

**CITY OF JERSEY VILLAGE**  
**COUNCIL – STAFF RETREAT 2020**



**CITY COUNCIL MEMBERS**

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**CITY MANAGER**

Austin Bleess

May 2020

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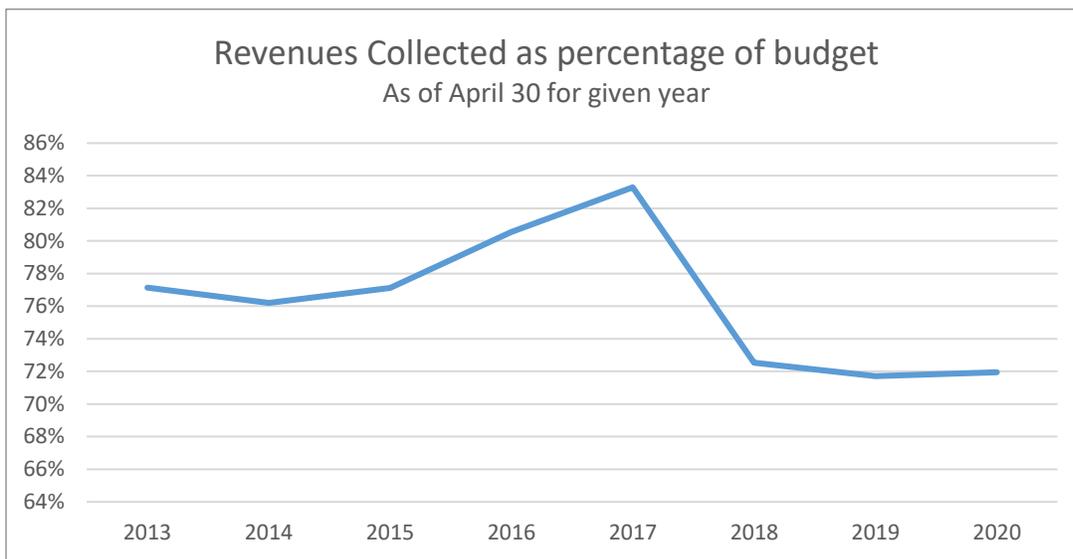
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## General Overview

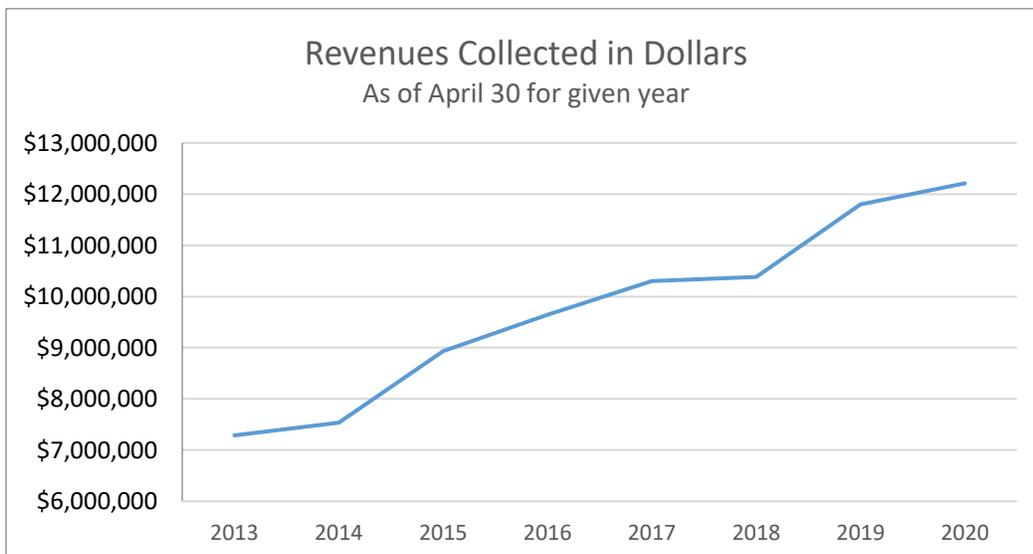
As we begin the process of looking ahead to the Fiscal Year 2021 budget which starts on October 1, 2020 we should take a few minutes and look at where the city is this year compared to previous years.

For the most part the city is in a great position compared to last year. Our revenues are tacking nicely for this year compared to last. As of April 30, we have taken in 72% of the budgeted revenues, which is about the same as last year. The main reason our revenues are slightly lower than in the past is due to the higher amount of revenues we are budgeting.

Here's a quick look at the trend over the past several years:

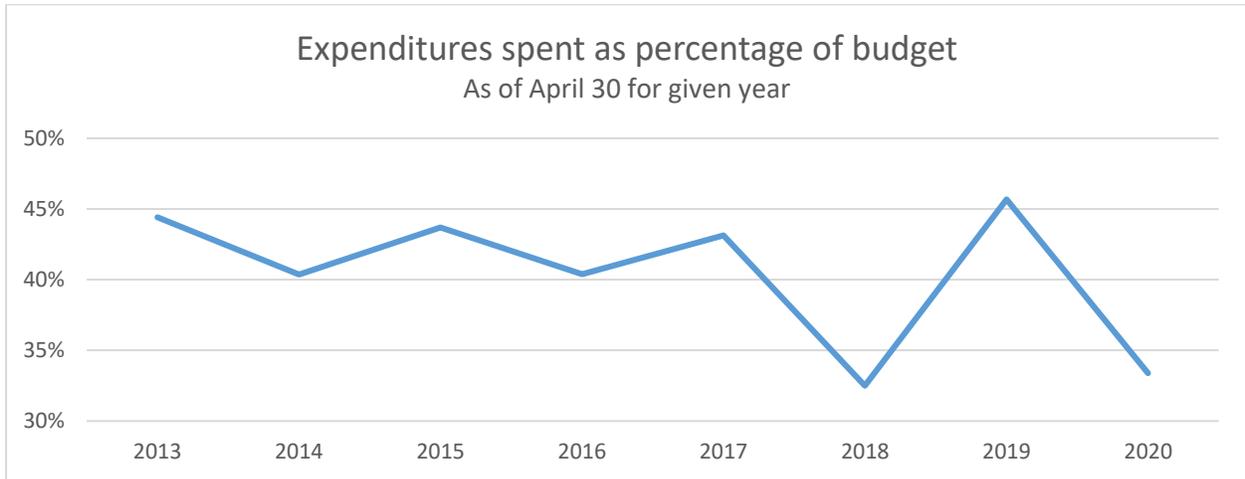


You can see below we are in great shape for YTD compared to previous years.



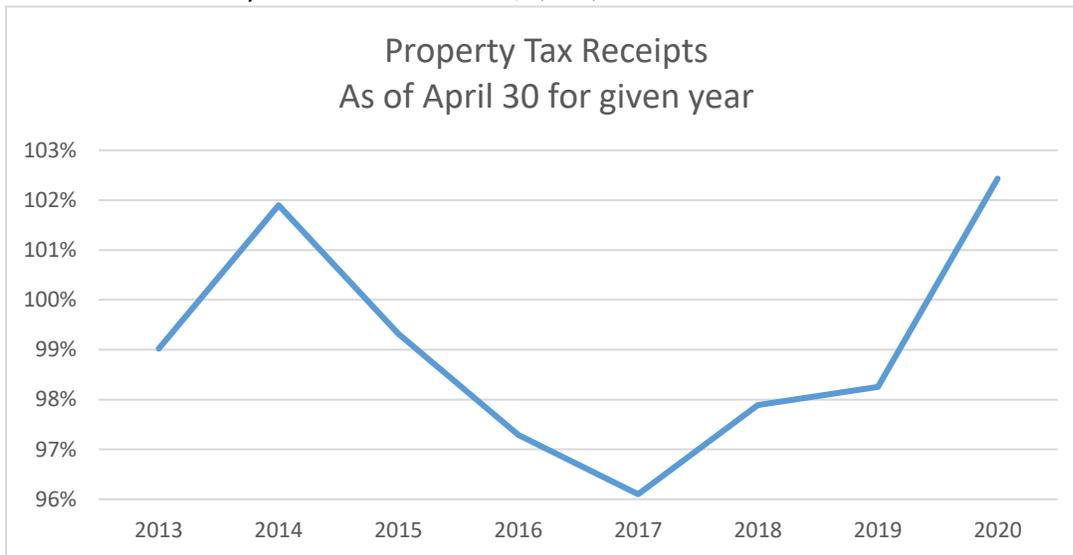
As for expenditures this year we are in great shape. As of April 30, we are at 33% of the budgeted expenditures. The city is typically in the 40% to 44% of the expense budgeted having been spent by April

30 of any given year. In 2019 we purchased the property on Jones Road which puts that percentage a bit higher than normal. The lower than normal expenditure level is because we have paused some bigger projects and currently have a hiring freeze.



