 2027 Budget % Change
Transportation Planning	$ 260,000	$ 260,000	$ 260,000	$ -	0.0%
Other Trans Services	200,000	200,000	200,000	-	0.0%
Transportation Initiatives	250,000	250,000	-	(250,000)	-100.0%
Park & Ride (Operations)	7,038,100	7,038,100	7,997,350	959,250	13.6%
Park & Ride (Capital)	24,821,038	24,821,038	1,350,000	(23,471,038)	-94.6%
Trolleys (Operations)	1,242,660	1,242,660	1,306,134	63,474	5.1%
Trolleys (Capital)	2,744,560	2,744,560	100,000	(2,644,560)	-96.4%
Total Expenditures	**$ 36,556,358**	**$ 36,556,358**	**$ 11,213,484**	**$ (25,342,874)**	**-69.3%**

% of Total	2026 Budget	2026 Forecast	2027 Budget
Transportation Planning	0.71%	0.71%	2.32%
Other Trans Services	0.55%	0.55%	1.78%
Transportation Initiatives	0.68%	0.68%	0.00%
Park & Ride	87.15%	87.15%	83.36%
Trolleys	10.91%	10.91%	12.54%
Total	**100.0%**	**100.0%**	**100.0%**

2027 BUDGET
% of TOTAL EXPENDITURES



THE WOODLANDS TOWNSHIP
TRANSPORTATION SOURCES AND USES OF FUNDS BY PROGRAM

PARK AND RIDE OPERATIONS	2027	
Revenues		
Bus Fares	$2,894,774	170,281 round trips x $17
Bus Fares - Rodeo Shuttle	162,775	9,575 round trips x $17
5307 Grant Funds	2,599,638	32%/40% of bus contract expenses & 50% for operating expenses
5307 Grant Funds - TDC's	1,790,278	Transportation Development Credits
5339 Grant Funds	1,080,000	80% of capital expenses
State Grant Funds	397,512	
5307 Grant Funds - Energy Corridor	210,007	Grant funds for Energy Corridor program
Energy Corridor District	56,183	Local match assistance for Energy Corridor pilot program
Transfers In - General Fund	156,183	Local match for Energy Corridor, operations, and capital
Total Revenues	**9,347,350**	
Expenditures		
Bus Contract - for buses owned by the Township	6,380,354	32% reimbursable
Bus Contract - for buses leased by the Township	471,568	40% reimbursable
Bus Contract - Energy Corridor program	406,833	32% reimbursable
Operations/Administration/Other	738,595	50% reimbursable (net of fare revenue)
Capital	1,350,000	
Total Expenditures	**9,347,350**	
Revenues Over/(Under) Expenses	**$0**	
Bus Replacement Reserve		
Beginning Balance at 1/1/2027	$900,000	
Allocation from General Fund	0	
Ending Balance at 12/31/2027	**$900,000**	

TROLLEYS	2027 Budget	
Revenues		
5307 Grant Funds	$653,067	50% of operating expenses
5307 Grant Funds - TDC's	523,067	Transportation Development Credits
5339 Grant Funds	80,000	80% of capital expenses
Transfers In - General Fund	150,000	50% of operations and 20% of capital expenses
Total Revenues	**1,406,134**	
Expenditures		
Operations/Administration	1,306,134	50% reimbursable
Capital	100,000	80% reimbursable
Total Expenditures	**1,406,134**	
Revenues Over/(Under) Expenses	**$0**	

THE WOODLANDS TOWNSHIP
TRANSPORTATION SOURCES AND USES OF FUNDS BY PROGRAM

TRANSIT PLANNING	2027 Budget	
Revenues		
5307 Grant Funds	$200,000	80% of consulting fees
Transfers In - General Fund	50,000	20% of consulting fees
Transfers In - General Fund	10,000	100% of legal fees
Total Revenues	**260,000**	
Expenditures		
Consulting Fees	250,000	80% reimbursable
Legal Fees	10,000	
Total Expenditures	**260,000**	
Revenues Over/(Under) Expenses	**$0**	

OTHER TRANSPORTATION SVCS	2027 Budget	
Revenues		
Transfers In - General Fund	$200,000	Funding for Senior Rides / Interfaith
Total Revenues	**200,000**	
Expenditures		
Senior Rides	100,000	Senior transportation services
Interfaith	100,000	Senior transportation services
Total Expenditures	**200,000**	
Revenues Over/(Under) Expenses	**$0**	

Transportation
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
REVENUES							
Non-Departmental							
Interest Income	0600-0190-4400-0000-0000-	230,937	-	-	-	-	
		230,937	-	-	-	-	
Transportation Planning							
FTA 5307 Grant	0600-0630-4303-0000-0000-	156,710	200,000	200,000	200,000	-	0.0%
		156,710	200,000	200,000	200,000	-	0.0%
Park and Ride							
Fares	0600-0660-4110-0000-0000-	2,251,589	2,320,810	2,320,810	2,810,317	489,507	21.1%
Fares - Energy Corridor	0600-0660-4111-0000-0000-	71,850	76,875	76,875	84,457	7,582	9.9%
Fares - Rodeo Express	0600-0660-4112-0000-0000-	140,198	141,000	141,000	162,775	21,775	15.4%
FTA 5307 Grant - Energy Corridor (32%)	0600-0660-4300-0000-0000-	128,376	141,440	141,440	130,186	(11,254)	-8.0%
FTA 5307 Grant - Leased Buses (40%)	0600-0660-4301-0000-0000-	54,745	185,080	84,000	188,627	3,547	1.9%
FTA 5307 Grant - P&R Operating (50%)	0600-0660-4302-0000-0000-	646,258	6,326,243	748,666	369,298	(5,956,946)	-94.2%
FTA 5307 Grant - Energy Corridor Operating (50%)	0600-0660-4302-0000-0000-	84,430	94,162	94,162	79,821	(14,341)	-15.2%
FTA 5339 Grant - P&R Facility Impr (80%)	0600-0660-4305-0000-0000-	9,586	19,768,830	19,768,830	1,080,000	(18,688,830)	-94.5%
FTA 5307 Grant - Owned Buses (32%)	0600-0660-4306-0000-0000-	1,470,220	1,745,920	1,826,784	2,041,713	295,793	16.9%
State Grant Funds	0600-0660-4307-0000-0000-	506,893	420,629	420,629	397,512	(23,117)	-5.5%
FTA 5307 - TDC's	0600-0660-4302-0000-0000-	-	-	6,007,759	1,790,278	1,790,278	
Energy Corridor District Contribution	0600-0660-4310-0000-0000-	66,166	64,761	64,761	56,183	(8,578)	-13.2%
Other Income	0600-0660-4599-0000-0000-	4,043	-	-	-	-	
		5,434,354	31,285,750	31,695,716	9,191,167	(22,094,583)	-70.6%
Trolleys							
FTA 5307 Grant - Operating & Other Admin (50%)	0600-0670-4302-0000-0000-	471,697	934,160	684,639	653,067	(281,093)	-30.1%
FTA 5339 Grant - Trolley Impr - 80/100%	0600-0670-4305-0000-0000-	194,512	2,587,148	2,195,648	80,000	(2,507,148)	-96.9%
FTA 5307 Grant - TDC's	0600-0670-4302-0000-0000-	-	-	704,330	523,067	523,067	
		666,209	3,521,308	3,584,617	1,256,134	(2,265,174)	-64.3%
Transfers In							
Operating Transfer (from GF - Trolleys)	0600-0670-4800-8095-0000-	579,053	465,912	465,912	150,000	(315,912)	-67.8%
Operating Transfer (from GF - Trans Planning)	0600-0630-4800-8095-0000-	39,188	60,000	60,000	60,000	-	0.0%
Operating Transfer (from GF - Other Trans Svcs)	0600-0640-4800-8095-0000-	159,375	200,000	200,000	200,000	-	0.0%
Operating Transfer (from DS - Trans Intiiatives)	0600-0650-4800-8099-0000-	-	250,000	250,000	-	(250,000)	-100.0%
Operating Transfer (from DS - P&R)	0600-0660-4800-8099-0000-	-	110,000	110,000	-	(110,000)	-100.0%
Operating Transfer (from GF - Park and Ride)	0600-0660-4800-8095-0000-	735,198	463,388	463,388	156,183	(307,205)	-66.3%
		1,512,813	1,549,299	1,549,299	566,183	(983,116)	-63.5%
TOTAL REVENUES/TRANSFERS IN		**8,001,024**	**36,556,357**	**37,029,632**	**11,213,484**	**(25,342,873)**	**-69.3%**
EXPENDITURES							
TRANSPORTATION PLANNING - Dept 0630							
Contracted Services							
Consulting	0600-0630-5401-0000-0000-	195,898	250,000	250,000	250,000	-	0.0%
Legal	0600-0630-5402-0000-0000-		10,000	10,000	10,000	-	0.0%
		195,898	260,000	260,000	260,000	-	0.0%
TOTAL TRANSPORTATION PLANNING		**195,898**	**260,000**	**260,000**	**260,000**	**-**	**0.0%**
OTHER TRANSPORTATION SVCS - Dept 0640							
Contracted Services							
Senior Rides	0600-0640-5462-0000-0000-	94,600	100,000	100,000	100,000	-	0.0%
Interfaith	0600-0640-5462-0000-0000-	64,775	100,000	100,000	100,000	-	0.0%
		159,375	200,000	200,000	200,000	-	0.0%
TOTAL OTHER TRANSPORTATION SVCS		**159,375**	**200,000**	**200,000**	**200,000**	**-**	**0.0%**
TRANSPORTATION INITIATIVES - Dept 0650							
Program Expenses							
Intersection Landscaping	0600-0650-7036-3915-0000-	85,627	-	-	-	-	
Township Mobility Hub Analysis	0600-0650-7036-3916-0000-	-	250,000	250,000	-	(250,000)	-100.0%
		85,627	250,000	250,000	-	(250,000)	-100.0%
TOTAL TRANSPORTATION INITIATIVES		**85,627**	**250,000**	**250,000**	**-**	**(250,000)**	**-100.0%**

Transportation
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
PARK & RIDE - Dept 0660							
Facility Expense							
Telephone	0600-0660-5210-0000-0000-	2,475	10,800	10,800	10,800	-	0.0%
Utilities	0600-0660-5220-0000-0000-	25,804	48,000	48,000	48,000	-	0.0%
Facility Repair & Maintenance	0600-0660-5230-0000-0000-	78,688	120,000	120,000	120,000	-	0.0%
Janitorial	0600-0660-5280-0000-0000-	20,541	26,000	26,000	26,000	-	0.0%
		127,508	204,800	204,800	204,800	-	0.0%
Equipment Expense							
Equipment Repair & Maintenance	0600-0660-5365-0000-0000-	397	5,000	5,000	5,000	-	0.0%
		397	5,000	5,000	5,000	-	0.0%
Contracted Services							
Computer Support	0600-0660-5400-0000-0000-	199,632	142,500	142,500	183,695	41,195	28.9%
Credit Card Fees	0600-0660-5406-0000-0000-	11,026	10,000	10,000	10,000	-	0.0%
Private Security	0600-0660-5416-0000-0000-	251,056	264,800	264,800	264,800	-	0.0%
Pest Control	0600-0660-5422-0000-0000-	810	1,200	1,200	1,200	-	0.0%
Electrical Repairs and Maintenance	0600-0660-5428-0000-0000-	452	15,000	15,000	35,000	20,000	133.3%
Contracted Bus Service - 40%	0600-0660-5463-0000-0000-	136,873	210,000	210,000	471,568	261,568	124.6%
Contracted Bus Service - 32%	0600-0660-5465-0000-0000-	4,891,010	5,456,000	5,456,000	6,104,006	648,006	11.9%
Contracted Bus Service - Energy Corridor	0600-0660-5466-0000-0000-	401,197	442,000	442,000	406,833	(35,167)	-8.0%
Contracted Bus Service - Rodeo Express	0600-0660-5467-0000-0000-	214,418	252,700	252,700	276,348	23,648	9.4%
		6,106,473	6,794,200	6,794,200	7,753,450	959,250	14.1%
Public Education/Relations							
Advertising	0600-0660-5704-0000-0000-	39,221	20,000	20,000	20,000	-	0.0%
		39,221	20,000	20,000	20,000	-	0.0%
Administrative Expense							
Supplies	0600-0660-5800-0000-0000-	976	2,000	2,000	2,000	-	0.0%
Postage & Delivery	0600-0660-5801-0000-0000-	200	100	100	100	-	0.0%
Printing	0600-0660-5803-0000-0000-	6,814	10,000	10,000	10,000	-	0.0%
Other Admin/Contingency/Insurance	0600-0660-5899-0000-0000-	341	2,000	2,000	2,000	-	0.0%
		8,331	14,100	14,100	14,100	-	-
Capital Outlay							
Facility Improvements (80% reimb)	TP180070	297,587	-	-	1,100,000	1,100,000	
Facility Improvements (80% reimb)	TP190070	-	14,975	14,975	250,000	235,025	1569.4%
Facility Improvements (80% reimb)	TP240001	-	53,764	53,764	-	(53,764)	-100.0%
Facility Video Cameras (80% reimb)	TP180071	-	58,199	58,199	-	(58,199)	-100.0%
Facility Improvements (80% reimb)	TP250001	-	290,000	290,000	-	(290,000)	-100.0%
Bus Purchase (100% reimbursable)	TP260005	-	24,294,100	24,294,100	-	(24,294,100)	-100.0%
Bus Wraps - Existing	TP260006	-	110,000	110,000	-	(110,000)	-100.0%
		297,587	24,821,038	24,821,038	1,350,000	(23,471,038)	-94.6%
TOTAL PARK & RIDE		**6,579,518**	**31,859,138**	**31,859,138**	**9,347,350**	**(22,511,788)**	**-70.7%**
TROLLEYS - Dept 0670							
Salaries and Benefits							
Salaries and Wages	0600-0670-5010-0000-0000-	659,463	648,786	648,786	684,520	35,734	5.5%
Overtime	0600-0670-5011-0000-0000-	12,197	17,000	17,000	17,000	-	0.0%
Employee Benefits - FICA	0600-0670-5020-0000-0000-	50,453	50,933	50,933	53,666	2,733	5.4%
Employee Benefits - TEC	0600-0670-5021-0000-0000-	1,997	2,592	2,592	3,078	486	18.8%
Employee Benefits - Retirement	0600-0670-5030-0000-0000-	30,479	26,418	26,418	45,613	19,195	72.7%
Employee Benefits - Insurance	0600-0670-5031-0000-0000-	66,317	99,256	99,256	109,383	10,127	10.2%
Employee Benefits - Workers Comp	0600-0670-5032-0000-0000-	9,775	17,955	17,955	19,837	1,882	10.5%
		830,682	862,940	862,940	933,097	70,157	8.1%
Staff Development							
Meetings	0600-0670-5100-0000-0000-	553	1,500	1,500	1,500	-	0.0%
Training & Conferences	0600-0670-5120-0000-0000-	1,944	4,100	4,100	4,240	140	3.4%
Uniforms	0600-0670-5130-0000-0000-	2,385	2,600	2,600	2,600	-	0.0%
		4,881	8,200	8,200	8,340	140	1.7%
Facility Expense							
Telephone	0600-0670-5210-0000-0000-	7,590	8,200	8,200	8,200	-	0.0%
Utilities	0600-0670-5220-0000-0000-	9,804	12,000	12,000	12,000	-	0.0%
Facility Repair & Maintenance	0600-0670-5230-0000-0000-	22,959	52,000	52,000	52,000	-	0.0%
Facility Materials & Supplies	0600-0670-5240-0000-0000-	16,652	14,000	14,000	14,000	-	0.0%
Janitorial	0600-0670-5280-0000-0000-	14,131	15,120	15,120	15,120	-	0.0%
		71,136	101,320	101,320	101,320	-	0.0%
Equipment Expense							
Equipment	0600-0670-5330-0000-0000-	2,239	25,000	25,000	25,000	-	0.0%
Data Services	0600-0670-5335-0000-0000-	4,256	4,500	4,500	4,500	-	0.0%
Vehicle Fuel	0600-0670-5360-0000-0000-	78,919	85,000	85,000	87,550	2,550	3.0%
Equipment Repair & Maintenance	0600-0670-5365-0000-0000-	61,579	65,000	65,000	65,000	-	0.0%
		146,992	179,500	179,500	182,050	2,550	1.4%
Contracted Services							
Computer Support	0600-0670-5400-0000-0000-	5,797	42,800	42,800	33,427	(9,373)	-21.9%
Pest Control	0600-0670-5422-0000-0000-	270	400	400	400	-	0.0%
Electrical Repairs & Maintenance	0600-0670-5428-0000-0000-	236	9,000	9,000	9,000	-	0.0%
Medical Support Services	0600-0670-5480-0000-0000-	680	8,000	8,000	8,000	-	0.0%
		6,983	60,200	60,200	50,827	(9,373)	-15.6%

Transportation
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2025	Budget 2026	Forecast 2026	Budget 2027	$ Inc/(Dec)	% Inc/(Dec)
Public Education/Relations							
Advertising	0600-0670-5704-0000-0000-	1,858	20,000	20,000	20,000	-	0.0%
		1,858	20,000	20,000	20,000	-	0.0%
Other Expenses							
Supplies	0600-0670-5800-0000-0000-	1,907	2,000	2,000	2,000	-	0.0%
Printing	0600-0670-5803-0000-0000-	-	1,000	1,000	1,000	-	0.0%
Mileage Reimbursement	0600-0670-5804-0000-0000-	964	1,500	1,500	1,500	-	0.0%
Other Admin/Contingency	0600-0670-5899-0000-0000-	1,361	6,000	6,000	6,000	-	0.0%
		4,232	10,500	10,500	10,500	-	0.0%
Capital Outlay							
Trolley Capital Projects	TP170060	241,620	-	-	100,000	100,000	
Trolley Fac & Equip Maint/Imp	TP240003	-	139,396	139,396	-	(139,396)	-100.0%
Trolley Veh & Equip Maint/Imp	TP240004	-	100,340	100,340	-	(100,340)	-100.0%
Trolley Replacement	TP230001	-	1,500,000	1,500,000	-	(1,500,000)	-100.0%
Trolley Facility Improvements	TP230002	-	39,823	39,823	-	(39,823)	-100.0%
Trolley Fac & Equip Maint/Imp	TP250002	-	315,000	315,000	-	(315,000)	-100.0%
Trolley Veh & Equip Maint/Imp	TP250003	-	100,000	100,000	-	(100,000)	-100.0%
Trolley Stop Maint/Imp	TP250004	-	300,000	300,000	-	(300,000)	-100.0%
Trolley Capital Projects - Maintenance Facility	TP260004	-	250,000	250,000	-	(250,000)	-100.0%
		241,620	2,744,560	2,744,560	100,000	(2,644,560)	-96.4%
TOTAL TROLLEYS		**1,308,385**	**3,987,220**	**3,987,220**	**1,406,134**	**(2,581,086)**	**-64.7%**
TOTAL EXPENDITURES/TRANSFERS OUT		**8,328,803**	**36,556,357**	**36,556,357**	**11,213,484**	**(25,342,873)**	**-69.3%**
Revenues Over/(Under) Expenditures per Year		**(327,779)**	**-**	**473,275**	**-**		
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		**(282,774)**	**(282,774)**	**127,192**	**127,192**		
Reserve for Park and Ride Buses		**900,000**	**900,000**	**900,000**	**900,000**		
Net Park and Ride Balance		**(1,441,880)**	**(1,441,880)**		**(1,031,914)**		
Other Fund Balance		**4,787,778**	**4,787,778**	**4,851,087**	**4,851,087**		
Ending Fund Balance		**3,345,898**	**3,345,898**	**3,819,173**	**3,819,173**		
TRANSPORTATION FUND SUMMARY BY EXPENSE TYPE:							
Salaries and Benefits		**830,682**	**862,940**	**862,940**	**933,097**	**70,157**	**8.1%**
Staff/Board Development		**4,881**	**8,200**	**8,200**	**8,340**	**140**	**1.7%**
Facility Expense		**198,644**	**306,120**	**306,120**	**306,120**	**-**	**0.0%**
Equipment Expense		**147,389**	**184,500**	**184,500**	**187,050**	**2,550**	**1.4%**
Contracted Services		**6,468,729**	**7,314,400**	**7,314,400**	**8,264,277**	**949,877**	**13.0%**
Program Expense		**85,627**	**250,000**	**250,000**	**-**	**(250,000)**	**-100.0%**
Public Education/Relations		**41,080**	**40,000**	**40,000**	**40,000**	**-**	**0.0%**
Administrative Expense		**12,564**	**24,600**	**24,600**	**24,600**	**-**	**0.0%**
Capital		**539,207**	**27,565,597**	**27,565,597**	**1,450,000**	**(26,115,597)**	**-94.7%**
		8,328,803	**36,556,357**	**36,556,357**	**11,213,484**	**(25,342,873)**	**-69.3%**

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Capital Projects Fund

In This Section You Will Find:

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Capital Projects Fund Summary **11-7**

Capital Budget – The Woodlands Fire Department **11-9**

Capital Budget – Parks and Recreation **11-47**

Capital Budget – Information Technology **11-157**

Capital Budget – Facilities **11-181**

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Capital Projects Fund

Overview

The Capital Projects Fund accounts for the resources accumulated and payments made for the acquisition, construction, and replacement of capital assets. Costs are funded primarily by utilization of the Capital Replacement Reserve and General Fund allocations.

The Capital Projects Fund is projected to have a balance of $37.6 million at 1/1/2027. Projected 2027 contributions plus interest income totaling $6.4 million, and expenditures of $13.7 million during 2027 will result in an ending fund balance of $30.4 million at 12/31/2027. 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 1/1/27	Transfers In/Funding/Interest	Expenses	Transfers Out/Funding	Ending Balance 12/31/27
New Capital Projects (not funded from reserves)	$0	$496,400	($496,400)	$0	$0
Capital Replacement Reserve	$30,969,178	$5,732,200	($11,984,900)	$0	$24,716,478
Cultural Projects Reserve	$1,579,787	$200,000	$0	$0	$1,779,787
Fire Department Facilities	$0	$0	$0	$0	$0
Parks Needs Assessment Reserve	$1,196,386	$0	($1,196,386)	$0	$0
CCSA Projects Reserve	$3,863,803	$0	$0	$0	$3,863,803
Flood/Drainage Reserve	$0	$0	$0	$0	$0
Total	**$37,609,154**	**$6,428,600**	**($13,677,686)**	**$0**	**$30,360,068**

Capital Projects Budget Development

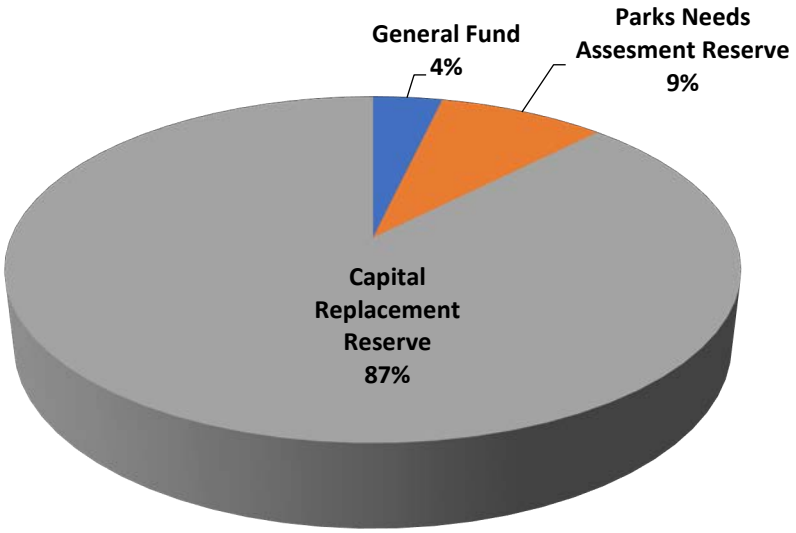
A multi-year capital plan has been developed utilizing the Township's *Vision 2034* Strategic Plan and Capital Reserve Study. Project priorities are reviewed continuously; highest priority projects are identified by departmental staff annually in April and May; lists are then submitted by departments for executive review during departmental budget meetings in June and July; and proposed projects are later presented to the Board in August in the Preliminary Budget for adoption. Proposed capital projects for 2027 are summarized in this section, and a description of each capital project can be found later in this section of the budget document. Those sections include, in order, The Woodlands Fire Department, Parks and Recreation, Information Technology, and Facilities (or General Capital).

Capital Projects Fund

Projects budgeted for 2027 are summarized as follows:

Department	Amount
Parks & Recreation	$8,658,486
Fire Department	3,107,500
Information Technology	1,414,000
Facilities	497,700
Total 2027 Capital Budget	**$13,677,686**

Funding Sources for 2027 Capital Projects



Funding Source	Amount
Capital Replacement Reserve	$11,984,900
Parks Needs Assessment Reserve	1,196,386
General Fund	496,400
Total	**$13,677,686**

2027 Capital Projects Funding

As illustrated in the chart above, $496,400 (4%) of capital projects out of the total $13.7 million Capital Budget are considered "new" assets to be funded by the Township's General Fund via tax revenues generated during the 2027 fiscal year. The remaining projects totaling approximately $13.2 million are funded by the Parks Needs Assessment Reserve (9%) and the Capital Replacement Reserve (87%).

Capital Projects Fund

Following is a summary of capital projects in the 2027 Budget that are funded by the General Fund.

Project	Amount
Fire Department – Training Tools & Equipment	$125,000
Fire Department – Starlink	82,000
Fire Department – Bunker Gear	65,000
Fire Department – Station Improvements	56,000
Fire Department – PSAP Project (90% funded by Grants)	50,000
Information Technology – Network Equipment (70% funded by Grants)	66,000
Information Technology – Hardware/Software	52,400
Total	**$496,400**

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 to systematically reserve funds for the annual replacement of the identified assets as they reach the end of their useful lives. Planning financially for the replacement of the community's extensive network of capital assets as they age allows the Township to positively support property values by maintaining quality facilities, amenities, and equipment used in the daily delivery of services.

The 2027 Budget provides for an allocation to the Capital Replacement Reserve of $4,250,000. 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. (This is the total of $4,307,000 shown below.) An estimated/ projected interest income amount of $1,250,000 is anticipated to be earned and added to the capital reserve balance based on available funds in the TexPool investment accounts. The Board also approved $175,000 to be transferred from the Hotel Tax Reserve for an elevator modernization project in Town Center.

In 2027, $12.0 million in capital projects will be funded by the Capital Replacement Reserve. Detailed information regarding each of the projects is found in the sections of the budget document immediately following this one.

Capital Replacement Reserve	Amount
Beginning Balance 1/1/2027	$30,969,178
Addition: Annual transfer from General Fund	4,307,200
Addition: Interest Income (projected)	1,250,000
Addition: Transfer from Hotel Tax Reserve	175,000
Utilization: Fund purchase of replacement assets	(11,984,900)
Ending Balance 12/31/2027	**$24,716,478**

Cultural Projects Reserve

In accordance with State law and pursuant to Township Order No. 014-10 (subsequently amended by Township Order No. 007-11 and Township 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 in Texas S.B. 2515 (2009) state that the proceeds of the tax are to be used, "only to support cultural education in the district." The Township entered into an MOU with the Cynthia Woods Mitchell Pavilion in 2009, followed by more detailed a twenty-year agreement that was executed in 2011, 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." That agreement currently expires at the end of 2030.

The remaining 10% is to be utilized by the Township for promotion, funding, and support for cultural events or projects as they are identified and approved by the Board of Directors.

Events Admission Tax	2025 Actual	2026 Budget	2026 Forecast	2027 Budget
Total Tax Received	$1,854,963	$2,000,000	$2,000,000	$2,000,000
Payment to Pavilion	1,669,467	1,800,000	1,800,000	1,800,000
Total Net Tax Revenue	$185,496	$200,000	$200,000	$200,000

Cultural Projects Reserve	Amount
Beginning Balance 1/1/2027	$1,579,787
Transfers In	200,000
Expenditures	0
Ending Balance 12/31/2027	**$1,779,787**

Parks Needs Assessment Reserve

In September 2022, with the adoption of the FY 2023 budget, the Board authorized the establishment of a Parks Needs Assessment Reserve Fund of $19.9 million to help fund projects that were determined by the 2022 Parks and Recreation Needs Assessment study. In 2023, the Board increased the reserve by $3.6 million. It is anticipated that $22.3 million of the reserve balance will be utilized by year-end 2026, resulting in a reserve of $1.2 million to begin 2027. An estimate of $1.2 million in projects is being anticipated for 2027, leading to full utilization of the reserve in 2027. This section is therefore anticipated to be removed for FY 2028 Preliminary Budget documents.

Parks Projects Reserve	Amount
Beginning Balance 1/1/2027	$1,196,386
Transfers In	0
Expenditures	1,196,386
Ending Balance 12/31/2027	**$0**

Comprehensive Community Services Agreement (CCSA) Projects Reserve

The Comprehensive Community Services Agreement (CCSA) is an agreement between the Township and The Woodlands Land Development Company/ Howard Hughes Corporation which was originally executed in 2014. Various updates and extensions have been completed since, most recently in 2020 and 2023.

For FY 2020, the Board authorized the establishment of a 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 in accordance with new terms of the updated agreement. The CCSA stipulates that the Township will fund 50% of specifically identified community projects and various amounts were utilized between 2020 and 2022. With the renewal of the CCSA in 2023, the reserve balance was restored to the original $4.0 million with a transfer In from the New Development Capital Projects fund. About $140,000 has been utilized since 2023.

CCSA Reserve	Amount
Beginning Balance 1/1/2027	$3,863,803
Transfer In	0
Expenditures	0
Ending Balance 12/31/2027	**$3,863,803**

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

	2026 Carryovers/Reserves	2027 Budget
FUNDING SOURCES		
BEGINNING FUND BALANCE		
Carryovers - prior years	-	-
Capital Replacement/Other Reserves	-	37,609,154
	-	**37,609,154**
TRANSFERS IN & OTHER REVENUE		
Tax Revenue (funding for new capital)	-	496,400
Tax Revenue (annual funding of capital reserve)	-	4,307,200
Interest Income on Reserve		1,250,000
Transportation Initiative Funds (funding for projects)	-	-
Undesignated Hotel Tax (funding for projects)	-	175,000
Tax Revenue (events admission tax)	-	200,000
	-	**6,428,600**
	$ -	**$ 44,037,754**
CAPITAL OUTLAY		
THE WOODLANDS FIRE DEPT		
Information Technology	-	303,500
Vehicles	-	230,000
Equipment	-	721,800
Specialty Vehicles/Equipment	-	1,571,200
Fire Station Improvements	-	281,000
	-	**3,107,500**
PARKS AND RECREATION		
Vehicles	-	327,000
Equipment	-	246,500
PARD Facility Improvements	-	130,000
Recreation Center	-	194,000
	-	**897,500**
PARKS		
Park Improvements/Renovations	-	1,745,000
Park Needs Assessment	-	1,196,386
Irrigation Improvements	-	75,000
Lake/Pond Improvements	-	352,000
Athletic Facilities Improvements	-	1,450,000
Aquatic Facilities Improvements	-	1,294,900
	-	**6,113,286**
PATHWAYS		
Pathway Improvements	-	1,647,700
	-	**1,647,700**
INFORMATION TECHNOLOGY		
Security/Access Control	-	31,500
Computers & Hardware	-	1,222,500
Software & Licenses	-	10,000
	-	**1,414,000**
FACILITIES		
Building Improvements	-	497,700
	-	**497,700**
TOTAL CAPITAL OUTLAY	**$ -**	**$ 13,677,686**
CAPITAL PROJECTS FUND COMPONENTS		
Capital Replacement Reserve	29,717,958	23,465,258
Interest Income on Reserve	1,250,000	1,250,000
CCSA Projects Reserve	3,863,803	3,863,803
Debt Reserve	1,220	1,220
Parks Needs Assessment Reserve	1,196,386	-
Cultural Education Reserve	1,579,787	1,779,787
Total Reserves	**$ 37,609,154**	**$ 30,360,068**
	$ 37,609,154	**$ 44,037,754**

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THE WOODLANDS
FIRE
RESCUE

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THE WOODLANDS FIRE DEPARTMENT, INC.

CAPITAL BUDGET

FOR THE YEAR ENDING DECEMBER 31, 2027

(In Whole Dollars)

	Prior Year Carryover	*2026 Budget*	*2026 Forecast*	*Carry-Over*	*2027 New*	*2027 Reserve*	*2027 Total*
COMPUTERS: SOFTWARE & HARDWARE							
Call Recording System - AIS Recorder Server	$ -	$ -	$ -	$ -	$ -	$ 171,500	$ 171,500
Firefighter Accountability System/ Server	-	-	-	-	-	52,000	52,000
Radio Console	53,443	-	53,443	-	-	-	-
PSAP Program	48,392	50,000	98,392	-	50,000		50,000
Computer Aided Dispatch	108,981	30,000	138,981	-	-	30,000	30,000
TOTAL 3-YEAR ASSETS	$ 210,816	$ 80,000	$ 290,816	$ -	$ 50,000	$ 253,500	$ 303,500
VEHICLES							
Staff /Utility Vehicles	$ 138,825	$ 455,000	$ 593,825	$ -	$ -	$ 230,000	$ 230,000
TOTAL 5-YEAR ASSETS	$ 138,825	$ 455,000	$ 593,825	$ -	$ -	$ 230,000	$ 230,000
FURNITURE, FIXTURES & EQUIPMENT							
Body Armor	$ 6,731	$ -	$ 6,731	$ -	$ -	$ -	$ -
Bunker Gear / Wildland Gear	49,975	327,250	377,225	-	65,000	205,000	270,000
Vehicle Modems	-	8,000	8,000	-	-	33,800	33,800
SCBA Replacement	-	52,000	52,000	-	-	57,000	57,000
Thermal Imaging Cameras	42,555	-	42,555	-	-	45,000	45,000
Hoses	34,791	-	34,791	-	-	-	-
Training Tools and Equipment	-	-	13,095	-	125,000	-	125,000
Hazmat Gear	-	-	-	-	-	125,000	125,000
Drones	-	30,000	30,000	-	-	-	-
Extrication Tools	19,783	-	19,783	-	-	66,000	66,000
TOTAL 7-YEAR ASSETS	$ 153,835	$ 417,250	$ 584,180	$ -	$ 190,000	$ 531,800	$ 721,800
SPECIALTY VEHICLES & EQUIPMENT							
Fire Engine	$ 40,511	$ 1,375,000	$ 1,415,511	$ -	$ -	$ 1,434,200	$ 1,434,200
Ladder Truck	70,408	-	70,408	-	-	-	-
Brush Truck	865,000	-	865,000	-	-	-	-
High Profile Vehicle	450,013	-	450,013	-	-	-	-
Boat	-	-		-	-	55,000	55,000
Starlink	-	-	-	-	82,000	-	82,000
TOTAL 15-YEAR ASSETS	$ 1,425,932	$ 1,375,000	$ 2,800,932	$ -	$ 82,000	$ 1,489,200	$ 1,571,200
FIRE STATIONS							
Station 5	$ -	$ -	$ 693,650	$ -	$ -	$ -	$ -
Emergency Training Center	326,017	90,000	416,017	-	-	-	-
Station 8 Roof Replacement	21,216	-	21,216	-	-	-	-
Station Improvements	181,089	150,000	331,089	-	56,000	225,000	281,000
TOTAL 30-YEAR ASSETS	$ 528,322	$ 240,000	$ 1,461,972	$ -	$ 56,000	$ 225,000	$ 281,000
TOTAL WFD CAPITAL BUDGET	$ 2,457,730	$ 2,567,250	$ 5,731,725	$ -	$ 378,000	$ 2,729,500	$ 3,107,500

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Fire Department Capital by Project

Year	CIP Category	Item	Capital Expense
2027	**Software & Hardware**	Call Recording System	$171,500
2027	**Software & Hardware**	Accountability Server	$52,000
2027	**Software & Hardware**	PSAP Program (Township 10%)	$50,000
2027	**Software & Hardware**	Computer Aided Dispatch	$30,000
		Total Software & Hardware	**$303,500**
2027	**Staff Vehicles**	AC Support Services Vehicle	$120,000
2027	**Staff Vehicles**	BC Training Vehicle	110,000
		Total Staff Vehicles	**$230,000**
2027	**Equipment**	Bunker Gear	$270,000
2027	**Equipment**	Vehicle Modems	33,800
2027	**Equipment**	SCBA Replacement	57,000
2027	**Equipment**	Thermal Imaging Cameras	45,000
2027	**Equipment**	Training Tools & Equipment	125,000
2027	**Equipment**	Hazmat Gear	125,000
2027	**Equipment**	Extrication Tools	66,000
		Total Equipment	**$721,800**
2027	**Speciality Vehicles**	Fire Engine	$1,375,000
2027	**Speciality Vehicles**	Fire Engine - Refurbishment	$59,200
2027	**Speciality Vehicles**	Boat	$55,000
2027	**Speciality Vehicles**	Starlink for Fire Apparatus	$82,000
		Total Speciality Vehicles	**$1,571,200**
2027	**Fire Stations**	Station Improvements	281,000
		Total Fire Stations	**$281,000**
		Total - Fire Department	**$3,107,500**

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2027 Request for Capital Asset

Department Fire Department **Project Title** AIS Recorder Server & Rehost

Requested By Michael Dietrich **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Motorola AIS Server	**1**	January	$110,000	$0	$110,000
Exacom AIS Integration	**1**	January	$45,000	$0	$45,000
Fire Dispatch Voice / Cloud Service	**1**	January	$16,500	$0	$16,500
Project Total	**3**		**$171,500**	**$0**	**$171,500**

Project Description

This project will upgrade our existing analog radio recording system to utilize a direct interface with our dispatch consoles to increase reliablility and recording capacity. The new AIS based system is more robust, provides significantly better audio quality, and is not succeptable to interference. Additionally, it will install and program a Backup Cloud Solution for the Voice and Radio Communications Recorder.