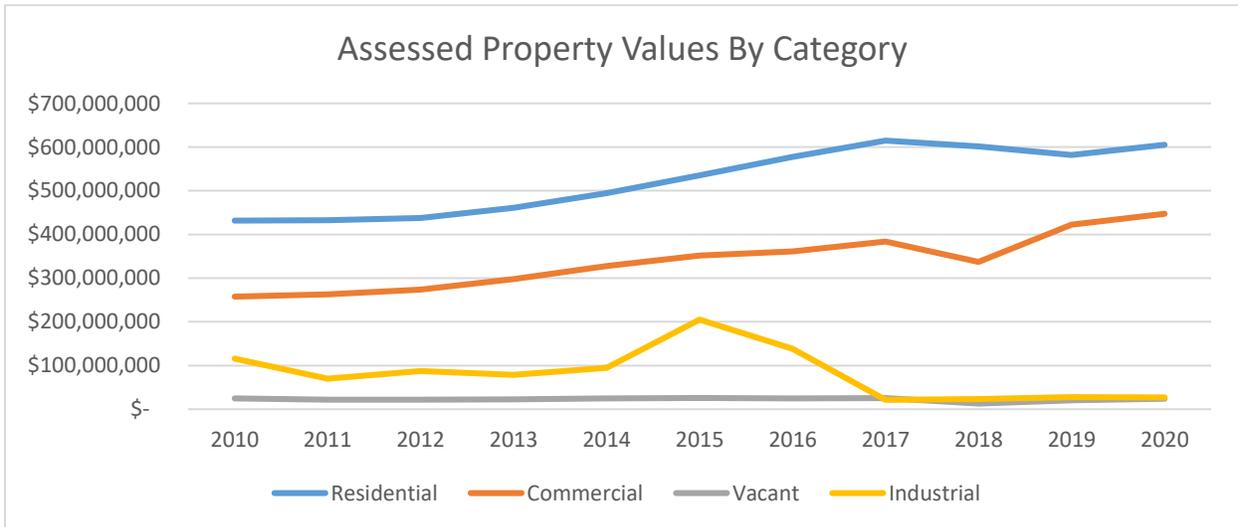
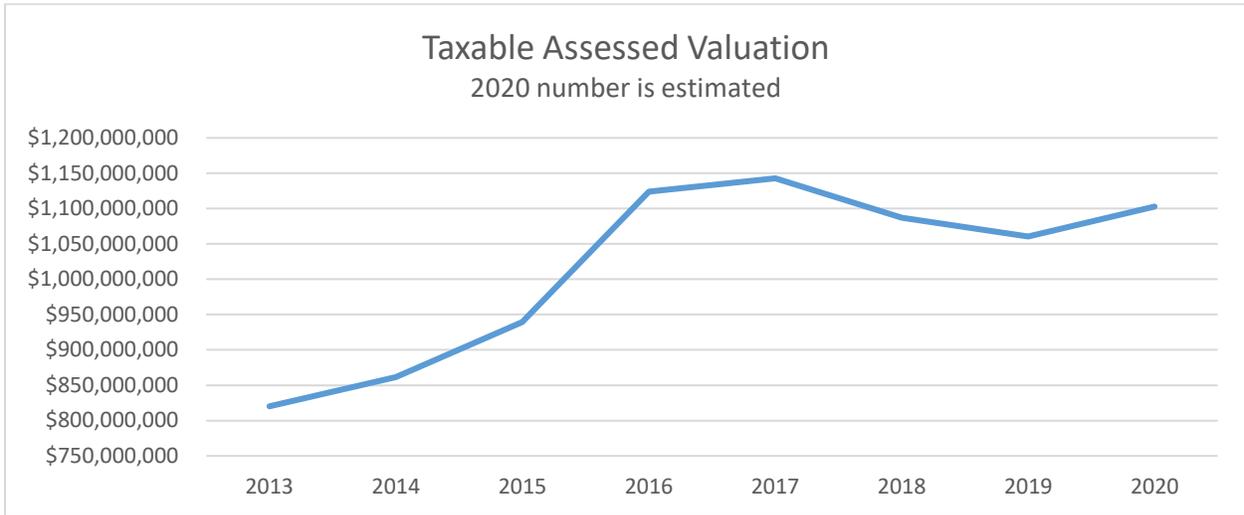
The city continues to see strong growth in property tax revenue, property valuations, and sales tax revenue throughout the community.

Last year as of April 30 the city had taken in \$6,533,628 in property tax revenue, which was a 98% collection rate. This year we have taken in \$6,467,721 which is a 102% collection rate.

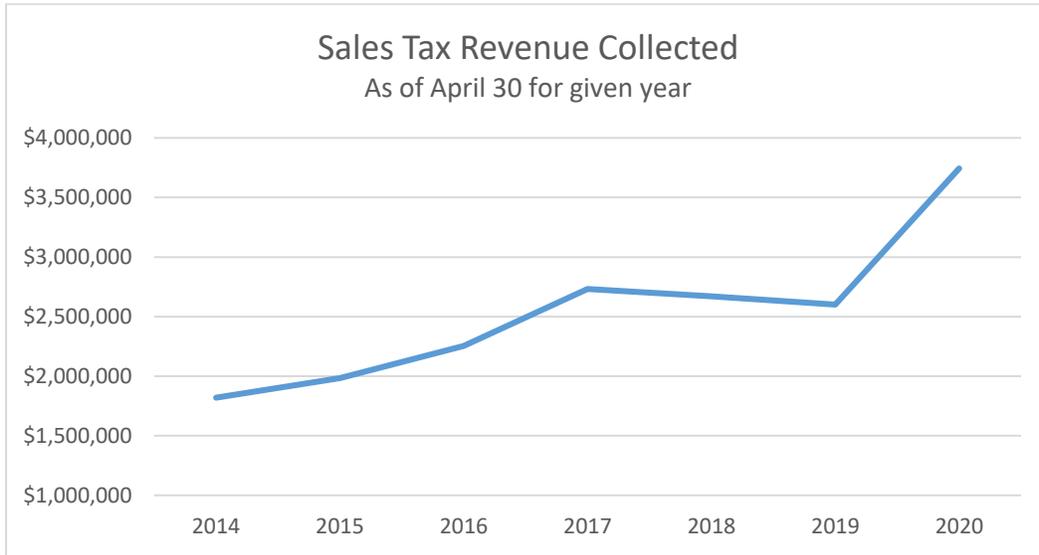


The main decrease in property tax revenue is due to the increase in the homestead, over 65 and disability exemptions.

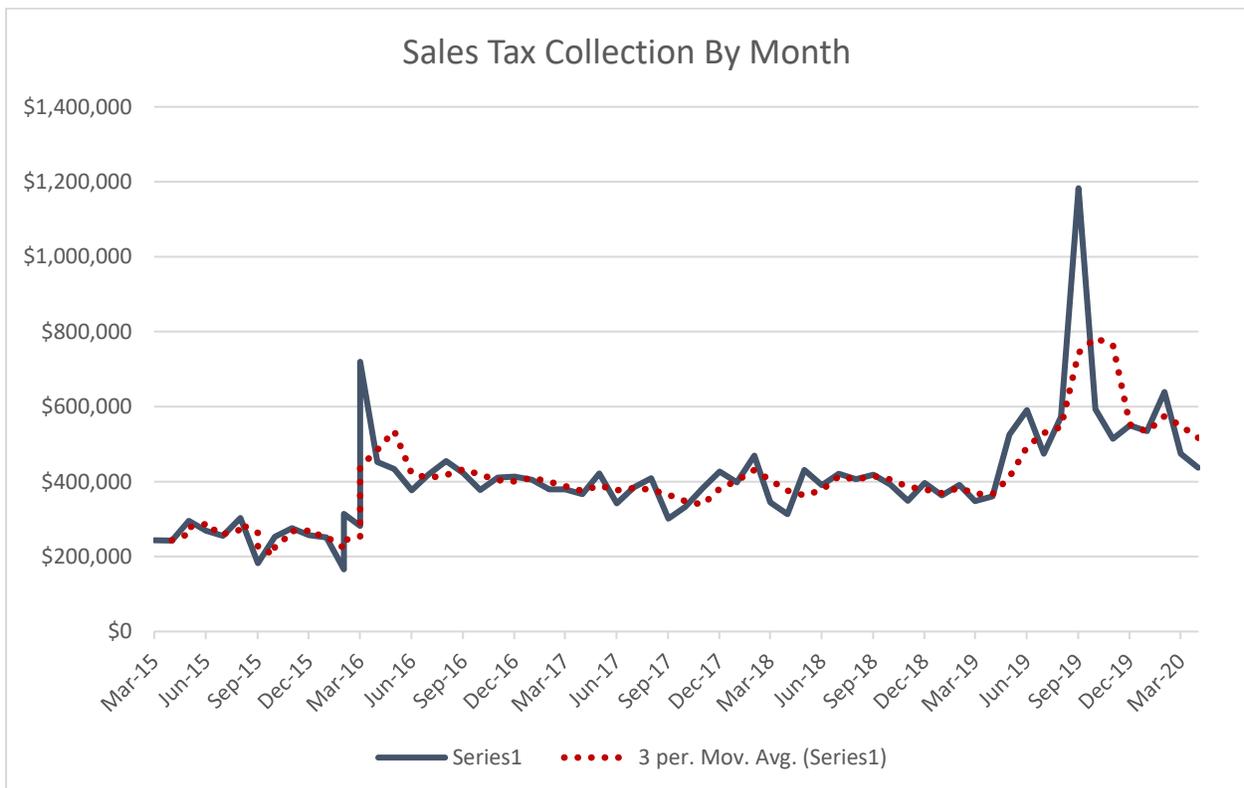
Since 2010 the city has seen taxable assessed value increase from \$830,303,009 to \$1,064,716,563 in 2018. The 2019 estimate is \$1,102,950,294.



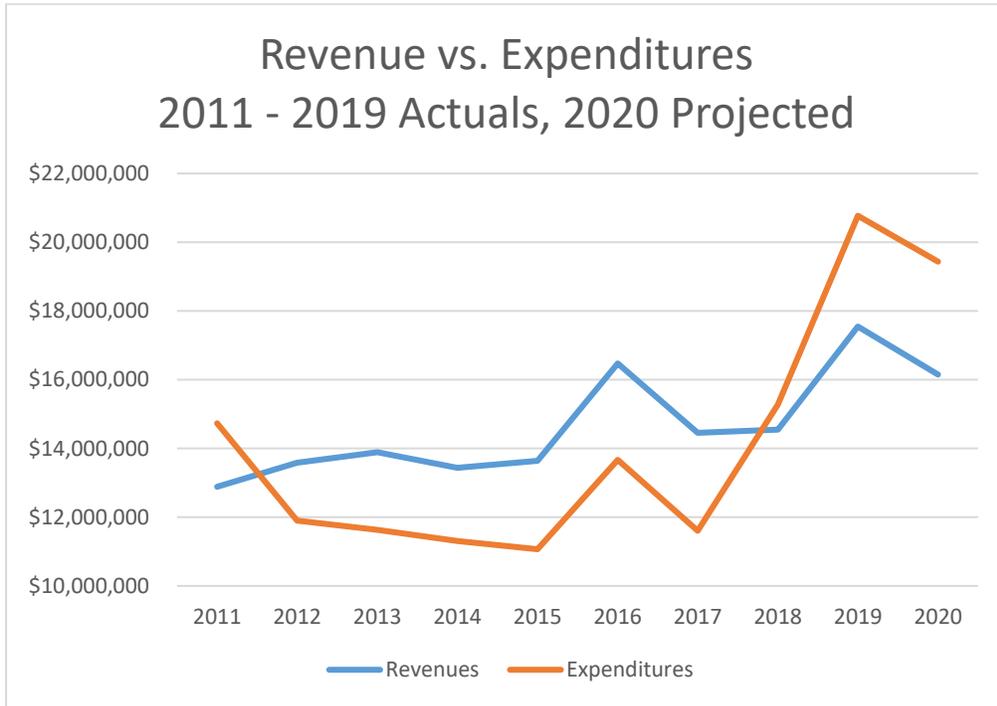
Sales tax growth continues to rise since 2014. Last year was our first year with Argos operating in Jersey Village, with April 2019 being the first time the city received sales taxes remitted from them.



Sales tax over all continues to trend in a positive direction.



Overall the past several years revenues and expenditures have remained consistent. The following graph shows the trend between revenues and expenditures for Fiscal Year 2011 through Fiscal Year 2018.



The large spike for 2019 is mainly related to the purchase and sale of the property on Jones Road. That is \$5,250,000. For 2020 the main reason for the spike is the construction of the new city hall building.

## Fiscal Year 2021

Looking ahead to Fiscal Year 2021 there are areas of concern, things to watch, and we have several projects that are coming up.

COVID-19 has thrown everyone for a curve. Right now things are beginning to open back up. However we don't know if or when there will be a second wave and how the County and State would respond to that. If we are faced with more stay at home orders that would mean our sales tax would take another hit. If things continue to reopen our sales tax should gradually climb back towards expected amounts.

HB2/SB2 was passed into law last year. The state is limiting how much revenue can be generated from property tax each year. Jersey Village is under the population threshold where we have to worry about it this year, but it is very likely the legislature will remove that population threshold next year. The 3.5% revenue cap on property taxes is something we will need to be cognitive of.

One other piece of that is our Sales Tax for Property Tax Relief. Revenues from the sales tax for property tax relief are subtracted from the city's no-new-revenue and voter-approval property tax rate calculations. This has the effect of decreasing property tax revenue by an equivalent amount. We should strongly consider moving the Sales Tax For Property Tax Relief to the Sales Tax For General Revenue. This could be done in one ballot proposition, and would not change the overall sales tax received by the city.

If we wanted to look at doing a sales tax for any of the other dedicated purposes allowed under state law, such as street maintenance or economic development, we could do that as well.

Flood mitigation projects continue to be on the forefront of our CIP. We have been informed the state will cover the local cost share required for the home elevations for FY17 and FY18. The city will have to cover the costs up front and then be reimbursed. That means once those projects are completed we can re-allocate those remaining funds to future years elevation or flood mitigation projects.

We are still waiting for final information from FEMA/TDEM for their 75% funding of the Berm/Wall Street Project. We are working towards final approval from the State GLO for the 25% funding of the project in the form of CDBG-DR Grants. We believe a time frame of going out to bid in June is possible.

Given the unknowns of COVID-19 we are taking a very cautious approach to the budget for the upcoming year.

This is the start of the budget season, and everything is still very much in flux for the upcoming budget year. Things may get added or removed from the budget between now and July. Please remember that we are very early in the planning stages. We welcome the opportunity to discuss the budget with the Council at this early stage in the process.

## Administrative Services

Administrative Services consists of three full time positions. This includes the City Manager, City Secretary, and Human Resources Manager. We also budget for interns throughout the year.

### **Potential Budget Troubles**

There are no major budget troubles for this department. We will not hire interns from this year. Travel will not be as extensive, as most conferences have been cancelled or moved digitally. Trainings will still happen, but will be done virtually. We expect Administration to come in under budget for the year.

### Fiscal Year 2021 Impacts

A number of things have gone digital in this past fiscal year for us. Payroll and Accounts Payable have all gone digital. This reduces the amount of paper generated, which means less physical space will be needed for storage of these paper records in future years.

We are looking to add digital time clocks that would sync with our payroll system automatically. This would reduce the amount of time spent on payroll. The estimated cost for this right now is \$25,000. We will refine that number a bit more before the July budget meetings.

The Charter Review Committee meets this year, and there is discussion on possibly modifying our sales tax rates. If we do elections for one or both of those that will increase our elections cost for the upcoming fiscal year. The best statistics we have in estimating the costs of having a general election and two special elections is to look back to 2015-2016 when we conducted a general election, a special charter election and a run-off election. The costs that year were \$15,000.

The use of interns may be delayed due to COVID-19 and potential funding issues that may create.

### Future Fiscal Years

Budget Issues looking three to five years out

- On-going Annual Records Management Costs for implementation of City Records Plan, and digitization of them.
- Processing of on-going public information requests.
- Staffing issues and the potential need to add more staff.

## Legal/Other Services

The Legal/Other Services Department is where we pay our legal fees from, and long with our various liability and property/casualty insurances.

All interfund activities are also accounted for in this fund.

It does not look like we will utilize our marketing funds we asked for this year. As such we would like to request it again for next year. We are asking for \$30,000 for marketing assistance. This was a key goal in the Comp Plan. We will be asking for about \$30,000 to do some photograph, videography, and designing of ads that we can place digitally, in trade magazines, and perhaps billboards. We will have a campaign focused on attracting new residents and one focused on economic growth.

Legal fees are getting back to a more normal level after several years of US 290 acquisitions and the like.

### Fiscal Year 2021 Impacts

We will need a slight increase in our automobile insurance line.

12-6001 – Increase by \$7,000.

12-5515 - \$30,000 for marketing

## Information Technology

**Mission:** To provide information technology leadership and strategic direction in support of the computer infrastructure through a commitment to deliver secure, responsive and cost-effective, innovative solutions for achieving the business objectives of today and tomorrow and where possible help facilitate the flow of information to and from the residents of the city.

### **Objectives:**

Provide timely support in the resolution of daily computer and telephone problems  
Maintain the integrity of the servers  
Ensure the accountability of the computer systems  
Maintain a secure, reliable network  
Deliver computer systems per the Computer Technology Plan  
Maintain and work to improve the city website  
Explore emerging technologies  
To look for cost-effective and innovative ways to improve processes  
To develop and maintain Information Technology policies and procedures

### **History**

#### **2003-2018**

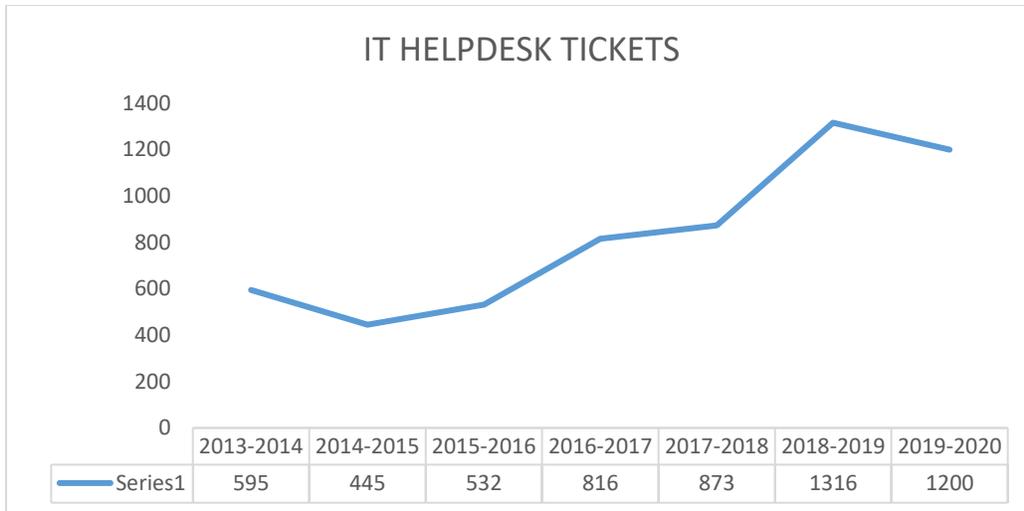
The Budget for 2003-2004 was \$285,136. There was 1 full-time employee and 1 part-time employee. The city had approximately 60 PC's and 4 Servers. In 2006, the part-time employee was no longer here on a routine basis and another full-time employee was added. IT was supporting 91 PC's, 7 Servers, over 30 software systems, 12 network printers, the local area, wide-area and wireless networks. There were 135 active computer user accounts and 109 active email accounts. Majority of IT support request come from about 50 core employees. In 2010, the part-time employee was added back based on 8 hours a week. In 2017-2018, the budget had grown to \$672,475 due to increased amount of hardware, the complexity of systems and additional software products. In 2018 the IT staff was augmented to keep up with the daily workload and complete projects. There were now 3 Full time employees and 1 part-time tech supporting 121 PC's, 25 Servers, 150 user accounts and 109 email accounts, 19 network printers, over 45 software systems and 94 phones. IT worked on 1316 logged IT Helpdesk tickets in 2018/19, compared to 873 in 2017/18. IT believes that we have historically only had about 60% of the actual problems reported.