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

The current recording system has reached the limits of its hardware capabilities and is unable to record the additional response channels being implemented in fire department operations county wide. This upgraded recording system will allow us to capture the additional audio traffic and will eliminate recording issues caused by harmful interference from unauthorized radios. Recording all dispatched radio traffic is essential to providing accurate transcripts of all commuications between the dispatch center and field units.

The WFD Dispatch center relies on a dedicated radio and voice recording server to capture and log all 911 calls, radio transmissions, and console communications. These recordings are mandated by State of Texas requirements and serve critical operational purposes, including immediate incident review, staff training, quality assurance, and evidentiary use in legal or investigative proceedings.

While a virtual machine (VM) backup solution is currently in place, it resides within the same physical facility as the primary recording server. This co-location presents a critical single point of failure — in the event of a natural disaster, building inaccessibility, power failure, or any emergency requiring dispatch operations to relocate to an alternate facility, both the primary server and its backup would be rendered simultaneously unavailable. Given the mandatory nature of these recordings and their role in public safety operations, this represents an unacceptable risk to operational continuity and regulatory compliance.

Migrating the backup solution to a secure cloud-based platform would eliminate this vulnerability by ensuring recordings are continuously replicated to an offsite, geographically independent environment. This would guarantee that authorized dispatch staff can access recordings from any location at any time, regardless of the status of the primary facility. Cloud-based storage also provides scalable capacity, enhanced redundancy, and improved disaster recovery capabilities that an on-premises VM cannot offer.

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

$12,160, the annual cost of the maintenance and support agreement.

What other options were considered?

Status Quo

2027 Request for Capital Asset

Department Fire Department **Project Title** Firefighter Accountability Server

Requested By William "Bubba" Priesmeyer **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Accountability Server	**1**	April	$52,000	$0	$52,000
Project Total	**1**		**$52,000**	**$0**	**$52,000**

Project Description

This project will replace the current Accountability Server which has reached its end of service life. The Fire Department currently uses an Electronic Accountability System to track personnel operating in hazardous environments (building fires, gas leaks, etc.). The system detects lack of motion by a firefighter and immediately communicates that information back to the Incident Commander. This quick notification of a downed firefighter allows rescue crews to start searching for the firefighter as soon as possible. Additionally, the system tracks what personnel are in the hazardous environment and if an emergency evacuation is needed due to a potential collapse or if the fire is overtaking the building, the command officer can notify all firefighters with this device.

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

1.1.8. Maintain and continue to provide a high level of fire prevention and emergency medical services

While there are no critical success factors directly related to employee safety listed in the Township Strategic Plan/Vision 2034, this equipment will significantly reduce the risk associated with firefighting operations.

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

Software maintenance at approximately $5,200 annually.

What other options were considered?

Status quo.

2027 Request for Capital Asset

Department Fire Department **Project Title** PSAP Project

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
MCECD Public Safety Answering Point Grant Program	**1**	April - June	$0	$50,000	$50,000
Project Total	**1**		**$0**	**$50,000**	**$50,000**

Project Description

Each year, the Montgomery County Emergency Communication District (MCECD) authorizes a $50,000 Public Safety Answering Point (PSAP) Improvement Grant cost sharing program. Once approved by the MCECD and Township Boards, The Woodlands Township 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.

A project can exceed the budgeted cost if the project benefits more than one PSAP. These projects do not have a matching fund requirement attached to them.

The requested amount above is 100% of the total cost, which would later be offset by revenues.

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 $5,000 to General Fund.

What other options were considered?

None

2027 Request for Capital Asset

Department Fire Department **Project Title** Computer Aided Dispatch

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
Computer Aided Dispatch	**TBD**	January - March	$30,000	$0	$30,000
Project Total	**TBD**		**$30,000**	**$0**	**$30,000**

Project Description

The Woodlands Fire Department has added IP Station Alerting Systems to all 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.
1.1.7. Maintain Fire Department ISO 1.
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 to operating costs and/or revenue

What other options were considered?

None

2027 Request for Capital Asset

Department Fire Department **Project Title** Replacement Staff Vehicle- AC Admin/SS

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
Ford F-250 and Upfitting	**1**	January	$120,000	$0	$120,000
Project Total	**1**		**$120,000**	**$0**	**$120,000**

Project Description

This project supports the replacement of the Assistant Chief of Administration & Support Services command vehicle and is consistent with the department's established vehicle replacement program. The proposed Ford F-250 Super Duty will replace a 2019 Chevrolet 4x4 pickup currently assigned to administration. The existing vehicle will be reassigned to the department's swift water rescue team to serve as a heavy-duty four-wheel drive tow vehicle for one of the department's rescue boats, extending the operational value of the asset while supporting specialized emergency response capabilities.

The replacement vehicle will provide improved reliability, safety features, fuel efficiency, and updated technology necessary to support the daily operational demands of the Assistant Chief of Support Services. Responsibilities include emergency response, fleet and facility oversight, logistics coordination, regional travel, and supervisory support during incidents, deployments, and special events. The F-250 platform will also provide increased towing and payload capability to support department equipment transport and operational support functions when needed.

Outfitting will include emergency lighting, communications equipment, and command storage necessary to support command staff operations and emergency response functions. This project ensures continued operational readiness, reliability, and long-term sustainability for a critical leadership position within the department.

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.

2027 Request for Capital Asset

Impact to Operating Cost(s) and/or Revenue:
Annual repair costs, preventive maintenance, and insurance.

What other options were considered?
Continued operation of the vehicle currently assigned to the Assistant Chief of Support Services

2027 Request for Capital Asset

Department Fire Department **Project Title** Replacement Staff Vehicle- BC Training

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
Ford F-250 Super Duty	**1**	January	$110,000	$0	$110,000
Project Total	**1**		**$110,000**	**$0**	**$110,000**

Project Description

This request supports the replacement of a 2019 Chevrolet Tahoe assigned to the Battalion Chief of Training. The vehicle currently has more than 98,942 miles and has experienced the increased wear associated with daily operational response, regional travel, training coordination, and support functions throughout Montgomery County and surrounding areas. As mileage and maintenance needs continue to increase, replacement is necessary to maintain reliability, reduce long term repair costs, and ensure continued operational readiness. This replacement is consistent with the department's established vehicle replacement plan, which prioritizes high mileage frontline and staff vehicles for scheduled replacement before escalating maintenance costs and reliability concerns begin to negatively impact operations.

The proposed replacement vehicle is a Ford F-250 Super Duty truck. The upgraded platform will provide increased capability to support the operational demands of the Training Division, including transporting training equipment, towing department trailers and props, supporting wildland and emergency deployment operations, and accessing undeveloped or off-road training sites when necessary. The larger payload and towing capacity of the F-250 also provides improved flexibility for department wide logistics and special operations support during emergency incidents and regional events.

The cost of the replacement will be partially offset through the trade in value of the existing Tahoe, currently estimated at around $10,000, helping reduce the overall capital expenditure while continuing to provide dependable and mission ready transportation for the Battalion Chief of Training.

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

2027 Request for Capital Asset

Impact to Operating Cost(s) and/or Revenue:
Annual repair costs, preventive maintenance, and insurance.
Revenue from the sale of the current 2019 Chevrolet Tahoe.

What other options were considered?
Continued operation of the vehicle currently assigned to the BC of Training.

2027 Request for Capital Asset

Department Fire Department **Project Title** Bunker & Wildland Gear

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
End of Life Bunker Gear Replacement	**41**	January	$205,000	$0	$205,000
New FF Bunker Gear	**6**	January	$0	$30,000	$30,000
Wildland Gear	**30**	January	$0	$65,000	$35,000
Project Total	**89**		**$205,000**	**$65,000**	**$270,000**

Project Description

This project supports the phased replacement of structural firefighting bunker gear in accordance with NFPA standards, which require gear to be retired ten years from the date of manufacture. The department anticipates replacing a total of 288 sets over six years. For FY27, funding is requested to replace 41 sets, continuing a staggered replacement approach that spreads the cost of the second set over a five-year period. Shifting this recurring expense from the operating budget to the capital budget allows for improved long-term financial planning and ensures that personnel are equipped with compliant, safe, and service-ready protective equipment.

The request also includes a second set of bunker gear for six (6) current recruits that will complete their probationary period in coming months.

Additionally, funding is requested for the phased replacement and acquisition of 30 sets of wildland personal protective equipment to support the department's expanding all hazard and wildland firefighting capabilities. Wildland PPE has become increasingly critical due to the department's growing participation in TIFMAS deployments, regional wildfire response, and ongoing efforts to advance personnel through the NWCG wildland certification process. Requested funding will support replacement of aging or damaged wildland gear and ensure personnel are equipped with compliant, deployment-ready protective equipment that meets applicable wildland firefighting safety standards. Including wildland PPE within the capital asset program provides a more sustainable long term funding strategy while maintaining operational readiness for both local and statewide response missions.

2027 Request for Capital Asset

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:

Annual gear cleaning and inspections.

What other options were considered?

Waiting until 2030 to replace the second set of gear.

2027 Request for Capital Asset

Department Fire Department **Project Title** Vehicle Modems

Requested By Michael Dietrich **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Vehicle Modems	**7**	January	$33,800	$0	$33,800
Project Total	**7**	January	**$33,800**	**$0**	**$33,800**

Project Description

This project would replace vehicle modems for existing WFD vehicles.

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

This modem will provide redundant cellular service in the staff vehicles.

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

The annual cost of the two SIM cards for each modem would be the only recurring operating costs.

What other options were considered?

Status quo.

2027 Request for Capital Asset

Department Fire Department **Project Title** Self- Contained Breathing Apparatus

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
Scott Cylinder Replacement	**28**	January - March	$45,000	$0	$45,000
Voice Amp Replacement	**10**	January	$12,000	$0	$12,000
Project Total	**38**		**$57,000**	**$0**	**$57,000**

Project Description

Self-contained breathing apparatus (SCBA) cylinders have a shelf life of 15 years. 28 SCBA cylinders will reach their end of usable life date in FY 2027 and need to be replaced. The funding provided will replace 28 SCBA cylinders with new high-pressure 45-minute cylinders used during high rise firefighting operations.

Additional funding is requested to replace ten (10) voice amplifiers that are integrated into a firefighter's SCBA mask to improve communications in firefighting operations.

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

- 1.1.6. Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies
- 1.1.7. 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:

SCBA compliance testing.

What other options were considered?

None

2027 Request for Capital Asset

Department Fire Department **Project Title** Thermal Imaging Cameras

Requested By Doug Adams **Category** WFD Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Thermal Imaging Cameras	**50**	January - March	$45,000	$0	$45,000
Project Total	**50**		**$45,000**	**$0**	**$45,000**

Project Description

This project will provide funding for the replacement of 50 handheld thermal imaging cameras assigned to frontline riding positions and training operations throughout the department. The department will replace the current FLIR thermal imaging cameras with new Seek 300 handheld thermal imagers to improve reliability, operational capability, and firefighter safety.

Handheld thermal imagers are critical life safety tools used by firefighters during structure fires, search and rescue operations, overhaul, hazardous conditions investigations, and emergency response incidents involving limited visibility. The cameras detect heat signatures and display temperature differences, allowing firefighters to locate victims, identify hidden fire extension, detect hotspots, navigate through smoke filled environments, and improve situational awareness during emergency operations.

The department's current thermal imagers are aging and experiencing reliability and supportability concerns due to continued frontline operational use. Replacement with Seek 300 cameras will provide improved image clarity, enhanced thermal detection capability, updated technology, and standardized equipment across frontline apparatus and training divisions.

Providing thermal imagers to each frontline riding position improves firefighter safety and operational efficiency by ensuring personnel have immediate access to thermal imaging capability during emergency incidents. Additional cameras assigned to training operations will support hands-on instruction and continued proficiency in thermal imaging operations.

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

Focus Area 1, Service Delivery, of the Township's Strategic Plan/Vision 2034. Specific items include:

- 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:
Periodic battery replacement.

What other options were considered?
Keep the older, outdated cameras in service.

2027 Request for Capital Asset

Department Fire Department **Project Title** Training Tools and Equipment

Requested By John Frost **Category** WFD Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
40’ x 40’ ETC Storage Building	**1**	January	$0	$60,000	$60,000
Standing Electric Lift	**1**	January - March	$0	$65,000	$65,000
Project Total	**3**		**$0**	**$125,000**	**$125,000**

Project Description

This project includes the construction of a 40' x 40' enclosed storage building at the Emergency Training Center (ETC) for fire field prop and equipment storage. Currently, many training props and equipment items are stored under the facility’s open-air pavilion or outside exposed to weather and environmental conditions. Continued exposure to heat, humidity, rain, and ultraviolet light accelerates deterioration, increases maintenance requirements, and reduces the overall service life of training assets.

The enclosed storage building will provide secure, weather-protected storage for training props, forcible entry equipment, hose appliances, technical rescue equipment, and other field training materials. Improved storage conditions will extend equipment longevity, reduce repair and replacement costs, improve organization, and enhance operational readiness for training activities conducted at the ETC.

Additionally, Fleet Services is requesting the purchase of a standing electric lift to assist with moving heavy equipment and components within the apparatus maintenance facility, including large diesel engines, transmissions, pumps, and other apparatus parts. Current equipment limitations make it difficult to safely maneuver heavy components in confined work areas inside the shop.

The forklift assigned to the Emergency Training Center is often too large to effectively operate within the narrow spaces of the maintenance facility. The addition of a smaller standing electric lift will improve safety, efficiency, and operational flexibility for Fleet Services personnel while reducing the risk of damage to equipment and facility infrastructure during maintenance operations.

2027 Request for Capital Asset

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:

Utility costs and preventive maintenance.

What other options were considered?

None

2027 Request for Capital Asset

Department Fire Department **Project Title** Hazmat Detection

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
VipIR- 908 Technologies	**1**	January	$125,000	$0	$125,000
Project Total	**1**		**$125,000**	**$0**	**$125,000**

Project Description

The most common technologies used to identify unknown chemicals for firefighting crews in a hazardous materials environment are Infrared Spectroscopy (FTIR) and Raman Spectroscopy. Since becoming portable in the early 2000s, these technologies have become critical tools for hazardous materials response teams, including the The Woodlands Fire Department's Hazardous Materials Team.

The department acquired Thermo Fisher FTIR and Raman chemical analyzers in 2013 to replace previous HazmatID IR and Ahura Raman First Defender systems. While these instruments have served the department well, advancements in technology, aging operating systems, and battery obsolescence have made the current equipment increasingly unreliable and costly to maintain and repair.

The 908 Devices VipIR combines both FTIR and Raman spectroscopy into a single portable platform, providing enhanced operational capability and efficiency. The system requires only one sample for analysis, allowing both technologies to simultaneously evaluate the substance and deliver faster, more accurate identification results. This improved capability enhances responder safety, supports more informed tactical decision making, and increases the department's ability to effectively mitigate hazardous materials incidents.

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

Focus Area 1, Service Delivery, of the Township's Strategic plan/Vision 2034. Specific items include:

- 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

2027 Request for Capital Asset

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

What other options were considered?
None

2027 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
Replacement Extrication Tool Batteries	**72**	March	$66,000	$0	$66,000
Project Total	**72**		**$66,000**	**$0**	**$66,000**

Project Description

This project supports the replacement of rechargeable batteries for each of the department's 72 battery-operated Holmatro extrication tools. The request includes 45 replacement batteries for Holmatro EVO3 tools and 27 replacement batteries for Holmatro Pentheon tools currently assigned to frontline apparatus and specialty response units throughout the department. These batteries are critical to maintaining the operational readiness and reliability of hydraulic rescue equipment used during vehicle extrications, technical rescues, and other emergency incidents.

As battery performance degrades over time through repeated charging cycles, age, and operational use, replacement is necessary to ensure consistent run times, dependable tool performance, and uninterrupted emergency operations. Failure of battery-operated rescue tools during critical incidents could significantly and negatively impact firefighter safety, patient care, and rescue operations.

Funding this request through the capital asset program supports a planned replacement approach for high value operational equipment components and helps avoid large scale emergency replacement costs in future budget years. Maintaining an adequate inventory of reliable batteries ensures that frontline personnel remain equipped with safe, dependable, and deployment ready rescue equipment.

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

2027 Request for Capital Asset

Impact to Operating Cost(s) and/or Revenue:
Batteries will need replacing at the end of their life span.

What other options were considered?
None

2027 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
Replacement Fire Engine	**1**	January	$1,375,000	$0	$1,375,000
Project Total	**1**		**$1,375,000**	**$0**	**$1,375,000**

Project Description

This project will provide for the replacement of a 2017 fire engine currently assigned to Station 5, including the purchase of the necessary tools and equipment to place the apparatus in service. The current frontline 2017 apparatus will be reassigned to ready reserve status. The 2017 fire apparatus has 6041 hours which is equivalent to approximately 181,230 road miles. This purchase is in line with the fire department's apparatus replacement schedule but was moved back to replace Unit 319 last year due to the extensive use of that unit. The unit's purchase was approved in FY2024 and will be delivered and placed into operation in approximately 38 months due to engineering and construction time. The new fire engine will replace a 2003 Pierce Engine currently assigned to the training division. A 2019 Pierce Engine will be removed from reserve status and assigned to the training division.

Purchasing the replacement engine will assist us in maintaining response times to all emergencies within 5 minutes from the time of dispatch and assist us in maintaining our PPC ISO Class 1 rating. Replacing aging frontline apparatus allows us to improve safety for our firefighters and the customers we serve while reducing maintenance problems encountered when responding to emergencies and everyday use. 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.

The department uses an apparatus purchasing committee made up of personnel from different ranks, expertise, and backgrounds. The committee was tasked with developing specifications based on community needs, consistency in department operations, maintenance, longevity, and value.

2027 Request for Capital Asset

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:

Continue running aging frontline and reserve apparatus. Fuel, insurance, and ongoing maintenance.

What other options were considered?

None

2027 Request for Capital Asset

Department Fire Department **Project Title** Replacement Engine for Unit 319

Requested By Doug Adams **Category** WFD Vehicles

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Replacement Cummins L9	**1**	January	$52,000	$0	$52,000
Alison Transmission Rebuild	**1**	January	$7,200	$0	$7,200
Project Total	**1**		**$59,200**	**$0**	**$59,200**

Project Description

This project will provide for the replacement of the engine and rebuild of the transmission in Unit 319, a 2019 Pierce Velocity equipped with a Cummins L9 engine. Unit 319 is one of the busiest apparatus in the department's fleet, responding to more than 3,000 incidents annually. Due to the extensive operational demand placed on the apparatus, the engine currently has more than 9,000 operating hours, which is equivalent to approximately 270,000 road miles. Extensive use and prolonged operational hours have contributed to multiple oil leaks and increasing maintenance concerns impacting long term reliability.

The proposed project includes replacement of the existing Cummins L9 engine and a rebuild of the Allison transmission to restore operational reliability and extend the apparatus' service life. The department's scheduled replacement apparatus is not expected to arrive until 2028, making this project necessary to maintain frontline response capability and ensure operational readiness over the next several years.

Upon arrival of the replacement apparatus, Unit 319 is expected to transition from frontline service into reserve status. Completing this project now will significantly improve the unit's long-term serviceability, reduce the risk of catastrophic drivetrain failure, and allow the department to maintain a dependable reserve apparatus capable of supporting emergency operations, fleet rotation, and surge response needs.

Estimated engine replacement costs for the Cummins L9 are approximately $49,582.41 based on vendor quotations. Estimated transmission rebuild costs are approximately $6,830.92. Labor costs for the engine replacement project will be lowered by having Fleet Services staff handle most of the installation, reducing reliance on outside vendors and using department expertise. Additional incidental costs for fluids, ancillary components, and specialized services may be required as part of the overall project budget.

2027 Request for Capital Asset

Failure to complete this project could result in increased apparatus downtime, higher emergency repair costs, and reduced fleet reliability for one of the department's highest utilization apparatus. Replacing the engine and rebuilding the transmission will improve operational readiness, extend the useful life of the apparatus, and support continued emergency response capabilities until the scheduled replacement unit is delivered.

Describe critical success factors and service levels affected by this capital asset/project:
Focus Area 1, Service Delivery, of the Township's Strategic plan/Vision 2034. Specific items include:

- 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:
Improved operating efficiency.

What other options were considered?
None

2027 Request for Capital Asset

Department Fire Department **Project Title** Rescue Boat

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
Zodiac FC 420	**1**	January	$55,000	$0	$55,000
Project Total	**1**		**$55,000**	**$0**	**$55,000**

Project Description

This project will provide funding for the replacement of the rescue boat currently assigned to Central Fire Station with a new Zodiac FC 420 LSRF Task Force Package rescue boat. The current vessel has experienced extensive operational use and is approaching the end of its reliable frontline service life. Replacement of the boat will improve operational readiness, reliability, and interoperability during swift water rescue, flood response, and lake operations.

The proposed package includes a Zodiac FC 420 LSRF inflatable rescue boat, Yamaha F40 outboard motor, galvanized trailer, fuel system, lighting, reflective markings, and associated rescue equipment necessary to place the unit into service.

Replacement of the current rescue boat will improve water rescue response capability, reduce maintenance concerns, and provide personnel with a dependable platform for swift water, flood, and lake rescue operations.

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

Focus Area 1, Service Delivery, of the Township's Strategic plan/Vision 2034. Specific items include:

- 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:

2027 Request for Capital Asset

Preventive maintenance, repairs, and fuel costs.

What other options were considered?

None

2027 Request for Capital Asset

Department Fire Department **Project Title** Starlink for Fire Apparatus

Requested By Chris Myers **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Starlink Mini Kits	**31**	February	$0	$8,000	$8,000
Starlink Mini Mounting Kit	**31**	February	$0	$12,500	$12,500
1 Year of Service	**31**	Monthly	$0	$61,500	$61,500
Project Total	**31**	February	**$0**	**$82,000**	**$82,000**

Project Description

This project would add a Starlink Mini dish to all WFD Frontline apparatus which would provide an alternative for data communications during cellular service provider outages or in remote areas with little-to-no signal.

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

Installation of Starlink systems on frontline apparatus will improve operational resiliency and continuity of emergency communications during cellular outages, severe weather events, disasters, and responses in remote areas with limited network coverage. During Hurricane Beryl, the department experienced significant cellular and data connectivity disruptions that adversely affected response operations, access to incident information, and mobile communications capabilities in the field.

Reliable internet connectivity supports Mobile Data Computers (MDCs), CAD functionality, mapping, pre incident planning information, EMS documentation, and interoperability with regional response partners. This project enhances situational awareness, improves access to critical incident information in the field, and reduces the risk of communication failures that could negatively impact emergency response operations. The addition of a redundant communications platform aligns with the department's emergency preparedness and continuity of operations objectives while supporting reliable service delivery to the community during high impact incidents and large-scale emergencies.

2027 Request for Capital Asset

Impact to Operating Cost(s) and/or Revenue:
The first year of service is listed and would continue annually if service is enabled.

What other options were considered?
Status quo.

2027 Request for Capital Asset

Department Fire Department **Project Title** Station Improvements

Requested By Doug Adams **Category** WFD Fire Stations

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Station Improvements	**1**	April - June	$193,000	$0	$193,000
HVAC Replacements at Stations 3 and 4	**1**	January	$32,000	$0	$32,000
Electrical Upgrades at Fleet Services	**1**	January	$0	$22,000	$22,000
Toxic Suppression Extractor	**1**	January - March	$0	$23,000	$23,000
Toxic Suppression Dryer	**1**	January - March	$0	$11,000	$11,000
Project Total	**5**		**$225,000**	**$56,000**	**$281,000**

Project Description

This project provides funding for capital improvements and facility maintenance needs at the department's eight existing fire stations, Logistics Center, Fleet Services facility, and the Emergency Training Center. Planned improvements include interior and exterior painting, flooring replacement, HVAC system replacements, and other necessary repairs and upgrades required to maintain safe, functional, and reliable facilities for personnel and daily operations.

Included in this request is $32,000 for the replacement of aging HVAC systems at Stations 3 and 4. These systems are approaching the end of their service life and require replacement to maintain reliable climate control, improve energy efficiency, and reduce ongoing maintenance costs.

The project also includes $22,000 in electrical upgrades at the Fleet Services facility to improve reliability, operational capability, and long-term power distribution. Improvements include replacement of the existing pavilion disconnect with a new commercial-rated 480V three-phase distribution panel, installation of a new transformer at the pavilion location, utilization of existing electrical infrastructure to distribute new 480V three-phase power to the shop area, and installation of new transformers at the main building to provide independent power control capabilities. The project also includes all required electrical connections, terminations, system modifications, and testing necessary to ensure proper operation of all upgraded equipment and power systems.

These improvements are necessary to preserve department facilities, support operational readiness, improve workplace safety, and ensure reliable infrastructure for emergency response operations.

Additional improvements included in this request support the department's second set of turnout gear initiative and the continued reduction of firefighter exposure contaminants. Funding is included for a Toxic Suppression extraction system and six-gear drying cabinet to be installed at the Logistics Center, where reserve and second set protective equipment will be stored, cleaned, and maintained.

The Toxic Suppression TS-EXT-V6.0 extraction system includes an NFPA 1851 compliant package with a 10-year warranty, dual pump injector system, Safety Suds cleaning solution, and BacStop sanitizer. The TS-DRYCAB-6 drying cabinet will provide the capability to properly dry and return turnout gear to service following cleaning and decontamination.

These improvements will enhance firefighter health and safety, improve compliance with NFPA 1851 protective equipment cleaning standards, extend the service life of turnout gear, and support operational readiness by improving the department's ability to maintain clean reserve protective equipment for personnel.

Describe critical success factors and service levels affected by this capital asset/project:
Focus Area 1, Service Delivery, of the Township's Strategic plan/Vision 2034. Specific items include:

- 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:
Reduce long-term maintenance and repair costs, improve energy efficiency and facility reliability, and minimize operational disruptions caused by aging infrastructure and equipment failures.

What other options were considered?
None

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THE WOODLANDS
TOWNSHIP

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THE WOODLANDS TOWNSHIP

CAPITAL BUDGET

FOR THE YEAR ENDING DECEMBER 31, 2027

(In Whole Dollars)

	Prior Year Carryover	2026 Budget	2026 Forecast	Carry-Over	2027 New	2027 Reserve	2027 Total
PARKS & RECREATION							
Vehicles							
Maintenance Vehicles - Trucks	$ 62,613	$ 207,000	$ 269,613	$ -	$ -	$ 144,000	$ 144,000
Maintenance Vehicles - UTVs	-	40,000	40,000	-	-	148,000	148,000
Maintenance Vehicles - Electric Carts	-	40,000	40,000	-		35,000	35,000
Total	$ 62,613	$ 287,000	$ 349,613	$ -	$ -	$ 327,000	$ 327,000
Furniture, Fixtures & Equipment							
Equipment	$ -	$ 63,000	$ 63,000	$ -	$ -	$ 246,500	$ 246,500
Streetscape Equipment	-	96,900	96,900	-	-	-	-
Sailboat/Safety Boat	-	22,500	22,500	-	-	-	-
Triangle Lot Equipment	-	18,500	18,500	-	-	-	-
Total	$ -	$ 200,900	$ 200,900	$ -	$ -	$ 246,500	$ 246,500
PARDES Facility Improvements							
Facility Improvements	$ 1,507,837	$ 3,850,000	$ 5,357,837	$ -	$ -	$ 130,000	$ 130,000
Total	$ 1,507,837	$ 3,850,000	$ 5,357,837	$ -	$ -	$ 130,000	$ 130,000
Recreation Center							
Facility Improvements	$ 57,868	$ 225,000	$ 282,868	$ -	$ -	$ 194,000	$ 194,000
Bear Branch Rec Center	33,000	-	33,000	-	-	-	-
Rob Fleming Rec Center	21,000	-	21,000	-	-	-	-
Total	$ 111,868	$ 225,000	$ 336,868	$ -	$ -	$ 194,000	$ 194,000
PARKS							
Town Center Parks	$ 3,894,491	$ 870,000	$ 4,764,491	$ -	$ -	$ 360,000	$ 360,000
Irrigation Improvements	-	250,000	250,000	-	-	75,000	75,000
Needs Assessment Projects	2,897,674	10,753,858	13,651,532	-	-	1,196,386	1,196,386
Park Improvements	1,452,404	1,171,000	4,823,404	-	-	1,385,000	1,385,000
Lake/Pond Improvements	195,844	22,000	217,844	-	-	352,000	352,000
Athletic Facilities Improvements	169,924	135,000	304,924	-	-	1,450,000	1,450,000
Aquatic Facilities Improvements	202,324	883,863	1,086,187	-	-	1,294,900	1,294,900
Signs/Stone Walls Improvements	8,962	125,000	133,962	-	-	-	-
Total	$ 8,821,623	$ 14,210,721	$ 25,232,344	$ -	$ -	$ 6,113,286	$ 6,113,286
PATHWAYS							
Pathway/Bridge Improvements	$ 2,503,331	$ 595,000	$ 3,333,982	$ -	$ -	$ 1,647,700	$ 1,647,700
Total	$ 2,503,331	$ 595,000	$ 3,333,982	$ -	$ -	$ 1,647,700	$ 1,647,700
Total for PARD	$ 13,007,272	$ 19,368,621	$ 34,811,544	$ -	$ -	$ 8,658,486	$ 8,658,486

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Parks & Recreation Capital by Project

Year	CIP Category	Item	Capital Expense	
2027	**Vehicles**	Replacement Trucks	$	144,000
2027	**Vehicles**	Pathway UTV		20,000
2027	**Vehicles**	Streetscape UTV		48,000
2027	**Vehicles**	TC Ranger Electric Vehicle		35,000
2027	**Vehicles**	Heavy Duty UTV		50,000
2027	**Vehicles**	Harris County/Creekside UTV		30,000
		Total Vehicles	**$**	**327,000**
2027	**Equipment**	Compact Utility Tractor	$	50,000
2027	**Equipment**	Warehouse Forklift		58,000
2027	**Equipment**	Zero Turn Mower		12,000
2027	**Equipment**	Skid Steer		65,000
2027	**Equipment**	Hydro Jet Machine		13,000
2027	**Equipment**	Emergency Equip. Replacement		25,000
2027	**Equipment**	Hydraulic Trench & Boring Machine		11,000
2027	**Equipment**	Striping Machine		12,500
		Total Equipment	**$**	**246,500**
2027	**Facilities**	Warehouse Improvements	$	130,000
		Total Facilities Improvements	**$**	**130,000**
2027	**Town Center**	Lake's Edge Dock Renovation	$	25,000
2027	**Town Center**	Town Center Equipment		25,000
2027	**Town Center**	Waterway and TC Parks Signs		135,000
2027	**Town Center**	Waterway Elevator Modernization		175,000
		Total Town Center	**$**	**360,000**
2027	**Park Improvements**	Park Amenities	$	50,000
2027	**Park Improvements**	Athletic Facility Amenities		20,000
2027	**Park Improvements**	Playground Improvements		990,000
2027	**Park Improvements**	Major Park & Pool Reno - Design		300,000
2027	**Park Improvements**	Athletic Lights		25,000
2027	**Park Improvements**	Needs Assessment Projects		1,196,386
		Total Park Improvements	**$**	**2,581,386**

Parks & Recreation Capital by Project

Year	CIP Category	Item	Capital Expense	
2027	**Lake/Pond**	De-siltation	$	260,000
2027	**Lake/Pond**	Fountains	$	92,000
		Total Lake & Pond Improvements	**$**	**352,000**
2027	**Athletic Facilities**	Artificial Turf Replacement		1,450,000
		Total Athletic Facilities	**$**	**1,450,000**
2027	**Aquatic Facilities**	Pool Deck Refurb/Replaster	$	605,000
2027	**Aquatic Facilities**	Theme Slide Replacement		30,000
2027	**Aquatic Facilities**	Pool Shade Structure		245,000
2027	**Aquatic Facilities**	Pool Slide Replacement		29,900
2027	**Aquatic Facilities**	Pool Building Roof Repairs		175,000
2027	**Aquatic Facilities**	Pool Pumps and Motors		100,000
2027	**Aquatic Facilities**	Pool Rules Signage		15,000
2027	**Aquatic Facilities**	Rob Fleming Tower Steps		75,000
2027	**Aquatic Facilities**	Waterslide Tubes		20,000
		Total Aquatic Facilities	**$**	**1,294,900**
2027	**Irrigation System**	Irrigation Improvements	$	75,000
		Total Irrigation System	**$**	**75,000**
2027	**Pathways**	Pathway Improvements	$	425,000
2027	**Pathways**	Bridge Replacements		185,000
2027	**Pathways**	Pathway Inspection		525,000
2027	**Pathways**	Millbend Loop		439,700
2027	**Pathways**	Boardwalk & Dock Repairs		73,000
		Total Pathways	**$**	**1,647,700**
2027	**Recreation**	Facility Improvements	$	115,000
2027	**Recreation**	Texas Tree Ventures Platform		45,000
2027	**Recreation**	Boat House Swan Boats		34,000
		Total Recreation	**$**	**194,000**
		Total Parks and Recreation	**$**	**8,658,486**

2027 Request for Capital Asset

Department Park Operations **Project Title** Fleet Vehicle Replacement

Requested By Jared Davis **Category** Parks Vehicles

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
½ Ton Truck	1	January	$48,000	$0	$48,000
¾ Ton Truck	1	January	$54,000	$0	$54,000
Midsize Truck	1	January	$42,000	$0	$42,000
Project Total	**3**	January	**$144,000**	**$0**	**$144,000**

Project Description

A fleet truck replacement criterion of 10-year/100,000-mile replacement cycle was established for The Woodlands Township fleet by the Board of Directors. The current year and mileage criteria are a minimum standard and do not trigger the automatic replacement of a vehicle once reached. The criteria are used as the point in time when a vehicle is thoroughly assessed regarding effectiveness, reliability, operating and maintenance costs, fuel efficiency, adherence to current emissions standards, safety, and overall appearance and condition. The maintenance cost, reliability, and appearance are then factored into the replacement.

Safe and reliable trucks positively impact Township staff's ability to complete work in a timely manner. Whenever vehicle service is needed, staff typically drop off their vehicle at the contracted fleet repair shop. Most of the time this task requires a second person to be involved to bring them back to the jobsite or to the office. The older and less reliable a vehicle becomes, the more of a commitment it becomes for staff visits to the repair shop, or for the vehicle to be out of service.

The 2027 Five-year plan has $144,000 allocated for Township-owned replacements. The proposed are three (3) pickup trucks that would be purchased and owned by the Township in accordance with all other Township Fleet. $4,000 per vehicle is included due to the ever-changing market for automotive purchasing and accessories needed for each unit such as safety lights, toolboxes, bed liners, and other specific items.

There will be some revenue received to the Township for auctioning the older vehicles that are replaced, which is recorded elsewhere. Those amounts vary and have not been projected.

2027 Request for Capital Asset

Replacement Requests for Township Fleet Trucks
(Mileage collected as of April 2026):

- Truck #81 – 2011 Chevy 1500 with 91,000 miles (Replace with Midsize truck)
- Truck # 109 - 2016 Ford F-250 with 102,506 miles (Replace with 2500)
- Truck #131 - 2016 Ford F-150 with 100,101 miles (Replace with 1500)



Midsize



1500



2500

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

- Maintain a safe fleet.
- Rising maintenance cost due to the age of the vehicles
- Less time spent to and from the auto mechanic shop
- Proper vehicle to perform the assigned job

Reliable fleet vehicles allow staff to complete tasks effectively and efficiently. Reliable fleet assets for staff are a cost of doing business, with a growing community and department these assets will ensure our growth is managed efficiently.

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

Systematic replacement of the older trucks with extensive maintenance costs helps reduce the operating costs associated with untimely repairs that need to be done quickly and can be expensive.

What other options were considered?

- To keep the fleet at current level and not make any changes at this time.
- Use rental units in place of extended repair times.

2027 Request for Capital Asset

Department Park Operations **Project Title** Pathway Utility Vehicle Replacement

Requested By Daniel Ehlert **Category** Parks Vehicles

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Pathway Utility Vehicle	**1**	January	$20,000	$0	$20,000
Project Total	**1**	**January**	**$20,000**	**$0**	**$20,000**

Project Description

The purpose of this project is to replace an aging pathway patrol vehicle. The current Pathway Utility Vehicle (140) is a 2020 gas-operated model. Due to daily use, it is estimated that the average useful life is approximately four (4) years with proper care and maintenance. This vehicle is imperative to the Park Rangers Program as it allows pathway patrols (average of 120-130 hours per week) within the Township's pathway system. This pathway utility vehicle has had extensive use during pathway patrol and is secondarily used by other divisions during special maintenance projects and special events. Replacing this unit in accordance with the fleet replacement policy will result in less downtime for repairs and more pathway patrol hours each week.





With 220 miles of existing pathway, and approximately 10 miles of natural trails in the George Mitchell Nature Preserve, this vehicle is critical toward ensuring the safety and security of our pathway system. Park Rangers provide pathway patrol for up to 22-man hours a day. Pathway patrol vehicles are strategically placed throughout the community. One (1) unit is located at the Central Fire Station to cover the east zone; one (1) at Fire Station 7 to cover Village of Creekside Park; and three (3) at the PARD campus to cover the north, west, and mid zones.

With the high number of hours staff spend on pathways in all weather conditions, the one consistent comment regarding these units is the high temperatures/heat that the driver is exposed to. This is created by the mixture of ambient temperature and engine heat (which is situated directly under the driver). The current Pathway Utility Vehicle comes with a fan and moveable windshield to help with this issue. The cost of the vehicle includes all the standardized safety warning lights and logos.

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

- Maintain a safe fleet
- Rising maintenance cost due to the age of the vehicle
- Less time spent to and from the auto mechanic shop
- Proper vehicle to perform the assigned job

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

Systematic replacement of the older vehicles is necessary to continue operations in a timely manner. Due to the age (6 years) the pathway utility vehicle requires constant repairs and there is less reliability in its performance due to frequent breakdowns.

What other options were considered?

- Make repairs to the Mules we currently have – not cost effective.
- Decrease the available number of pathway hours each week.

2027 Request for Capital Asset

Department Streetscape **Project Title** ROW Utility Vehicles Replacement

Requested By Mark Honore **Category** Streetscape Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Utility Vehicles - Streetscapes	**2**	January	$48,000	$0	$48,000
Project Total	**2**		**$48,000**	**$0**	**$48,000**

Project Description



Currently the Streetscapes ROW crew logs around 150 hours per month on each of the ten UTV (Utility Terrain Vehicle) units. This equates to between 1,800 and 2,000 hours a year or around 9,100 miles. Based upon industry standards, UTV's should be replaced between 5,000 and 20,000 miles. Proper maintenance and use conditions that UTV's are exposed to factor into when replacement should occur. Based on these professional recommendations from reputable sources, Township staff have concluded that at least two (2) UTV units should be replaced every year to complete a full fleet replacement in under a 7-year span.

Township staff perform daily tasks in right-of-ways that subject UTVs to wear and tear from uneven pavement and ungraded terrain. Two years or 1800 hours are used as the point in time when a UTV is thoroughly assessed regarding effectiveness, reliability, operating and maintenance costs, fuel efficiency, adherence to current emissions standards, safety, and overall appearance and condition. Safe and reliable UTVs positively impact the staff's ability to complete work in a timely manner.

Replace (2) Club Car Carryall 1500 Units
Units were purchased in 2022 and will be due for replacement in 2027.

2027 Request for Capital Asset





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

- Systematic Replacement
- Deterioration of Equipment
- Maintain a safe fleet
- Rising maintenance cost due to the age of the vehicle
- Less time spent to and from the auto mechanic shop
- Proper vehicle to perform the assigned job

Reliable vehicles and equipment allow staff to complete tasks effectively and efficiently. Reliable equipment assets for staff are a cost of doing business, and with a growing community and department, these assets will ensure our growth is managed efficiently.

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

Systematic replacement of the older UTV units with extensive maintenance costs help reduce the operating costs are associated with untimely and expensive repairs.

What other options were considered?

- To keep the fleet at current level and not make any changes.
- Keep existing unit in running conditions through periodic repairs and maintenance, accumulating unknown cost and down time
- Rent a comparable unit
- Contract work out

2027 Request for Capital Asset

Department Town Center **Project Title** Electric Cart Replacement

Requested By Trohn Trabona **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**	June	$35,000	$0	$35,000
Project Total	**1**		**$35,000**	**$0**	**$35,000**

Project Description

The purpose of this request is to replace the oldest and/or least efficient GEM (Global Electric Motors) vehicle in use by the Town Center Ranger staff during daily patrols and purchase a replacement electric vehicle for the Town Center Ranger GEM Fleet.

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 utilize GEMs to patrol the Town Center area, 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.

Electric Vehicles

The Town Center Ranger Program began utilizing GEM Cars in 2012 as a low-speed electric utility vehicle which could be safely operated in the Town Center and along The Woodlands Waterway. Due to Town Center Operations being based out of Town Hall it was deemed necessary to utilize electric vehicles which could be charged at Town Hall and the Town Center Parks. At the time, GEM cars were the most viable option for an electric vehicle which fully enclosed for the driver's comfort and street legal on roads of 35 mph and lower. Currently the Town Center Ranger Program operates 6 GEM cars.

Since Waev Inc. purchased GEM from Polaris in 2022, there have been significant increases in the maintenance down times of GEMs due to part shortages with one GEM remaining out of service in excess of 1 year. While rare, these instances of extended downtimes led staff to determine that a suitable and sustainable second option needs to be evaluated should it become necessary to move away from the GEM cars altogether through the 5-year replacement plan.

In 2026 staff selected the Club Car Urban as a suitable replacement to GEM Cars. It is similar to the eLXD model GEMs (long bed) and has similar performance characteristics and accessories available. Additionally, Conroe Golf Cars and Club Car currently have a stock inventory of replacement parts which are readily accessible which will reduce down times. Furthermore, Conroe Golf Cars are available to pick up and drop off vehicles in need of service for a nominal fee ($150 round trip) which will reduce the demand on Town Center Leadership. The

current maintenance practice is for a member of the Town Center Leadership team to transport GEMs the 70 miles to College Station for service as that is the closest service center available. These trips regularly take 5-6 hours and are done at varied frequencies, monthly, weekly, and occasionally twice in the same week.

Below: GEM #13, front and rear





Based on 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 after 20,000 miles or every 5 years, which coincides with the expiration of the extended warranty which is purchased with each vehicle.
The new Club Car Urban will replace GEM #13. GEM #13 is a 2020 model year and will be 7 years old in 2027, two years past typical replacement. This vehicle was to be retired but is still in use due fleet shortages. GEM 13 is beyond the 5 year and 20,000 mile replacement plan that is currently in place.

Current quotes from Conroe Golf Cars through Omnia Co-Op put the cost of a new Club Car Urban at approximately $33,999.00 with an expected 5% increase to the quote in 2027.

The replacement Club Cadet Urban of which, the current fleet has two (2) out of seven (7) in service; this is the same model that was purchased in 2026.

Mileage (EOY 2022):	**#13**	**#15**	**#16**	**#17**	**#18**	**#19**
	26,327	19,972	19,918	10,540	5,043	2,643

Repair Costs, GEM #13:	**2020**	**2021**	**2022**	**2023**	**2024**	**2025 YTD (Apr.)**
Total $7,231.74	$363.83	$777.66	$1,707.98	$2,511.84	$510.25	$0.00

Describe critical success factors and service levels affected by this capital asset/project:
The electric vehicles 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. Transition to a gas UTV or truck fleet which will increase fuel costs and decrease the efficiency of the Town Center Rangers who will have to travel to the PARD campus to refuel fleet vehicles.

2027 Request for Capital Asset

Department	Park Operations	**Project Title**	Heavy Duty Utility Vehicle
Requested By	Ricardo Ramirez	**Category**	Parks Furniture, Fixutres & Equip

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Heavy Duty Utility Vehicle	**1**	January	$50,000	$0	$50,000
Project Total	**1**		**$50,000**	**$0**	**$50,000**



Project Description

This project involves the purchase of a Heavy-Duty Utility Terrain Vehicle (UTV) to support the Parks facilities maintenance team, enhancement crew, and special event operations. The heavy-duty utility vehicle is designed to transport equipment, materials, and personnel across park facilities and constrained-access areas.

The unit will be utilized to assist with special event requests, hauling pressure washing equipment in tight or restricted spaces, supporting graffiti removal operations, and addressing a variety of other maintenance needs as a part of park operations. Its compact design and off-road capability will allow staff to efficiently access areas where larger vehicles cannot operate, like pathways, and streetside bridges that do not accommodate the width of a fleet truck. Overall, this unit will improve response times, crew efficiency, and overall service delivery.

This acquisition will enhance operational flexibility, reduce reliance on larger vehicles for small-scale tasks, and improve efficiency in daily maintenance activities. Additionally, it will support safer transport of equipment and materials while minimizing wear on larger fleet assets.

2027 Request for Capital Asset

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

The critical success factors for this project include the reliable performance and durability of the Heavy duty UTV in daily operations, ensuring it can handle a variety of maintenance tasks and terrain conditions. Its ability to improve efficiency by providing access to tight or restricted areas is essential, along with enhancing response times for special events, graffiti removal, equipment transport, and facility maintenance needs. Proper utilization by staff, ease of operation, and minimal downtime due to maintenance are also key factors. Additionally, the unit must effectively support safe transport of equipment and materials while reducing reliance on larger vehicles and extending the lifespan of existing fleet assets.

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

The purchase of the H.D. UTV is expected to reduce operating costs by improving efficiency in daily maintenance and special event operations. Its ability to access tight spaces will decrease reliance on larger, less efficient vehicles, resulting in lower fuel consumption and reduced wear and tear on the existing fleet. The unit will also help minimize labor time by allowing staff to transport equipment and materials more quickly, reducing overall task duration. Additionally, its durability and purpose-built design will lower maintenance and repair costs compared to overusing larger vehicles for tasks they are not suited for, ultimately extending the life of existing assets and reducing long-term replacement expenses.

What other options were considered?

Other options considered include continuing to use existing trucks and equipment for these tasks, which would avoid upfront costs but result in ongoing inefficiencies, increased fuel consumption, and added wear on larger vehicles. Another option would be renting or borrowing a utility vehicle as needed; however, this may limit availability during peak demand and create recurring costs. A smaller or lower-capacity utility vehicle could also be considered, but it may not provide the durability or hauling capability required for pressure washing equipment, graffiti removal, and maintenance operations.

2027 Request for Capital Asset

Department	Park Operations	**Project Title**	Creekside/HCCO Utility Vehicle Replacement
Requested By	Daniel Ehlert	**Category**	Parks Vehicles

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Pathway Utility Vehicle	1	January	$30,000	$0	$30,000
Project Total	**1**		**$30,000**	**$0**	**$30,000**

Project Description



The current Pathway Utility Vehicle (100) is a 2017 gas operated model. Due to the daily use of these vehicles, it is estimated that the useful life is approximately 4 years with proper care and maintenance. The current utility unit has reached the end of its serviceable life, with repairs being approximately $5,000.00 plus it is more cost effective to retire this unit and purchase a new one. This unit is used for emergency response for Harris County Constables tasks which include but are not limited to:

- **Trail Patrol:** The utility vehicle allows the Harris County Constable's office to maintain a law enforcement presence on the George Mitchell trail systems located within Harris County jurisdiction for scheduled weekly patrols or targeted overtime deployments.
- **Search and rescue:** Providing staff with a rapid response vehicle for locating lost and injured users of the George Mitchell trail systems.
- **Disaster Response:** Assist in coordination of Township and county disaster response
- **Special Event Security:** Provides a patrol vehicle for HCCO to perform patrols during special events such as Red, Hot, and Blue, Trick or Treat Trail, and Touch a Truck

Additionally, this unit will is utilized by township staff as an additional support vehicle for:

- **Summer camps:** use when additional transportation of supplies or personnel is needed
- **Event Setup:** Assist in carrying event equipment and supplies
- **Back Up Vehicle:** Supplements other UTVs in the event of equipment failure (both at Rob Fleming Recreation Center and the Park Rangers)

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

- Maintain a safe fleet
- Rising maintenance cost due to the age of the vehicle
- Less time spent to and from the auto mechanic shop
- Proper vehicle to perform the assigned job

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

Systematic replacement of the older vehicles is necessary to continue operations in a timely manner. Due to the age (6 years) the pathway utility vehicle requires constant repairs and there is less reliability in its performance due to frequent breakdowns.

What other options were considered?

- Make repairs to the Mules we currently have – not cost effective.
- Defer Unit purchase to Harris County Constables office

2027 Request for Capital Asset

Department Park Operations **Project Title** Compact Utility Tractor

Requested By Evan Ford **Category** Parks Furniture, Fixutres & Equip

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Utility Tractor w/ Backhoe	**1**	January	$35,000	$0	$35,000
Pallet Forks	**1**	January	$1,700	$0	$1,700
PTO Driven Auger	**1**	January	$5,200	$0	$5,200
PTO Rotary Tiller	**1**	January	$5,000	$0	$5,000
3-Point Box Blade	**1**	January	$1,600	$0	$1,600
Trenching Bucket	**1**	January	$1,500	$0	$1,500
Project Total	**6**		**$50,000**	**$0**	**$50,000**

Project Description








2027 Request for Capital Asset

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

- Improve operating efficiency
- Lessen repair costs to equipment
- Rising equipment rental cost
- Maintain safe grounds and beautification of Township property

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

- Excess Equipment rentals
- Consider Equipment Replacement every 10 years
- Decreased number of separate machines for multi-task jobs

What other options were considered?

- Invest high amount of expenses to have current unit operational
- No other options were considered

2027 Request for Capital Asset

Department Park Operations **Project Title** Warehouse Forklift

Requested By Ricardo Ramirez **Category** Parks Furniture, Fixutres & Equip

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Warehouse Forklift	**1**	January	$58,000	$0	$58,000
Project Total	**1**		**$58,000**	**$0**	**$58,000**



Project Description

This project involves the replacement of an existing Liu Gong warehouse forklift (Equipment #203) that has reached the end of its useful life which was purchased in 2016. The current unit has exceeded its serviceable lifespan and is no longer cost-effective to maintain due to ongoing mechanical issues and the unavailability of replacement parts. Components for this model are increasingly difficult to source, resulting in extended downtime and reduced operational efficiency.

The replacement is being pursued in accordance with Texas capital assets and purchasing guidelines, which support the retirement and replacement of equipment that is fully depreciated and no longer meets operational or safety standards. Continued use of the existing forklift presents potential risks to staff safety and warehouse productivity.

Acquiring a new forklift will restore reliable material handling operations, improve safety, and ensure compliance with current equipment standards. The new unit will support daily warehouse functions, reduce maintenance costs, and provide long-term operational value.

2027 Request for Capital Asset

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

- Reliable and uninterrupted material handling operations
- Safe movement and lifting of warehouse materials
- Timely loading, unloading, and staging of equipment and supplies
- Minimization of downtime and maintenance disruptions

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

- Reduced maintenance and repair costs due to eliminating an aging unit with frequent failures
- Lower parts sourcing expenses by avoiding hard-to-find or discontinued components
- Decreased downtime costs, improving staff productivity and operational efficiency
- Improved fuel or energy efficiency with a newer, more efficient unit
- Reduced labor inefficiencies caused by delays or workarounds when equipment is unavailable
- Lower risk-related costs, including potential damage, safety incidents, or emergency repairs

What other options were considered?

- Continue repairing the existing forklift
- Lease or rent a forklift

2027 Request for Capital Asset

Department Streetscape **Project Title** Pathway Zero Turn Mower Replacement

Requested By Mark Honore **Category** Streetscape Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Zero Turn Mower	**1**	January	$12,000	$0	$12,000
Project Total	**1**		**$12,000**	**$0**	**$12,000**

Project Description



Pathways are one of the most used amenties in The Woodlands Township. They connect users to individual neighborhoods, parks, schools and retail centers. The Pathway crew ensures user safety by mowing the approximate 220 miles of Township pathways on a monthly basis. Staff mows 24” on both sides of the pathway. This 24” strip is usually uneven rough terrain with stumps, tree roots, pathway curbs, utility boxes, etc. that causes wear on the mowers. Crews use the units for seven to eight hours daily and operate in our enclosed “pathway tunnel” environment of dust and debris encroachment.

This usage is abnormal, in frequency and length of run time. Even with proper care, staff believe their life expectancy to be approximateley three years due to their high usage. These units allow the pathways to be mowed in an efficient manor, reducing labor hours and physical demand on staff members.

Replace Stihl Mower 337

Unit 337 was purchased in 2024. It is scheduled for replacement in 2027 due to the wear and tear.

2027 Request for Capital Asset



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

- Systematic Replacement
- Deterioration of Equipment
- Rising maintenance cost due to the age of equipment
- Less dollars spent on rental and costly delivery fees for larger equipment
- Proper equipment to perform the assigned job
- Providing a safe pathway surface free of debris and trip/slip hazards

A new mower will allow staff to continue to perform services Township residents are accustomed to and demand. Maintenance is time sensitive, so work stoppages due to breakdowns or malfunctions are a direct barrier to success.

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

Systematic replacement of the older mower units with extensive maintenance costs help reduce the operating costs associated with untimely and expensive repairs.

What other options were considered?

- Rent a comparable unit
- Contract work out
- Extend replacement frequency

2027 Request for Capital Asset

Department Parks Planning **Project Title** Skid Steer Replacement

Enter your name.

Requested By Michelle Betcher **Category** Parks Furniture, Fixutres & Equip

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Skid Steer	1	January	$65,000	$0	$65,000
Project Total	**1**		**$65,000**	**$0**	**$65,000**

Project Description

The construction team consistently builds and repairs part assets and amenities throughout The Township. New construction, pathway replacements, and ongoing improvements require the proper tools to complete.

This purchase is a replacement of our highly used skid steer which is 12 years old. Due to its age, parts are no longer made for our existing unit. We use this piece of equipment for pathway repairs, concrete footers, parking lots, and any construction project requiring demolition. This equipment also serves to mobilize maintenance crews to address hazardous situations.



2027 Request for Capital Asset

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

- This equipment enables the Parks Construction crew's ability to perform a wide variety of demolition projects throughout the Township including such things as trail repair, drainage work, construction projects and pathway maintenance.
- Quicker response time for emergency pathway repairs in inaccessible areas
- This replacement allows the Construction department to work more efficiently and cost effectively by taking care of things inhouse rather than contracting out or renting equipment.

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

- Decrease of manhours breaking concrete by hand

What other options were considered?

- Renting similar equipment – recurrent cost

2027 Request for Capital Asset

Department Park Operations **Project Title** Drain Snake Machine

Requested By Evan Ford **Category** Parks Furniture, Fixutres & Equip

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Gas Powered Hydro Jetter	**1**	January	$13,000	$0	$13,000
Project Total	**1**		**$13,000**	**$0**	**$13,000**

Project Description

Gas powered water jet equipped with water tank. The Unit would be used to clean drainages, sewage lines, gutters and down spouts. It is easy to mobilize, and you do not need a truck and trailer. It allows for compact usage as the unit can be mobilized where trucks and trailers are unable to travel. Purchasing one of these units would decrease Township expenses this will increase longevity and lifespan of current assets that transport water. It will also lessen dependency on contractors for use of their jetting equipment, which has traditionally come at a high cost.



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

- Improve operating efficiency and less downtime at parks and facilities
- Increase Township pathway drainages, sewage lines, gutters, down spouts life span
- Increase effectiveness of drainages, sewage, gutters, and down spouts

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

- Consider Equipment Replacement every 8 -10 years
- Ongoing maintenance of equipment
- Reduction of contractor needs and costs for services

What other options were considered?

- Take no action
- Continuing using contractors at a higher cost per application
- Trailer units which are bulkier and more limited in tight spaces

2027 Request for Capital Asset

Department	Park Operations	**Project Title**	Facility/Equipment Emergency Replacement
Requested By	John McGowan	**Category**	Other

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Facility/Equipment Emergency Replacement	**1**	January	$25,000	$0	$25,000
Project Total	**1**		**$25,000**	**$0**	**$25,000**

Project Description

This is an annual account to cover emergency replacement/repair to facilities or equipment in the Parks and Recreation Budget that are over $5,000 and have a lifespan over a year.

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

To be able to have the equipment staff need to get the job done.

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

TBD

What other options were considered?

Take funding from existing approved projects to cover emergency purchases.

2027 Request for Capital Asset

Department Park Operations **Project Title** Trencher/Boring Unit

Requested By Evan Ford **Category** Parks Furniture, Fixutres & Equip

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Ripper Saw 27 inch (Includes Kart)	**1**	January	$3,500	$0	$3,500
Boring Drill w/ 2" and 4" Auger	**1**	January	$4,500	$0	$4,500
27" R.I.P. Kit	**1**	January	$2,000	$0	$2,000
SiBore Drill- 8" Auger Bit	**1**	January	$400	$0	$400
GeoRipper Trencher Bar Clamp Assembly	**1**	January	$100	$0	$100
Engine Warranty for Geo Ripper	**1**	January	$500	$0	$500
Project Total	**6**		**$11,000**	**$0**	**$11,000**

Project Description

Increasing projects, overbooked contractors, and rental pricing has led Township staff to seek out machines that would assist in the installation of irrigation water supply lines, potable water lines, electrical conduits, and drainage sleeves or culverts. Owning a trenching and boring unit would aid Township staff in decreasing these expenses. The units would also increase work efficiency by completing jobs more quickly and lessening downtime waiting on rental unit arrivals.





2027 Request for Capital Asset

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

- Improve operating efficiency
- Rising equipment of rental cost
- Rising contractor cost

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

Excess Equipment rentals and contractor usage would be reduced

- Consider Equipment Replacement every 5-8 years

What other options were considered?

- Rent equipment as needed per job
- Contract boring and trenching needs

2027 Request for Capital Asset

Department Park Operations **Project Title** Striping Machine

Requested By Ricardo Ramirez **Category** Parks Furniture, Fixutres & Equip

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Graco V3900 Paint Striper	**1**	January	$12,500	$0	$12,500
Project Total	**1**		**$12,500**	**$0**	**$12,500**



Project Description

This project involves the purchase of a new Graco gas-powered striping machine to support ongoing maintenance of park facilities and infrastructure such as parking lots, bridges, pavilions, restrooms, and other related assets. The current striping machine purchased in 2009 is at the end of its life, resulting in increased maintenance issues and difficulty sourcing replacement parts. This has begun to impact on the efficiency and reliability of in-house operations.

The new unit will be used by the enhancement crew to apply pavement markings across parks facilities, including parking stalls, directional markings, and safety striping. A gas-powered striping machine provides the mobility and performance needed to complete work efficiently across multiple sites without reliance on external power sources.

Replacing the existing unit will improve the quality and consistency of striping work, reduce downtime associated with repairs, and ensure that parking areas remain clearly marked and compliant with safety and accessibility standards. This investment will support timely maintenance operations and help maintain a safe and organized environment for park users.

2027 Request for Capital Asset

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

- Reliable performance with minimal downtime
- Consistent, high-quality striping application
- Availability of parts and ease of maintenance
- Efficient completion of striping across multiple sites
- Compliance with safety and accessibility marking standards

What other options were considered?

- Continue repairing the existing unit – Lower upfront cost but increasing maintenance issues, downtime, and difficulty sourcing parts.
- Outsource striping services – Eliminates equipment purchase but results in recurring costs and reduced scheduling flexibility.
- Purchase a lower-capacity or electric unit – Lower initial cost but may not provide the durability or performance needed for larger park facilities.

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

- Reduced repair and maintenance costs compared to the aging unit
- Improved labor efficiency, completing striping tasks faster
- Decreased downtime, minimizing delays in maintenance schedules
- Lower parts sourcing costs due to readily available components
- Reduced need for outsourcing striping services

2027 Request for Capital Asset

Department Park Operations **Project Title** Warehouse Improvements

Requested By Ricardo Ramirez **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
Carrier Ductless System for Warehouse Kitchen and Restrooms	**1**	January	$16,000	$0	$16,000
Motor install on Existing Rolling Steel Doors	**4**	January	$18,000	$0	$18,000
Warehouse Roof Repairs	**1**	January	$96,000	$0	$96,000
Project Total	**6**		**$130,000**	**$0**	**$130,000**

Project Description



This capital project includes multiple facility upgrades at the PARD Warehouse to improve operational efficiency, safety, and overall building condition.

The first component involves the installation of a new Carrier ductless HVAC system to replace existing window units. The current window units are inefficient, provide inconsistent temperature control, and are not suitable for maintaining a stable working environment. The new ductless system will improve climate control, energy efficiency, and employee comfort.

The second component includes the installation of electric motors on the existing rolling steel warehouse doors. Currently, these doors are manually operated, which presents safety concerns such as worker's compensation claims for hurt backs and operational inefficiencies. Motorizing the doors will enhance safety, improve accessibility, and streamline daily warehouse operations.

The final component addresses necessary repairs to the warehouse roof, which consists of an R-panel metal system. The roof has areas of wear and deterioration that require repair to prevent leaks, protect stored materials, and maintain the structural integrity of the facility.

These improvements are necessary to maintain a safe, functional, and efficient warehouse environment while reducing long-term maintenance costs and operational disruptions.

2027 Request for Capital Asset

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

- Reliable and consistent climate control within the warehouse
- Safe and efficient access through motorized rolling steel doors
- Structural integrity and weatherproofing of the facility
- Minimization of operational disruptions due to equipment or facility failures
- Improved working conditions for staff and protection of stored materials

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

- Reduced energy costs from replacing inefficient window units with a high-efficiency ductless HVAC system
- Lower maintenance expenses by eliminating frequent repairs associated with aging window units and manual door components
- Decreased labor costs due to improved efficiency with motorized doors (faster access, less manual handling)
- Reduced repair costs by addressing roof issues early and preventing more extensive damage from leaks or deterioration
- Minimized downtime costs by improving reliability of facility systems and reducing operational interruptions
- Potential reduction in material loss by protecting inventory from heat, humidity, and water intrusion

What other options were considered?

- Maintain Existing Systems – Continue using window units, manual doors, and perform minor roof patch repairs. Lower upfront cost but higher long-term maintenance and inefficiencies.
- Partial Upgrades – Replace only the most critical components (e.g., HVAC only or roof repairs only) and defer the remaining improvements to a future phase.

2027 Request for Capital Asset

Department	Town Center	**Project Title**	Lakes Edge Boat House Docks Renovation
Requested By	Trohn Trabona	**Category**	Town Center Parks

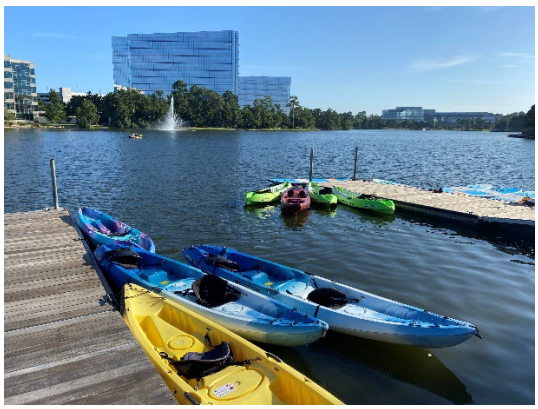
Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Boat House Dock Renovation	**TBD**	February	$25,000	$0	$25,000
Project Total	**TBD**		**$25,000**	**$0**	**$25,000**

Project Description

This project would fund the renovation of the docks at the Lakes Edge Boat House which offers boat rentals directly onto Lake Woodlands. There are currently two floating docks located at the boat house which are connected to fixed docks, all of which are original to the park which opened in 2017. This renovation will include the repair of any structural concerns, replacement of Ipe decking, fascia boards, boat cleats, etc. This dock renovation will extend the lifespan of the existing docks by approximately 8 – 10 years.

The Lake's Edge Boat House currently offers rentals of 12 boats including 4 single and 4 tandem kayaks and 4 stand-up paddle boards with approximately 1,600 visitors annually. Additionally, these docks, while not in use by the boat house, are used as a public launch point and public mooring location for Hughes Landing.





Above: Typical operations during a busy season day.

The existing docks are showing signs of aging including cleat hooks that are coming out due to rotted boards; sagging of the floating dock lower than its designed height; loose or missing fascia boards, and structural failures on the non-floating sections of the dock. Both docks have received structural repairs in 2026 to ensure they are safe for staff and patrons.

2027 Request for Capital Asset

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

- Provide superior parks and recreation amenities, facilities, programs, and services.
- Replace the docks to ensure safe operations of the Lake's Edge Boat House and for safe public use.

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 could be impacted should one or both docks fail resulting limited operations or closure to the facility.

What other options were considered?

Do not renovate the docks at this time and continue to operate until a time when they become unsafe for use.

Complete replacement of both docks at an estimated cost of $80,000.00.

2027 Request for Capital Asset

Department Town Center **Project Title** Town Center Equipment

Requested By Trohn Trabona **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 Equipment, Amenities, and Fixtures	**1**	March	$25,000	$0	$25,000
Project Total	**1**		**$25,000**	**$0**	**$25,000**

Project Description

The purpose of this request is to procure necessary replacement equipment, amenities, and fixtures for various Town Center locations including The Woodlands Waterway, said equipment, amenities, and fixtures reach the limit of its useful life expectancy and/or failures during operation. In some cases, this funding is also typically used to procure back-ups for equipment, amenities, or fixtures with long lead times in order to avoid downtime. Additionally, various pieces of equipment, fixtures, and amenities have become obsolete resulting in the need to replace multiple items simultaneously. In 2024 the requested amount was increased from previous years due to known inflation and the conveyance of The Woodlands Waterway during FY 2023.

Town Center Fixtures

This portion of the Capital request addresses the as-needed replacement and/or refurbishment of HVAC equipment, A/V equipment, waterway and Koi Pond circulation pumps, park benches, trash cans, drinking fountains, ligh poles with banners, park and waterway signage, elevator equipment, and other site amenities in the Town Center Parks (Waterway Square, Town Green, Riva Row, Millennium Mew, Lakes Edge, Water Garden, Botanical Garden, Hughes Landing Boardwalk, and in other public areas.). 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.





2027 Request for Capital Asset

The Woodlands Waterway Equipment, Amenities & Fixtures

In August of 2023 Township assumed all responsibility for the Woodlands Waterway operations and amenities, including 3 additional elevators. Repair/refurbishment and replacement needs are currently within the threshold of the established funding amount. This portion of the Capital request addresses the as-needed replacement of benches, trash cans, specialty light poles, general light banner poles, signage, pump motors, trolley gates, Koi Garden assets and remaining site amenities on the Town Center Waterway that are now part of the current Parks System. This request allows the Township to reserve funding for the replacement and refurbishment of this new property, if needed, due to unexpected failure or vandalism.

Art Bench and Bike Rack needs (currently 33 in place, with the potential for additional Art Bike Racks) are generally addressed under an operational maintenance account as repairs are typically minor. However, this fund is also used for significant repairs to the more elaborate or expensive art pieces.



Waterway Trashcans



Custom Handrails



Waterway Circulation Pumps



5 Sets: Trolley Gates – $8K per pedestal & $1,500 per gate arm

2027 Request for Capital Asset

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

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.

This is for planned replacement or the refurbishing 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.

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

None.

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.

2027 Request for Capital Asset

Department	Town Center	**Project Title**	Waterway & Town Center Park Signs
Requested By	Trohn Trabona	**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
Sign Package – design, manufacture, and install Phase 1	1	June	$135,000	$0	$135,000
Project Total	**1**		**$135,000**	**$0**	**$135,000**

Project Description

The purpose of this request is to provide funding for the design, manufacture, refurbishment, and installation of a comprehensive sign package for The Woodlands Waterway and the Town Center Parks including Town Green, Riva Row, and Waterway Square.

The majority of the current signage along The Waterway and within the Town Center parks are in need of refurbishment or complete replacement due to their age. Additionally, the current signage along The Woodlands Waterway is inadequate for rule enforcement purposes and the new signage package will include additional rule signage along The Waterway as well as new entry signs at each trolley gate.

Signage will be replaced in phases which will result in additional fees due to various mobilizations for the vendors.

Phase 1 of the project will be completed in 2027 and will consist of the design aspects of all Town Center Park and Waterway signage. Phase 1 will also include the fabrication and installation of the Koi Pond signage that are most in need of replacement. Additionally, Waterway Square Park will be included in Phase 1 in an effort to ensure new signage is available for installation in conjunction with the fountain renovation project.

Phase 2 of the project will be completed in 2028 and will include the fabrication and installation of the signage along The Waterway corridor.

Phase 3 of the project will be completed in 2029 and will include the fabrication and installation of the signage for Riva Row and Town Green Parks. This phase will also include any attic stock left over from the project.

2027 Request for Capital Asset

Phase 1	
Design Fee - All Sites	$ 65,000.00
Koi Pond	$ 25,000.00
Waterway Square Park	$ 45,000.00
Phase 1 Total	**$135,000.00**
Phase 2	
Waterway Corridor	$120,000.00
Phase 2 Total	**$120,000.00**
Phase 3	
Town Green Park	$ 55,000.00
Riva Row Park	$ 55,000.00
Attick Stock	$ 20,000.00
Phase 3 Total	**$130,000.00**
Project Total	**$385,000.00**

The Waterway

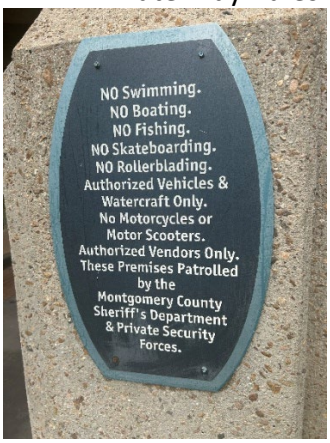
Trolley Crossing



Trolley Gate



Waterway Rules



Town Center Parks –

Riva Row



Waterway Square



2027 Request for Capital Asset

Waterway Square



Koi pond



Describe critical success factors and service levels affected by this capital asset/project:
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 impact on operating costs and/or revenue.

Avoid operational downtime of facilities or roadways which negatively impact satisfaction of residents and local businesses.

What other options were considered?
Complete the project in one phase and replace signage in these areas at a reduced cost of approximately $35,000 or $350,000.00 for the entire project.

Additionally, funding could be allocated to the design phase and new sign installation be covered by Town Center Equipment Capital funds in a prolonged manner. This plan would still require allocating $120,000 in capital for the Waterway Signage portion due to the scale and typical funding amounts for Town Center Equipment.

2027 Request for Capital Asset

Department Town Center **Project Title** Waterway Elevator Modernization

Requested By Trohn Trabona **Category** Town Center Parks

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from *HOT Reserve*	Amount funded from General Fund	Total Estimated Cost
Woodloch Bridge Elevator	**1**	February	$175,000	$0	$175,000
Project Total	**1**		**$175,000**	**$0**	**$175,000**

Project Description

The purpose of this request is to procure necessary funding to modernize the Woodloch Bridge Elevator. The Woodloch Elevator was installed in 2004 and is beyond the recommended age (15-20 years) for modernization. The elevator manufacturer is no longer making replacement parts for these elevators due to their age.

Township staff currently have a 5-year plan to modernize each of the 5 Town Center elevators with two elevators being modernized in 2026 and one elevator each per year for the next three years. These elevators are prioritized based on age and reliability/failure frequencies, and location. The elevator at Woodloch Bridge will be the priority in 2027 followed by The Waterway Square Brick elevator and finally the Waterway Square Glass elevator.

Elevator modernizations include bringing all units up to code, waterproofing the shafts and creating redundancies to ensure proper drainage of non-contaminated water, sump pump installation, electrical, and mechanical upgrades. Additionally, depending on the condition of each unit, cosmetic upgrades to the interior will be included to replace damaged interiors, lights, flooring, etc. as needed.

Each year, any excess elevator funds will be utilized to begin modernization projects (depending on the funds available and cost of projects) for other elevators which are further down on the prioritization list. This will allow staff to maximize funds and potentially resolve ongoing elevator issues prior to full modernization.

2027 Request for Capital Asset

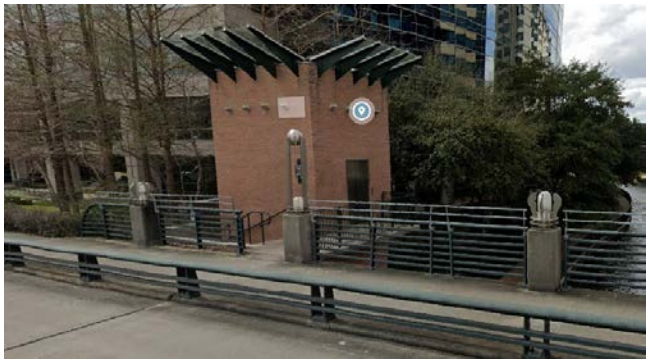
Woodloch Bridge Elevator

The Woodloch Bridge elevator provides ADA access from The Woodlands Waterway to the street level and Woodloch Forest Drive. Currently the elevator has remained in of service after conveyance from Howard Hughes Corporation with only minor mechanical issues. Due to the lack of ADA compliant ramps at this location, it is imperative that this elevator be modernized to establish consistent and reliable service for the area.

Woodloch Forest Bridge Elevator



Elevator from street level



2027 Request for Capital Asset

Describe critical success factors and service levels affected by this capital asset/project:
Provide superior parks and recreation amenities, facilities, programs, and services.

This project ensures that The Township is meeting ADA obligations.

Impact to Operating Cost(s) and/or Revenue:
Potential to reduce operating costs associated with unexpected failures to the elevator unit.

What other options were considered?
No other options were considered. The Township is obligated under ADA law to ensure accessibility throughout The Township and Town Center.

2027 Request for Capital Asset

Department Parks Planning **Project Title** Park Amenities

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
Benches - Standard	**12**	TBD	$25,000	$0	$25,000
Picnic Tables - Standard	**6**	TBD	$15,000	$0	$15,000
Fountains- Standard	**1**	TBD	$10,000	$0	$10,000
Project Total	**19**		**$50,000**	**$0**	**$50,000**

Project Description

In the 2022 Parks and Recreation Needs Assessment, 98% 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 94% 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, grills, water fountains, bottle fillers, safety fencing and bike racks. These park amenities are heavily used. Some of the older wooden furniture has degraded to the point that it needs replacement at some of our parks, including, but not limited to, Grogan's Point and Coppersage Parks. As these furnishings become too damaged to repair, they are replaced with furnishings built of recycled plastic lumber that has been the new 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.



2027 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?

- Not installing any new amenities.

2027 Request for Capital Asset

Department	Park Operations	**Project Title**	Athletic Facility Amenities and Improvements
Requested By	Ricardo Ramirez	**Category**	Park Improvements

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Fences, Shade structures, Benches, Drinking fountains, and Soccer goals	**1**	January	$20,000	$0	$20,000
Project Total	**1**		**$20,000**	**$0**	**$20,000**

Project Description

This project is to establish funding for the replacement or refurbishment of facility amenities such as Bear Branch Soccer Fields, Gosling Sportsfields, or other athletic fields. This includes, but is not limited to shade structures, bleachers, benches, tables, water fountains, safety padding, fencing, sports netting, goals, and other sports equipment at various parks and sports facilities throughout The Woodlands Township. Sports fields and sport courts are heavily utilized throughout the Township. Given the substantial use, this accelerates wear and tear on the equipment used at these facilities. Park Operations staff receive work orders to repair equipment, structures, and goals routinely.

Township sports fields and sport courts are home to several in-house leagues and programs, approved organizations, and national premier tournaments. It is recommended to replace at least 2 soccer goals per year, to rotate and renew the equipment with high amounts of use each year. Funding from this project will also replace or repair other equipment like fences, benches, shade structures, nets, goal equipment, and drinking fountains as degradation further impacts the quality of the equipment.