### **Today**

The IT Department is responsible for all city computer, network and telephone related systems. The staff in the IT Department consists of the IT Director, who reports to the City Manager, 2 Full Time IT Technicians, 1 Part-Time employee (8hrs/week). The city has 121 PC's, 28 Servers, 150 user accounts, 120 email accounts, 19 network printers, over 45 software systems and 94 phones. IT also assist with Police/Fire Radio issues.

IT handles Problem Resolution on a Priority basis. Virus and Spyware infections, Problems affecting Dispatch, Complete outages, Court in Session, or POS system are handled at the highest level. Problems impacting Entire Departments, Multiple People, or Major Applications are handled next. Individual problems are handled at the lowest priority.

IT worked on 1,200 IT Helpdesk tickets this year, compared to 1316 last year.



The IT Department utilizes a Technology Replacement Fund, which provides funding for future technology. This plan ensures that the city technology does not become stagnate and provides product consistency. New systems are purchased with a service plan that covers the life of the unit. This fixes the cost over the life of the asset, reduces annual expenditures and flattens the IT budget.

The budget for 2019-2020 is \$635,476, down -\$106,419 due to Capital Expenses that were budgeted in fiscal year 2018-2019.

**2019-2020 Accomplishments**

- Incode 10
- Network Vulnerability Assessment
- Computer Replacement
- Imprivata Advanced Authentication Upgrade
- VMware Virtual Server Upgrades v6.0 to v6.7U3
- Cisco Phone System Virtual Server Upgrade v5.5 to V6.7U3
- AntiVirus EndPoint Protection Replacement
- Equature Voice Recorder Replacement
- Cityhall security cameras upgraded
- PD Coban, Notebook, Printer upgrades
- Upgrade Active Directory Servers / Domain level to 2016
- Upgrade all PC's to Windows 10
- New PW Taylor Road network roll out
- DL380 Server firmware upgrade to 2020 apr
- COVID-19 Remote Work From Home (VPN/Jabber/Teams)
- Zoom Meetings / Webinar

**In 2019-2020 There were 5 Supplemental Items:**

**Completed**

01-13-4504 Annual Software Maintenance Increases		\$7,300 (On-going costs)
Incode Routine Increase	\$1,500	
MS EA 2 New PC's for PW / 1 for Court	\$1,846	
Cancel Fleet Pubworks	-\$650	
Fleet RTA	\$2,880	

Fleet Mitchell Pro

\$1,728

**In Progress**

Technology Replacements

Technology Replacement		\$8,500(One-time costs)
01-23-9771 PD Camera Server increased cost	\$1,500	
01-28-9771 Court Video Notebook	\$1,000	
01-30-9771 Public Works new training PC	\$1,000	
01-31-9771 Building Official new Microsoft Surface Studio	\$5,000	
Technology Replacement User Fee		\$2,125 (On-going costs)
01-23-9772 PD Camera Server increase costs	\$375	
01-28-9772 Court Video Notebook	\$250	
01-30-9772 PW New Training PC	\$250	
01-31-9772 PW New Microsoft Surface Studio	\$1,250	
01-13-4504 Additional Backup Copy Solution		\$5,000 (On-going costs)
Unitrends Advanced Archiving / Cloud Solution		
01-13-4504 Email Threat Test		\$3,000 (On-going costs)
Sandbox scan of suspicious email		
01-13-4504 Enhance Video Surveillance Camera/Monitoring		\$3,000 (On-going costs)
Dynamic Stream License to improve HD monitoring		

**Potential issues/projects**

Additional Backup Copy Solution  
Exceeding budget estimate

Technology Replacement  
Replace (7) desktops with notebooks  
Some desktops not up for replacement

Incode 10 - Unbudgeted Incode 10 Migration expenses

**Fiscal Year 2021 Impacts**

Software Maintenance Increases

Normal annual increases

Technology Replacement

Replace Desktops with Notebooks where it makes sense

Advanced Authentication System Upgrade	\$5,000
Promotion System Administrator Position	\$6,500
Update EOC Video / Audio system	\$5,000
Satellite Phone Base Station Replacement	\$3,000
Digital Signatures / DocuSign	\$ 600
Pool / Pavilion / Park Internet Access & Wi-Fi	
VMware Security Enhancements –Vcenter 2FA	

## Future Fiscal Years

Looking out over the next four years, we see increased growth, dependence and demand for technology. The following topics being of significance to the department:

Improve Remote Access with Mobile Device Management / Bring Your Own Device more prevalent  
Azure Active Directory Premium  
Customer Contact  
Code Enforcement  
Increased Social Networking  
Cloud based systems and storage  
O365 Email Archive, eDiscovery and Backup  
Agenda Software  
Fire Department Vehicle Computers  
Increased Video Data Requirements  
Third server for our Virtual System

In addition, improvements in facilities, acquisitions and construction of new buildings will require additional support. This will bring additional networks, computer systems, software license, telephone systems with redundant circuit connections, fiber connections to new buildings, wireless networks, increased video surveillance systems, audio/video systems and digital signage.

### **Potential Risk or Major Impacts**

Disaster Recovery – Business Continuity  
Computer & Network Security  
Audit  
Security and control systems  
Network design changes

## Finance Department

There are three divisions within the Finance Department. They are Accounting, Customer Service, and Municipal Court.

The Mission of the Accounting Division is to manage the City's finances through its accounting services in a professional manner.

The Accounting Division has the primary duties of budget control, financial reporting, auditing, cash management, utility billing and maintenance of fixed assets records.

The Director of Finance is charged with satisfying its mission by providing general supervision of the divisions and Municipal Court, develops the CAFR and assists the City Manager with development of the City's annual budget.

The Mission of the Customer Service Division is to provide prompt, accurate services to the public in a friendly, respectful and courteous manner, to act as a central collection point for all monies received by the City, and to ensure that utility is billed timely and accurately.

Their primary duties include being the first point of contact for most of the public dealing with the City. The division is responsible for utility payment collection, fee collections, complaint handling, and the telephone console operations.

The Mission of the Municipal Court is to provide a fair, impartial and timely adjudication of misdemeanor offenses committed and filed with the City.

The Municipal Court is responsible for the prosecution of Class C misdemeanors. Judges are appointed by the City Council. The Municipal Court activity includes monthly and quarterly reports to the City and the State on traffic and class C misdemeanor offenses.

Municipal Court has transitioned to InCode 10. With this system they are able to scan everything in and go paper-lite. This is going well. It has made the transition to telecommuting due to COVID-19 much easier.

Finance has transitioned to InCode 10 and has gone paperless for Accounts Payable. We are actively working to reduce the number of checks being written by utilizing the P-Card System and ACH Transfers. This has been in the works since the beginning of the fiscal year, but really picked up since March.

### Fiscal Year 2021 Impacts

There are no major requests for the upcoming fiscal year.

### Future Fiscal Years

As the number of citations continue to grow and our boundaries expand with Village Center we will need to keep an eye on staffing levels in Court and Finance. We may need to add staff in the coming years.

We have a few staff members in this department that are nearing retirement age. We may also look to add staff to provide for a transition period before retirements occur.

## Police Department

The Police has 29 full time employees that is broken down by the following:

- 1 Chief Of Police
- 2 Lieutenants (1 Patrol, 1 Administrative/CID)
- 2 Detectives
- 4 Patrol Sergeants
- 4 Patrol Corporals
- 1 Bailiff/Warrant Officer
- 13 Patrol Officers
- 2 Traffic Officers-One Day shift and one Night shift
- 2 Administrative Secretaries (One Records/One Police Admin)
- 1-Part time Detective-this position was suspended in March due to COVID-19