2027 Request for Capital Asset

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

- Effective ball containment to prevent balls from entering the adjacent roadway
- Proper design and placement of the netting system to cover high-risk areas
- Structural integrity and durability to withstand repeated impact and weather conditions
- Compliance with safety and engineering standards
- Minimal obstruction to field use and visibility for players and spectators
- Timely installation to address the identified safety concern
- Long-term reliability with low maintenance requirements

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

- Continued desire for user groups to use Township fields and generate revenue
- Reduces maintenance needs based on a more aggressive replacement plan

What other options were considered?

- Leave facilities as is and use funding for other priorities
- Use savings in operational funding on an as needed basis instead of taking a proactive approach

2027 Request for Capital Asset

Department Parks Planning **Project Title** Playground Improvements

Requested By Michelle Betcher **Category** Park Improvements

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Black Knight	**1**	Jan - Dec	$135,000	$0	$135,000
Piper's Green	**1**	Jan - Dec	$135,000	$0	$135,000
Star Ridge	**1**	Jan - Dec	$135,000	$0	$135,000
Alden Bridge	**1**	Jan - Dec	$200,000	$0	$200,000
Rob Fleming Lodge	**1**	Jan - Dec	$335,000	$0	$335,000
Equipment/ Drainage repairs	**1**	Jan - Dec	$50,000	$0	$50,000
Project Total	**6**		**$990,000**	**$0**	**$990,000**

Project Description

The Woodlands Township replaces playgrounds that are 17-20 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 2026 budget include:

Black Knight Park playground equipment, located at 17 W. Monteagle Cir. in the Village of Sterling Ridge, was first installed in 2008 (18 years old). This Neighborhood Park includes a pavilion, picnic tables, drinking fountains, both belt and bucket swings and play equipment. The 2-5 and 5-12 structure surfaces and components are faded, scratched and worn in some areas. The play structures in this park are lacking interest and have become unappealing to users. Replacement costs include equipment, drainage, borders and surfacing.





Piper's Green Park playground equipment, located at 1 E. Piper's Green St. in the Village of Alden Bridge, was installed in 2005 (21 years old). This Neighborhood Park includes a gazebo, picnic tables, drinking fountains, both belt and bucket swings, a quiet green space and play equipment. The 2-12 play structure in this park has become worn and lacking interest. Surfaces and components are faded and scratched in many areas. Replacement costs include equipment, drainage, and borders.





2027 Request for Capital Asset

Star Ridge Park playground equipment, located at 1 Frontera Cir. in the Village of Sterling Ridge, was installed in 2006 and is now 20 years old. This Neighborhood Park includes picnic tables, drinking fountains, both belt and bucket swings, and play equipment. The play structures in this park have very become worn and need updating. Surfaces and components are badly faded and scratched in many areas. Paint chipping is present as well. Replacement costs include equipment, drainage, and borders.





Alden Bridge Park playground equipment**,** located at 7725 Alden Bridge Dr. in the Village of Alden Bridge, was first installed in 2006 (20 years old). This Village Park includes basketball, tennis and volleyball courts, a pond, pavilion, picnic tables, drinking fountains, a swimming pool, restrooms, belt and bucket swings and play equipment. The play structures in this park mostly lack interest and need updating. Surfaces and components have become faded, scratched and rusted in some areas. Replacement costs include equipment, drainage, and borders.





2027 Request for Capital Asset

Rob Fleming Park (Lodge) playground equipment**,** located at 6055 Creekside Forest Dr. in the Village of Creekside Park, was first installed in 2007 (19 years old). This large Townwide Park includes picnic tables, drinking fountains, a pond, dog park, natural grass field, pavilion, restrooms, swings and play equipment. The play structures in this park are worn and need updating. Surfaces and components have faded and are scratched in some areas. Paint is missing in a few places as well. Replacement costs include equipment, drainage, and borders.





2027 Request for Capital Asset

Department Parks Planning **Project Title** Major Park & Pool Renovation

Requested By John McGowan **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 & Pool Renovation - Design	**1**	January	$300,000	$0	$300,000
Project Total	**1**		**$300,000**	**$0**	**$300,000**

Project Description

As the Woodlands is over 50 years old 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. With new pool codes adopted by the state of Texas the swimming pools will need to be updated as part of this renovation. This includes ADA compliance and updating the pool pumprooms to the current state pool code. This would also look into the building structures at the pool facilities for any repairs or updates needed. This project is included every two years in the Capital Improvement Program. The last park completed as part of this program was Falconwing which was completed in 2024.

Other Parks completed:
Bear Branch Park – 2018
Northshore Park – 2017
Shadowbend Park – 2014
Sawmill Park – 2012

In the 2022 Parks and Recreation Needs Assessment, 98% of respondents consider the park system very important to extremely important. The majority of respondents stated the park system contributed to 11% - 20% of their home value or monthly rent. Maintaining facilities are the residents' highest priorities followed by pathways and trails maintenance and improvements to system-wide amenities such as restrooms and parking. This project is consistent with the overall findings, which concluded that residents desire to upkeep and upgrade the current park system.

The 2 facilities being considered are **Creekwood** (1998) and **Alden Bridge** (1995) pools.

The budget is derived from 10% of $3,000,000 that is estimated for construction costs.

2027 Request for Capital Asset

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

- Increase aspect of resident safety, health and welfare.
- Enhance the usability and functionality of the park.
- Provide park a fresh identity

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

Renovations would help bring residents back to a new park thus more tennis, pavilion, pool, and field reservations revenue.

What other options were considered?

Do nothing and make repairs as needed.

Postpone the renovation until later years.

2027 Request for Capital Asset

Department Parks Planning **Project Title** Parks, Pathway, Courts & Pool Lights–LED

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
Capstone Pavilion	1	Feb-July	$4,000		$4,000
Liberty Branch Pavilion	1	Feb-July	$7,000		$7,000
Tupelo Pavilion	1	Feb-July	$4,000		$4,000
Shadowbend Tennis courts	1	Feb-July	$5,000		$5,000
Sawmill Tennis courts	1	Feb-July	$5,000		$5,000
Project Total	5		**$25,000**		**$25,000**

Project Description

Athletic Facility and Park light poles and fixtures, including but not limited to, Pools, Basketball, Tennis, Pickleball, and Multi-purpose courts, Wheel Friendly areas and off-leash areas, park, pavilion, pathway and parking 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 nine years, parks, courts updated with LED fixtures include 31 different parks.

The light poles identified above need to be updated to The Woodlands Township LED light standard This project is for the replacement of athletic court and pathway light poles, pathway, pavilion, and parking lot lighting, and/or fixtures in the identified parks, and other parks, as needed, with the available funding. In addition, periodic electric infrastructure inspections are required to evaluate and monitor condition of sheathing, wiring, box loads, etc.

These lights are replaced with LED lighting, which is now the industry standard in public facilities and amenities. 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. The new standard of LED lights in The Woodlands Township has resulted in:

1. Significant reduction (typically 50%) in use of total power resulting in energy savings over time.
2. LED lights do not “cycle” and fail, resulting in much longer operational lives than metal halide.
3. 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.

2027 Request for Capital Asset



LED 4-bricks
Tennis, Multipurpose Courts



Beacon LED –
Standard Park Path



Pavilion Lighting

4. The narrow beam angle featured on many LED lights provides illumination within the intended areas only. This reduces light pollution and creates higher overall system efficiency.
5. LED lights contain a solid state lighting element, eliminating risk factors with high pressure gases.
6. Instant light up response; no delay. In event of power failure, normal resumption of power the moment power is restored.

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

- To 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.

2027 Request for Capital Asset

Department Parks Planning **Project Title** Parks Needs Assessment Projects

Requested By John McGowan **Category** Park Improvements

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Parks Needs Assessment		TBD	$1,196,386	$0	$1,196,386
Project Total		**TBD**	**$1,196,386**	**$0**	**$1,196,386**

Project Description

This funding is for future capital projects related to the 2022 Parks and Recreation Needs Assessment.

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

- Resident satisfaction and community pride.
- Provides additional and/or enhanced parks and recreation amenities to the community.

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

None

What other options were considered?

Status quo

2027 Request for Capital Asset

Department Park Operations **Project Title** Lake & Pond De-siltation

Requested By Jared Davis **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
Spindle Tree Pond Park	**1**	March	$260,000	$0	$260,000
Project Total	**1**		**$260,000**	**$0**	**$260,000**





Project Description

The Parks and Recreation Department oversees the health and water quality of 70 lakes and ponds throughout The Woodlands Township. Over time, these water bodies gradually fill with mud, silt, and plant material. As buildup increases, many ponds and lakes will eventually require desilting.

Desilting, or dredging, becomes necessary when large amounts of partially decomposed leaves and other organic debris accumulate. This buildup lowers oxygen levels and often creates acidic conditions, reducing overall water fertility. It can also clog fountains and aeration equipment.

When ponds become too shallow due to silt and organic debris, fish populations may decline and experience higher mortality rates. Removing accumulated sludge is essential for protecting local ecosystems and maintaining adequate water levels.

2027 Request for Capital Asset

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

- Overall pond health
- Wildlife health and control
- Fish quality and health
- Esthetic image
- Property value
- Lower cost in contractor maintenance
- Better water quality

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

These projects would be a proactive approach to the issue instead of reactive thus spending less money on pond maintenance. Removing the silt will increase the pond depth back to an adequate level and reduce contracted lake management costs by reducing algae blooms and aquatic vegetation.

What other options were considered?

No desiltation to occur at this time.

2027 Request for Capital Asset

Department Park Operations **Project Title** Lake/Pond Improvements

Requested By Evan Ford **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
Kirkpatrick Glen Fountain	**1**	October	$12,000	$0	$12,000
Hidden Lake Fountain	**1**	October	$13,500	$0	$13,500
Wendtwoods Park Fountain	**1**	October	$16,500	$0	$16,500
Lake Robbins Fountain	**1**	October	$50,000	$0	$50,000
Project Total	**4**		**$92,000**	**$0**	**$92,000**





Project Description

The Woodlands Township owns and manages a system of seventy (70) 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 in The Woodlands are important as they act as a flood control structure, settling basins, provide open space for recreation, enhance property aesthetics, education opportunities, increase property values, and serve as wildlife habitat. These ponds are not natural but are 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 device 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 lakes and ponds each year that have systems (pumps, motor, fountain, etc.) that need replacement. Lake Robbins has been included since the conveyance of the Waterway management has been turned over to TWT as of 2025.

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

- Consistent service of 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 operational funding
- Remove all the fountains from the lakes and ponds

2027 Request for Capital Asset

Department	Park Operations	**Project Title**	Gosling Sports Field Artificial Turf Replacement
Requested By	Evan Ford	**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
Artificial Turf Replacement	**3**	January	$1,450,000	$0	$1,450,000
Project Total	**3**		**$1,450,000**	**$0**	**$1,450,000**

Project Description



The Woodlands Township is home to 13 all-weather turf fields. In addition, two more will be added to the system in 2026. The fields have been well used, as it is evident that during peak times (fall and spring) the fields receive more than 50 hours per week on average.

These fields are not maintenance-free and will need routine 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.

Fields 1, 2, and 3 at Gosling Sports Field (approximately 277,000 square ft) were first installed in 2016. Typically, the standard life cycle is 8-10 years, but the Township has averaged closer to 10 – 12 years. Furthermore, the better 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.

These fields are maintained by Township staff on a weekly basis consisting of inspections, sweeping, repairing damages, and any other task needed to maintain these fields to the highest possible quality. Fields are deep cleaned 4 times a year with a vacuum sweeper. Removing dust, debris, and any unwanted materials. In 2023, Gosling Fields 1-3 had large-scale repairs done to the turf due to heavy usage, natural ware of the turf, and compaction of infill since its original installation. Due to Alden Bridge Sports Complex renovation and multiple fields being resurfaced in 2024 & 2025, Gosling Sports Complex was

used more as it is one of the highest requested fields for reservations. It is used by soccer clubs, the annual COPA Soccer Tournament, 7v7 Tournament, Flag Football, Rugby, and Lacrosse.

Facility Name	Measures	2021	2022	2023	2024	2025	Totals
Gosling Sports Field Multi #1 - Turf	Hours Reserved	977.00	1,760.00	1,957.41	1,949.00	1,689.50	8,332.91
Gosling Sports Field Multi #2 - Turf	Hours Reserved	865.00	1,656.50	1,811.75	1,831.00	1,611.50	7,775.75
Gosling Sports Field Multi #3 - Turf	Hours Reserved	869.25	1,675.25	1,756.50	1,760.33	1,677.25	7,738.58

A full replacement of artificial turf and infill is recommended at Gosling Fields 1,2, and 3. As described above, the Township has performed above average maintenance services since 2015 allowing the first-generation turf to span passed the industry standard life expectancy of 8 years. Staff have sought proposals from several of the industry leaders which all agree that the time to replace them is upon us. The project will include replacement of the Turf fibers and hybrid mix infill. The existing underlayment pad will remain in place to help reduce costs, and pads generally do not deplete as quickly as the turf surfaces. Some of the funding may be used to repair any drainage issues found when the current artificial turf is removed and any other unexpected issues pertaining to the project.

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

- To maintain fields safety and proper playing surface
- Resident satisfaction
- Continued 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 due to leagues and users seeking newer/ higher quality complexes.

What other options were considered?

- Push further down the five-year plan. However, replacement is inevitable.
- Demolish and convert to natural grass, which will require maintenance funding.

2027 Request for Capital Asset

Department Aquatics **Project Title** Pool Deck Refurbishment/Replaster

Requested By Cynthia Roberts **Category** Aquatic Facilities Improvements

Proposed Capital Expenditure

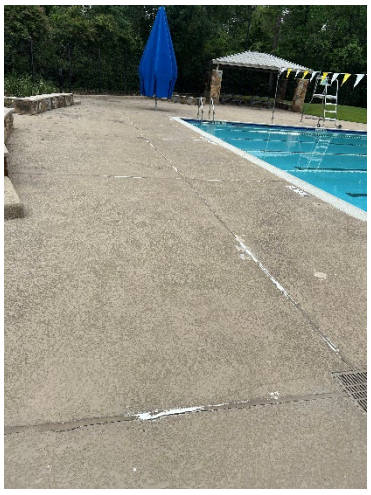
Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Shadowbend Pool & Spray Ground Deck	**1**	January	$134,500	$0	$134,500
Lakeside Pool Deck & Plaster	**1**	January	$320,500	$0	$320,500
Alden Bridge Plaster	**1**	January	$150,000	$0	$150,000
Project Total	**3**		**$605,000**	**$0**	**$605,000**

Project Description

This project is to request deck refurbishment at Shadowbend and Lakeside pools and replaster at Lakeside and Alden Bridge pools. In this project the existing texture would be removed if necessary, and a new spray deck would be applied. All expansion joints would be filled with new mastic and cracks would be filled. Any low spots would be leveled helping to prevent water puddling. It is recommended to refurbish every 5 years to ensure longevity of the pool deck and replaster every 10 years.

- Shadowbend Pool and spray ground deck was last textured in 2020.
- Lakeside Deck was last refurbished in 2016 and plaster was last done in 2016.
- Alden Bridge plaster was last done in 2018, with emergency repairs needed to the plaster in 2024, which were temporary fixes.

Shadowbend Pool & Spray Ground

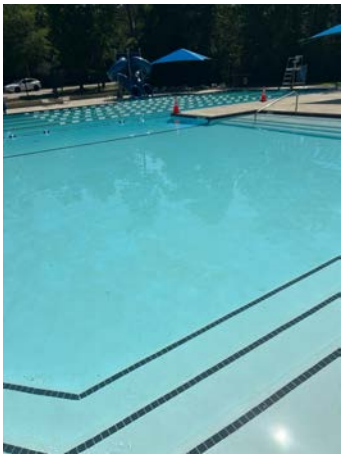

2027 Request for Capital Asset

Lakeside Pool





Alden Bridge Pool

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

This project is necessary to be able to maintain existing service levels and is reflected in five-year plan. This work will improve safety for facility users by creating a cooler, more slip-resistant deck while addressing water issues. This will positively impact the look of the facilities, renewing the appearance and overall quality of our recreational facilities.

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

No direct impact. However, it is the hope that by renewing the look of these facilities they will see an increase in daily use and private party rentals.

What other options were considered?

No other options were considered, as this is in the five-year plan. If not approved, emergency crack repairs may be required that would impact the operational budget.

2027 Request for Capital Asset

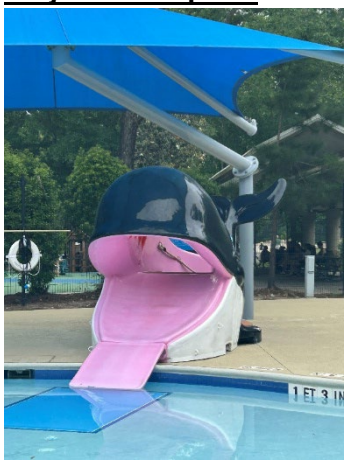
Department Aquatics **Project Title** Theme Slide Replacement

Requested By Cynthia Roberts **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
Bear Branch Theme Slide	**1**	January	$30,000	$0	$30,000
Project Total	**1**		**$30,000**	**$0**	**$30,000**

Project Description



This project is requesting the replacement of the Bear Branch Whale Soft Foam Theme Slide. Pool theme slides and features of this material require refurbishment/maintenance every five to seven years. The whale was installed in 2018 and refurbished in 2024. Two years after refurbishment, the slide foam is already bubbling and experiencing worn conditions. This is common for a foam slide of this age.

It has become increasingly challenging to find professionals who will work on refurbishing foam slides. As a result, this request is to remove the foam slide and replace it with a fiberglass slide, which is more durable material and can be repaired more easily.

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

The regular maintenance and replacement of these theme slides is critical to ensure our existing service levels are maintained. Featured slides and amenities are focal points for each facility and serve as an identifiable characteristic. Additionally, the theme slides are key components for families with young children who are too young to explore amenities in the deeper pools.

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

If the theme slides are not replaced in a timely manner, normal wear and tear can worsen to the point where a crack or tear in the outer layer forces a mid-season closure. Such a closure would negatively impact revenue, as young children and families would likely choose alternative places to visit.

What other options were considered?

A potential alternative to full replacement would be attempting a refurbishment, provided qualified professionals are available and willing to work on a slide that is more than eight years old. However, this option would not include any warranty or guarantee, and it would only delay the need for a full replacement.

2027 Request for Capital Asset

Department Aquatics **Project Title** Shade Structure Replacement

Requested By Cynthia Roberts **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
Cranebrook Shade Structure	1	January	$70,500	$0	$70,500
Sawmill Shade	1	January	$24,500	$0	$24,500
Lakeside Shade	1	January	$150,000	$0	$150,000
Project Total	**3**		**$245,000**	**$0**	**$245,000**

Project Description





This project is to replace shade structure fabric and cabling and address structural repairs to supports at Cranebrook, Sawmill and Lakeside Pools.

Sawmill Pool features two shade structures supported by brick columns. Brick columns are still in good condition and not in need of repair. However, the shade fabric was last replaced in 2020 and needs replacement due to normal wear and tear.

Cranebrook Pool has 5 shade hip structures, four of which show signs of severe rusting from deck water. As such, 4 of the hip structures and affixed shade must be replaced.

2027 Request for Capital Asset

Lakeside Pool has a total of 8 shade structures. 5 sail structures and 3 hip structures. This shade was last replaced in 2018 and is experiencing rust and concrete cracks in the base support. This is a top priority for replacement to ensure the structures are safe.

These shade structures are for the sun safety of patrons while on the deck. Consistency in these shade structures are important for a clean appearance and must be functional and free of rust.

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

This project is necessary to maintain existing service levels and is reflected in successive five-year plans as well as the previous reserve study. Additionally, this project ensures the maintenance of a high-kept standard of facility care and reflects a repeated resident request.

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

Positive impacts to revenue or attendance are expected to be moderate but the negative impact to attendance and therefore revenue due to delaying these repairs could be significant.

What other options were considered?

Patches can be purchased and applied to extend lifespan. However, the Sawmill shade is an outdated version and no patches are sold. The rust on the Cranebrook structures makes any patch job temporary and not a viable option.

No other options considered.

2027 Request for Capital Asset

Department Aquatics **Project Title** Pool Play Structure/Slide

Requested By Cynthia Roberts **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
Bear Branch Play Structure	**1**	January	$8,000	$0	$8,000
Cranebrook Dumping Buckets	**1**	January	$6,500	$0	$6,500
Shadowbend Pool Slide	**1**	January	$15,400	$0	$15,400
Project Total	**3**		**$29,900**	**$0**	**$29,900**

Project Description

Bear Branch Play Structure



Cranebrook Dumping Buckets



Shadowbend Pool Slide



This request is for the refurbishment of:

- **Bear Branch play structure** – Originally installed in 2018, it is now showing noticeable weathering after years of sun exposure.
- **Cranebrook Pool dumping buckets** – These buckets have not been repainted since their installation in 2003 and require restoration.
- **Shadowbend Pool slide flume** – This fiberglass slide, installed in 2014, requires periodic maintenance such as stripping old paint, repairing cracks, repainting, and applying a fresh gelcoat to ensure continued safe operation.

2027 Request for Capital Asset

Describe critical success factors and service levels affected by this capital asset/project:
The regular maintenance and refurbishment of these amenities is critical to ensure existing service levels are maintained. Themed play features are a focal point at the pools and may have to be closed if not properly refurbished.

Impact to Operating Cost(s) and/or Revenue:
If this refurbishment is delayed and cracking or other issues develop, the operations budget would face significant unforeseen costs. Any resulting downtime could decrease pool attendance and reduce summer revenue.

What other options were considered?
None

2027 Request for Capital Asset

Department Parks Planning **Project Title** Pool Building Roof Repairs

Requested By Michelle Betcher **Category** Parks Facility Improvements

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Rob Fleming Aquatic Center Roof	**1**	February	$100,000	$0	$100,000
Sawmill Pump Room Roof	**1**	March	$75,000	$0	$75,000
Project Total	**2**		**$175,000**	**$0**	**$175,000**

Project Description

Pool pump rooms house the equipment necessary for pool operations. Pool pump rooms house the pumps, filters, heaters, chemical treatment systems, secondary disinfection systems, electrical panels, piping and valves, ventilation systems and other items vital to the operation of the swimming pools. This equipment is in an enclosed space for protection from the elements and to ensure proper functioning. These pump rooms are prone to corrosion due to a combination of factors including moisture, chemical fumes, and poor ventilation. Even in well-maintained pool pump rooms, the presence of chlorine, muriatic acid and other pool chemicals combined with high humidity and their condensation creates an environment that accelerates corrosion.

Due to age and chronic ventilation issues, there is significant damage to the roofs at the Sawmill Pool pump room and Rob Fleming Aquatic Center. The following action is required at these locations:

1. Rob Fleming Aquatic Center –Remove and replace roof and install gutters.
2. Sawmill – Redesign, remove and replace the roof and add gutters.





2027 Request for Capital Asset





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

- Reduces liability and potential for injury.
- Adequately protects equipment in the pool pumproom.
- Improves user safety, quality of the facility, community pride and resident satisfaction with the pool building.
- Ensure compliance with the most up to date codes.

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

Timely repairs will help to prevent further damage.

What other options were considered?

Remove and replace entire pump room.

2027 Request for Capital Asset

Department Aquatics **Project Title** Pool Pumps and Motors

Requested By Cynthia Roberts **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
Back-Up Motor Inventory	**1**	January	$75,000	$0	$75,000
Wendtwoods Motors	**1**	January	$25,000	$0	$25,000
Project Total	**2**		**$100,000**	**$0**	**$100,000**

Project Description

Purchase and maintain backup pool motors while replacing existing units that are deteriorating. Current motors are rusting, causing corrosion runoff that stains pool plaster and impacts water quality. This project will protect facility assets, improve reliability, and reduce ongoing maintenance issues.

Even in well-maintained pool pump rooms, the presence of chlorine, muriatic acid and other pool chemicals combined with high humidity and their condensation creates an environment that accelerates corrosion.

Additionally, the motors at Wendtwoods Pool need replacement as they are rusting. This causes rust stains to occur in pool, impacting plaster and water quality.

Wendtwoods Motors







2027 Request for Capital Asset

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

- Reduces liability and potential for injury.
- Improves user safety, quality of the facility, community pride and resident satisfaction with the pavilion.
- Ensure compliance with the most up to date codes

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

Timely repairs will help to prevent further damage.

What other options were considered?

None.

2027 Request for Capital Asset

Department	Aquatics	**Project Title**	Pool Rules Signage Replacement
Requested By	Cynthia Roberts	**Category**	Aquatic Facilities Improvements

Proposed Capital Expenditure

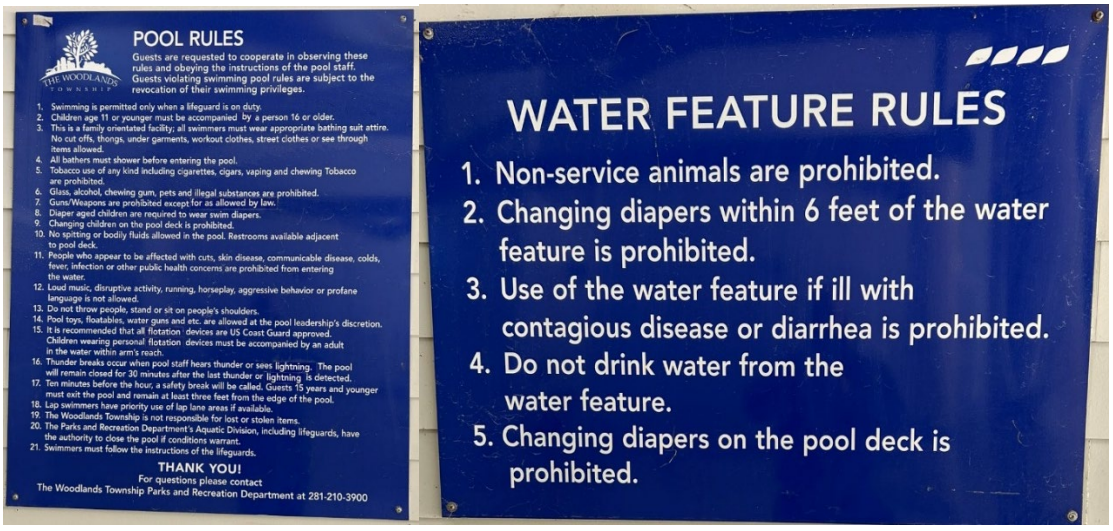
Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Pool Rule Signage	**1**	January	$15,000	$0	$15,000
Project Total	**1**		**$15,000**	**$0**	**$15,000**

Project Description

This project is requesting an update of all Township facilities' pool rules, water feature rules, bather loads, and hours of operations signage. In accordance with the Texas Public Pool Code and the Health Department updated code all signs must be a minimum font height.

- Pool Rules should be at least 2 inches in height and include specific phrasing not currently included (ex. – Extended breath holding activities are dangerous and prohibited, glass items not allowed in the pool yard, pets in the pool are prohibited, etc.)
- Water Feature rules should be in all capital letters and at least 2 inches.
- Max Bather Load should be at least 2", currently is 1"
- Hours of Operation signs should be at least 1", currently is 0.25"

By updating the font, all signage will be up to date with the most recent pool code release.



2027 Request for Capital Asset





Describe critical success factors and service levels affected by this capital asset/project:
Having accurate pool signage is imperative to the successful and safe operation of all Aquatic Facilities. Rule signs act as support for our lifeguarding staff to reference when enforcing policies. Additionally, the rules are in place to ensure the pool is safe and hazards are minimized. Updating the signage is necessary to ensure our compliance with current health code regulations.

Impact to Operating Cost(s) and/or Revenue:
None

What other options were considered?
None

2027 Request for Capital Asset

Department Aquatics **Project Title** RFAC Slide Tower Steps

Requested By Cynthia Roberts **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
Rob Fleming Slide Tower	1	January	$75,000	$0	$75,000
Project Total	**1**		**$75,000**	**$0**	**$75,000**

Project Description







This project requests funding to complete a structural evaluation of the Rob Fleming slide tower and stair structure due to visible rusting and deterioration throughout the asset. Following the evaluation, repairs and rehabilitation work would be completed to address any structural deficiencies, extend the usable life of the tower, and ensure continued safe operation for guests and staff. In addition to structural repairs, the project would include aesthetic improvements such as surface refinishing, repainting, and general appearance upgrades to improve the overall presentation of the facility.

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

This project supports safe facility operations, protects a high-use recreational amenity, and maintains the overall appearance and customer experience standards of the aquatic center. Successful completion will improve longevity, reliability, safety, and visual quality of the slide attraction while minimizing future operational disruptions.

2027 Request for Capital Asset

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

Failure to address the corrosion and deterioration could result in increasing maintenance costs, potential operational downtime, reduced guest satisfaction, and possible closure of the attraction if structural concerns worsen. Maintaining the slide tower in safe and visually appealing condition helps preserve attendance, customer experience, and revenue generation at the facility.

What other options were considered?

Alternately, this project would need to be funded using operational funds.

2027 Request for Capital Asset

Department Aquatics **Project Title** Waterslide Tubes

Requested By Cynthia Roberts **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
Rob Fleming Water Slide Tubes	**1**	January	$20,000		$20,000
Project Total	**1**		**$20,000**		**$20,000**

Project Description



This project will fund the purchase of new commercial-grade tubes for the facility's existing water tube slide attraction and lazy river. These were last purchased in 2020. The slide requires specialized 48-inch tubes manufactured to meet the attraction's operational specifications, including proper sizing, material thickness, durability, and rider safety standards. Due to the slide manufacturer's requirements and the high-demand aquatic environment, only approved tubes with reinforced construction and commercial aquatic durability are suitable for use.

The purchase will include both single-rider and double-rider tubes to support operational capacity, guest demand, and efficient attraction throughput across both the water slide and lazy river amenities. Replacement of aging and worn tubes is necessary to maintain safe operations, improve guest experience, reduce maintenance issues related to tube wear and failure, and ensure continued compatibility with the attraction's design specifications.

This investment will help extend the operational lifespan of the attractions while maintaining safety, reliability, appearance, and guest satisfaction throughout the aquatic facility.

2027 Request for Capital Asset

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

Key success factors include:

- Maintaining compliance with manufacturer operational requirements for the water slide attraction through the use of properly sized and rated tubes.
- Providing durable, commercial-grade tubes capable of withstanding high-volume public aquatic use and reducing premature wear or failure.
- Ensuring sufficient quantities of both single and double rider tubes are available to meet guest demand and minimize wait times.
- Supporting uninterrupted operation of the water slide and lazy river during peak attendance periods.
- Enhancing guest experience through safe, reliable, and visually maintained equipment.
- Reducing operational downtime, maintenance concerns, and replacement frequency associated with aging or substandard tubes.

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

Failure to replace deteriorating tubes could result in reduced ride capacity, increased maintenance interruptions, longer guest wait times, and potential closure of attractions due to insufficient compliant equipment.

What other options were considered?

None

2027 Request for Capital Asset

Department Park Operations **Project Title** Irrigation Improvements

Requested By Jared Davis **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 Irrigation Improvements	**1**	March	$37,500	$0	$37,500
Streetscapes Irrigation Improvements	**1**	March	$37,500	$0	$37,500
Project Total	**1**	**March**	**$75,000**	**$0**	**$75,000**

Project Description

In addition to work completed between 2023 - 2026, this funding provides the next step to complete the full transition of the Parks and Streetscapes irrigation systems into the Rain Bird I.Q. system to see the benefits that have been realized over the last 4 years. This project is in continuation of 2023 - 2026 purchases of controllers, cartridges, modules, flow sensors, and master valves. This extended conversion from Rain bird's Maxicom system to I.Q. has been commencing for the past four budget cycles. To stop now would only allow for partial completion of the system. After 2027 Capital expenditures staff estimate that the Parks will be complete with a system installed at every park, and the additional funding will allow some of the Woodlands and Community Streetscape entrances to start receiving equipment updates. Township staff plan to continue the project on Township Streetscapes as a continued goal of water usage reduction, and saving on labor costs spent on staff driving to work sites to adjust programming.



2027 Request for Capital Asset

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

Water conservation is greatly affected when irrigation does not function properly. This system change allows the irrigations crews more access to control the watering from central locations and monitor the water that is being used to help benefit the Township. Smart watering systems such as Rainbird IQ allow for better response times, adjustments, and closer monitoring of contractor activity. These systems when fully functional provide information back to the user that is pertinent to the operation. Notifications of high flow, inactive zones, rain delays, and other issues allow for a quicker response by the irrigation teams and ultimately reduce water expenses.

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

Issues within the system will be detected much faster. When issues are reported quicker the opportunity for wasted water will reduce. Water usage is set as a huge priority and the installation of the I.Q. system helps ensure this priority as long as all steps are taken, and all systems are put in place and maintained. The reduction of utility billing is the ultimate goal for savings in our budget and to be the best stewards of Township tax dollars as possible.

What other options were considered?

- This long-standing changeover from the Maxicom system to I.Q. has been commencing for the past few budget years. To stop now would only allow us partial completion of the system. After 2026 Capital expenditures staff estimates one more year of Capital budgeting to complete the I.Q. installation in the park systems, but a continuance of at least 2-4 years to complete Streetscapes.
- Continuing with our current Maxi-com system was not giving us the technology we need to help with water being used properly. With as many employees and subcontractors that are responsible for these systems throughout parks, this gives us the best way to service the systems, along with increased monitoring of the systems daily.

2027 Request for Capital Asset

Department	Parks Planning	**Project Title**	Pathway and Paving Improvements
Requested By	Michelle Betcher	**Category**	Pathways

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Pathway and Paving Improvements	**N/A**	Jan - Dec	$425,000	$0	$425,000
Project Total	**N/A**		**$425,000**	**$0**	**$425,000**

Project Description

Pathways are consistently the number one used amenity in The Woodlands. The pathway replacement program began in 2004. 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 the 2022 Parks and Recreation Needs Assessment, 98% residents indicated that the provision of quality parks, recreation and open space facilities/amenities are extremely or very important to the quality of life in The Woodlands, and 94% 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 consensus was that The Township should continue the current replacement programs and trail programs should be continued.

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, Repair of Pathways and Paving

This budget allows staff to continue with new and replacement pathways and paving (concrete, asphalt and decomposed granite) where necessary. Examples include sections that have cracking and excessive heaving due to tree root encroachment, areas that have aggregate exposed, areas that have been undermined due to flooding, curb damage from equipment and vehicles and parking areas that are damaged or undermined. 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. Pathway grates are also installed where needed due to drainage issues. In 2027, we anticipate the installation of +/- ten (10) pathway grates.

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.

2027 Request for Capital Asset





Pathway Stop Signs

As a standard in The Woodlands, all pathways that cross a street (without a traffic control device) or driveway should have a stop sign. These visual warning signs increase the safety of the intersection. In the residential areas the stop sign is grey or brown and inset into a 3" x 12" post that is 5' tall at the intersection. In 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.



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.

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" stencil. 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. Power washing the panels with old stenciling is necessary to create a clean surface to which the paint will adhere. 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
Sterling Ridge	403	129
Creekside Park	383	79
Town Center	47	7
College Park	90	32
TOTAL	**2463**	**701**

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 pathway users with disabilities. It is anticipated that we will replace 10-12 ramps each year.

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

- Decreases maintenance cost and increases safety.
- Compliance with federal and state laws.
- Resident requests.
- Ensure 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?

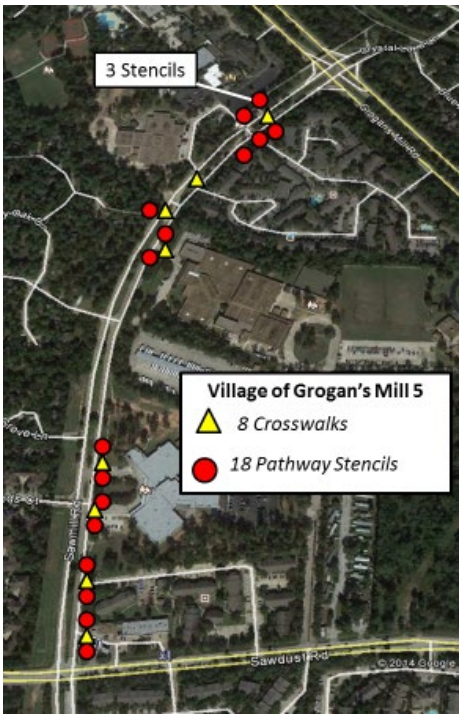
No other options were considered



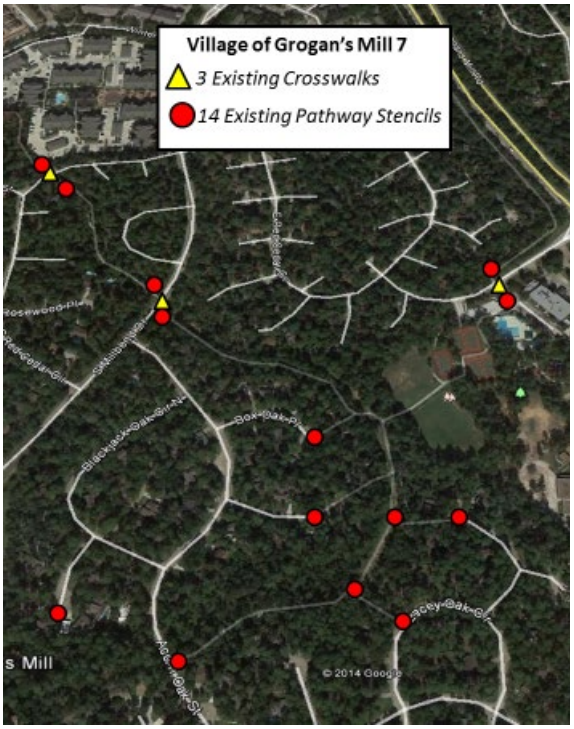


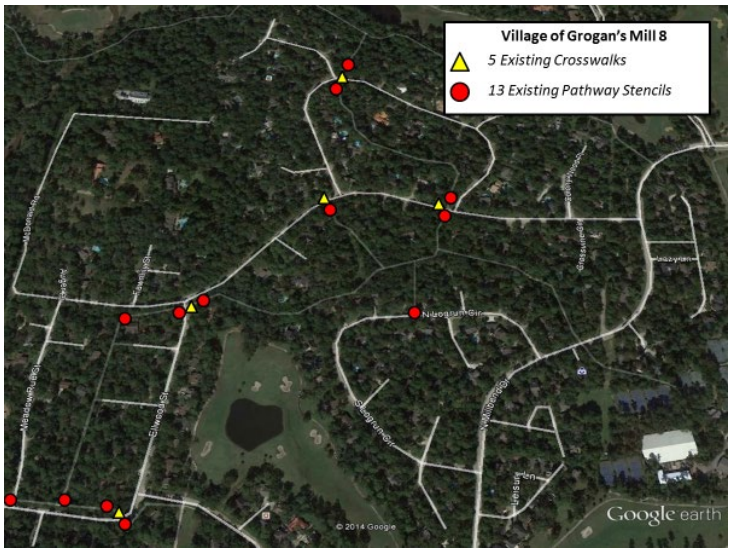


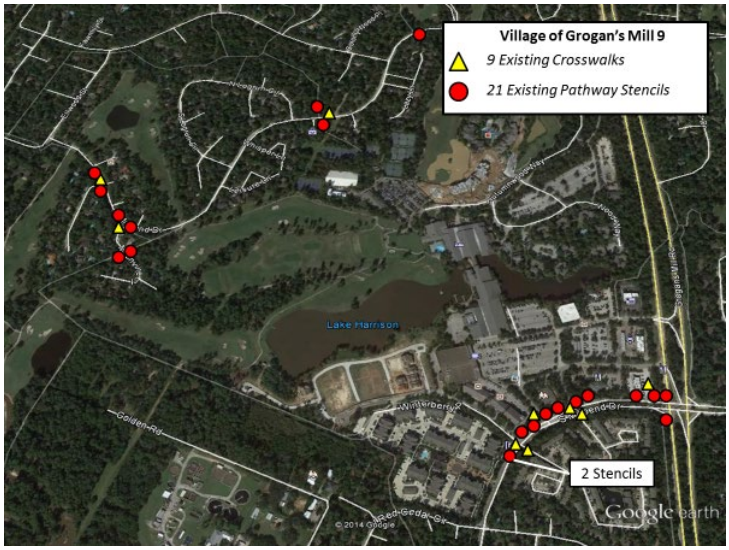

Village of Grogan's Mill 4
9 Existing Crosswalks
23 Existing Pathway Stencils
Google earth

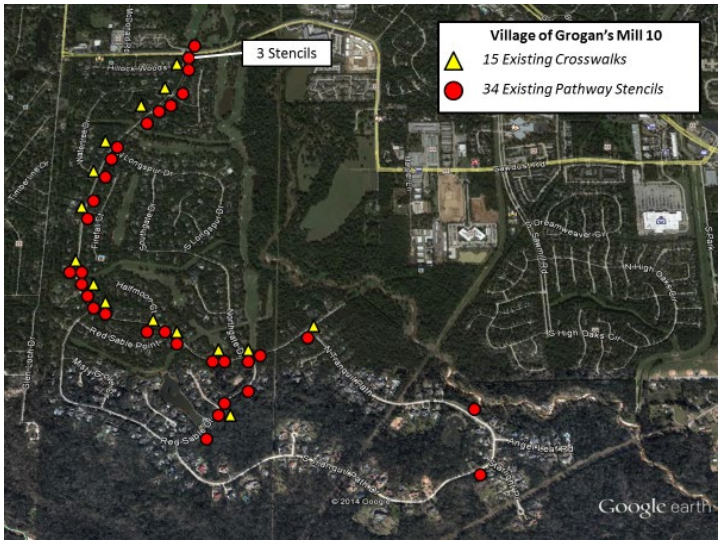

3 Stencils
Village of Grogan's Mill 5
8 Crosswalks
18 Pathway Stencils

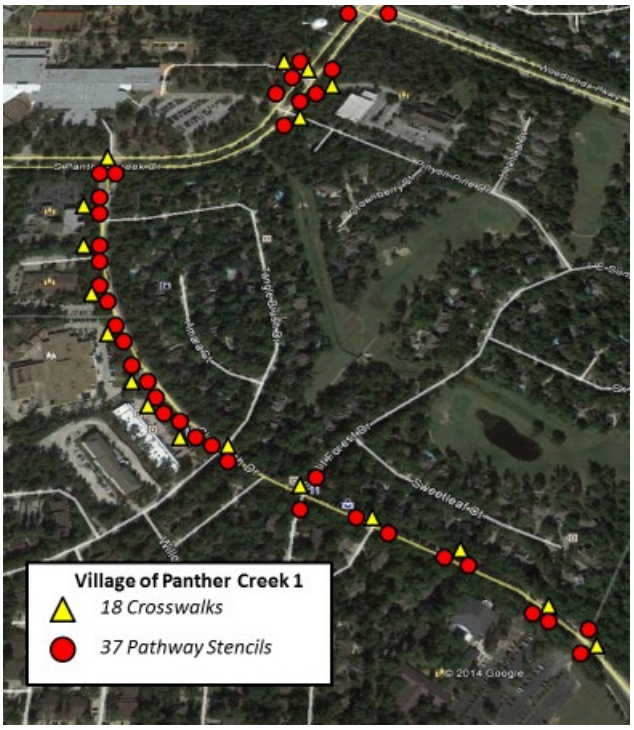

Village of Grogan's Mill 6
4 Crosswalks
7 Pathway Stencils

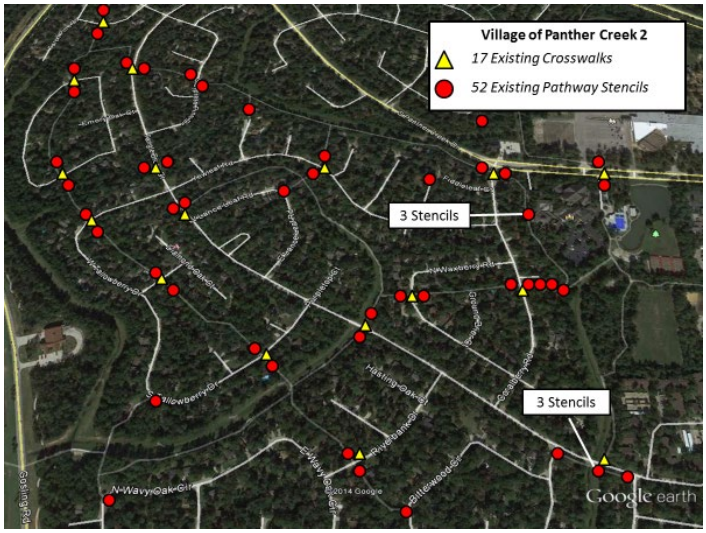

Village of Grogan's Mill 7
3 Existing Crosswalks
14 Existing Pathway Stencils

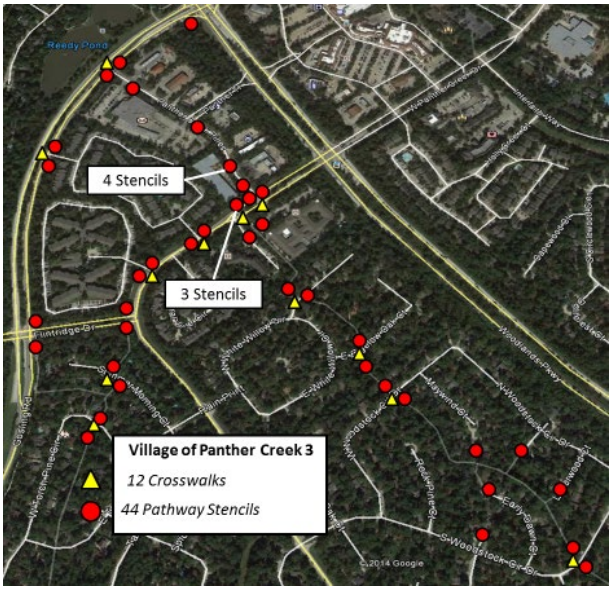

Village of Grogan's Mill 8
5 Existing Crosswalks
13 Existing Pathway Stencils
Google earth


Village of Grogan's Mill 9
9 Existing Crosswalks
21 Existing Pathway Stencils
Lake Harrison
2 Stencils
Google earth

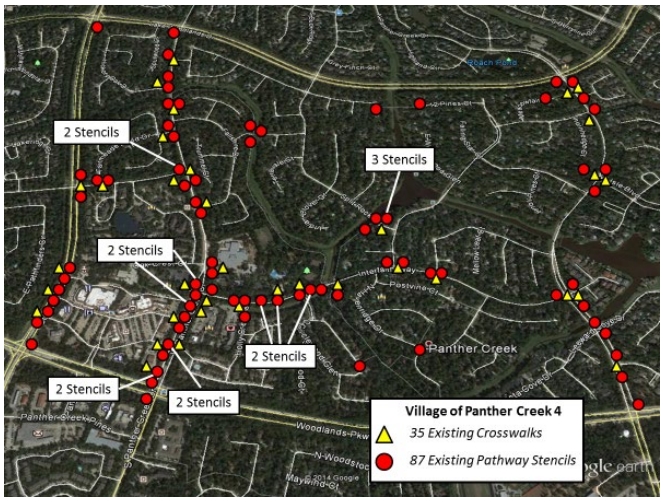

3 Stencils
Village of Grogan's Mill 10
15 Existing Crosswalks
34 Existing Pathway Stencils
Google earth


Village of Panther Creek 1
18 Crosswalks
37 Pathway Stencils
© 2014 Google

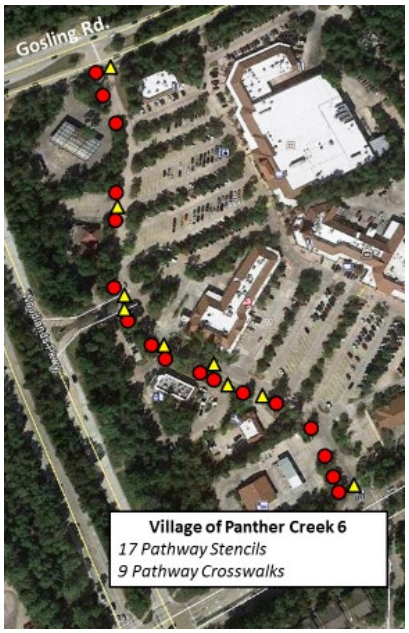

Village of Panther Creek 2
17 Existing Crosswalks
52 Existing Pathway Stencils
3 Stencils
3 Stencils
Google earth

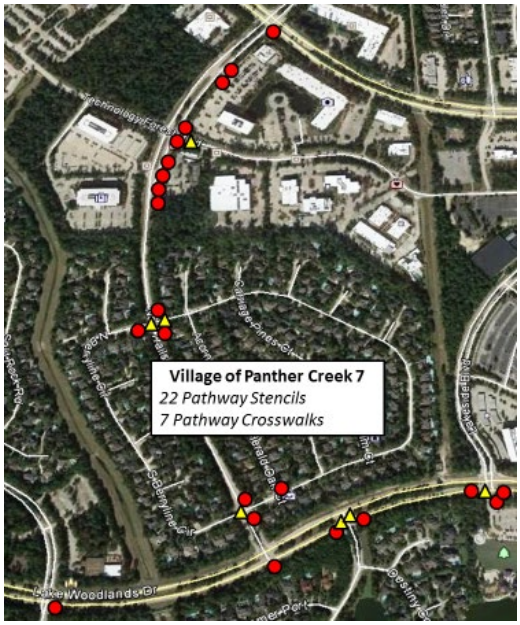

4 Stencils
3 Stencils
Village of Panther Creek 3
12 Crosswalks
44 Pathway Stencils

2027 Request for Capital Asset



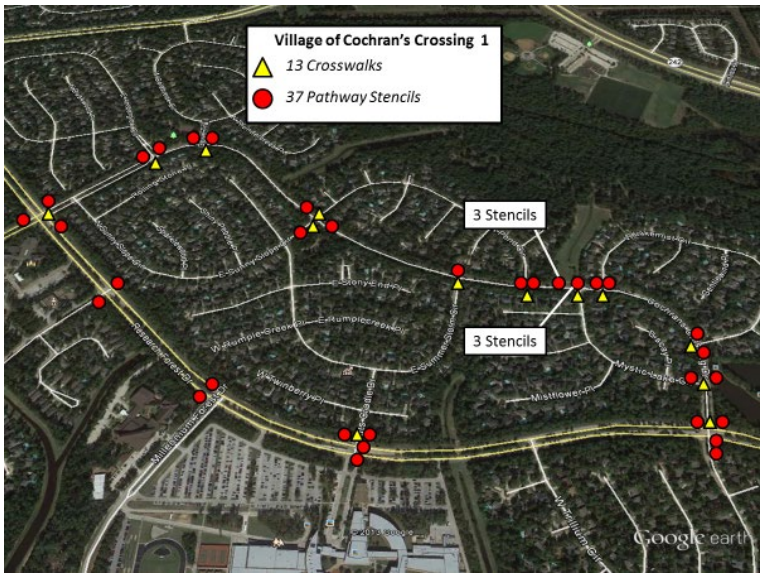


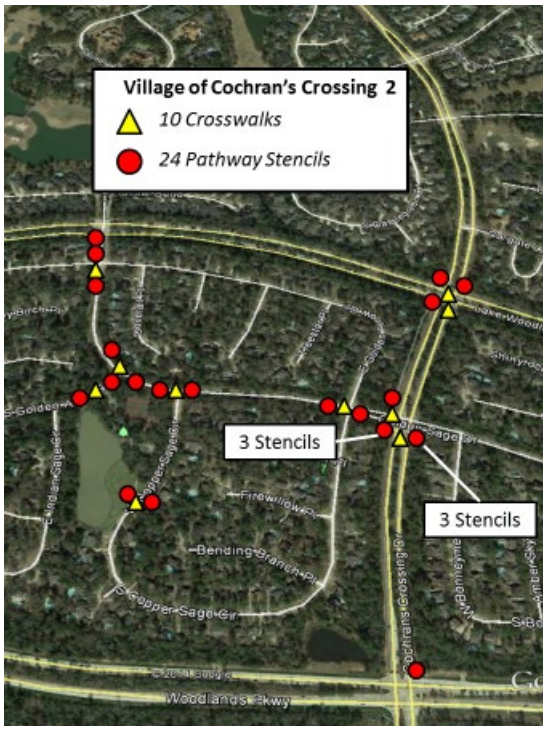






2027 Request for Capital Asset





2027 Request for Capital Asset

Department Parks Planning **Project Title** Bridge Replacements

Requested By Michelle Betcher **Category** Pathways

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Towering Pines	**1**	June	$45,000	$0	$45,000
Crossvine	**1**	TBD	$45,000	$0	$45,000
Hwy 242	**1**	TBD	$25,000	$0	$25,000
Gosling	**1**	TBD	$25,000	$0	$25,000
Ridgewood/Interfaith	**1**	TBD	$25,000	$0	$25,000
Utility/Access Bridges	**1**	TBD	$20,000	$0	$ 20,000
Project Total	**6**		**$185,000**	**$0**	**$185,000**

Project Description

Pathways are consistently the number one used amenity in The Woodlands. The pathway bridge deck replacement program began in 2023. To prevent the degradation of our pathway assets and to prevent possible injuries caused by hazards in the system, it is necessary to make repairs in a timely fashion. This project consists of major repairs and replacements plus additions and improvements to the pathway bridges in the Township system.

There are many pathway bridges within the pathway system. Many are small, but there are several larger pathway bridges throughout the Township which include, but are not limited to, Crossvine, Gosling, Ridgewood Park and others.

These are all original steel and wood pathway bridges and/or boardwalks, some of which were built over 40 years ago. Over time, the wooden decks of the pathway bridges have sustained major wear and weathering from insects, moisture and heavy use. Presently, there is rot damage in the decking. The bridges require on-going replacement and repair to remain safe for use. (It should be noted that differing materials were used in the original construction which has resulted in varying degrees of rot and decay.) It is anticipated that nearly all these bridges/boardwalks will need replacement by 2028.

The lifespan of the wood replacement is about 3-7 years before it starts rotting and cracking. Some of the steel framework remains structurally sound, however, the decking needs continual ongoing replacement due to deterioration. Some of these require repair again and all have some degree of damage.

Due to ongoing safety concerns, moving toward better, more cost-effective, longer-lasting, warrantied material is needed. Fiber Force Lumber is a high strength and durable timber product for outdoor structural applications like pathway bridges. It is made from a high percentage of recycled plastic and fully recyclable. Though this product

and installation materials' direct cost is approximately 2.5x more than wood, this product is low maintenance, has a 90% longer lifespan and comes with 50-year product warranty.





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

- Provide pathway access throughout system on primary Township amenity.
- Decrease maintenance cost and increase user safety.
- Provide equitable service.
- Resident requests.
- Compliance with federal and state laws.
- Provide equitable services.

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

Replacement costs every 50+ years.

What other options were considered?

Continue to use wood for repairs. This option provides no warranty and 10% of lifespan of alternate materials.

2027 Request for Capital Asset

Department Parks Planning **Project Title** Pathway Inspection Project

Requested By Michelle Betcher **Category** Pathways

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Type 1 Priority Repairs	N/A	Jan - Dec	$525,000	$0	$ 525,000
Project Total	**N/A**		**$525,000**	**$0**	**$525,000**

Project Description

There are more than 200 miles of pathways within the Township. These pathways are consistently the number one used amenity in The Woodlands. The pathway replacement program began in 2004. 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 trip hazard removal throughout the pathway system.

In the 2022 Parks and Recreation Needs Assessment, 98% residents indicated that the provision of quality parks, recreation and open space facilities/amenities are extremely or very important to the quality of life in The Woodlands, and 94% 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 consensus was that The Township should continue the current replacement programs and trail programs should be continued.

This project allows staff to enhance the pathway system through addressing accessibility through removal of uneven surfaces.





Pathway trip hazards develop organically throughout the pathway system for several reasons, most often due excessive heaving due to tree root encroachment and drainage issues over time. Some areas have "non-standard" pathway construction that results in more frequent "lifting" of pathway panels. Examples include, but are not limited to, Bonny Branch, Cottage Green, Montfair, Piper's Green (4' vs. 8' pathway width making them more prone to shifting from root growth or excessive rain), and Liberty Branch (Cypress trees planted in shallow strip between pathway and street causing root lift throughout area along with absent doweling between panels).

Concrete lifts can be removed by sawing off the raised portion and repouring the concrete section to make them ADA compliant, addressing slabs that are raised from ½" to 2". Some trip hazards can be removed by using a grinding method to eliminate the sharp rise of the lift. The grinding method is often more economical but cannot always be done due to the height of the lift or the thickness of the concrete. Trip hazards occur on pathways in all the Villages and Town Center and are addressed for safety reasons.

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 10-12 ramps each year.

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

- Decreases maintenance cost and increases safety.
- Compliance with federal and state laws.
- Resident requests.
- Ensure 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

2027 Request for Capital Asset

Department Parks Planning **Project Title** Millbend Loop Walking Trail Section 2 of 3

Requested By Michelle Betcher **Category** Pathways

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Pathway Paving Improvements	5,525 LF	June - August	$414,700	$0	$414,700
Pathway Ramp Replacement	17	June - August	$25,000	$0	$25,000
Project Total	**N/A**		**$439,700**	**$0**	**$439,700**

Project Description

Pathways are consistently the number one used amenity in The Woodlands. In the 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.

The Millbend Loop Pathway is asphalt, 3.1 miles in length, and located in the Village of Grogan's Mill. Due to budget and user constraints, this project is best completed in 3 separate segments of renovation, approximately one mile each. This pathway loop has had many resident complaints on account of trip hazards, cracks, and heaving caused by growing tree roots. The second section selected for renovation is on North Millbend between Paintedcup Ct. and the easternmost bridge on the Woodlands Country Club East Golf Course.

This project includes the renovation of a 1.1-mile section referenced above, including Asphalt Full-Depth Repairs, Mill & Replace Repairs and Sealcoat in varying amounts. Unit Pricing is most effective for managing costs as it allows staff/contractor flexibility to use best judgement for what type of work is needed in specific areas. The time frame for completion is 60 days, excluding the application of the final sealant, which is applied no sooner than 90 days after the new asphalt is laid. New ADA compliant ramps/crosswalks will be provided by a separate contractor.

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 may 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 colored, truncated domed pavers to provide visual and textural warnings for pathway users with disabilities.

2027 Request for Capital Asset







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?

- Replacing the pathway with concrete

2027 Request for Capital Asset

Department	Parks Planning	**Project Title**	TC Boardwalk & Dock Replacement and Repairs
Requested By	Michelle Betcher	**Category**	Pathways

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Rob Fleming Rec Center TTV	**1**	Jan - Dec	$55,000	$0	$55,000
Northshore Dock	**1**	Jan - Dec	$15,000	$0	$15,000
Hughes Landing	**1**	Jan - Dec	$3,000	$0	$3,000
Project Total	**3**		**$73,000**	**$0**	**$73,000**

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, 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 its amenities. It is the original boardwalk installed by the previous owner. Over the years it has become weathered and damaged from age, insects, moisture and heavy use. It provides the only access to the treehouses and Texas TreeVentures. It also provides ADA wheelchair access to the restrooms and other park amenities. It requires on-going, systematic replacement to remain safe to use. Presently, there is rot damage present in the railings, joists and decking. With appropriate funding, most of the repairs can be completed over a 4-5 year period. In 2027, we are proposing to replace the joists, railings and decking around cabins 4, 5 and 6 which includes 200 LF of 6' boardwalk, 3 sets of stairs and one decked area. Funds will be used for the repairs and replacement to keep users safe at this and other boardwalks (Hughes Landing, Riva Row, Rob Fleming Mew etc.).



2027 Request for Capital Asset

Docks at amenities also need periodic replacement and refurbishment.

Funds are necessary for repairs and replacement to keep users safe at docks and piers throughout the system. The fishing dock at Northshore needs replacement in 2027. The floats need replacement, and the boards are damaged from years of great use. Docks at Hughes Landing and Riva Row also need on-going work due to the nature of their high use, location and function.





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

- Enhance user safety.
- Provide equitable service.
- Provides access to interior of park and park amenities.

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

Replacement costs every 10 years.

What other options were considered?

None – Access to park and user safety is required.

2027 Request for Capital Asset

Department Park Operations **Project Title** Recreation Facility Improvements

Requested By Jared Davis **Category** Recreation Center

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
DG Pathway Improvements (Rob Fleming Rec)	**1**	October	$55,000	$0	$55,000
Bear Branch Men's Restroom Updates	**1**	September	$60,000	$0	$60,000
Project Total	**2**		**$115,000**	**$0**	**$115,000**





Project Description

This capital improvement project addresses critical facility enhancements at two major community recreation center complexes: Rob Fleming Recreation Center and Bear Branch Recreation Center. The scope of work includes renovating the decomposed granite pathways, interior infrastructure preservation and enhancements, and upgrades to the Bear Branch men's restroom to provide additional changing spaces for patrons. The upgrades and improvement will benefit the Township by providing safer means of travel to different parts of the facilities, enhanced aesthetics, structural preservation, and extra comfort for our patrons.

1. **Decomposed Granite Pathway Improvements –** The Rob Fleming Recreation center also plays host to a myriad of outdoor amenities, such as an amphitheater, archery range, outdoor cabins, a pavilion and firepit, and the Texas Tree Ventures operation. To access these amenities at the campus there are a plethora of D.G. pathways to get you there. These D.G. pathways have been in place since the days before the Township took over the facility, and only minor maintenance has been done. Renovation is needed to level the pathways for safety and to reestablish borders, which would contain the material during heavy rain events. This would also help maintain stability.

2. **Bear Branch Rec men's restroom updates –** The Bear Branch Recreation Center plays host to a variety events, reservations, and activities that can range in age of the users. One of the largest activities that the recreation center hosts each year is the Sunny Days summer camp. During events like summer camp, based on the activity, it could require the campers to change into the proper attire for the task or event for that day. The men's restroom currently contains 3 stalls, and 3 urinals. Staff have requested that in order to accommodate users when a change of clothes is needed, they would like some of the urinal spaces to be converted to additional stalls. Park Operations staff met with contractors and were able to determine an estimated amount to convert the urinal spaces to stalls, while adjusting plumbing to building code.

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

- Enhance Safety
- Accommodate our users and patrons
- Reduce ongoing operational costs.
- Ensure both recreation centers continue to meet community expectations for safety, functionality, and appearance.

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

- Reduction in maintenance costs over time
- Reduces the need for a major capital expenditure in the future if problems are to arise
- Reduce risk and liability

What other options were considered?

- Defer these improvements and maintenance projects to another year
- Keep the building conditions as is and use operational funds to attend to issues that arise

2027 Request for Capital Asset

Department	Recreation	**Project Title**	TreeVentures Course Platform Replacement
Requested By	Joseph Francis	**Category**	Recreation Center

Proposed Capital Expenditure

Item	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Composite Transfer Platforms	January	$45,000	$0	$45,000
Project Total		**$45,000**	**$0**	**$45,000**

Project Description

Upgrade the wooden transfer platform decks across the entire TTV course to a more suitable plastic composite material that is designed for humid and wet environments.

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

Texas TreeVentures has already replaced several wooden transfer platform decks throughout the course. During inspections, staff observed that many of the remaining wooden decks were absorbing significantly more moisture than expected, resulting in accelerated wear.

In the 2026 third-party annual inspection review, two mitigation options were presented to the Texas TreeVentures Leadership Team. Both required full replacement of all transfer decks. Of the two, staff recommends replacing every wooden transfer deck with plastic composite decking rather than wood. This would ensure consistency, improved reliability, and a longer lifespan. The wooden decks were originally expected to last about ten years, but the course's extremely humid environment has shortened their effective life by roughly four years.

Composite decking is expected to last even longer than the structural support poles. Other nearby adventure parks, such as Geronimo Adventure Park in Tomball, have already chosen composite decking for this reason. Switching to composite decking will greatly reduce staff workload by eliminating the need to stain wooden elements and continually replace deteriorated platforms. Replacing a single wooden deck currently requires 2–3 staff members working 4–6 hours. With 47 platforms across the course, this represents a major time commitment that could instead be used for marketing and operational needs.

Most importantly, replacing wooden decks with composite materials will improve aesthetics and customer satisfaction, as guests will no longer encounter visibly rotting or damaged components.

2027 Request for Capital Asset





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

By the time of this request, the Texas TreeVentures Leadership Staff have already replaced six full wooden platforms and several partial platforms to prevent service disruptions. They estimate that roughly 120 combined staff hours have been spent on fabricating and installing these replacements.

Staining the wooden platforms to slow deterioration requires even more staff time. This task is tedious, must be applied carefully to avoid damaging hardware or textile components, and is estimated to consume up to 200 staff hours annually.

Switching to composite decking eliminates the need for such routine maintenance. This change would save about $5,000 of allocated staff time per year by removing staining tasks, plus an estimated $12,000 over the next five years in fabrication and installation costs for replacements. With each wooden platform costing approximately $200 to fabricate in-house, replacing the remaining 42 platforms would otherwise total around $8,400. Altogether, transitioning to composite decking is projected to save up to $45,000 in staff time and material costs.

What other options were considered?

Option 1: Continue in-house wood replacement

This approach would cost an estimated $45,000 over the next five years. This is not recommended because the time spent on ongoing replacements could be redirected to more valuable operational needs.

Option 2: Hire a third party for wood replacement

This alternative is also not recommended. Contracting the work would still require staff time for preventive maintenance. External fabrication, transportation, and installation costs would exceed the cost of completing the work in-house.

2027 Request for Capital Asset

Department Recreation **Project Title** Swan Boat Replacement

Requested By Joseph Francis **Category** Recreation Center

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Fusion Swan Pedal Boat	**6**	January	$34,000	$0	$34,000
Project Total	**6**		**$34,000**	**$0**	**$34,000**

Project Description

Fleet replacement of six (6) swan pedal boats from the existing total fleet of 18 swan pedal boats between Riva Row and Mall Ring Waterway. 10 are located at Riva Row Boat House Upper Waterway and 8 are located at the Mall Ring Waterway Turning Basin.

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

As of April 2026, the Swan Pedal Boat fleet has generated more than $975,000.00 with more than 34,000 rentals since moving the operation to the FareHarbor booking software in 2021. Through general use several swans have worn significantly with slight cracks appearing in the hulls/pontoons and exhibit greying/yellowing of the white exteriors.

The Swan fleet generates a significant revenue stream for Recreation and has become a staple of The Woodlands Waterway. They have proven to be highly programmable, particularly when used in tandem with Holiday on The Waterway. We ask to purchase a replacement of six (6) Swans, or one third of the total fleet, to maintain a high standard of service delivery.

Swan Pedal Boats have indicated a 4-5 year lifespan at our current throughput. It is recommended that we replace 6 every other year to phase out the oldest swans at the end of their lifespan. Our last fleet refresh was in 2025, so 2027 is the next fleet refresh year under the recommended model.





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

The removal of any Swan Pedal Boat could prove to be extremely detrimental to Riva Row Boat House revenue. Now generating over $200,000.00 annually, the Swan fleet recovers its own cost quickly and helps to cover the operating cost of Recreation's Commercial Operations as a whole. Capitalizing on a functional, aesthetically pleasing fleet is paramount to the success of the operation.

What other options were considered?

- Continuing operation with the current fleet.
  - A swan being retired due to failure could prove detrimental to the significant revenue stream that is generated by the swan fleet.
  - Customer satisfaction may decrease as the swans have become increasingly unsightly and internally worn.
- Replace three (3) Swans
  - While 6 is strongly recommended, an alternative is to spread fleet refreshes out further and do 3 at a time. The lifespan of the swans generally has been pointing towards 4-5 years, so refreshing on a yearly 3 swan cycle would take 6 years to complete. Spreading out that far would likely result in failures outside of the replacement model.

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THE WOODLANDS
TOWNSHIP

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THE WOODLANDS TOWNSHIP

CAPITAL BUDGET

FOR THE YEAR ENDING DECEMBER 31, 2027

(In Whole Dollars)

	Prior Year Carryover	*2026 Budget*	*2026 Forecast*	*Carry-Over*	*2027 New*	*2027 Reserve*	*2027 Total*
INFORMATION TECHNOLOGY							
Mobile Data Computers	$ 61,859	$ 39,250	$ 101,109	$ -	$ 26,100	$ 282,500	$ 308,600
Vehicle	-	63,000	63,000	-	-	-	-
Server Replacements/Upgrades	178,786	-	178,786	-	-	39,000	39,000
Phone System	-	54,000	54,000	-	-	55,000	55,000
Starlink Hardware	61,683	-	61,683	-	-	-	-
Wireless Technology	23,357	-	23,357	-	13,300	-	13,300
Software	-	65,000	65,000	-	10,000	-	10,000
Desktop & Laptop Computers	68,737	134,575	203,312	-	3,000	320,100	323,100
Network Equipment	15,000	97,500	112,500	-	66,000	214,000	280,000
Storage Area Network Expansion	-	145,500	145,500	-	-	-	-
Fiber Circuit Re-Route, Central Fire	-	-	-	-	-	150,000	150,000
Audio Visual Systems	77,481	82,000	159,481	-	-	42,000	42,000
Printers	-	5,500	19,967	-	-	-	-
Radio Test Equipment	-	12,000	12,000	-	-	11,500	11,500
WFD AV System	-	78,000	78,000	-	-	150,000	150,000
Facility Access Control	5,000	157,000	162,000	-	-	31,500	31,500
Total	$ 491,903	$ 933,325	$ 1,439,695	$ -	$ 118,400	$ 1,295,600	$ 1,414,000

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Information Technology Capital by Project

Year	CIP Category	Item	Capital Exp
2027	**Hardware**	Mobile Data Computers	$308,600
2027	**Hardware**	Phone System	55,000
2027	**Hardware**	Desktop & Laptop Computers	323,100
		Total Hardware	**$686,700**
2027	**Software**	eProcurement Platform	$10,000
		Total Software	**$10,000**
2027	**Equipment**	Network Equipment	$280,000
2027	**Equipment**	Server Memory	39,000
2027	**Equipment**	Fiber Circuit Reroute	150,000
2027	**Equipment**	Wireless Technology	13,300
2027	**Equipment**	Radio Inventory Management	11,500
2027	**Equipment**	Bear Branch Sound System	42,000
2027	**Equipment**	EOC iWall	150,000
2027	**Equipment**	Facility Access Control	31,500
		Total Equipment	**$717,300**
		Total - Information Technology	**$1,414,000**

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2027 Request for Capital Asset

Department Information Technology **Project Title** New 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
Proposed New WFD Toughbooks	3	January	$0	$26,100	$26,100
Project Total	**3**		**$0**	**$26,100**	**$26,100**

Project Description

The proposed new WFD Toughbooks are for the reserve fire trucks used for TIFMAS deployments.

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

The WFD Toughbooks are the computers inside the staff vehicles. These assist in getting information about dispatched calls and are 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.

2027 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
Refresh WFD Toughbooks	**30**	January	$261,000	$0	$261,000
Refresh Vehicle Mounts	**7**	January	$21,500	$0	$21,500
Project Total	**37**		**$ 282,500**	**$0**	**$282,500**

Project Description

The systems in this request will replace Mobile Data Computers purchased in 2022. These systems are no longer under warranty thus vendor support and next-day parts delivery is no longer available.

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

The WFD Toughbooks are the computers inside the staff vehicles. These computers assist in getting information about dispatched calls and are 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.

2027 Request for Capital Asset

Department Information Technology **Project Title** Desk Phone Refresh

Requested By Chris Myers **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Phone Refresh	**166**	April	$55,000	$0	$55,000
Project Total	**166**		**$55,000**	**$0**	**$55,000**

Project Description

This project would replace half of our inventory of desk phones across the Township in preparation for a vendor End-of-Life deadline for our calling platform.

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

The desk phones utilized across the Township for customer engagement, vendor contacts, and general employee communications are set to go End-of-Life December 31, 2028. The proactive replacement before this end-of-life date allows us to phase in the replacement cycle and prevent any disruptions to service. The request also allows us to stagger the budgetary impact of a full refresh cycle over the course of the next two years.

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

This hardware purchase would have no impact on operating costs.

What other options were considered?

Status quo

2027 Request for Capital Asset

Department Information Technology **Project Title** New Staff 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 Laptops	**1**	January	$0	$2,600	$2,600
New Docks	**1**	January	$0	$200	$200
New Monitors	**1**	January	$0	$200	$200
Project Total	**3**		**$0**	**$3,000**	**$3,000**

Project Description

The proposed staff laptop, monitor, and docking station is for the Covenants Commercial Admin Analyst.

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

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

These items are essential for 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.

2027 Request for Capital Asset

Department Information Technology **Project Title** Desktop and Laptop Computers

Requested By Andy Brieden **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Refresh GIS Workstations	**4**	January	$52,000	$0	$52,000
Refresh Desktops	**33**	January	$64,000	$0	$64,000
Refresh Laptops	**61**	January	$158,600	$0	$158,600
Refresh Monitors	**111**	January	$19,000	$0	$19,000
Refresh Docks	**38**	January	$7,000	$0	$7,000
Refresh Video Laptops	**3**	January	$19,500	$0	$19,500
Project Total	**250**		**$320,100**	**$0**	**$320,100**

Project Description

The refresh desktops, laptops, monitors, and docks in this request will replace the ones purchased in 2023. These systems will no longer be under warranty; thus, vendor support and next-day parts will no longer be available.

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

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

These items are essential for 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.

2027 Request for Capital Asset

Department Information Technology **Project Title** eProcurement Platform

Requested By Karl Shaw **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
eProcurement Platform (SaaS Implementation)	**1**	January	$0	$10,000	$10,000
Project Total	**1**		**$0**	**$10,000**	**$10,000**

Project Description

What is eProcurement?

An eProcurement platform (typically thought of as a type of SaaS or Paas) is a *centralized*, design-built, digital workspace for *decentralized* formal IFB, RFI, RFP, and RFQ processes and can also be helpful for less formal requests for quotations. eProcurement platforms provide expanded supplier engagement and management tools; bid and contract template libraries; public bid portal management; supplier/bid evaluation tools; and other strategic sourcing resources designed for ease of use by all staff. They are purpose-built for public procurement needs at the local government level.

How would the Township benefit?

Implementation of a cloud-based eProcurement platform modernizes the Township's (paper-based) bid solicitation and vendor sourcing workflow from conceptualization steps through to contract-award actions. The initial 2026/2027 plan covers vendor registration; pre-solicitation; and sourcing modules, with potential to expand to a full eProcurement platform (including but not limited to contract management, budget, and grant administration modules) in future budget cycles. Those later modules are currently viewed as lesser needs since existing systems such as Laserfiche and Tyler EERP are serving many of those critical purposes today.

Background and Research

This $10,000 IT Capital request covers one-time implementation/setup fees while the recurring operating costs would be absorbed by the Non-Departmental (Dept. 0190) annual budget. Finance has evaluated demos and initial quotes from four (4) vendors offering public procurement specialized platforms and is currently weighing functionality alongside IT staff while cross-checking security requirements with the operational capabilities of each vendor's platform. As requirements are solidified and choices are narrowed, stakeholders from various bid-heavy departments will be asked to weigh in.

Nearly all Township's typical comparator cities are already utilizing an eProcurement platform in 2026.

2027 Request for Capital Asset

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

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

- eProcurement replaces fragmented manual processes (email, spreadsheets, paper) currently used for solicitation management while also standardizing the process by eliminating chances of departmental staff inadvertently using outdated or incomplete boilerplate materials.
- Critical to support the Procurement Manager and her team while maintaining service levels as procurement volume grows alongside rising expectations of governmental transparency.
- Positions Procurement as a key driver of governmental efficiency, accountability, and innovation.