### Equipment

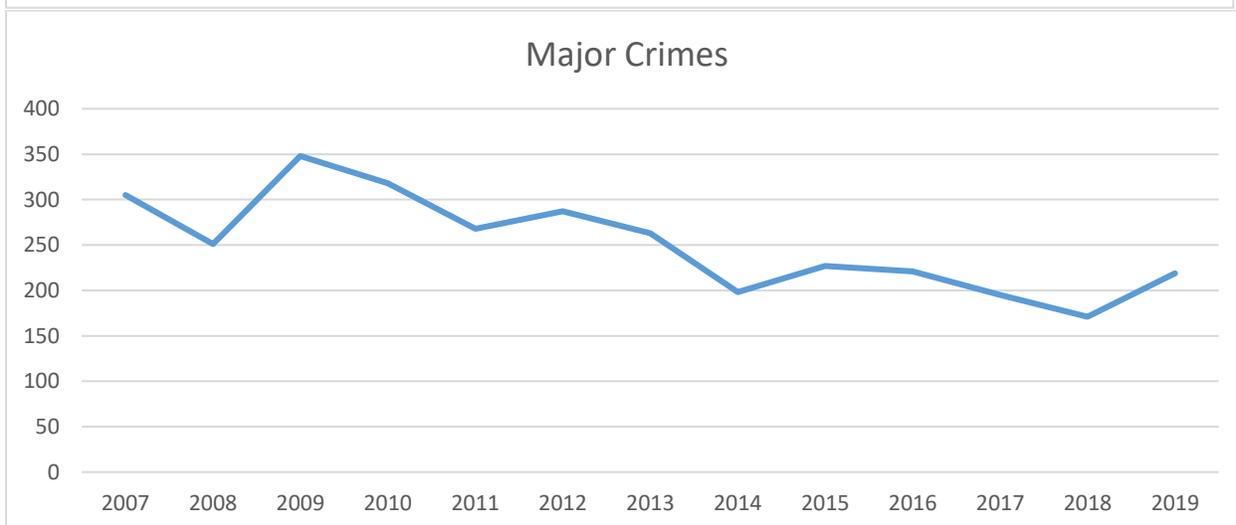
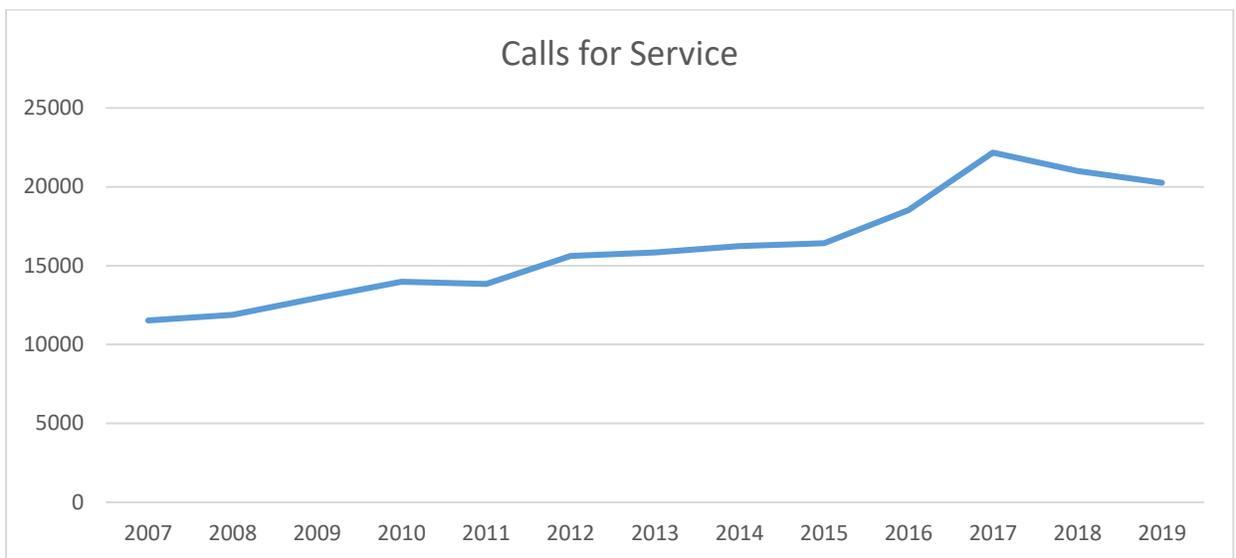
- 16 Police Tahoe's
  - 2 Ghost marked units
  - 10 marked units
  - 4 unmarked units
- 1 unmarked pickup truck

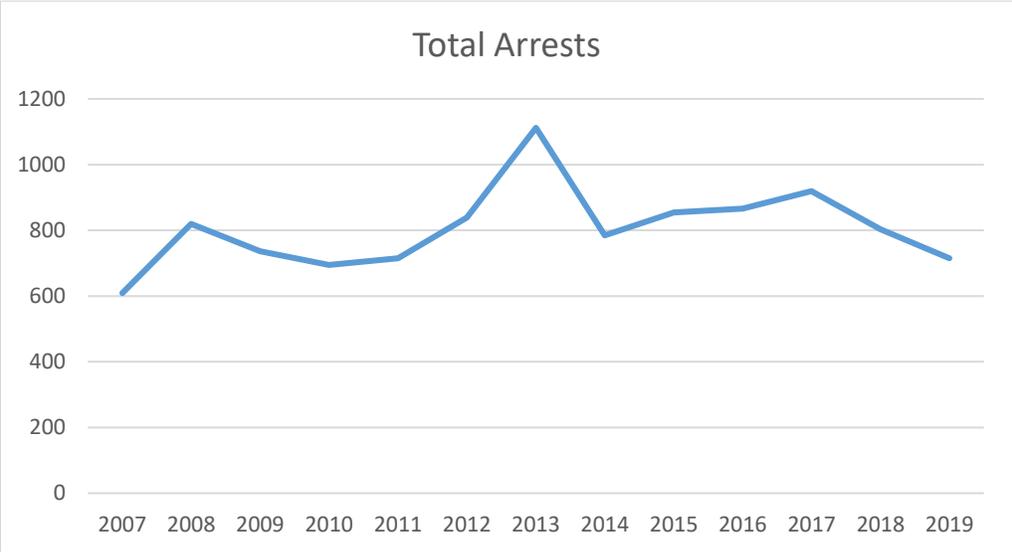
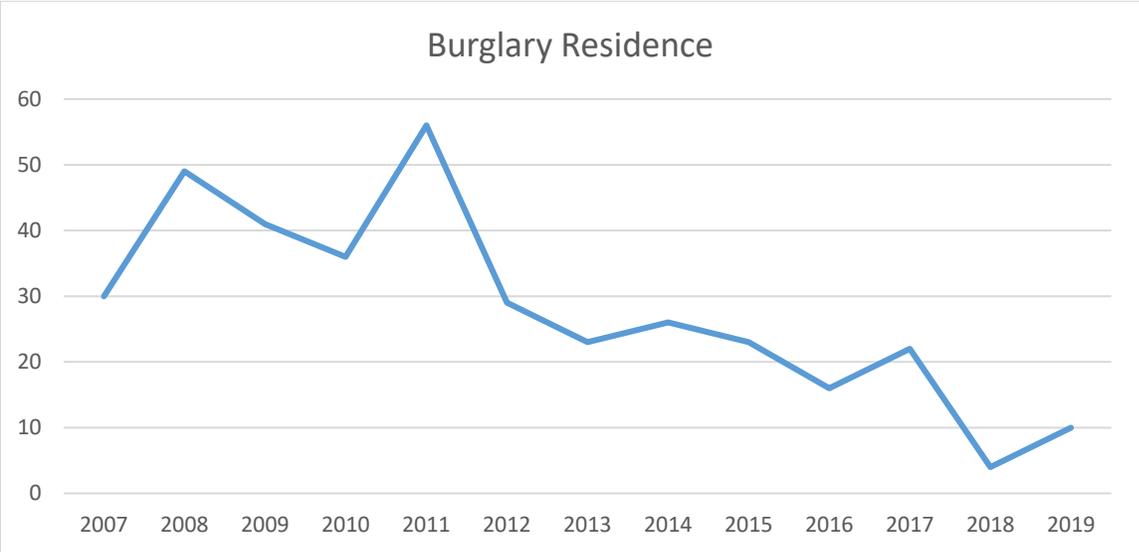
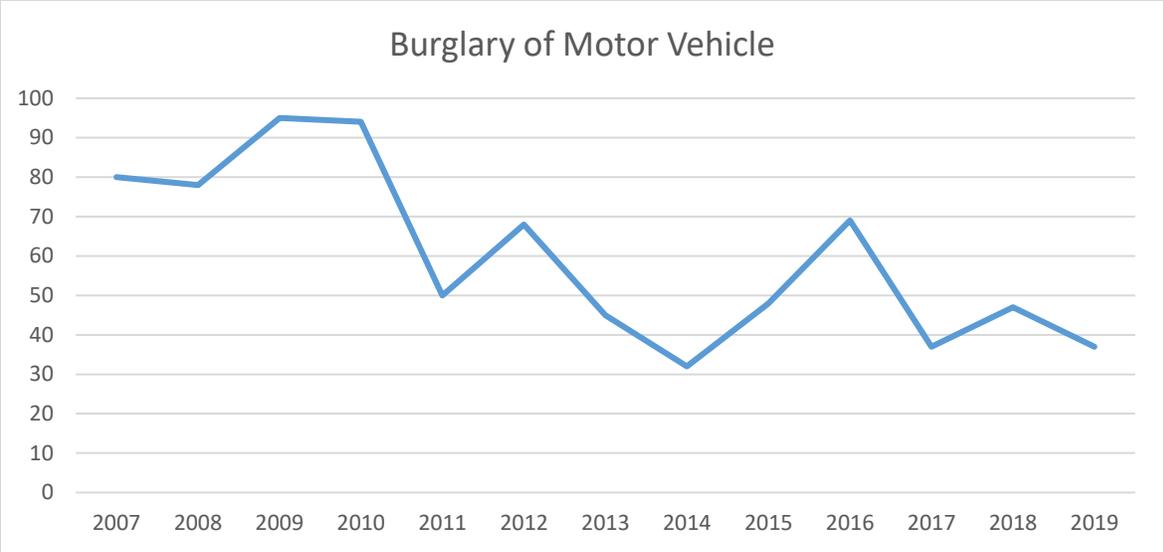
### Department Accomplishments