8.1.3 Explore budget philosophies that prioritize and align resources allocation to the Strategic Plan

- Expected benefits include: expanded (broader) vendor reach and competition; standardized vendor registration and debarment checks; digitizing bid specification development and workflow routing; ensuring legal and defensible public bid posting timelines; automated proposal collection, sequestration, and release at appropriate times; standardized but customizable evaluation criteria; customizable RBAC workflows; improved audit trail, PIR record access, and procurement records retention; and reduced staff time spent on manual solicitation management.

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

The recurring annual subscription and maintenance cost is estimated at under $20,000/year (within the $20,000 budgeted in Dept. 0190) for currently targeted modules. Later module additions would come back to the Board via the annual budgeting process.

Since 2024, the procurement team has helped the Township recover approximately $130,000 in cooperative contract rebates through detailed and careful reporting; those rebate checks have been added to the General Fund annually, and should continue. Staff believe that an eProcurement platform a reasonable request for the applied use of a portion of those rebate funds.

No additional FTE will be required; conversely, staff believes that implementing this type of platform wil assist in *decreasing* future administrative demands related to bid specification development, bid proces management, evaluations, and contract formation for both the procurement department staff as well a other bid-heavy departments such as PARD, IT, Facilities, WFD, Transportation, and others.

ROI as advertised by various eProcurement vendors depends heavily on soft-cost evaluation factors but the Township can reasonably assume that ROI would be annual or better once the system is adopted.

What other options were considered?

Status quo (continued manual processes) was considered and rejected as unsustainable given growing procurement volume and modern financial audit/transparency expectations.

2027 Request for Capital Asset

Department Information Technology **Project Title** Network Equipment

Requested By Chris Myers **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Network Equipment and Cabling	**10**	February	$214,000	$0	$214,000
Project Total	**10**	February	**$214,000**	**$0**	**$214,000**

Project Description

The network equipment in this quote will replace some of the currently aging network equipment at Town Hall, the Parks campus, the Rob Fleming Recreation Center, the Riva Row Boathouse and Central Fire Station. The current equipment in question will soon be end-of-life and no longer supported.

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

The network equipment provides connectivity to the network and ensures fast, reliable, and secure computer networking and communication.

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

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

What other options were considered?

Status quo.

2027 Request for Capital Asset

Department Information Technology **Project Title** Network Security Redundancy Devices

Requested By Edward Avila **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Firewalls + Management	**12**	March	$0	$66,000	$66,000
Project Total	**12**		**$0**	**$66,000**	**$66,000**

Project Description

This project will add firewalls to Township fire stations (7), the WFD Logistics Center (1), the Rob Fleming and Bear Branch recreation centers (2), the ETC (1) and PARDES (1). A management appliance would also be included to manage the new and existing firewalls.

Approximately 70% of this project would be funded by grant proceeds. The Township would need to provide 30% match for this project, if approved.

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

Firewalls are the primary IT defense against cyber intrusion. Having firewalls at each site would allow IT to segment the network for an additional layer of protection. The software on the firewalls would allow the locations to remain connected to Town Hall or Central Fire over any internet provider. In the event of a worst-case scenario, the locations could function as standalone entities while still being protected against cyber intrusions and protecting the data and assets at each site.

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

The new firewalls and management will require annual maintenance expense that will be factored into the operating budget.

What other options were considered?

Status Quo

2027 Request for Capital Asset

Department Information Technology **Project Title** Server Memory

Requested By William “Bubba” Priesmeyer **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
32GB Memory Module	**16**	February	$39,000	$0	$39,000
Project Total	**16**		**$39,000**	**$0**	**$39,000**

Project Description

Upgrade production servers by 128GB of Random Access Memory “RAM”

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

Our production servers are currently operating with 384GB of RAM — below the Township's own established standards for production environments. These servers were originally procured and configured for Disaster Recovery purposes, where lower resource thresholds are acceptable. However, following our transition to a new hypervisor-based virtual server environment, these machines were promoted to a primary Production role — a more demanding workload.

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

$0.00, Physical server support cover these.

What other options were considered?

None

2027 Request for Capital Asset

Department Information Technology **Project Title** CFS Fiber Circuit Reroute

Requested By Chris Myers **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
Fiber Circuit Reroute	**1**	February	$150,000	$0	$150,000
Project Total	**1**		**$150,000**	**$0**	**$150,000**

Project Description

This project would engage with our Internet Service Provider and have them reroute the last mile of their fiber circuit into Central Fire Station for improved resiliency.

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

The Central Fire Station datacenter currently operates three fiber internet circuits intended to provide redundant connectivity; however, all three circuits share a common physical route along Grogan's Mill Rd. This configuration presents a critical single point of failure — a single backhoe strike, utility accident, or planned construction event along this corridor would simultaneously sever all three circuits, resulting in a complete loss of connectivity. Despite the investment in multiple carriers and logical redundancy, the lack of physical path diversity renders our resiliency architecture ineffective and leaves the facility fully exposed to a common-cause outage. Rerouting this fiber circuit through an alternate physical path would eliminate this shared-fate risk and deliver true infrastructure redundancy.

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

There would be no impact on operating costs.

What other options were considered?

Status quo

2027 Request for Capital Asset

Department Information Technology **Project Title** RFRC Treehouse Wi-Fi

Requested By Chris Myers **Category** Recreation Center

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Network Equipment	**2**	February	$0	$2,300	$2,300
Cabling Installation	**1**	February	$0	$5,000	$5,000
Project Total	**3**		**$0**	**$7,300**	**$7,300**

Project Description

This project would add Wi-Fi network capabilities in the front three Programming Treehouses at the Rob Fleming Recreation Center.

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

These treehouses are frequently rented out for events and the renters are unable to have any internet connection in the treehouses as there is no Wi-Fi signal. This negatively impacts repeat rentals and safety of the occupants during the events as services such as Wi-Fi enabled calling is unavailable on their cell phones.

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

The annual operating cost of this project would be the support/maintenance renewal on the Wi-Fi access point which is approximately $150 annually.

What other options were considered?

Status quo

2027 Request for Capital Asset

Department Information Technology **Project Title** Upgraded Pool Internet

Requested By Chris Myers **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
Starlink Dish	**7**	March	$0	$2,500	$2,500
Mounting Hardware	**7**	March	$0	$1,400	$1,400
Mounting Labor	**7**	March	$0	$2,100	$2,100
Project Total	**21**		**$0**	**$6,000**	**$6,000**

Project Description

This project would provide Starlink internet at seven Township pools which are currently without fiber internet. Providing fiber internet to these pools would be cost prohibitive.

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

Having reliable and stable bandwidth internet at the pools is imperative to operations as the improved cameras and Point-of-Sale systems require such connections. While the current cellular connections have been decent in the past, these new and improved devices are unable to reliably function on the lower bandwidth and less stable connection these cellular modems provide.

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

The annual service costs for all seven sites would cost $5,600

What other options were considered?

Status quo

2027 Request for Capital Asset

Department Information Technology **Project Title** Radio Inventory Management Platform

Requested By Chris Myers **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Radio Inventory Management Platform	**1**	February	$11,500	$0	$11,500
Project Total	**1**		**$11,500**	**$0**	**$11,500**

Project Description

The Radio Inventory Management Platform project will deploy a centralized system to track, configure, and maintain the full fleet of Township's two-way radios, including handheld units, in-vehicle mobiles, and supporting infrastructure, with primary emphasis on the fire department's life-safety operations.

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

This project will deliver real-time visibility, automated maintenance alerts, configuration management, and standardized workflows for asset assignments, repair, and lifecycle oversight across all departments. This strategic upgrade will enhance fleet reliability, reduce downtime, and ensure mission-critical communications remain available for daily operations and emergency response.

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

This platform, if implemented, would have a recurring renewal cost for the Computer Support budget.

What other options were considered?

Status quo

2027 Request for Capital Asset

Department Information Technology **Project Title** Bear Branch Sound System

Requested By William “Bubba” Priesmeyer **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Bear Branch Recreation Center Sound System	**1**	January	$42,000	$0	$42,000
Project Total	**1**		**$42,000**	**$0**	**$42,000**

Project Description

The existing sound system at Bear Branch Recreation Center has exceeded its serviceable lifespan and is in need of replacement. This project provides for the procurement and installation of updated audio equipment, including new speakers and cabinetry, and allow for better connectivity to serve the gymnasium. A similar project has already been undertaken at Rob Fleming Recreation Center.

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

The Bear Branch audio system serves as an essential resource for staff and patrons throughout the year, supporting a wide range of activities including large group meetings, recreational programming, and youth events. During youth events, a public address (PA) system is frequently required for effective communication, while staff meetings and training sessions demand reliable sound reinforcement for video presentations. However, the current system lacks a dedicated microphone for staff use, and a portable sound system must be brought in when audio support for video playback is needed. These limitations highlight the need for a fully integrated audio solution that meets the gymnasium's varied and ongoing operational demands.

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

None

What other options were considered?

None

2027 Request for Capital Asset

Department Information Technology **Project Title** Emergency Operations Center iWall

Requested By William “Bubba” Priesmeyer **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Emergency Operations Center (EOC) iWall	**1**	April	$150,000	$0	$150,000
Project Total	**1**		**$150,000**	**$0**	**$150,000**

Project Description

Replace the Emergency Operations Center iWall that has reached its 10-year replacement cycle. A similar project to replace the iWall at Dispatch, which is about half this wall’s size, was completed in 2026.

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

When the Emergency Operations Center is activated by The Woodlands Fire Department, pre-staged computer and AV equipment serves as the backbone of emergency response operations. At the heart of this infrastructure is the iWall — a mission-critical display system that provides real-time visual representation of live video feeds, operational status dashboards, camera systems, and more. The iWall's ability to aggregate multiple input sources and present them simultaneously in a variety of configurable formats makes it an indispensable tool for coordinating an effective response during active incidents.

The current iWall has reached its End of Life and can no longer be relied upon to perform at the level that emergency operations demand. Replacing this system is not simply an upgrade — it is a necessary investment in the reliability and effectiveness of The Woodlands Fire Department's emergency response capabilities. Delaying this replacement risks system failures at the most critical moments, when clear situational awareness and real-time information are essential to protecting lives and property.

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

N/A

What other options were considered?

None

2027 Request for Capital Asset

Department Information Technology **Project Title** Access Controls

Requested By William "Bubba" Priesmeyer **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Access Controls	**1**	April	$5,000	$0	$5,000
Project Total	**1**		**$5,000**	**$0**	**$5,000**

Project Description

This project will add access controls to a Town Hall storage room.

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

Storage room is currently accessed by key. Transportation stores cash in this room and require that access be controlled and monitored.

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

$56.00 annual software subscription

What other options were considered?

None

2027 Request for Capital Asset

Department Information Technology **Project Title** License Plate Readers

Requested By William "Bubba" Priesmeyer **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
LPR Cameras	**3**	March	$18,000	$0	$18,000
LPR Licenses	**2**	March	$3,500	$0	$3,500
Access Controls	**1**	March	$5,000	$0	$5,000
Project Total	**6**		**$26,500**	**$0**	**$26,500**

Project Description

This project encompasses the procurement and installation of License Plate Recognition (LPR) cameras across five fire department sites to modernize and standardize access control infrastructure. The LPR cameras will manage, provide fire apparatus and fleet vehicles access into the gate facilities.

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

Stations 6 and 8 — Replacement of two existing LPR cameras that have reached end-of-life and are no longer compatible with current access control systems.

Stations 5— Replacement of a recently installed camera that lacks true LPR functionality, resulting in suboptimal performance and inadequate integration with access control requirements.

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

None

What other options were considered?

$1,300 annual software support


THE WOODLANDS
TOWNSHIP

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THE WOODLANDS TOWNSHIP

CAPITAL BUDGET

FOR THE YEAR ENDING DECEMBER 31, 2027

(In Whole Dollars)

	Prior Year Carryover	*2026 Budget*	*2026 Forecast*	*Carry-Over*	*2027 New*	*2027 Reserve*	*2027 Total*
GENERAL							
Building Improvements/Equipment	$ 80,640	$ 140,000	$ 220,640	$ -	$ -	$ 25,000	$ 25,000
Furniture	-	175,000	175,000	-	-	100,000	100,000
HVAC Replacement	547,393	635,500	1,182,893	-	-	240,700	240,700
Remote Docking Station - Generator	62,215	-	62,215	-	-	-	-
Key Management Equipment	-	95,000	95,000	-	-		-
Interior Improvements	256,994	340,000	596,994	-	-	25,000	25,000
Server Room	65,500	-	65,500	-	-	-	-
Key Management System	11,000	-	11,000	-	-	-	-
HVAC Optimization	-	-	-	-	-	72,000	72,000
Camera Replacement	-	-	-	-	-	35,000	35,000
UPS Repair & Batteries	-	18,000	18,000	-	-	-	-
Total	$ 1,023,742	$ 1,403,500	$ 2,427,242	$ -	$ -	$ 497,700	$ 497,700

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Facilities Capital by Project

Year	CIP Category	Item	Capital Expense
2027	**Facilities**	Equipment & Systems Improvements	$ 25,000
2027	**Facilities**	Furniture Replacement	100,000
2027	**Facilities**	HVAC Replacement	240,700
2027	**Facilities**	Interior Improvements	25,000
2027	**Facilities**	HVAC Optimization	72,000
2027	**Facilities**	Camera Replacement	35,000
		Total - Other Capital	**$497,700**

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2027 Request for Capital Asset

Department Facilities **Project Title** TH – Equipment & Systems Improvements

Requested By Joshua Leftault **Category** Town Hall

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Equipment, Critical Systems, Common Area repairs, Fire Life Safety, Access Controls, etc.	**1**	November	$25,000	$0	$25,000
Project Total	**1**		**$25,000**	**$0**	**$25,000**

Project Description

Annual funding designated for necessary building-infrastructure improvements, new equipment purchases, or major repairs and break-fix needs for capital equipment that arise each year.

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

The ability to make repairs or replace critical equipment, fixtures, doors, hardware, roof systems, plumbing, electrical. Fire life safety. These items would not normally be covered under general maintenance or other capital projects with the goal being to keep the facility in good working order and update.

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

None

What other options were considered?

No other options were considered.

2027 Request for Capital Asset

Department Facilities **Project Title** TH – Legacy Furniture Replacement

Requested By Joshua Leftault **Category** Town Hall

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Replace various Legacy office furniture across Town Hall	**1**	June	$100,000	$0	$100,000
Project Total	**1**		**$100,000**	**$0**	**$100,000**

Project Description

Replace legacy furniture throughout the Town Hall. Legacy furniture onsite is over 30 years old and is showing considerable age, poor condition, and some functions not working (credenzas, Conference tables, drawers, cabinet doors, locks, overhead cabinets, etc).

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

Buy upgraded furniture to keep the facility in good working order and updated with the new standard office furniture from the renovation area.

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

None

What other options were considered?

No other options were considered.

2027 Request for Capital Asset

Department Facilities **Project Title** TH – HVAC RTU Replacements PHASE 4

Requested By Joshua Leftault **Category** Town Hall

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Replace Various HVAC RTU's on Town Hall Roof	**1**	September	$240,700	$0	$240,700
Project Total	**1**		**$240,700**	**$0**	**$240,700**

Project Description

Replace (3) AAON RTU's installed between 2013 to 2015. These are highly technical units and are recommended to be replaced in 2027. The units to be replaced and areas served are:
RTU 10 – 800 Area offices
RTU 17 – Dock Storage area
RTU 22 – Loading Dock

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

Maintaining a proactive approach to equipment replacement and ensuring adequate spare parts for the remaining rooftop HVAC systems. This helps prevent service interruptions, supports reliable building operations, and reduces the risk of emergency repairs.

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

Energy savings and lower maintenance cost.

What other options were considered?

No other options were considered.

2027 Request for Capital Asset

Department Facilities **Project Title** TH – Interior Improvements

Requested By Joshua Leftault **Category** Town Hall

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
General Common Area Repairs and Improvements	**N/A**	July - September	$25,000	$0	$25,000
Project Total	**N/A**		**$25,000**	**$0**	**$25,000**

Project Description

Funding for interior improvements, including remodeling needs such as cubicles, offices, lobbies, common areas, executive conference rooms, and the board lobby. This also covers general repairs to flooring, walls, ceilings, grid tiles, and restroom fixtures.

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

The ability to repair or replace essential equipment, fixtures, doors, hardware, roofing systems, plumbing, electrical components, and fire-life-safety elements. These needs are typically not covered under general maintenance or other capital projects. This funding ensures the facility remains safe, updated, and in good working condition.

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

None

What other options were considered?

No other options were considered

2027 Request for Capital Asset

Department Facilities **Project Title** TH – HVAC Optimization Improvements

Requested By Joshua Leftault **Category** Town Hall

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Improve HVAC system efficiency, reduce energy costs, enhance comfort, and extend equipment lifespan through smart controls.	**1**	August	$72,000	$0	$72,000
Project Total	**1**		**$72,000**	**$0**	**$72,000**

Project Description

This project focuses on enhancing the operational efficiency of current HVAC systems through logic optimization to ensure HVAC systems operate in alignment with actual building usage rather than static, outdated configurations. It involves adjusting schedules, setpoints, airflow, and control logic while considering occupancy patterns, outdoor conditions, and maintenance quality.

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

Reduce Hot/Cold house calls, ensure air balance and common temperatures across Town Hall for better comfort for occupancy and lower utility operating cost.

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

None

What other options were considered?

None

2027 Request for Capital Asset

Department Facilities **Project Title** TH – Camera Replacements

Requested By Joshua Leftault **Category** Town Hall

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Replace various security cameras around Town Hall	**1**	July	$35,000	$0	$35,000
Project Total	**1**		**$35,000**	**$0**	**$35,000**

Project Description

Replace five (5) security cameras and their mounting hardware throughout Town Hall, covering both interior and exterior areas.

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

The proposed cameras will enhance image quality and coverage for exterior areas.

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

None

What other options were considered?

No other options were considered.

Special Revenue Fund

In This Section You Will Find:

Statement of Revenues, Expenditures and Changes in Fund Balance **12-1**

Special Revenue Fund Overview **12-3**

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Statement of Revenue, Expenditures & Changes in Fund Balance

2027 Budget

	Market Street/ Town Green Park	Mall Expansion/ Waterway Square	Public Safety	Total
REVENUES				
Sales and Use Tax	$2,408,650	$2,435,310	$37,465,853	$ 42,309,813
Interest Income	-	-	-	-
Other Income	-	-	-	-
Financing Sources	-	-	-	-
Transfers In	-	-	-	-
TOTAL REVENUES	**$ 2,408,650**	**$ 2,435,310**	**$ 37,465,853**	**$ 42,309,813**
PROJECT PAYMENTS				
Market Street Public Enhancements	1,694,081	-	-	1,694,081
The Woodlands Mall Expansion	-	2,085,310	-	2,085,310
Town Green Park	714,569	-	-	714,569
Waterway Square	-	350,000	-	350,000
Financing Uses	-	-	-	-
Transfers Out	-	-	37,465,853	37,465,853
TOTAL EXPENDITURES	**$ 2,408,650**	**$ 2,435,310**	**$ 37,465,853**	**$ 42,309,813**
REVENUE OVER/(UNDER) EXPENDITURES	**-**	**-**	**-**	**-**
BEGINNING FUND BALANCE	**(6,105,193)**	**(182,602)**	**-**	**(6,287,795)**
ENDING FUND BALANCE	**$ (6,105,193)**	**$ (182,602)**	**$ -**	**$ (6,287,795)**

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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 2027 Budget includes incremental sales tax collections generated by the Zone totaling $42,309,813. These collections have been committed for specific projects to the extent of actual collections.

Incremental Sales Tax Revenue by Project	
Public Safety	$37,465,853
Woodlands Mall Expansion	2,435,310
Market Street/Town Green Park Enhancements	2,408,650
Total	**$42,309,813**

Market Street Public Enhancements & Town Green Park





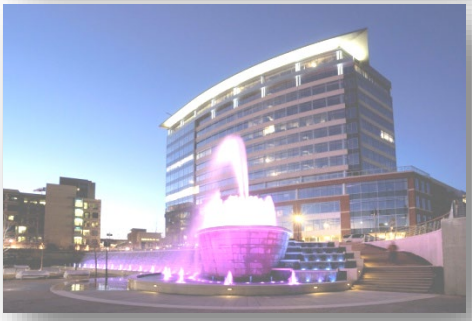
Approved in November of 2002, project costs include public enhancements to the mixed-use development located at Market Street within the boundaries of the Township and the development of Town Green Park. Approved reimbursable public enhancement costs of $10,600,000 for the Market Street project include, 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.

As of December 31, 2025, aggregate net revenue payments including interest to the project developer totaled $24,759,420, and priority payments to the Township totaled $4,000,000.

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, 2025, aggregate net revenue payments including interest to the project developer totaled $13,280,781, and priority payments to the Township totaled $7,700,000.

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 2027 operating expenditures (excluding debt and capital) total $37,580,198, which will be funded by $37,465,183 of incremental tax collected within the economic development zone not dedicated to other projects.

For more information on the Fire Department's 2027 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**

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Debt Service Fund

Overview

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 1/1/2027 will be $15.5 million, and principal and interest due on that debt will be $6.0 million for 2027. 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 1/1/2027 is $12.7 million. Annual debt service requirements total $3.1 million for 2027 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 2025, 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 2025

a list of cities of similar population and their debt

City Name	Tax Supported Debt Outstanding	Tax Supported Debt Outstanding Per Capita	Population
College Station	$530,732,441	$4,164	127,472
Richardson	$619,279,517	$5,224	118,542
Pearland	$1,512,038,898	$11,637	129,930
Round Rock	$677,517,812	$4,796	141,282
League City	$327,533,894	$2,732	119,905
Odessa	$302,005,632	$2,461	122,707
Beaumont	$222,383,171	$1,969	112,967
Allen	$249,047,731	$2,195	113,447
The Woodlands Township	**$17,011,300**	**$136**	**125,300**

Source: Texas Bond Review Board, U.S. Census Bureau
Note: The table includes The Woodlands Township and eight 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.

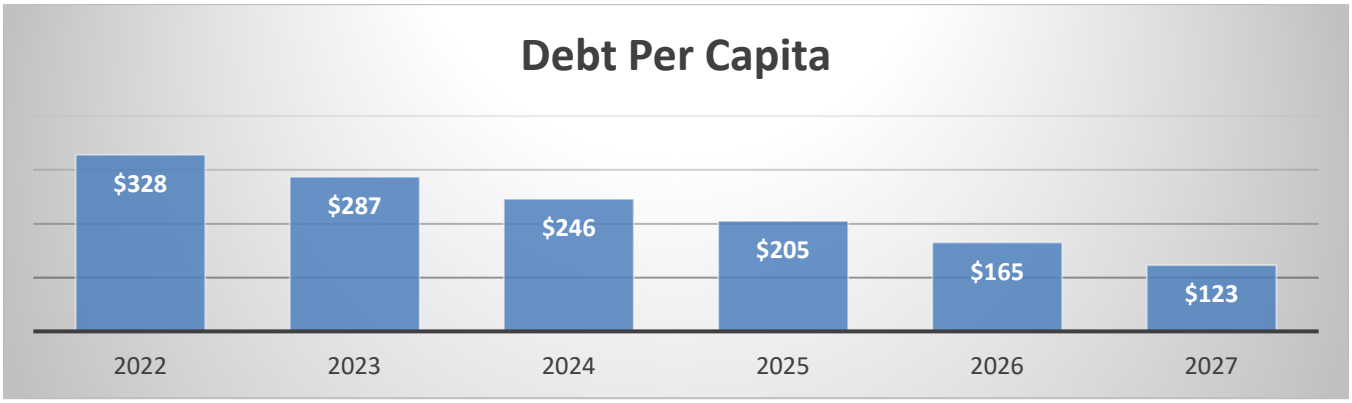
In addition to unlimited tax bonds, the Township issued Sales Tax and Hotel Occupancy Tax Refunding Bonds Series 2019 to take advantage of favorable market conditions and lower debt service payments on debt refunded in 2010 related to the construction of The Woodlands Convention Center. The outstanding balance on these bonds at 1/1/2027 is $2.8 million. Annual debt service requirements total $2.8 million and are fully funded by hotel occupancy tax revenues in 2027. 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. This bond will be paid off in 2027 and no other revenue bonds remain.

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 $328 in 2022 to a low of $123 in 2027, representing a 62% decrease.

Total **Debt per Capita** (excluding interest)						
Debt per Capita Table	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Outstanding Debt	$39,805,000	$35,210,000	$30,540,000	$25,700,000	$20,695,000	$15,495,000
Population*	121,300	122,500	123,900	125,300	125,600	126,200
Debt per Capita	$328	$287	$246	$205	$165	$123

*Woodlands Area Population Estimates Provided by The Howard Hughes Corporation



Total debt service on the Township's outstanding bonds is $6.0 million for 2027. 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 2027 follows:

Sources of Funds	**Amount**	**%**
Hotel Occupancy Tax (base 7%)	$ 8,336,743	72.74%
Property Tax	3,118,500	27.21%
Sales and Use Tax	-	0.00%
Interest Income	6,000	0.05%
Total Sources of Funds	**$11,461,243**	**100.0%**

Use of Funds	**Principal**	**Interest**	**Total**
Hotel Tax-Revenue Bonds	$ 2,775,000	$ 69,375	$ 2,844,375
Property Tax - Unlimited Tax Bonds	2,660,000	458,500	3,118,500
Total Uses of Funds	**$ 5,435,000**	**$ 527,875**	**$ 5,962,875**

Debt Service Fund

Total annual debt service requirements have decreased from a total of $7.9 million in 2018 to $6.0 million in 2027. 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 2027. 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 $29.7 million, the Township has the debt capacity to increase annual debt service requirements by $20.0 million and still maintain a 130% MADS coverage. Assuming a 5.0% interest rate, $20.0 million of annual debt service payments would support $154.4 million in additional revenue bonds with a 10-year term or $207.6 million with a 15-year term.

Pledged Revenue Coverage	**FY 2026**
Hotel tax (7%)	$8,336,743
Sales tax (1/2 of 1%)	21,485,801
Total pledged revenues	$29,822,544
Current Maximum Annual Debt Service	2,844,375
Coverage (130% min requirement)	1048%
Additional Annual Debt Service	$20,096,043
MADS Coverage (%)	130%
Possible Additional Debt (15 yrs)	$208,590,000
Possible Additional Debt (10 yrs)	$155,176,300

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.

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. Any remaining hotel tax revenue is then allocated to the Undesignated Hotel Tax Reserve.

Allocation of 7% Base Hotel Tax Revenue	
2027 Hotel Tax Revenue	$8,336,743
2027 Hotel Tax Required for Debt Service on Revenue Bonds*	(2,838,375)
Hotel Tax Available after Debt Service Payments	**5,498,368**
Hotel Tax allocated to Visit The Woodlands	(1,899,324)
2027 Hotel Tax Transferred to Undesignated Hotel Tax Reserve	**$3,599,044**

*Debt service, net of interest income

At 12/31/2027, Undesignated Hotel Tax Reserve is projected to have a balance of $14,814,040.

	Forecast 2026	Budget 2027
Beginning Reserve Balance	9,241,261	$11,874,996
Excess Hotel Tax Revenue	3,688,735	3,599,044
Board Authorized Uses:		
Holiday Decorations	(485,000)	(485,000)
Town Center Elevators		(175,000)
Bus Wraps	(110,000)	
Mobility Study	(250,000)	
250th Anniversary/Red, Hot, & Blue	(210,000)	
Ending Reserve Balance	**$11,874,996**	**$14,814,040**

Debt Service Fund
Statement of Revenues, Expenditures & Changes in Fund Balance
(in whole dollars)

	2025 Actuals	2026 Budget	2026 Forecast	2027 Budget	$ Inc/(Dec)
REVENUES					
Direct - Property Tax	$ 3,138,839	$ 3,113,900	$ 3,113,900	$ 3,118,500	$ 4,600
Direct - Hotel Occupancy Tax	8,012,588	8,336,743	8,129,050	8,336,743	-
Interest Income	419,911	6,000	6,000	6,000	-
Transfers In	-	-	-	-	-
Bond Proceeds/Excess	-	-	-	-	-
TOTAL REVENUES	**$ 11,571,338**	**$ 11,456,643**	**$ 11,248,950**	**$ 11,461,243**	**$ 4,600**
EXPENDITURES					
Debt Service - Principal	5,005,000	5,200,000	5,200,000	5,435,000	235,000
Debt Service - Interest	951,250	758,650	758,650	527,875	(230,775)
Debt Issuance Costs					
Debt Service - Admin Expense	2,475	-	-	-	-
Transfers Out - Capital Replacement Reserve	3,883,090	-	-	175,000	175,000
Transfers Out - TRNS (Bus Wraps/Initiatives)	-	360,000	360,000	-	(360,000)
Transfers Out - General Fund (For CVB)	1,892,393	2,297,694	2,296,565	2,384,324	86,630
TOTAL EXPENDITURES	**$ 11,734,208**	**$ 8,616,344**	**$ 8,615,215**	**$ 8,522,199**	**$ (94,145)**
REVENUE OVER/(UNDER) EXPENDITURES	**(162,870)**	**2,840,299**	**2,633,735**	**2,939,044**	**98,745**
BEGINNING FUND BALANCE	**12,761,656**	**12,598,786**	**12,598,786**	**15,232,521**	**2,633,735**
ENDING FUND BALANCE	**$ 12,598,786**	**$ 15,439,085**	**$ 15,232,521**	**$ 18,171,565**	**$ 2,732,480**
ENDING FUND BALANCE RECONCILIATION					
Funds for Debt Service	3,357,525	3,357,525	3,357,525	3,357,525	
Funds for Excess Hotel tax	9,241,261	12,081,560	11,874,996	14,814,040	
	12,598,786	15,439,085	15,232,521	18,171,565	

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The Woodlands Township
Debt Service Fund Summary
(in whole dollars)

Entity	Type*	Rate	Issued	Maturity	Description	Outstanding Balance	Projected Debt Service 2027	2028	2029	2030	2031
TWT	Revenue Bonds	2.00% to 5.00%	2019	2027	Convention Center Refunding	$ 2,775,000	$ 2,844,750	$ -	$ -	$ -	$ -
TWT	Unlimited Tax Bonds	2.00% to 5.00%	2019	2030	Parks & Fire Department	8,605,000	2,294,500	2,323,000	2,341,900	2,366,400	-
TWT	Unlimited Tax Bonds	1.00% to 4.00%	2021	2032	Parks & Fire Department	4,115,000	824,000	801,700	774,300	756,700	704,400
					TOTAL DEBT SERVICE		**$ 5,963,250**	**$ 3,124,700**	**$ 3,116,200**	**$ 3,123,100**	**$ 704,400**

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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	2027	2,844,375	2,775,000	69,375	-
		$ 2,844,375	$ 2,775,000	$ 69,375	

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	2027	2,294,500	1,980,000	314,500	6,625,000
2	2028	2,323,000	2,100,000	223,000	4,525,000
3	2029	2,341,900	2,205,000	136,900	2,320,000
4	2030	2,366,400	2,320,000	46,400	-
		$ 9,325,800	$ 8,605,000	$ 720,800	

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	2027	824,000	680,000	144,000	3,435,000
2	2028	801,700	685,000	116,700	2,750,000
3	2029	774,300	685,000	89,300	2,065,000
4	2030	756,700	695,000	61,700	1,370,000
5	2031	704,400	670,000	34,400	700,000
6	2032	710,500	700,000	10,500	-
		$ 4,571,600	$ 4,115,000	$ 456,600	

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Debt Service Reserve

In This Section You Will Find:

Debt Service Reserve Statement of Revenues, Expenditures and Changes in Fund Balance **14-1**

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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)

	2025 Actual	2026 Budget	2026 Forecast	2027 Budget	$ Inc/(Dec)
REVENUES					
Interest Income	$ 5,336	$ -	$ -	$ -	$ -
Transfers In - General Fund	-	-	-	-	-
TOTAL REVENUES	**$ 5,336**	**$ -**	**$ -**	**$ -**	**$ -**
EXPENDITURES					
Transfers Out	-	-	-	-	-
TOTAL EXPENDITURES	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
REVENUE OVER/(UNDER) EXPENDITURES	**5,336**	**-**	**-**	**-**	**-**
BEGINNING FUND BALANCE	**123,873**	**129,209**	**129,209**	**129,209**	**-**
ENDING FUND BALANCE	**$ 129,209**	**$ 129,209**	**$ 129,209**	**$ 129,209**	**$ -**

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Five-Year Plan

In This Section You Will Find:

Five-Year Plan Overview 15-1

Five-Year Plan Assumptions 15-2

Statement of Revenues, Expenditures and Changes in Fund Balance 15-4

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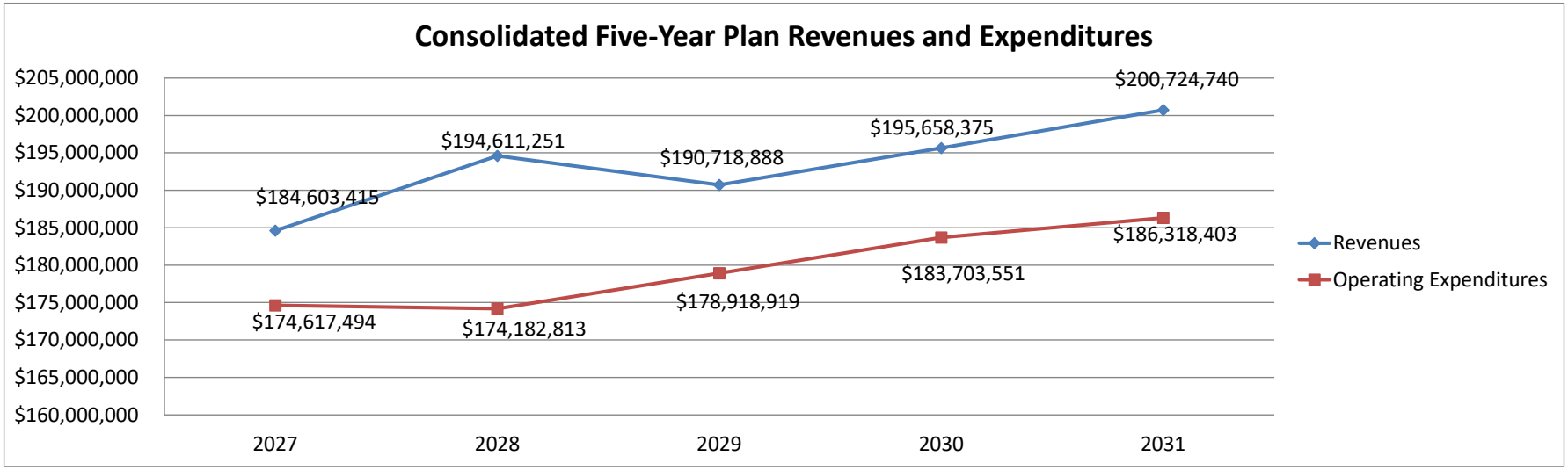
The Woodlands Township
Five-Year Plan Overview

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 capital and debt plans, all of which are provided in following pages of this section.

Projected revenues and expenditures for the years 2027 - 2031 are summarized below. Increases in expenses are primarily due to inflation and contractual obligations in future years.

	2027	2028	2029	2030	2031
Property Tax Rate	**$0.1714**	**$0.1714**	**$0.1714**	**$0.1714**	**$0.1714**
Revenues	$184,603,415	$194,611,251	$190,718,888	$195,658,375	$200,724,740
Operating, Debt Service, EDZ Expenditures	174,617,494	174,182,813	178,918,919	183,703,551	186,318,403
Capital Expenditures	15,127,686	21,226,918	10,288,860	7,135,165	8,113,116
Revenues Over Expenditures**	($5,141,765)	($798,480)	$1,511,110	$4,819,659	$6,293,220

** Negative net revenues are the result of the utilization of capital reserves to fund capital projects in excess of the capital replacement funding allocation and the overall negative undesignated fund balance in the out years based on the budget model assumptions. If the negative balances materialize in the future years, the budget will be adjusted to bring the current year in balance.



Five-Year Plan Assumptions

Revenue	2027*	2028	2029	2030	2031
Property Tax Revenue Growth	-	2.0%	2.0%	2.0%	2.0%
Sales Tax Revenue Growth	3.25%	3.0%	3.0%	3.0%	3.0%
Hotel Tax Revenue Growth	2.5%	3.0%	3.0%	3.0%	3.0%

* Growth from Forecast 2026

Five-Year Plan Assumptions

Operating Expenses	2027	2028	2029	2030	2031
Inflation	-	2.5%	2.5%	2.5%	2.5%

Capital Projects	2027	2028	2029	2030	2031
Capital Expense (Excl. Transportation)	$13,677,686	$12,226,918	$9,938,860	$6,785,165	$7,763,116
Capital Funding	**2027**	**2028**	**2029**	**2030**	**2031**
New Capital Assets (funded by General Fund)	$496,400	$1,323,275	$1,208,219	$ 1,056,645	$2,442,186
Parks Needs Assessment	$1,196,386	-	-	-	-
Capital Replacement Reserve	$11,984,900	$10,903,643	$8,730,641	$ 5,728,520	$ 5,320,930
Total	**$13,677,686**	**$12,226,918**	**$9,938,860**	**$6,785,165**	**$7,763,116**

The Woodlands Township
Consolidated Five Year Plan
(in whole dollars)

	2026	2027	2028	2029	2030	2031
REVENUES						
Property Tax	$ 51,973,120	$ 53,892,531	$ 55,096,633	$ 56,302,143	$ 57,433,644	$ 58,564,871
Sales and Use Tax	82,597,012	85,281,415	87,839,857	90,475,053	93,189,305	95,984,984
Hotel Occupancy Tax	8,129,050	8,336,743	8,586,845	8,844,451	9,109,784	9,383,078
Supplemental Hotel Occupancy Tax	2,322,586	2,381,926	2,453,384	2,526,985	2,602,795	2,680,879
Mixed Beverage Tax	1,485,000	1,485,000	1,522,125	1,560,178	1,599,183	1,639,162
Event Admissions Tax	2,000,000	2,000,000	2,020,000	2,040,200	2,060,602	2,081,208
Program Revenue - Other	8,317,500	8,523,250	8,023,836	8,204,275	8,389,226	8,578,800
Program Revenue - Bus Fares	2,538,685	3,057,549	3,133,988	3,212,337	3,595,286	4,026,395
Administrative Fees	824,500	824,500	824,500	824,500	824,500	824,500
Grants and Contributions	33,750,712	7,829,005	15,453,217	6,960,520	6,819,115	6,635,589
Interest Income	4,652,838	5,021,069	3,567,327	3,556,019	3,636,342	3,734,724
Other Income	6,049,949	5,970,427	6,089,540	6,212,226	6,398,593	6,590,551
TOTAL REVENUES	**$ 204,640,952**	**$ 184,603,415**	**$ 194,611,251**	**$ 190,718,888**	**$ 195,658,375**	**$ 200,724,740**
OPERATING EXPENDITURES						
General Government	15,052,462	15,750,750	16,114,794	16,517,664	16,930,605	17,353,870
Customer Engagement	4,117,771	4,228,235	4,333,941	4,442,289	4,553,347	4,667,180
Law Enforcement	21,221,014	23,747,898	23,362,848	23,946,919	24,545,592	25,159,231
Parks and Recreation	42,254,730	43,282,662	44,303,229	45,410,809	46,546,079	47,709,731
Community Services	15,098,188	15,832,841	16,479,481	17,154,827	17,860,226	18,597,086
Communications	3,035,210	3,222,378	3,302,937	3,438,042	3,470,149	3,617,612
Transportation	9,688,469	10,524,411	10,764,744	11,021,335	11,284,341	11,553,922
Economic Development	240,000	259,500	265,988	272,637	279,453	286,439
The Woodlands Fire Department	36,143,379	37,580,198	38,718,202	39,891,653	41,101,684	42,349,465
Convention and Visitors Bureau	3,979,651	4,281,750	4,388,794	4,498,514	4,610,976	4,726,251
Regional Participation	2,601,187	2,685,725	2,766,297	2,849,286	2,934,764	3,022,807
Other Expenditures (Operating)	2,702,244	2,414,311	2,440,597	2,467,229	2,494,212	2,521,551
Operating subtotal	156,134,304	163,810,659	167,241,850	171,911,204	176,611,428	181,565,146
OTHER EXPENDITURES						
Other Expenditures (EDZ)	4,837,825	4,843,960	3,816,264	3,891,515	3,969,023	4,048,857
Capital Outlay (Inflated)	44,410,206	13,677,686	12,226,918	9,938,860	6,785,165	7,763,116
Transportation Capital	27,565,597	1,450,000	9,000,000	350,000	350,000	350,000
Debt Service	5,958,650	5,962,875	3,124,700	3,116,200	3,123,100	704,400
TOTAL EXPENDITURES	**$ 238,906,582**	**$ 189,745,180**	**$ 195,409,731**	**$ 189,207,779**	**$ 190,838,716**	**$ 194,431,519**
REVENUE OVER/(UNDER) EXPENDITURES	**(34,265,631)**	**(5,141,765)**	**(798,480)**	**1,511,110**	**4,819,659**	**6,293,220**
BEGINNING FUND BALANCE	**132,415,452**	**98,149,821**	**93,008,056**	**92,209,576**	**93,720,686**	**98,540,345**
ENDING FUND BALANCE	**$ 98,149,821**	**$ 93,008,056**	**$ 92,209,576**	**$ 93,720,686**	**$ 98,540,345**	**$ 104,833,565**
Property Tax Rate	**$0.1714**	**$0.1714**	**$0.1714**	**$0.1714**	**$0.1714**	**$0.1714**

The Woodlands Township
Consolidated Five Year Plan
Ending Fund Balance
(in whole dollars)

Rate 0.1714 **$31.40 B**

	2026	2027	2028	2029	2030	2031
ENDING FUND BALANCE	**$ 98,149,821**	**$ 93,008,056**	**$ 92,209,576**	**$ 93,720,686**	**$ 98,540,345**	**$ 104,833,566**
Operating Reserve						
Minimum Reserve Balance (25% of General Fund Operating Expenses)	$ 33,839,991	$ 35,083,601	$ 36,061,684	$ 37,105,043	$ 38,152,995	$ 39,261,115
Beginning Balance	43,709,894	36,277,196	35,083,601	36,061,684	37,105,043	38,152,995
Usage of 2025 Funding for 2026 Carryovers/Budget Initiatives			-	-	-	-
Fund 2026 Law Enforcement Body/Vehicle Cameras	(295,083)					
Fund 2026 Parks Admin Consulting	(200,000)					
Fund 2026 LE Polaris Ranger and Lidar	(81,939)					
Fund 2027 Operating Reserve	1,500,761					
Fund 2027 LE Equipment	954,876	(954,876)				
25 to 26 Transportation Capital - 20% Match	(179,299)					
Additions/Reductions (2025 Excess Funds)	(9,132,013)	(238,719)	978,083	1,043,359	1,047,952	1,108,121
Ending Balance	**$ 36,277,196**	**$ 35,083,601**	**$ 36,061,684**	**$ 37,105,043**	**$ 38,152,995**	**$ 39,261,115**
Health Insurance Reserve						
Beginning Balance	$ 995,915	$ 995,915	$ 995,915	$ 995,915	$ 995,915	$ 995,915
Additions	-	-	-	-	-	-
Ending Balance	**$ 995,915**	**$ 995,915**	**$ 995,915**	**$ 995,915**	**$ 995,915**	**$ 995,915**
Transportation Fund						
Beginning Balance	$ 3,345,898	$ 3,819,173	$ 3,819,173	$ 3,819,173	$ 3,819,173	$ 3,819,173
Additions/(Uses)	473,275	-	(0)	-	-	-
Ending Balance	**$ 3,819,173**	**$ 3,819,173**	**$ 3,819,173**	**$ 3,819,173**	**$ 3,819,173**	**$ 3,819,173**
Transportation Reconciliation						
Initiatives & Other	**$ 4,851,087**	**$ 4,851,087**	**$ 4,851,087**	**$ 4,851,087**	**$ 4,851,087**	**$ 4,851,087**
Park&Ride Reserve	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**
Park&Ride Operations	**$ (1,931,913)**	**$ (1,931,913)**	**$ (1,931,913)**	**$ (1,931,913)**	**$ (1,931,913)**	**$ (1,931,913)**
	$ 3,819,173	**$ 3,819,173**	**$ 3,819,173**	**$ 3,819,173**	**$ 3,819,173**	**$ 3,819,173**
Capital Carryovers						
Beginning Balance	$ 16,980,647	$ -	$ -	$ -	$ -	$ -
Add/Utilization of Carryovers	(16,980,647)	-	-	-	-	-
Ending Balance	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
CCSA Projects Reserve						
Beginning Balance	$ 3,863,803	$ 3,863,803	$ 3,863,803	$ 3,863,803	$ 3,863,803	$ 3,863,803
Additions/(Uses)	-	-	-	-	-	-
Ending Balance	**$ 3,863,803**	**$ 3,863,803**	**$ 3,863,803**	**$ 3,863,803**	**$ 3,863,803**	**$ 3,863,803**

The Woodlands Township
Consolidated Five Year Plan
Ending Fund Balance
(in whole dollars)

Rate 0.1714 **$31.40 B**

	2026	2027	2028	2029	2030	2031
Capital Replacement Reserve						
Beginning Balance	$ 36,604,458	$ 30,969,178	$ 24,716,478	$ 18,663,637	$ 14,667,401	$ 13,643,464
Utilization of Reserve for Assets/Carryover	(15,392,480)	(11,984,900)	(10,903,643)	(8,730,641)	(5,728,520)	(5,320,930)
Interest	1,250,000	1,250,000	543,601	427,206	397,382	378,892
Reserve Study Allocation	8,450,000	4,250,000	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 Hotel Tax Reserve	-	175,000	-	-	-	-
Ending Balance	**$ 30,969,178**	**$ 24,716,478**	**$ 18,663,637**	**$ 14,667,401**	**$ 13,643,464**	**$ 13,008,626**
Parks Needs Assessment Reserve						
Beginning Balance	$ 11,950,244	$ 1,196,386	$ -	$ -	$ -	$ -
Uses	(10,753,858)	(1,196,386)	-	-	-	-
Ending Balance	**$ 1,196,386**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Cultural Education Reserve						
Beginning Balance	$ 1,379,787	$ 1,579,787	$ 1,779,787	$ 1,981,787	$ 2,185,807	$ 2,391,867
Additions/(Uses)	200,000	200,000	202,000	204,020	206,060	208,121
Ending Balance	**$ 1,579,787**	**$ 1,779,787**	**$ 1,981,787**	**$ 2,185,807**	**$ 2,391,867**	**$ 2,599,988**
Debt Service Reserve						
Beginning Balance	$ 129,210	$ 129,210	$ 129,210	$ 129,210	$ 129,210	$ 129,210
Additions/(Uses)	-	-	-	-	-	-
Ending Reserve Balance	**$ 129,210**	**$ 129,210**	**$ 129,210**	**$ 129,210**	**$ 129,210**	**$ 129,210**
Debt Service Fund						
Beginning Balance	$ 3,357,525	$ 3,357,525	$ 3,357,525	$ 3,357,525	$ 3,357,525	$ 3,357,525
Additions/(Uses)		-				
Ending Fund Balance	**$ 3,357,525**	**$ 3,357,525**	**$ 3,357,525**	**$ 3,357,525**	**$ 3,357,525**	**$ 3,357,525**
Undesignated Hotel Tax Reserve						
Beginning Balance	$ 9,241,261	$ 11,874,996	$ 14,814,040	$ 20,980,975	$ 27,369,398	$ 33,986,500
Additions - HOT Tax	3,688,735	3,599,044	6,651,935	6,873,422	7,102,103	7,338,206
(Uses) - HOT Tax	(1,055,000)	(660,000)	(485,000)	(485,000)	(485,000)	(485,000)
Ending Fund Balance	**$ 11,874,996**	**$ 14,814,040**	**$ 20,980,975**	**$ 27,369,398**	**$ 33,986,500**	**$ 40,839,706**
CVB						
Beginning Balance	$ 856,811	$ 801,811	$ 801,811	$ 801,811	$ 801,811	$ 801,811
Additions/(Uses)	(55,000)	-	-		-	-
Ending Fund Balance	**$ 801,811**	**$ 801,811**	**$ 801,811**	**$ 801,811**	**$ 801,811**	**$ 801,811**
Total Fund Balance	**$ 94,864,980**	**$ 89,361,343**	**$ 90,655,520**	**$ 94,295,086**	**$ 101,142,263**	**$ 108,676,872**
Annual Undesignated Fund Balance	**$ 3,284,841**	**$ 361,872**	**$ (2,092,657)**	**$ (2,128,456)**	**$ (2,027,518)**	**$ (1,241,388)**

FUND AND RESERVE BALANCES

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, and the Transportation Fund can be found in the sections of this budget document specifically related to those funds.

	2026 Forecast	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Operating Reserve	$ 36,277,196	$ 35,083,601	$ 36,061,684	$ 37,105,043	$ 38,152,995	$ 39,261,115
CCSA Developer Projects Reserve	3,863,803	3,863,803	3,863,803	3,863,803	3,863,803	3,863,803
Cultural Education Reserve	1,579,787	1,779,787	1,981,787	2,185,807	2,391,867	2,599,988
Capital Reserve	30,969,178	24,716,478	18,663,637	14,667,401	13,643,464	13,008,626
Parks Needs Assessment Reserve	1,196,386	-	-	-	-	-
Self-Funded Health Insurance Reserve	995,915	995,915	995,915	995,915	995,915	995,915
Convention & Visitors Bureau Fund Balance	801,811	801,811	801,811	801,811	801,811	801,811
Debt Service Fund	3,357,525	3,357,525	3,357,525	3,357,525	3,357,525	3,357,525
Debt Service Reserve	129,210	129,210	129,210	129,210	129,210	129,210
Hotel Occupancy Tax Reserve	11,874,996	14,814,040	20,980,975	27,369,398	33,986,500	40,839,706
Transportation Fund	3,819,173	3,819,173	3,819,173	3,819,173	3,819,173	3,819,173
Total Ending Fund Balance	**$ 94,864,980**	**$ 89,361,343**	**$ 90,655,522**	**$ 94,295,086**	**$ 101,142,263**	**$ 108,676,872**
Annual Undesignated Fund Balance **	**$ 3,284,841**	**$ 361,872**	**$ (2,092,657)**	**$ (2,128,456)**	**$ (2,027,518)**	**$ (1,241,388)**

** 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. Any negative balance in the outyears will be addressed with an adjustment to the budget when that year becomes the current budget year if the balance remains negative.

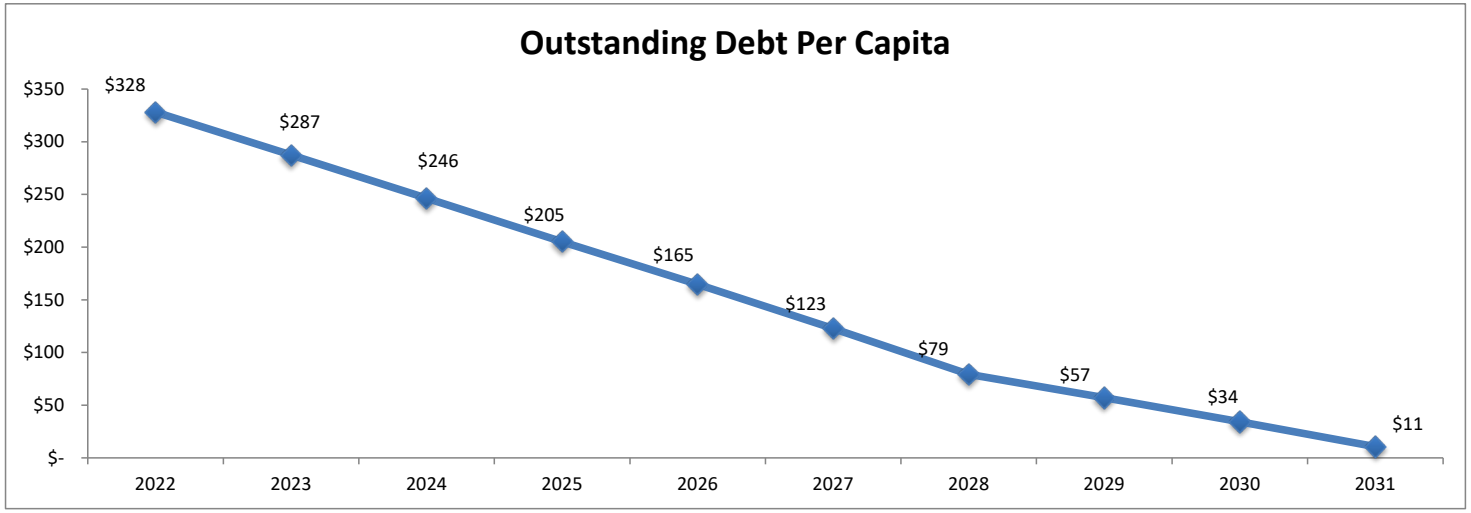
DEBT SERVICE FUND

Debt Service Fund Five-Year Plan
Statement of Revenues, Expenditures & Changes in Fund Balance
(in whole dollars)

	2026 Forecast	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
REVENUES						
Direct - Property Tax	$ 3,113,900	$ 3,118,500	$ 3,124,700	$ 3,116,200	$ 3,123,100	$ 704,400
Direct - Hotel Occupancy Tax	8,129,050	8,336,743	8,586,845	8,844,451	9,109,784	9,383,078
Interest Income	6,000	6,000	-	-	-	-
TOTAL REVENUES	**$ 11,248,950**	**$ 11,461,243**	**$ 11,711,545**	**$ 11,960,651**	**$ 12,232,884**	**$ 10,087,478**
EXPENDITURES						
Debt Service - Principal	5,200,000	5,435,000	2,785,000	2,890,000	3,015,000	670,000
Debt Service - Interest	758,650	527,875	339,700	226,200	108,100	34,400
Transfers Out - General Fund (CVB) and Holiday	2,296,565	2,384,324	2,419,910	2,456,028	2,492,682	2,529,872
Transfers Out - Capital Replacement Reserve	-	175,000	-	-	-	-
Transfers Out - Transportation Fund	360,000	-	-	-	-	-
TOTAL EXPENDITURES	**$ 8,615,215**	**$ 8,522,199**	**$ 5,544,610**	**$ 5,572,228**	**$ 5,615,782**	**$ 3,234,272**
REVENUE OVER/(UNDER) EXPENDITURES	**2,633,735**	**2,939,044**	**6,166,935**	**6,388,422**	**6,617,103**	**6,853,206**
BEGINNING FUND BALANCE	**12,598,786**	**15,232,521**	**18,171,565**	**24,338,500**	**30,726,923**	**37,344,025**
ENDING FUND BALANCE	**$ 15,232,521**	**$ 18,171,565**	**$ 24,338,500**	**$ 30,726,923**	**$ 37,344,025**	**$ 44,197,231**

The Woodlands Township
Outstanding Debt
From 2022 to 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Outstanding Debt	$ 39,805,000	$ 35,210,000	$ 30,540,000	$ 25,700,000	$ 20,695,000	$ 15,495,000	$ 10,060,000	$ 7,275,000	$ 4,385,000	$ 1,370,000
Population*	121,300	122,500	123,900	125,300	125,600	126,200	126,800	127,455	128,055	128,855
Per Capita	**$ 328**	**$ 287**	**$ 246**	**$ 205**	**$ 165**	**$ 123**	**$ 79**	**$ 57**	**$ 34**	**$ 11**



*Woodlands Area Population Estimates Provided by The Howard Hughes Corporation

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THE WOODLANDS
CONVENTION & VISITORS BUREAU

The Woodlands Township
CVB Fund Five Year Plan
(in whole dollars)

	2026	2027	2028	2029	2030	2031
REVENUES						
Supplemental Hotel Tax	$ 2,322,586	$ 2,381,926	$ 2,453,384	$ 2,526,985	$ 2,602,795	$ 2,680,879
Interest Income	500	500	500	500	500	500
Transfers In (General Fund - HOT)	1,601,565	1,899,324	1,934,910	1,971,028	2,007,682	2,044,872
TOTAL REVENUES	**$ 3,924,651**	**$ 4,281,750**	**$ 4,388,794**	**$ 4,498,514**	**$ 4,610,976**	**$ 4,726,251**
EXPENDITURES						
General						
Contracted Township Salaries and Bene	1,433,301	1,540,900	1,579,423	1,618,908	1,659,381	1,700,865
Staff Development	46,500	26,500	27,163	27,842	28,538	29,251
Facility Expense*	69,350	69,350	71,084	72,861	74,682	76,549
Equipment Expense	27,000	22,000	22,550	23,114	23,692	24,284
Contracted Services	35,000	32,500	33,313	34,145	34,999	35,874
Public Education/Relations	-	-	-	-	-	-
Administrative	40,000	57,500	58,938	60,411	61,921	63,469
Capital	-	-	-	-	-	-
	1,651,151	**1,748,750**	**1,792,469**	**1,837,280**	**1,883,212**	**1,930,293**
Strategic Partnerships						
Contracted Services	65,000	65,000	66,625	68,291	69,998	71,748
Community Festivals & Events	480,000	560,000	574,000	588,350	603,059	618,135
Public Education/Relations	100,500	125,000	128,125	131,328	134,611	137,977
	645,500	**750,000**	**768,750**	**787,969**	**807,668**	**827,860**
Marketing						
Contracted Services	460,000	550,000	563,750	577,844	592,290	607,097
Program Expense	640,000	640,000	656,000	672,400	689,210	706,440
Public Education/Relations	160,000	120,000	123,000	126,075	129,227	132,458
Administrative	10,000	60,000	61,500	63,038	64,613	66,229
	1,270,000	**1,370,000**	**1,404,250**	**1,439,356**	**1,475,340**	**1,512,224**
Convention Sales						
Staff Development	120,000	120,000	123,000	126,075	129,227	132,458
Contracted Services	58,000	58,000	59,450	60,936	62,460	64,021
Program Expense	120,000	120,000	123,000	126,075	129,227	132,458
Other Advertising	115,000	115,000	117,875	120,822	123,842	126,938
	413,000	**413,000**	**423,325**	**433,908**	**444,756**	**455,875**
Transfers Out						
Transfers Out (General Fund)	-	-	-	-	-	-
	-	**-**	**-**	**-**	**-**	**-**
TOTAL EXPENDITURES	**$ 3,979,651**	**$ 4,281,750**	**$ 4,388,794**	**$ 4,498,514**	**$ 4,610,976**	**$ 4,726,251**
REVENUE OVER/(UNDER) EXPENDITURES	**(55,000)**	**-**	**-**	**-**	**-**	**-**
BEGINNING FUND BALANCE	**856,811**	**801,811**	**801,811**	**801,811**	**801,811**	**801,811**
ENDING FUND BALANCE	**$ 801,811**	**$ 801,811**	**$ 801,811**	**$ 801,811**	**$ 801,811**	**$ 801,811**

TRANSPORTATION FUND

The Woodlands Township
Transportation Fund Five Year Plan
(in whole dollars)

	2026	2027	2028	2029	2030	2031
REVENUES						
Park and Ride Fares	$ 2,538,685	$ 3,057,549	$ 3,133,988	$ 3,212,337	$ 3,595,286	$ 4,026,395
FTA 5307 Grant - Transportation Planning	200,000	200,000	200,000	200,000	200,000	200,000
FTA 5307 Grant - Bus Contract Leased- 40%	84,000	188,627	193,342	198,176	203,130	208,209
FTA 5307 Grant - Bus Contract Owned - 32%	1,826,784	2,041,713	2,092,756	2,145,075	2,198,701	2,253,669
FTA 5307 Grant - Energy Corridor - 40%	141,440	130,186	133,441	136,777	140,196	143,701
FTA 5307 Grant - Trolley Operations - 50%	684,639	653,067	669,181	685,698	702,628	719,981
FTA 5307 Grant - Park & Ride Operations - 50%	842,828	449,119	454,921	465,992	477,341	488,973
Subtotal FTA 5307 Grants	**3,779,691**	**3,662,712**	**3,743,641**	**3,831,718**	**3,921,996**	**4,014,534**
FTA 5339 Grant - Facility/Trolley/Bus Improvements - 80%	21,964,478	1,160,000	7,200,000	280,000	280,000	280,000
State Grant Funds	420,629	397,512	397,512	397,512	397,512	397,512
Energy Corridor District Contribution	64,761	56,183	57,589	59,028	60,504	62,017
FTA 5307 TDC's	6,712,089	2,313,345	3,884,476	2,222,262	1,989,103	1,711,526
Transfers In	1,549,299	566,183	567,589	569,028	570,504	572,017
TOTAL REVENUES	**$ 37,029,632**	**$ 11,213,484**	**$ 18,984,794**	**$ 10,571,886**	**$ 10,814,906**	**$ 11,064,001**
	-	-				
OPERATING EXPENDITURES/CAPITAL			**18,417,205**	**10,002,858**	**10,244,402**	**10,491,984**
Transit Planning	260,000	260,000	260,000	260,000	260,000	260,000
Other Transportation Services	200,000	200,000	200,000	200,000	200,000	200,000
Transportation Initiatives	250,000	-	-	-	-	-
Park & Ride Operations	7,038,100	7,997,350	8,186,431	8,390,490	8,599,649	8,814,038
Park & Ride Capital	-	-	-	-	-	-
Park & Ride Capital	24,821,038	1,350,000	8,900,000	250,000	250,000	250,000
Trolleys	3,987,220	1,406,134	1,438,362	1,471,396	1,505,256	1,539,963
TOTAL EXPENDITURES	**$ 36,556,357**	**$ 11,213,484**	**$ 18,984,794**	**$ 10,571,886**	**$ 10,814,906**	**$ 11,064,001**
REVENUE OVER/(UNDER) EXPENDITURES	**473,275**	**-**	**-**	**-**	**-**	**-**
TRANSFERS OUT	**-**	**-**	**-**	**-**	**-**	**-**
BEGINNING FUND BALANCE	**3,345,898**	**3,819,173**	**3,819,173**	**3,819,173**	**3,819,173**	**3,819,173**
ENDING FUND BALANCE	**$ 3,819,173**	**$ 3,819,173**	**$ 3,819,173**	**$ 3,819,173**	**$ 3,819,173**	**$ 3,819,173**
FUND BALANCE RECONCILIATION						
Bike/Pedestrian Transportation Initiatives	**4,851,087**	**4,851,087**	**4,851,087**	**4,851,087**	**4,851,087**	**4,851,087**
Bike/Pedestrian Funds	**-**	**-**	**-**	**-**	**-**	**-**
Park & Ride Reserve Fund Balance	**900,000**	**900,000**	**900,000**	**900,000**	**900,000**	**930,000**
Park & Ride Bus Fund Balance	**(1,931,914)**	**(1,931,914)**	**(1,931,914)**	**(1,931,914)**	**(1,931,914)**	**(1,961,914)**
	$ 3,819,173	**$ 3,819,173**	**$ 3,819,173**	**$ 3,819,173**	**$ 3,819,173**	**$ 3,819,173**

The Woodlands Township
Transportation Fund Five Year Plan
(in whole dollars)

	2026	2027	2028	2029	2030	2031
REVENUES						
Transportation Planning						
FTA 5307 Grant - Transportation Planning	200,000	200,000	200,000	200,000	200,000	200,000
FTA 5307 Grant - Transportation Planning	-	-	-	-	-	-
	200,000	200,000	200,000	200,000	200,000	200,000
Park and Ride						
Fares	2,320,810	2,810,317	2,880,575	2,952,589	3,329,044	3,753,498
Fares - Energy Corridor	76,875	84,457	86,568	88,733	90,951	93,225
Fares - Rodeo Express	141,000	162,775	166,844	171,015	175,291	179,673
FTA 5307 Grant - Bus Contract Leased- 40%	84,000	188,627	193,342	198,176	203,130	208,209
FTA 5307 Grant - Bus Contract Owned - 32%	1,826,784	2,041,713	2,092,756	2,145,075	2,198,701	2,253,669
FTA 5307 Grant - Energy Corridor - 32%	141,440	130,186	133,441	136,777	140,196	143,701
FTA 5307 Grant - Operating Reimb - 50%	748,666	369,298	373,104	382,130	391,382	400,865
State Grant	420,629	397,512	397,512	397,512	397,512	397,512
FTA 5307/5339 Grant - P&R Facility Imp - 80%	19,768,830	1,080,000	7,120,000	200,000	200,000	200,000
FTA 5307 Grant - Energy Corridor - 50%	94,162	79,821	81,817	83,862	85,959	88,108
Energy Corridor District Contribution	64,761	56,183	57,589	59,028	60,504	62,017
FTA 5307 TDC's	6,007,759	1,790,278	3,345,295	1,666,564	1,416,475	1,121,545
	31,695,716	9,191,167	16,928,843	8,481,461	8,689,145	8,902,021
	11,926,886	8,111,167	9,808,843	8,281,461	8,489,145	8,702,021
Trolleys						
FTA 5307 Grant - Trolley Operations - 50%	684,639	653,067	669,181	685,698	702,628	719,981
FTA 5339 Grant - Facility Imp - 80%	2,195,648	80,000	80,000	80,000	80,000	80,000
FTA 5307 TDC's	704,330	523,067	539,181	555,698	572,628	589,981
Other Revenue - Trolleys	-	-	-	-	-	-
	3,584,617	1,256,134	1,288,362	1,321,396	1,355,256	1,389,963
Transfers In						
Operating Transfer (from GF - Trolleys)	465,912	150,000	150,000	150,000	150,000	150,000
Operating Transfer (from GF - Trans Planning)	60,000	60,000	60,000	60,000	60,000	60,000
Operating Transfer (from GF - Other Trans Svcs)	200,000	200,000	200,000	200,000	200,000	200,000
Operating Transfer (from GF - Park & Ride)	463,388	156,183	157,589	159,028	160,504	162,017
Operating Transfer (from DS)	360,000					
	1,549,299	566,183	567,589	569,028	570,504	572,017
TOTAL REVENUES	**37,029,632**	**11,213,484**	**18,984,794**	**10,571,886**	**10,814,906**	**11,064,001**
			18,984,794	10,571,886	10,814,906	11,064,001
EXPENDITURES			-	-	-	-
			2.50%	2.50%	2.50%	2.50%
TRANSPORTATION PLANNING - Dept 0630						
Contracted Services						
Consulting	250,000	250,000	250,000	250,000	250,000	250,000
Legal	10,000	10,000	10,000	10,000	10,000	10,000
	260,000	260,000	260,000	260,000	260,000	260,000
TOTAL TRANSPORTATION PLANNING	**260,000**	**260,000**	**260,000**	**260,000**	**260,000**	**260,000**
OTHER TRANSPORTATION SVCS - Dept 0640						
Contracted Services						
Senior Transportation	100,000	100,000	100,000	100,000	100,000	100,000
Interfaith	100,000	100,000	100,000	100,000	100,000	100,000
	200,000	200,000	200,000	200,000	200,000	200,000
TOTAL OTHER TRANSPORTATION SVCS	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**

The Woodlands Township
Transportation Fund Five Year Plan
(in whole dollars)

	2026	2027	2028	2029	2030	2031
TRANSPORTATION INITIATIVES - Dept 0650						
Other Expenses						
Mobility Hub Analysis	250,000	-	-	-	-	-
	250,000	-	-	-	-	-
TOTAL TRANSPORTATION INITIATIVES	**250,000**	**-**	**-**	**-**	**-**	**-**
PARK & RIDE - Dept 0660						
Facility Expense						
Telephone	10,800	10,800	11,070	11,347	11,630	11,921
Utilities	48,000	48,000	49,200	50,430	51,691	52,983
Facility Repair & Maintenance	120,000	120,000	123,000	126,075	129,227	132,458
Janitorial	26,000	26,000	26,650	27,316	27,999	28,699
	204,800	204,800	209,920	215,168	220,547	226,061
Equipment Expense						
Equipment	5,000	5,000	5,125	5,253	5,384	5,519
	5,000	5,000	5,125	5,253	5,384	5,519
Contracted Services						
Computer Support	142,500	183,695	188,287	192,995	197,819	202,765
Credit Card Fees	10,000	10,000	10,250	10,506	10,769	11,038
Private Security	264,800	264,800	271,420	278,206	285,161	292,290
Pest Control	1,200	1,200	1,230	1,261	1,292	1,325
Electrical Repairs and Maintenance	15,000	35,000	35,875	36,772	37,691	38,633
Contracted Bus Service - Leased	210,000	471,568	483,357	495,441	507,827	520,523
Contracted Bus Service - Owned	5,456,000	6,104,006	6,256,606	6,413,021	6,573,347	6,737,681
Contracted Bus Service - Energy Corridor	442,000	406,833	417,004	427,429	438,115	449,068
Contracted Bus Service - Rodeo Express	252,700	276,348	283,257	290,338	297,597	305,036
	6,794,200	7,753,450	7,947,286	8,145,968	8,349,618	8,558,358
Public Education/Relations						
Advertising	20,000	20,000	10,000	10,000	10,000	10,000
	20,000	20,000	10,000	10,000	10,000	10,000
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	2,000	2,000	2,000	2,000	2,000	2,000
	14,100	14,100	14,100	14,100	14,100	14,100
Capital Outlay						
Bus Purchase (80% reimbursable)	24,294,100					
Facility Improvements (80% reimb)	-	1,350,000	8,900,000	250,000	250,000	250,000
Fac & Equipment Maint/Improvements (80% reimb)	14,975	-	-	-	-	-
Veh & Equipment Maint/Improvements (80% reimb)	53,764	-	-	-	-	-
Facility Video Cameras (80% reimb)	58,199	-	-	-	-	-
Bus Passenger Counters (80% reimb)	290,000	-	-	-	-	-
Bus Wrap	110,000	-	-	-	-	-
	24,821,038	1,350,000	8,900,000	250,000	250,000	250,000
TOTAL PARK & RIDE	**31,859,138**	**9,347,350**	**17,086,431**	**8,640,490**	**8,849,649**	**9,064,038**

The Woodlands Township
Transportation Fund Five Year Plan
(in whole dollars)

	2026	2027	2028	2029	2030	2031
TROLLEYS - Dept 0670						
Salaries and Benefits						
Salaries and Wages	648,786	684,520	701,633	719,174	737,153	755,582
Overtime	17,000	17,000	17,000	17,000	17,000	17,000
Employee Benefits - FICA	50,933	53,666	55,008	56,383	57,792	59,237
Employee Benefits - TEC	2,592	3,078	3,155	3,234	3,315	3,398
Employee Benefits - Retirement	26,418	45,613	46,753	47,922	49,120	50,348
Employee Benefits - Insurance	99,256	109,383	112,118	114,921	117,794	120,738
Employee Benefits - Workers Comp	17,955	19,837	20,333	20,841	21,362	21,896
	862,940	933,097	955,999	979,474	1,003,536	1,028,200
Staff Development						
Meetings	1,500	1,500	1,538	1,576	1,615	1,656
Training & Conferences	4,100	4,240	4,346	4,455	4,566	4,680
Uniforms	2,600	2,600	2,665	2,732	2,800	2,870
	8,200	8,340	8,549	8,762	8,981	9,206
Facility Expense						
Telephone	8,200	8,200	8,405	8,615	8,831	9,051
Utilities	12,000	12,000	12,300	12,608	12,923	13,246
Facility Repair & Maintenance	52,000	52,000	53,300	54,633	55,998	57,398
Facility Materials & Supplies	14,000	14,000	14,350	14,709	15,076	15,453
Janitorial	15,120	15,120	15,498	15,885	16,283	16,690
	101,320	101,320	103,853	106,449	109,111	111,838
Equipment Expense						
Equipment	25,000	25,000	25,625	26,266	26,922	27,595
Data Services	4,500	4,500	4,613	4,728	4,846	4,967
Vehicle Fuel	85,000	87,550	89,739	91,982	94,282	96,639
Equipment Repair & Maintenance	65,000	65,000	66,625	68,291	69,998	71,748
	179,500	182,050	186,601	191,266	196,048	200,949
Contracted Services						
Trolley Services	-	-	-	-	-	-
Computer Support - Annunciators	42,800	33,427	34,263	35,119	35,997	36,897
Drug Testing	-	-	-	-	-	-
Pest Control	400	400	410	420	431	442
Electrical Repairs & Maintenance	9,000	9,000	9,225	9,456	9,692	9,934
Medical Support Services	8,000	8,000	8,200	8,405	8,615	8,831
	60,200	50,827	52,098	53,400	54,735	56,103
Public Education/Relations						
Advertising	20,000	20,000	20,500	21,013	21,538	22,076
	20,000	20,000	20,500	21,013	21,538	22,076
Administrative Expense						
Supplies	2,000	2,000	2,050	2,101	2,154	2,208
Printing	1,000	1,000	1,025	1,051	1,077	1,104
Mileage Reimbursement	1,500	1,500	1,538	1,576	1,615	1,656
Insurance	-	-	-	-	-	-
Other Admin	6,000	6,000	6,150	6,304	6,461	6,623
	10,500	10,500	10,763	11,032	11,307	11,590
Capital Outlay						
Trolley Stops Infrastructure Maint/Improvements	300,000	-	-	-	-	-
Trolley Facility & Equipment Maint/Improvements	494,220	100,000	100,000	100,000	100,000	100,000
Trolley Vehicle & Equipment Maint/Improvements	200,340	-	-	-	-	-
Trolley Replacement & Improvements	1,500,000	-	-	-	-	-
Trolley Maintenance Facility	250,000	-	-	-	-	-
	2,744,560	100,000	100,000	100,000	100,000	100,000
TOTAL TROLLEYS	**3,987,220**	**1,406,134**	**1,438,362**	**1,471,396**	**1,505,256**	**1,539,963**
TOTAL EXPENDITURES	**36,556,357**	**11,213,484**	**18,984,794**	**10,571,886**	**10,814,906**	**11,064,001**
Beginning Fund Balance	**3,345,898**	**3,819,173**	**3,819,173**	**3,819,173**	**3,819,173**	**3,819,173**
Activity	**473,275**	**-**	**-**	**-**	**-**	**-**
Ending Fund Balance	**3,819,173**	**3,819,173**	**3,819,173**	**3,819,173**	**3,819,173**	**3,819,173**
TRANSPORTATION FUND SUMMARY BY EXPENSE TYPE:						
Salaries and Benefits	**862,940**	**933,097**	**955,999**	**979,474**	**1,003,536**	**1,028,200**
Staff/Board Development	**8,200**	**8,340**	**8,549**	**8,762**	**8,981**	**9,206**
Facility Expense	**306,120**	**306,120**	**313,773**	**321,617**	**329,658**	**337,899**
Equipment Expense	**184,500**	**187,050**	**191,726**	**196,519**	**201,432**	**206,468**
Contracted Services	**7,314,400**	**8,264,277**	**8,459,384**	**8,659,369**	**8,864,353**	**9,074,462**
Maintenance Expense	**-**	**-**	**-**	**-**	**-**	**-**
Program Expense	**-**	**-**	**-**	**-**	**-**	**-**
Public Education/Relations	**40,000**	**40,000**	**30,500**	**31,013**	**31,538**	**32,076**
Administrative/Other Expense	**274,600**	**24,600**	**24,863**	**25,132**	**25,407**	**25,690**
Capital	**27,565,597**	**1,450,000**	**9,000,000**	**350,000**	**350,000**	**350,000**
Transfers Out	**-**	**-**	**-**	**-**	**-**	**-**
	36,556,357	**11,213,484**	**18,984,794**	**10,571,886**	**10,814,906**	**11,064,001**
Grants	32,941,648	7,589,752	15,283,217	6,790,520	6,649,115	6,465,589