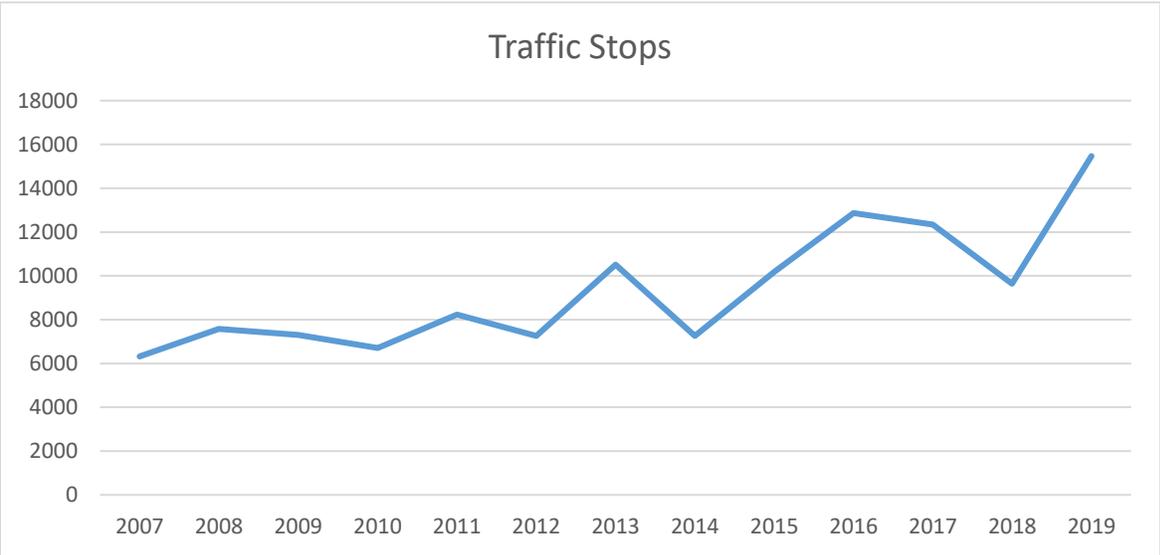
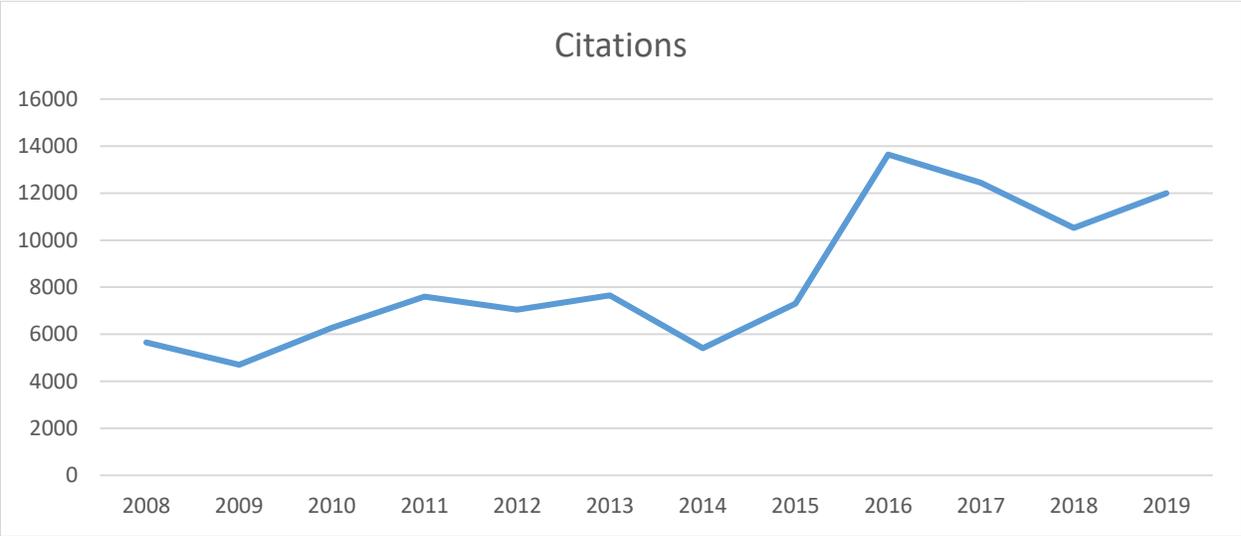
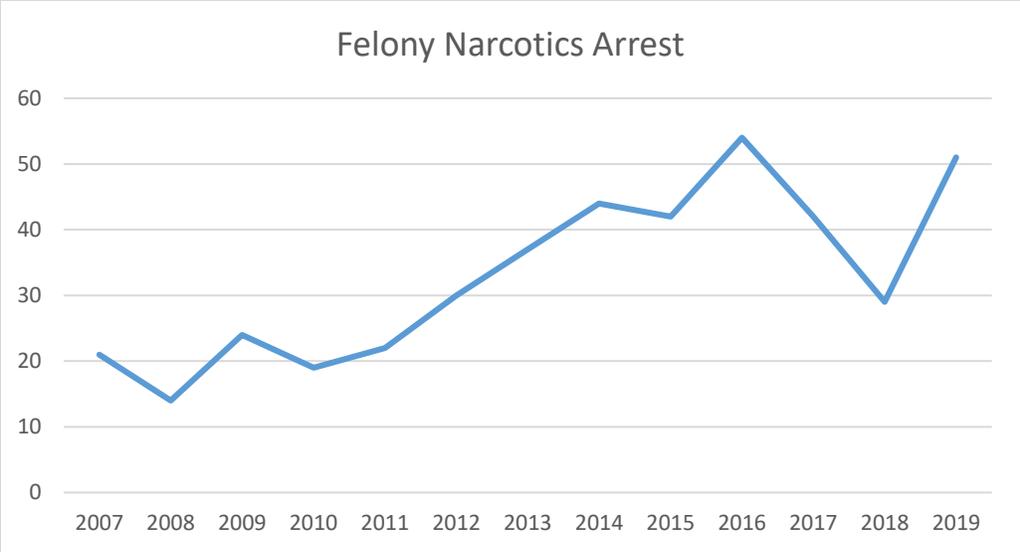
- TASERS
- Laser Shot Virtual Training software
- Less lethal weapons-Can be removed
- Tactical first aid kits in every vehicle
- CPR equipment and training
- mandatory tourniquets carried by all officers
- LIDAR units
- Safe Zone for child custody transfers and online sales/purchases in a safe location
- supervisor training program
- safe zone located behind the police department
- tactical body armor in all vehicles
- enhanced evidence collection training
- criminal investigator rotation training program-unable to transfer officer this year due to staffing levels
- de-escalation training
- ethics training
- Reorganization of the traffic units (split shifts and use of Tahoe's)
- evaluation and updated departmental General Orders and SOP manuals
- Facebook and twitter-social media engagement
- Specialized forensic cell phone software
- Property room reorganization and utilization of evidence tracking software
- Department issued duty weapons
- 48 LPR cameras located throughout the city for crime reduction and criminal apprehension

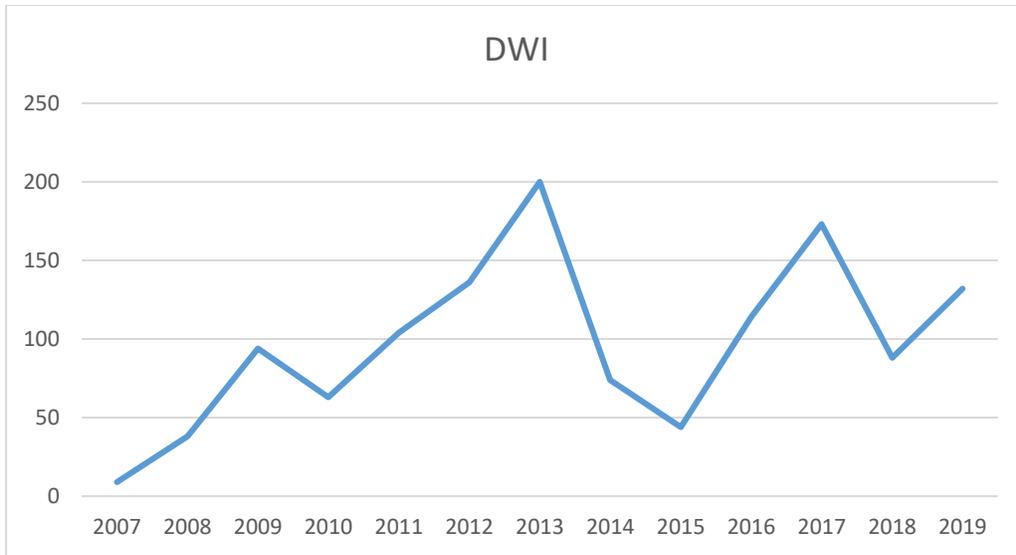
- FBI LEEDA training for staff development
- Redesigned Police Department website
- Updated our Field Training Program (FTO) manual
- Voted in 12 hour shifts increasing manpower levels and reducing overtime.
- Reorganized the department to be more efficient by transferring Detective Sergeants to Patrol Division.
- Created career opportunity for line level officers by transferring CID Detective Sergeants.
- Replaced old poor quality uniforms with a better looking and more durable Blauer uniform.

It has been a busy year for the police department. Here are some data points comparing the previous years.