The Woodlands Township
Park and Ride Transportation Fund Five Year Plan
(in whole dollars)

Revenue To Cover Operations

	2026	2027	2028	2029	2030	2031
OPERATING REVENUES						
Park and Ride Fares	2,538,685	3,057,549	$ 3,133,988	$ 3,212,337	$ 3,595,286	$ 4,026,395
FTA 5307 Grant - Bus Contract Leased- 40%	84,000	188,627	193,342	198,176	203,130	208,209
FTA 5307 Grant - Bus Contract Owned - 32%	1,826,784	2,041,713	2,092,756	2,145,075	2,198,701	2,253,669
FTA 5307 Grant - Energy Corridor	235,602	210,007	215,258	220,639	226,155	231,809
FTA 5307 Grant - Operating Reimbursement- 50%	748,666	369,298	373,104	382,130	391,382	400,865
Subtotal FTA 5307 Grants	**2,895,052**	**2,809,645**	**2,874,460**	**2,946,020**	**3,019,368**	**3,094,552**
State Grant Funds	420,629	397,512	397,512	397,512	397,512	397,512
Energy Corridor District Contribution	64,761	56,183	57,589	59,028	60,504	62,017
FTA 5307 Grant - TDC's	6,007,759	1,790,278	3,345,295	1,666,564	1,416,475	1,121,545
TOTAL OPERATING REVENUES	**$ 11,926,886**	**$ 8,111,167**	**$ 9,808,843**	**$ 8,281,461**	**$ 8,489,145**	**$ 8,702,021**
OPERATING EXPENDITURES						
Facility Expenses	204,800	204,800	209,920	215,168	220,547	226,061
Equipment Expenses	5,000	5,000	5,125	5,253	5,384	5,519
Contracted Services	6,794,200	7,753,450	7,947,286	8,145,968	8,349,618	8,558,358
Advertising	20,000	20,000	10,000	10,000	10,000	10,000
Administrative Expense	14,100	14,100	14,100	14,100	14,100	14,100
TOTAL OPERATING EXPENDITURES	**$ 7,038,100**	**$ 7,997,350**	**$ 8,186,431**	**$ 8,390,490**	**$ 8,599,649**	**$ 8,814,038**
OPERATING REVENUE OVER/(UNDER) EXPENDITURES	**4,888,786**	**113,817**	**1,622,411**	**(109,028)**	**(110,504)**	**(112,017)**
CAPITAL GRANT REVENUES						
FTA 5307/5339 Grant - P&R Facility Improvements - 80%	$ 19,768,830	$ 1,080,000	$ 7,120,000	$ 200,000	$ 200,000	$ 200,000
TOTAL CAPITAL GRANT REVENUES	**$ 19,768,830**	**$ 1,080,000**	**$ 7,120,000**	**$ 200,000**	**$ 200,000**	**$ 200,000**
CAPITAL EXPENDITURES						
Capital - Bus Purchase	24,294,100	-	-	-	-	-
Capital - Facility Improvements/Other	526,938	1,350,000	8,900,000	250,000	250,000	250,000
TOTAL CAPITAL EXPENDITURES	**$ 24,821,038**	**$ 1,350,000**	**$ 8,900,000**	**$ 250,000**	**$ 250,000**	**$ 250,000**
NET CAPITAL EXPENDITURES	**(5,052,208)**	**(270,000)**	**(1,780,000)**	**(50,000)**	**(50,000)**	**(50,000)**
TOTAL REVENUES OVER/(UNDER) EXPENDITURES	**(163,422)**	**(156,183)**	**(157,589)**	**(159,028)**	**(160,504)**	**(162,017)**
TRANSFER IN DEBT SERVICE - Bus Wrap	**110,000**	**-**	**-**	**-**	**-**	**-**
TRANSFER IN GENERAL FUND - Operations/Capital	**463,388**	**156,183**	**157,589**	**159,028**	**160,504**	**162,017**
BEGINNING PARK & RIDE Operations Balance	**(282,774)**	**127,192**	**127,192**	**127,192**	**127,192**	**127,192**
BEGINNING PARK & RIDE Bus Reserve	**900,000**	**900,000**	**900,000**	**900,000**	**900,000**	**900,000**
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	**$ (1,031,914)**	**$ (1,031,913)**	**$ (1,031,913)**	**$ (1,031,913)**	**$ (1,031,913)**	**$ (1,031,913)**
Bus Reserve Balance	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**

CAPITAL PROJECTS PLAN

THE WOODLANDS TOWNSHIP

CAPITAL BUDGET
FOR THE FIVE YEARS 2027 - 2031
(In Whole Dollars)

	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
PARKS & RECREATION					
Vehicles and Heavy Equipment					
Maintenance Vehicles - Trucks	$ 144,000	$ 288,000	$ 216,000	$ 212,000	$ 144,000
Maintenance Vehicles - Bucket Trucks	148,000	-	-	-	-
Maintenance Vehicles - Mule/Electric Veh	35,000	108,000	110,100	124,300	60,000
Total	$ 327,000	$ 396,000	$ 326,100	$ 336,300	$ 204,000
Furniture, Fixtures & Equipment					
Maintenance Equipment (include pressure washer)	$ 246,500	$ 138,600	$ 89,700	$ 146,100	$ 154,600
Total	$ 246,500	$ 138,600	$ 89,700	$ 146,100	$ 154,600
PARDES Facility Improvements					
Facility Improvements	$ 130,000	$ 98,500	$ -	$ 9,600	$ 15,000
Total	$ 130,000	$ 98,500	$ -	$ 9,600	$ 15,000
Recreation Center					
Facility Improvements	$ 194,000	$ 75,000	$ 165,000	$ 50,000	$ 90,000
Total	$ 194,000	$ 75,000	$ 165,000	$ 50,000	$ 90,000
PARKS					
Town Center Parks	$ 360,000	$ 510,000	$ 670,000	$ 90,000	$ 425,000
Irrigation Improvements	75,000	25,000	25,000	325,000	225,000
Parks Needs Assessment Projects	1,196,386		-	-	-
Bear Branch Master Plan Phases/Major Park Improvements	-	3,000,000	-	-	-
Park Improvements	1,385,000	709,600	645,000	630,000	583,500
Lake/Pond Improvements	352,000	42,000	-	124,000	250,000
Athletic Facilities Improvements	1,450,000	90,000	20,000	50,000	20,000
Aquatic Facilities Improvements	1,294,900	781,500	715,000	725,100	746,400
Signs/Stone Walls Improvements	-	30,000	30,000	20,000	20,000
Total	$ 6,113,286	$ 5,188,100	$ 2,105,000	$ 1,964,100	$ 2,269,900
PATHWAYS					
Pathway Improvements	$ 1,647,700	$ 890,000	$ 490,000	$ 500,000	$ 450,000
Total	$ 1,647,700	$ 890,000	$ 490,000	$ 500,000	$ 450,000
		6,078,100	*2,595,000*	*2,464,100*	*2,719,900*
Total for PARDES	$ 8,658,486	$ 6,786,200	$ 3,175,800	$ 3,006,100	$ 3,183,500
Funding from General Fund	$ -	$ 385,000	$ 460,000	$ 425,000	$ 500,000
Funding from Carryovers	-	-	-	-	-
Funding from Parks Needs Assessment Reserve	1,196,386	-	-	-	-
Funding from Capital Replacement/Contingency Fund	7,462,100	6,401,200	2,715,800	2,581,100	2,683,500
	$ 8,658,486	$ 6,786,200	$ 3,175,800	$ 3,006,100	$ 3,183,500

THE WOODLANDS TOWNSHIP

CAPITAL BUDGET
FOR THE FIVE YEARS 2027 - 2031
(In Whole Dollars)

	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
INFORMATION TECHNOLOGY					
Computers: software & hardware					
Desktop & Laptop Computers	$ 323,100	$ 230,000	$ 230,000	$ 230,000	$ 120,000
Mobile Data Computers	308,600	56,000	79,000	43,000	36,000
Server Replacements	39,000	137,000	91,000	-	45,000
Storage Area Network Expansion	-	-			300,000
Wireless Technology	13,300	41,000	-	45,000	
Software	-	33,000	40,000	32,200	65,000
Radio Test Equipment	11,500	-			
Audio/Visual Systems	42,000	16,000	-		82,000
Network Equipment	280,000	186,000	42,000	324,000	197,500
Software Licenses	10,000	-			
Fiber Circuit Re-Route, Central Fire	150,000	-			
WFD Audio Video System	150,000	-	24,300		-
Facility Access Control	31,500	18,500	-	-	-
Total	$ 1,414,000	$ 717,500	$ 506,300	$ 674,200	$ 845,500
Funding from General Fund	$ 118,400	$ 106,000	$ 40,000	$ 356,200	$ 562,500
Funding from Carryovers	-	-	-	-	-
Funding from Capital Replacement Fund	1,295,600	611,500	466,300	318,000	283,000
	$ 1,414,000	$ 717,500	$ 506,300	$ 674,200	$ 845,500
FACILITIES CAPITAL					
Grogan's Mill Rd. Property Improvements	$ -	$ -	$ -	$ -	$ -
CWMP Parking Garage Elevators	-	-	-	-	-
Town Hall Facility Improvements/Equipment	497,700	350,000	407,850	363,400	84,000
Total	$ 497,700	$ 350,000	$ 407,850	$ 363,400	$ 84,000
Funding from General Fund	$ -	$ -	$ -	$ -	$ -
Funding from Carryover	-	-	-	-	-
Funding from Capital Replacement/Building Reserve	497,700	350,000	407,850	363,400	84,000
	$ 497,700	$ 350,000	$ 407,850	$ 363,400	$ 84,000
TOTAL TWT CAPITAL BUDGET					
Law Enforcement Services	-	-	-	-	-
Parks & Recreation	8,658,486	6,786,200	3,175,800	3,006,100	3,183,500
Information Technology	1,414,000	717,500	506,300	674,200	845,500
Other Capital	497,700	350,000	407,850	363,400	84,000
TOTAL TWT CAPITAL BUDGET	$ 10,570,186	$ 7,853,700	$ 4,089,950	$ 4,043,700	$ 4,113,000
Funding from General Fund	$ 118,400	$ 491,000	$ 500,000	$ 781,200	$ 1,062,500
Funding from Carryovers	-	-	-	-	-
Funding from Parks Needs Assessment Reserve	1,196,386	-	-	-	-
Funding from Capital Replacement/Building Reserve	9,255,400	7,362,700	3,589,950	3,262,500	3,050,500
TOTAL WFD CAPITAL BUDGET	$ 3,107,500	$ 4,075,000	$ 5,370,000	$ 2,257,000	$ 2,920,000
TOTAL CONSOLIDATED CAPITAL BUDGET	$ 13,677,686	$ 11,928,700	$ 9,459,950	$ 6,300,700	$ 7,033,000
Funding from General Fund	$ 496,400	$ 1,291,000	$ 1,150,000	$ 981,200	$ 2,212,500
Funding from Carryovers	-	-	-	-	-
Funding from Parks Needs Assessment Reserve	1,196,386	-	-	-	-
Funding from Replacement/Building/Contingency	11,984,900	10,637,700	8,309,950	5,319,500	4,820,500

THE WOODLANDS TOWNSHIP

CAPITAL BUDGET
FOR THE FIVE YEARS 2027 - 2031
(In Whole Dollars)

	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
LESS DEVELOPER CAPITAL ASSETS	$ -	$ -	$ -	$ -	$ -
CAPITAL OUTLAY (non-developer)	$ 13,677,686	$ 11,928,700	$ 9,459,950	$ 6,300,700	$ 7,033,000
INFLATION FACTOR		2.50%	2.50%	2.50%	2.50%
TOTAL TWT CAPITAL BUDGET - INFLATED (Except Developer)					
Parks & Recreation	8,658,486	6,955,855	3,336,575	3,237,241	3,513,988
Information Technology	1,414,000	735,438	531,931	726,040	933,274
Other Capital	497,700	358,750	428,497	391,342	92,720
TOTAL TWT CAPITAL BUDGET - INFLATED	$ 10,570,186	$ 8,050,043	$ 4,297,004	$ 4,354,623	$ 4,539,982
TOTAL WFD CAPITAL BUDGET - INFLATED	$ 3,107,500	$ 4,176,875	$ 5,641,856	$ 2,430,542	$ 3,223,134
TOTAL CONSOLIDATED CAPITAL BUDGET - INFLATED	$ 13,677,686	$ 12,226,918	$ 9,938,860	$ 6,785,165	$ 7,763,116
LESS ASSETS TO BE FINANCED BY DEVELOPER CARRYOVER	$ -	$ -	$ -	$ -	$ -
CAPITAL OUTLAY (non-developer) INFLATED	$ 13,677,686	$ 12,226,918	$ 9,938,860	$ 6,785,165	$ 7,763,116
INFLATED EXCEPT FOR DEVELOPER CAPITAL		$ 12,226,918	$ 9,938,860	$ 6,785,165	$ 7,763,116
Funding from General Fund	$ 496,400	$ 1,323,275	$ 1,208,219	$ 1,056,645	$ 2,442,186
Funding from Parks Needs Assessment Reserve	1,196,386	-	-	-	-
Funding from Capital Replacement Fund/Other Reserves	11,984,900	10,903,643	8,730,641	5,728,520	5,320,930
CAPITAL RESERVES					
Waterway	$ 665,980	$ 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	114,263	6,000	6,000	6,000	6,000
Wayfinding Signs	28,000	-	-	-	-
Monument Signs	110,000	-	-	-	-
Lake Woodlands Dam	523,251	20,000	20,000	20,000	20,000
Capital Reserves	21,237,147	(6,653,643)	(4,480,641)	(1,478,520)	(1,070,930)
Interest	1,250,000	543,601	427,206	397,382	378,892
Debt Reserve	1,220	-	-	-	-
CCSA Reserve	3,863,803	-	-	-	-
Cultural Education Reserve	1,779,787	202,000	204,020	206,060	208,121
Total	$ 30,360,068	$ (5,850,841)	$ (3,792,215)	$ (817,877)	$ (426,717)
TOTAL RESERVE CUMULATIVE BALANCE	$ 30,360,068	$ 24,509,227	$ 20,717,011	$ 19,899,134	$ 19,472,417
	$ 44,037,754				

THE WOODLANDS FIRE DEPARTMENT

CAPITAL BUDGET
FOR THE FIVE YEARS 2027 - 2031
(In Whole Dollars)

	2027 Total	2028 Total	2029 Total	2030 Total	2031 Total
COMPUTERS: SOFTWARE & HARDWARE					
Firefighter Accountability System/ Server	$ 171,500	$ -	$ -	$ -	$ -
EOC Equipment	52,000	-	-	-	-
Computer Aided Dispatch	30,000	30,000	30,000	30,000	30,000
Radio Console Equipment	-	925,000	30,000	-	
PSAP Project	50,000	50,000	50,000	50,000	50,000
TOTAL 3-YEAR ASSETS	$ 303,500	$ 1,005,000	$ 110,000	$ 80,000	$ 80,000
VEHICLES					
Staff /Utility Vehicles	$ 230,000	$ -	$ 225,000	$ 375,000	$ 120,000
TOTAL 5-YEAR ASSETS	$ 230,000	$ -	$ 225,000	$ 375,000	$ 120,000
FURNITURE, FIXTURES & EQUIPMENT					
Portable Radios	$ -	$ -	$ 815,000	$ -	$ -
Vehicle Modems	33,800	-	-	30,000	
SCBA	-	-	-	1,200,000	800,000
Body Armor	-	145,000	145,000	237,000	
Thermal Imaging Cameras	45,000		45,000	-	45,000
Bunker Gear	270,000	-	-		145,000
SCBA Cylinder Replacement	57,000	-	-		
Extrication Tools	66,000		-	150,000	-
Training Tools and Equipment	125,000	25,000	-	-	
Dispatch Console	-	-	90,000	-	
Hazmat Gear	125,000	50,000	-	-	
Drone Program	-	-	-	35,000	
TOTAL 5-YEAR ASSETS	$ 721,800	$ 220,000	$ 1,095,000	$ 1,652,000	$ 990,000
SPECIALTY VEHICLES & EQUIPMENT					
Fire Engine	$ 1,434,200		$ 1,375,000	$ -	$ 1,375,000
Service Truck	-	-	-	-	-
High Profile Truck	-	400,000	-	-	-
Boat	55,000	-	55,000	-	55,000
Starlink	82,000	-	-	-	-
Ladder Truck	-	2,300,000	2,300,000		-
TOTAL 15-YEAR ASSETS	$ 1,571,200	$ 2,700,000	$ 3,730,000	$ -	$ 1,430,000
FIRE STATIONS					
Vehicle Exhaust Systems	$ -	$ -	$ 60,000	$ -	$ -
Emergency Training Center	-	150,000	-	-	150,000
Station Improvements	281,000	-	150,000	150,000	150,000
TOTAL 30-YEAR ASSETS	$ 281,000	$ 150,000	$ 210,000	$ 150,000	$ 300,000
TOTAL WFD CAPITAL BUDGET	$ 3,107,500	$ 4,075,000	$ 5,370,000	$ 2,257,000	$ 2,920,000
Funding from General Fund	378,000	800,000	650,000	200,000	1,150,000
Funding From Carryover	0				
Funding from Fire Facilities Reserve	0				
Funding from Capital Replacement Fund	2,729,500	3,275,000	4,720,000	2,057,000	1,770,000
INFLATION FACTOR		2.50%	2.50%	2.50%	2.50%
TOTAL WFD CAPITAL BUDGET - INFLATED	$ 3,107,500	$ 4,176,875	$ 5,641,856	$ 2,430,542	$ 3,223,134

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Reserves

In This Section You Will Find:

Reserve Overview 16-1

Reserve Summary 16-2

Operating Reserve 16-3

Cultural Education Reserve 16-4

Capital Replacement Reserve 16-5

Park Needs Assessment Reserve 16-6

Comprehensive Community Services Agreement Reserve 16-7

Health Insurance Reserve 16-8

Undesignated Hotel Occupancy Tax Reserve 16-9

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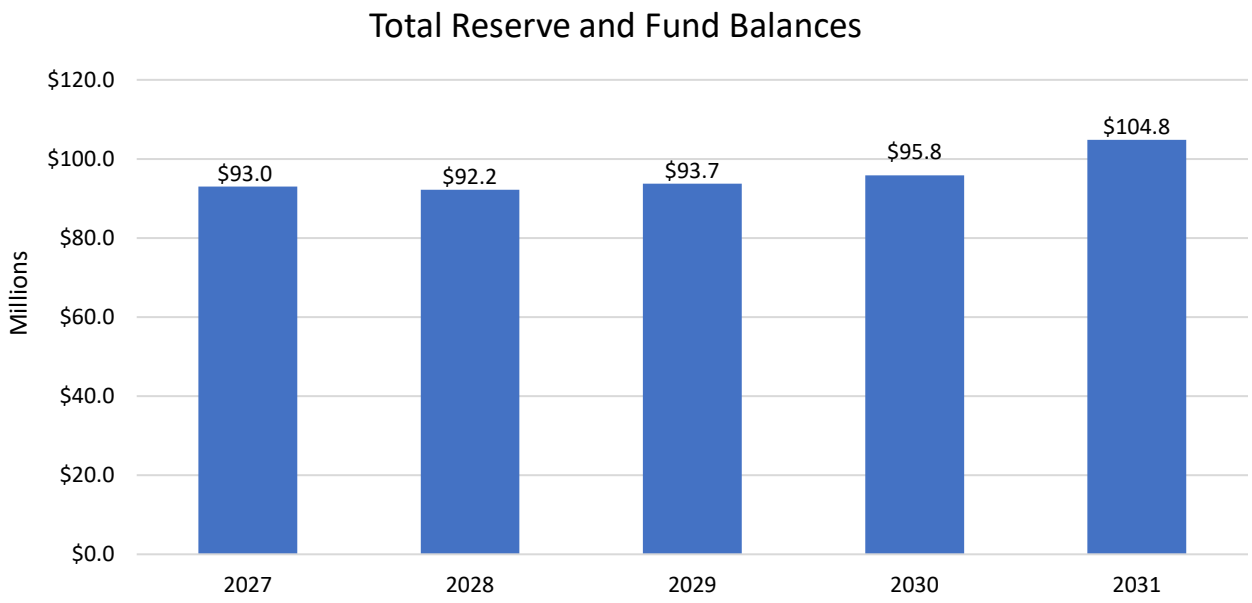
Reserves and Fund Balances

Overview

Maintaining appropriate reserve and fund balances is a critical element of a governmental entity's overall financial strength. The Township's reserves provide a mechanism to fund future infrastructure, capital asset replacements, debt service payments, 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 $93.0 million at 12/31/2027 and increase by $11.8 million to a total of $104.8 million at year-end 2031.

Below is a chart reflecting total reserve and fund balances for fiscal years ending 2027 – 2031. The increase is due to less utilization of capital replacement reserves on Township assets and continued growth in the hotel occupancy tax reserve.



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

Summary: 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, and the Transportation Fund can be found in the sections of this budget document specifically related to those funds.

Reserve	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Operating Reserve	$35,083,601	$36,061,684	$37,105,043	$38,152,995	$39,261,115
Cultural Education Reserve	1,779,787	1,981,787	2,185,807	2,391,867	2,599,988
Capital Replacement Reserve	24,716,478	18,663,637	14,667,401	13,643,464	13,008,626
CCSA Reserve	3,863,803	3,863,803	3,863,803	3,863,803	3,863,803
Self-Funded Health Insurance Reserve	995,915	995,915	995,915	995,915	995,915
Convention & Visitors Bureau Fund Balance	801,811	801,811	801,811	801,811	801,811
Debt Service Reserve	129,210	129,210	129,210	129,210	129,210
Debt Service Fund	3,357,525	3,357,525	3,357,525	3,357,525	3,357,525
Hotel Occupancy Tax Reserve	14,814,040	20,980,975	27,369,398	33,986,500	40,839,706
Transportation Fund	3,819,173	3,819,173	3,819,173	3,819,173	3,819,173
Total Fund Balance	**$89,361,343**	**$90,655,520**	**$94,295,086**	**$101,142,263**	**$108,676,872**
Beginning Undesignated Fund Balance	$3,284,841	$3,646,713	$1,544,056	($574,400)	($2,601,918)
Annual Undesignated Fund Balance	$361,872	($2,092,657)	($2,128,456)	($2,027,518)	($1,241,388)
Total Ending Fund Balance	**$93,008,056**	**$92,209,576**	**$93,720,686**	**$98,540,345**	**$104,833,566**

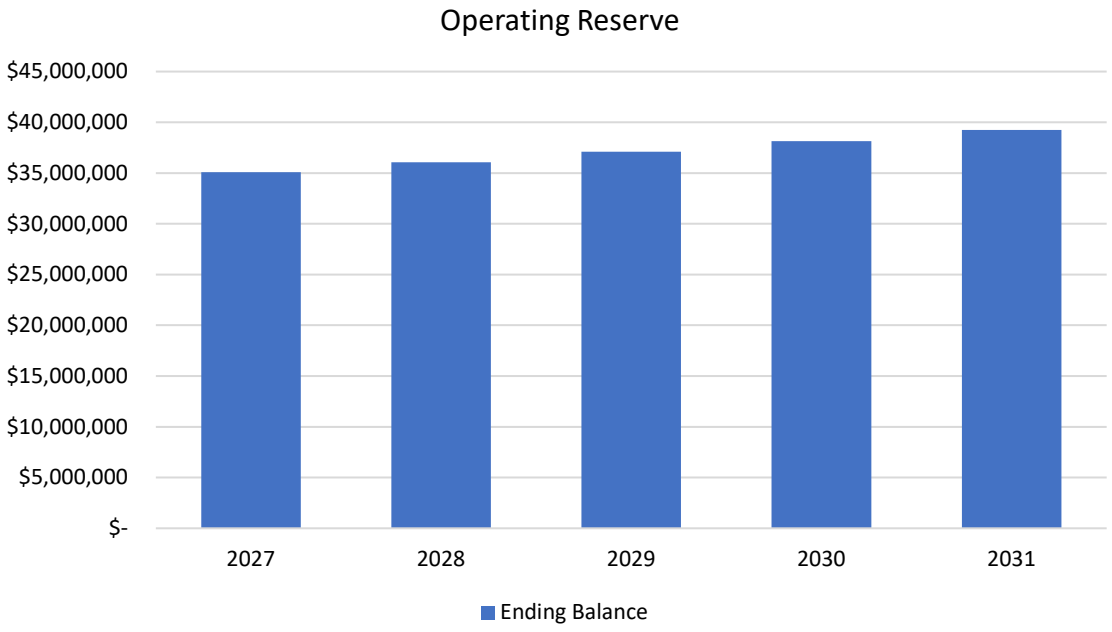
Operating Reserve

Description/Purpose

For the 2027 budget process, the Operating Reserve follows the policy of maintaining a balance of at least 25% of general fund operating expenses. $1.2 million in reductions to fund balance are required for 2027. For the five-year plan, to maintain the 25% balance, contributions are required in years 2028-2031.

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.

	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
Beginning Balance	$36,277,196	$35,083,601	$36,061,684	$37,105,043	$38,152,995
Additions	-	978,083	1,043,359	1,047,952	1,108,121
Adjustments due to Excess Funding	(1,193,595)	-	-	-	-
Utilization	-	-	-	-	-
Ending Balance	**$35,083,601**	**$36,061,684**	**$37,105,043**	**$38,152,995**	**$39,261,115**

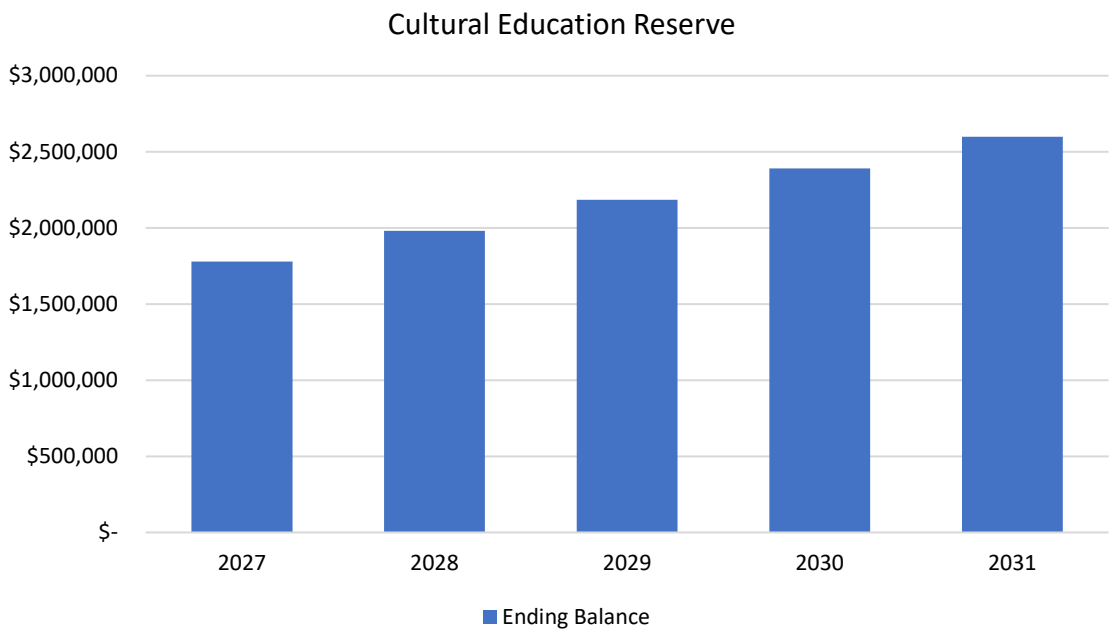


Cultural Education Reserve

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.

	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
Beginning Balance	$1,579,787	$1,614,290	$1,816,290	$2,020,310	$2,226,370
Additions	200,000	202,000	204,020	206,060	208,121
Utilization	-	-	-	-	-
Ending Balance	**$1,779,787**	**$1,981,787**	**$2,185,807**	**$2,391,867**	**$2,599,988**

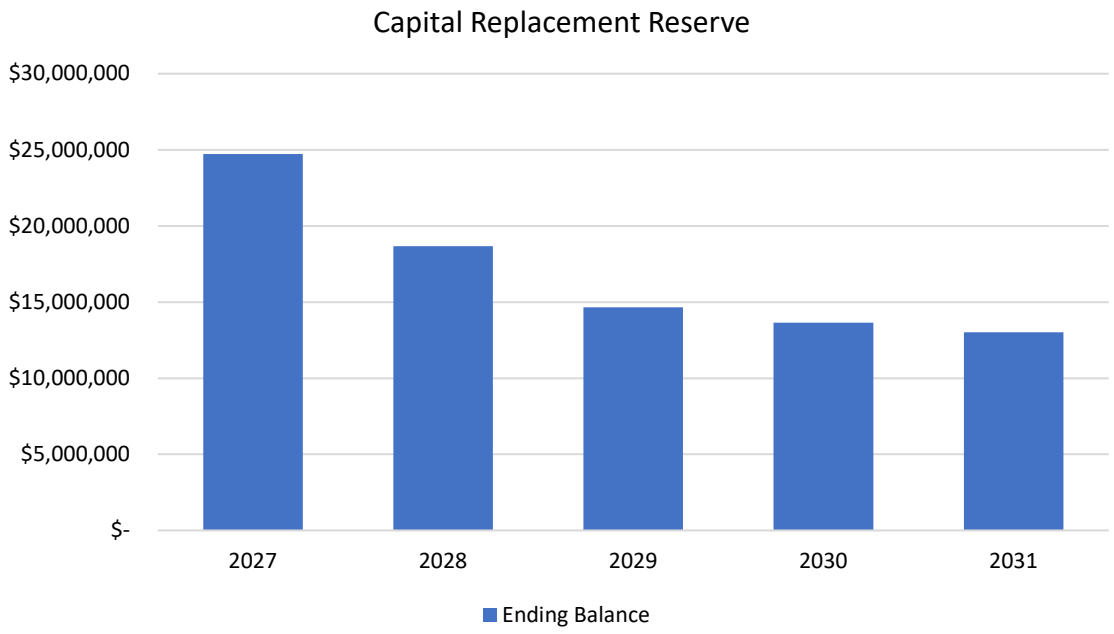


Capital Replacement Reserve

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, vehicles, 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 $455 million. For 2027, the base contribution is $4,307,200 plus $175,000 from hotel tax for an elevator project. Interest income estimates of $379,000 to $1.25 million annually are included in the five-year plan based on reserve balances at 3% interest.

	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
Beginning Balance	$30,969,178	$24,716,478	$18,663,637	$14,667,401	$13,643,464
Additions	4,482,200	4,307,200	4,307,200	4,307,200	4,307,200
Interest	1,250,000	543,603	427,206	397,382	378,892
Utilization	(11,984,900)	(10,903,643)	(8,730,641)	(5,728,520)	(5,320,930)
Ending Balance	**$24,716,478**	**$18,663,637**	**$14,667,401**	**$13,643,464**	**$13,008,626**

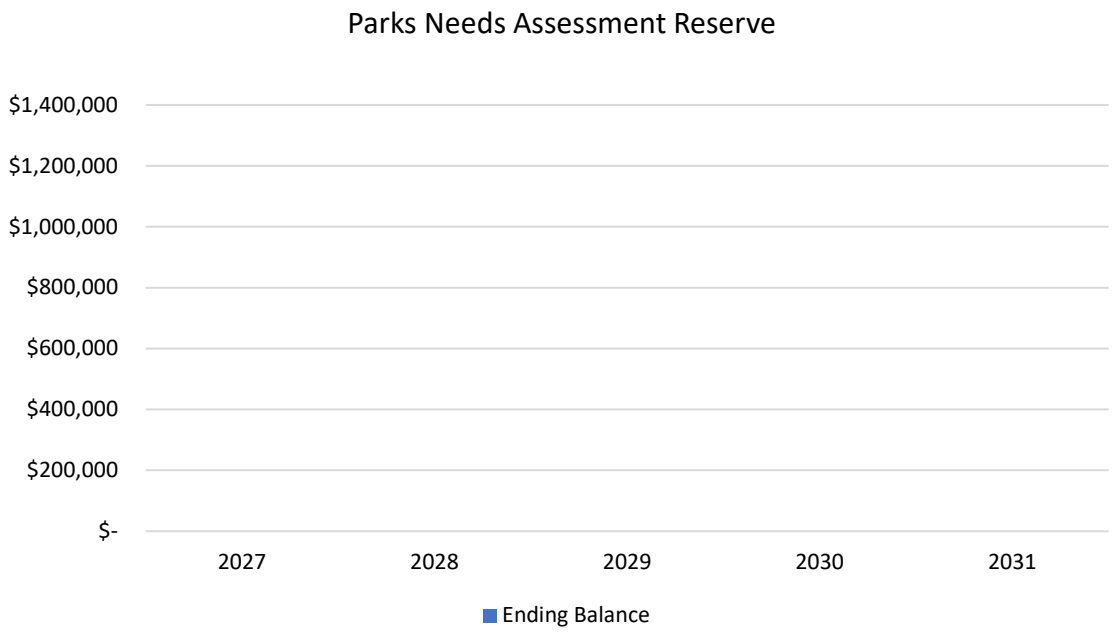


Parks Needs Assessment Reserve

Description/Purpose

The Parks Needs Assessment Reserve was created during the 2023 budget process to begin funding projects that were identified in the Parks Needs Assessment study that was completed in 2022. The study identified several projects totaling approximately $100 million. Phase I of the study identified $23.4 million in projects. The Board authorized $19.9 million be reserved in 2023 to fund projects listed in Phase I of the study. During the 2024 budget process the Board authorized an additional $3.6 million to be added to the reserve in 2023 to fully fund the Phase I projects. In 2027 it is expected that the reserve will be fully utilized on projects authorized by the Board.

	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
Beginning Balance	$1,196,386	-	-	-	-
Additions	-	-	-	-	-
Utilization	(1,196,386)	-	-	-	-
Ending Balance	**-**	**-**	**-**	**-**	**-**



Comprehensive Community Services Agreement (CCSA) 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 $4.0 million 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. With the renewal of the agreement in 2023, the $3.9 million remaining in unspent reserve will continue to fund mutually beneficial projects in the future.

	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
Beginning Balance	$3,863,803	$3,863,803	$3,863,803	$3,863,803	$3,863,803
Additions	-	-	-	-	-
Utilization	-	-	-	-	-
Ending Balance	**$3,863,803**	**$3,863,803**	**$3,863,803**	**$3,863,803**	**$3,863,803**

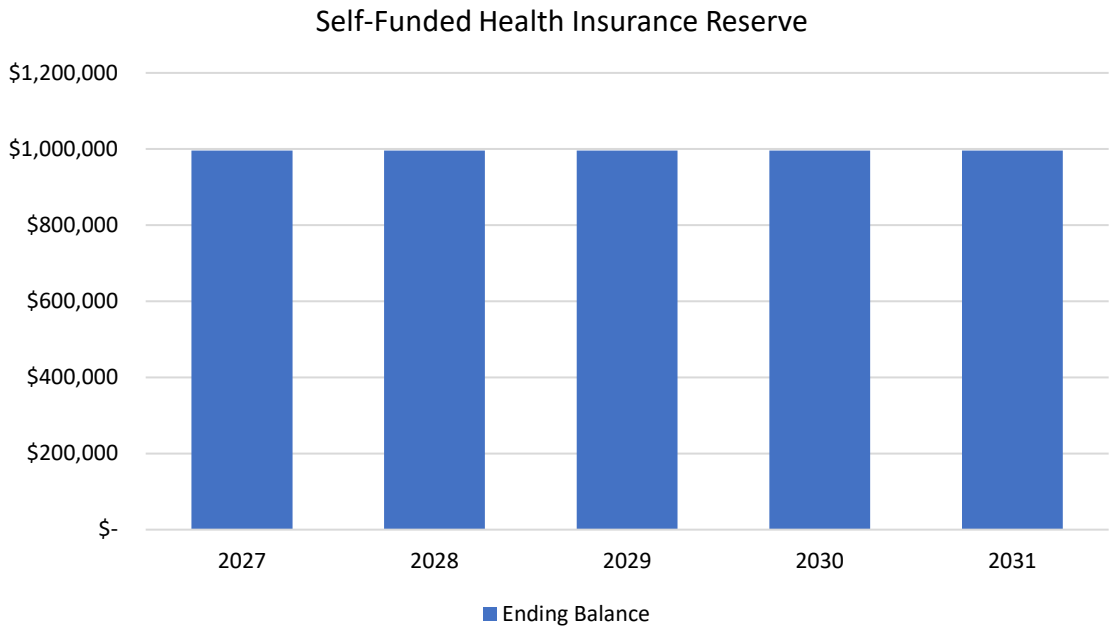


Health Insurance Reserve

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 $195,915 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.

	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
Beginning Balance	$995,915	$995,915	$995,915	$995,915	$995,915
Additions	-	-	-	-	-
Utilization	-	-	-	-	-
Ending Balance	**$995,915**	**$995,915**	**$995,915**	**$995,915**	**$995,915**



Undesignated Hotel Occupancy Tax Reserve

Description/Purpose

Hotel Occupancy Tax revenues that are not used to fund (A) debt service on outstanding bonds or (B) Convention and Visitors Bureau operations are accumulated in a separate account in the Debt Service Fund. These funds are allocated at the authorization of the Board. For 2027, the preliminary budget is funding $485,000 for Holiday Decorations in the Town Center and $175,000 for an elevator modernization project in Town Center. The five-year plan continues the $485,000 annual funding for Holiday Decorations.

	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
Beginning Balance	$11,874,996	$14,814,040	$20,980,975	$27,369,398	$33,986,500
Additions	3,599,044	6,651,935	6,873,422	7,102,103	7,338,206
Utilization	(660,000)	(485,000)	(485,000)	(485,000)	(485,000)
Ending Balance	**$14,814,040**	**$20,980,975**	**$27,369,398**	**$33,986,500**	**$40,839,706**



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