### Fiscal Year 2021 Impacts

There will be additional impacts to the police department budget that will come from the Crime Control Prevention District. They are:

Item	Amount	Source
SALARY ADJUSTMENTS	20,670	CCPD/GF
STEP	20,000	CCPD
Salary Increases for 12hr Shift	63,000	CCPD/GF
EOC/Training Room Equipment Upgrade	6,000	CCPD
CONTROLLED ACCESS AND VIDEO SUREVLLANCE FOR PROPERTY ROOM	4,500	CCPD
SPECIAL EQUIPMENT/BALLISTIC VESTS – Will get \$8,000 back in grant	12,000	CCPD
Four more Flock Cameras	8,000	CCPD
Uniforms	3,500	CCPD
Ammo/Targets	4,000	CCPD
Tasers	6,200	CCPD

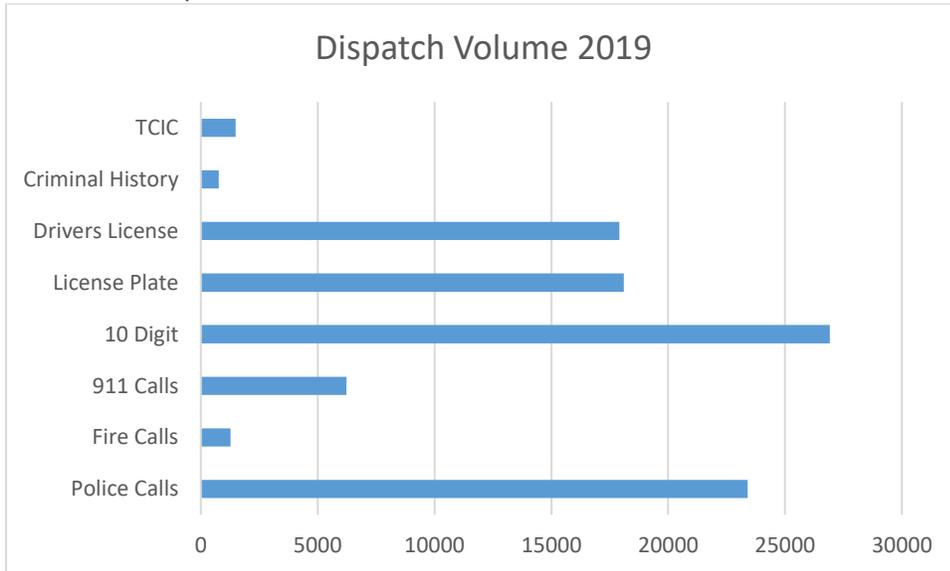
### Future Fiscal Years

- Implement the Texas Police Chief Staffing Model-2020-2021
- Create DPS Commercial Motor Vehicle Enforcement Program-2021
- Become a TPCA Best Practices Recognized Agency-2022
- Establish Jersey Village Police and Clergy Partnership Program-2022
- Implement a Property Identification Program-2023
- Executive Leadership Training for Supervisors, i.e. LEMIT, ILEA or FBINA-2021-2025

## Communications

The Communications Department consists of 8 full time dispatchers, and 1 full time dispatch supervisor. This has greatly benefited the department.

In 2019 the department handled over 96,000 communications. These communications are as follows:



Ten Digit calls are all calls to the police department and dispatch center and all calls forward from city hall nights and weekends. It has only been tracked separately since July 2019.

### Fiscal Year 2021 Impacts

As more dispatchers obtain certifications the incentive pay will need to increase accordingly.

## Fire Department

The Fire Department has 8 full time staff, 17 part time staff, and 30 volunteers. That breakdown is as follows:

- 8 Fulltime Fire Staff
  - Chief/ Fire Marshal / Emergency Management Coordinator / 911 / LEPC
  - Fire Inspector/Arson Investigator
  - 3 Captain / Fire Fighter / Paramedics
  - 2 Fire Fighter / EMT's
  - 1 Administrative Assistant
- 7 Part time staff
- 38 Volunteers
  - 11 Fire and EMS
  - 10 EMS Only
  - 16 Fire Only
  - 1 Support member

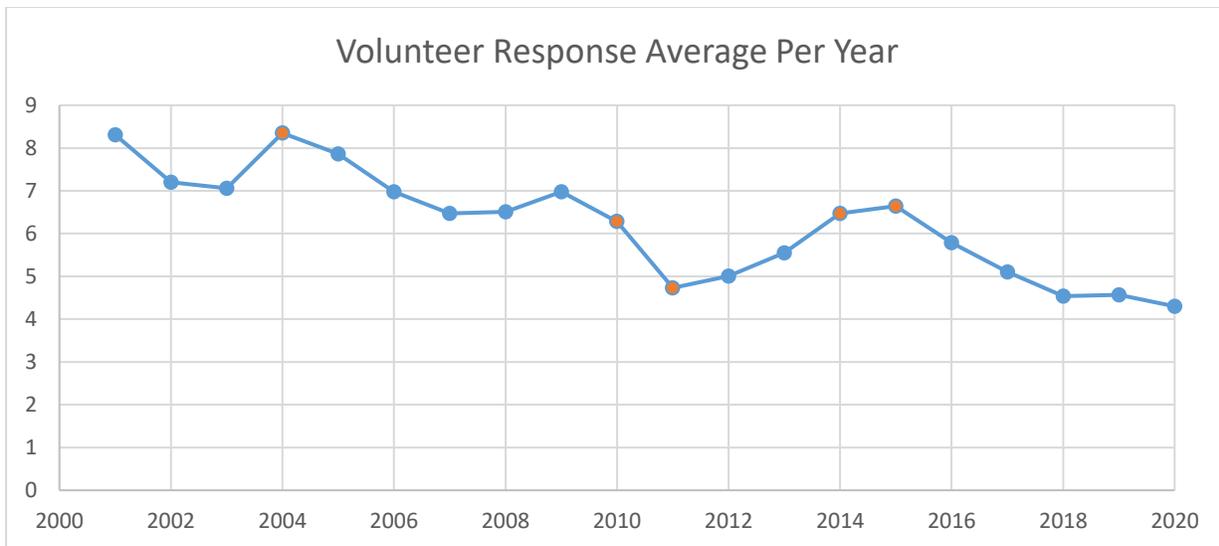
The Department has the following apparatus:

3 Fire Trucks	1 Inspector Truck
1 Rescue Truck	1 Rescue Boat
2 Ambulance Units	1 Parade Antique Truck
1 Medic Squad Vehicle	1 High Water Truck
1 Command Vehicles	1 Chief Vehicle
CERT Trailer	Arrow Board Trailer

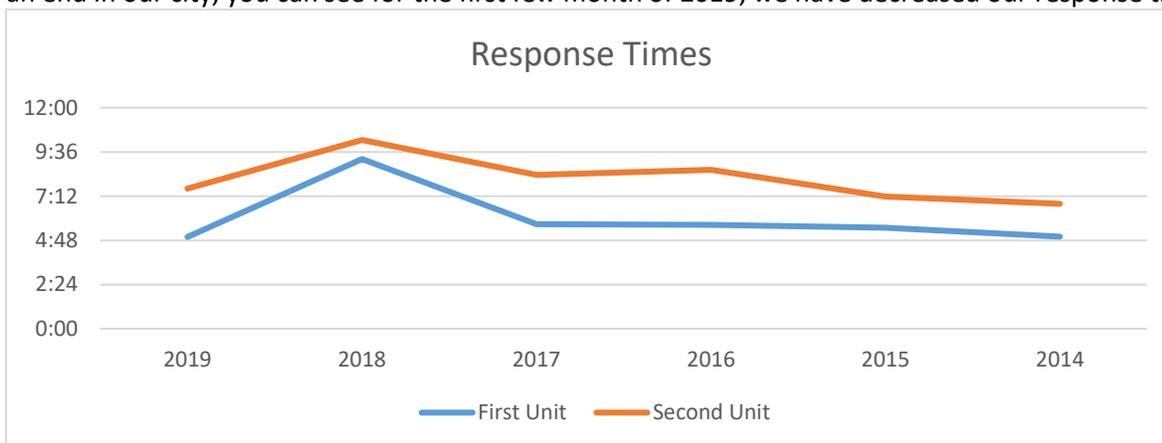
Over the years, the membership numbers of the volunteers have ebbed and flowed. At its peak, we have had 41 members.

<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
<b>41</b>	<b>33</b>	<b>36</b>	<b>40</b>	<b>34</b>	<b>34</b>	<b>37</b>	<b>25</b>	<b>30</b>	<b>31</b>
<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>34</b>	<b>37</b>	<b>35</b>	<b>33</b>	<b>41</b>	<b>40</b>	<b>33</b>	<b>35</b>	<b>30</b>	<b>34</b>
<b>2020</b>									
<b>38</b>									

However, while volunteer numbers are up over the past few years, the number of volunteers that respond to calls are down.



While Jersey Village is certainly not the only community in Texas or the nation that is subject to the ebbs and flows of volunteer membership, on occasion membership does impact response times for the second arriving unit. This is shown in the orange and yellow lines below. In 2018, we did increase in our response times for first and second unit arrivals. However, as we are seeing the construction coming to an end in our city, you can see for the first few month of 2019, we have decreased our response times.



#### 10 Year run data trend

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Fire/County	90	89	98	70	104	100	91	95	83	93	41
Fire/ETJ	18	19	31	21	25	26	29	24	37	23	13
Fire/JV	160	156	192	228	225	347	348	325	414	383	392
EMS/County	36	38	52	37	23	46	8	15	16	17	9
EMS/ETJ	39	48	45	39	28	40	40	56	45	49	35
EMS/JV	707	720	726	661	634	648	607	652	717	787	746
Ambulance Tra	442	481	495	499	450	445	432	467	517	1,351	1,240
Aid Received	28	26	24	27	15	21	21	26	19	505	497
Aid Given	129	127	148	61	59	55	37	40	33	15	22
<b>Total Calls</b>	<b>1,056</b>	<b>1,070</b>	<b>1,144</b>	<b>1,055</b>	<b>1,039</b>	<b>1,207</b>	<b>1,123</b>	<b>1,187</b>	<b>1,312</b>	<b>26</b>	<b>15</b>

#### Current Supplement Status

## Fiscal Year 2021 Impacts

At the Council meeting on May 11 we requested to apply for a SAFER Grant through FEMA to bring on 4 more full time Fire Fighter Paramedics. This would give us three full time staff on 24/7. For the upcoming fiscal year this would be \$113,800 in cost to the city, which is 25% of the total cost. FEMA would pay 25% in year two, however they would not cover any pay or benefit increases. In year 3, or FY23 we would have to cover 65% of the total cost and in FY24 the city would cover the full which approximately \$500,000.

We may also look at getting a second military surplus truck, like our current high-water truck, to utilize for blocking traffic on the freeway during rain events and accidents. This would be about \$44,000, but this would alleviate us from having to drive a \$750,000 Fire Truck up there to do traffic control and risk getting it run into. The cost would include a lift, arrow board, painting, and lights.

We did apply for the AFG Grant for new air packs. We asked for \$336,000 to purchase new air packs. 95% of that amount is funded if we get it. City is responsible for 5% of that.

The state has changed the Medicare reimbursement program dramatically since last year. For the current fiscal year we budgeted \$200,000, however we received only \$29,000. Next year we will receive \$89,000. But this is still a large reduction from previous years.

## Future Fiscal Years

With Village Center we will need to have more inspections for the buildings. We are estimating 281 total inspections for the project.

The Department is looking to join the Texas Fire Chief's Association Best Practices Program.

As standards for gear cleaning increase we will need to invest in a washer and dryer specifically built for bunker gear. This will be about \$25,000.

Implementation of computers in vehicles that integrates with CAD.

Radios will need to be replaced in a few years. We need to upgrade the computers in dispatch, the radios in the server room at PD and we are looking to replace portable radios on Fire trucks to the firefighter portable that has larger knobs and larger microphones to handle better in a fire. This is in replacement plan, and being funded every year.

Vehicle Replacement Plan (Ambulance and Large Apparatus)

## Public Works

The Public Works Department consists of several different areas:

- Public Works Administration and Flood Plain management,
- Street Services including Street maintenance, Water distribution, Sanitary collection and Storm drainage,
- Community Development which includes Permitting, Code Enforcement and Inspections,
- Solid Waste,
- Fleet Services which includes repairing City vehicles, preparing new vehicles for production and overseeing the auctioning vehicles and equipment,
- Water and Sewer Plant Operations and,
- The White Oak Bayou Joint Powers Board.

With our new Public Works Director we are making good progress on several new initiatives, as well as existing projects such as Utility relocations, rehabilitating our treatment plants, facilitating the construction of the Soundwall and the new Taylor Road Public Works building. We are also shifting priorities for other projects that have diminishing value to the city.

There has been great progress on several initiatives comprising the rehabilitation of sidewalks on Senate and several concrete street panels. Another initiative to freshen the City's cross-walks, stop bars, stop signs and curb painting at fire hydrants is complete. We have also completed the acquisition of a new street sweeper with 50% grant funding and it will be in service shortly.

With the completion of the Public Works building on Taylor Road, we have now moved into the new building.

For Community Development we are looking to invest in better software for inspections. Staff has vetted three different companies and found a solution they think will work well. They are working on getting references and quotes for that. We have not filled the open inspector position and are moving that funding toward consultants with the goal of improving production through division and specialization of talent as well easing the workflow.

Our goal in Public Works is to build and retain an efficient and high quality workforce. We are looking to increase the training for our employees and it is the City's interest to get them certified in water distribution and sewer collection systems. This is training offered toward obtaining the applicable TCEQ certifications.

Overtime has been an issue this year. Two of the main causes include: 1) trouble filling open headcounts due to a strong economy causing us to use overtime for urgent issues and 2) utility contractors have increasingly been hitting water or sewer lines while they are digging in the right of way. We are billing the contractors wherever possible for the damages caused.

## Fiscal Year 2021 Impacts

For streets we are able to do some street panel replacement and sidewalk work in house. As such we'll reduce some of the money earmarked for street panels and allocate that for sidewalks and a few other improvements.

For Community Development we do anticipate removing the second inspector position and using third parties for those.

For Community Development we are looking to invest in better software for inspections. Staff has vetted three different companies and found a solution they think will work well. They are working on getting quotes for that. As we have not filled the open inspector position and are moving that more to consultants this will help ease the workflow and transition.

As we are looking to train our employees more we want to get them certified in water distribution and sewer collection systems. This is training offered towards TCEQ certifications.

Overtime will likely continue to be an issue. CenterPoint and Comcast are anticipating to be working in the City for another year relocating lines. They often inadvertently hit water or sewer lines while they are digging in the right of way. We will continue to seek reimbursement from the contractors.

We have recently gone live with emailed bills for utility billing. That is a service that approximately 70 people have signed up for so far. This saves city staff time and also reduces mailing and postage fees for the city. When that is combined with the automatic bank draft for utility bills those two pieces reduce the amount of time spends processing payments as well. We would like to propose incentivizing the use of those two items by offering a discount of \$1 or \$2 to people that utilize both.

At the water plant we are looking at performing required rehabilitation work on the Elevated Storage Tank (\$500,000) on Congo.

In that same vein we are also looking to bring the Seattle Street well back online at an estimated cost of \$325,000 in order to meet our demand for water and adequate backup sources.

## Future Fiscal Years

We will want to look at redoing the walking bridge at Equador, as it could be impacted by the E100 project. We're estimating that to be \$30,000 right now.

At the water plant we are looking at performing required rehabilitation work on the Ground Storage Tank (\$400,000) on Congo.

## Fleet

This upcoming year will be year 3 of our new fleet vehicle schedule. We will be purchasing new vehicles and selling the others on our auction website. We have recently started using a new auction site that is more cost effective for the city and is also helping us to see higher bids on the equipment and vehicles than in the past.

The estimates of the net cost of the program are still accurate for where we are today. We will budget about \$340,000 for the purchase of new vehicles and budget revenue for the sale of vehicles at about \$310,000 for a net cost of approximately \$30,000.

	Costs	Sale	Net Costs
2018	\$ 125,568	\$ 25,000	\$ 100,568
2019	\$ 247,398	\$ 159,741	\$ 87,657
2020	\$ 339,310	\$ 310,025	\$ 29,285
2021	\$ 482,517	\$ 426,245	\$ 56,272
2022	\$ 482,517	\$ 607,808	\$ (125,291)

Some of these vehicles are scheduled to be replaced in the next four years already, so it may not require as much of an upfront cost since we've been putting money away to purchase new vehicles.

### Fiscal Year 2021 Impacts

There are no major impacts anticipated.

### Future Fiscal Years

There are no major impacts anticipated.

## Parks and Recreation

The Parks and Recreation Department has three main divisions which are: Parks and Recreation, Building Maintenance, and Jersey Meadows Golf Course.

Overall in the department there are 23 Full Time Employees, and 45 (+/-) Part Time employees. They consist of:

- Director/Admin – 2 FT
- Golf Course:
  - Golf Pro/Assist. Golf Pro/Pro Shop: 4 FT
  - Maintenance/Grounds/Mechanic : 8FT
  - Part Time Employees:
    - Pro Shop (4)
    - Grounds Maintenance (2)
    - Cart Attendants (10)
    - Starters & Marshals (3)
- Facility Maintenance – 1 FT and 1PT
- Parks Maintenance – 7 FT
- Recreation and Events Coordinator – 1 FT
  - Recreation Assistant – 1PT
- Pool
  - Pool Manager/Asst. Pool Manager – 3 PT/Seasonal
  - Seasonal Staff – 12 to 15 PT/Seasonal

Some of the FY 2020 projects that have been our focus this year include:

### **Parks**

- Parks Master Plan – In progress (CIP)
- Shade Structure – In progress (CIP and will use Parks CIP)
- Gateway Signs – In progress (CIP)
- Pool House Remodel – On hold (Supplemental)
- WIFI for Pool and Park – On hold (CIP)
- Dump Trailer Purchase – Completed

### **Capital Improvements**

- Clark Henry Pavilion Painting – Completed
- Welwyn Park Gazebo Repair – Completed
- Clark Henry Pool Repair – Completed
- Carol Fox Park Concrete Repair – Completed

### **Golf Course**

- Front Sand Trap Renovations – Completed
- Golf Maintenance Facility – Completed (roof repaired)
- Tree Project – Completed
- Cart Barn Renovations – Majority completed (landscaping remaining)
- Cart Path Repairs – In progress
- Putting Green Beautification – In progress
- Lake and Pump House Beautification – In progress
- Driving Range Netting – Receiving bids

## Building Maintenance

- Police Department:
  - Keyless Door Entry – In progress
  - Bay Door Repair – Completed (CIP)
  - Shade Structure Repair – Not yet started
- Fire Department:
  - Restroom Remodel – In progress/On hold (CIP)
  - Keyless Door Entry – In progress
  - Garage Door Repair – Received bids/In progress

Some of our goals include:

- Parks Department - Continue to make upgrades and safety improvements
- Parks Department – Keep up with current trends/demographics
- Golf Course – Continue growing revenues
- Facilities – Develop a long-term maintenance program.
- Implement the Comprehensive Plan.

Of course, those goals are also accompanied with some areas of concern:

- Aging facilities
- Accessibility/ADA
- Safety
- Maintenance budget
- Attracting new residents

## Fiscal Year 2021 Impacts

The major thing for the upcoming year will be approximately \$20,000 for a water line to water the new trees and vegetation being planted in conjunction with TXDOT.

We are also looking to break out the recreation and park areas into separate departmental budgets. This will allow for better tracking of items and events related to each area.

One major change for the Golf Course we would like Council to consider is bringing the food and beverage service in house. Since the contract for food and beverage service with the Back Yard Grill is up at the end of this calendar year we need to either go out for proposals for this service or do it ourselves. With the Convention Center and Club House being in limbo we feel it could limit the number of people we get proposals from.

Matt Jones has experience in running Food and Beverage at his previous courses, which could also be utilized here.

The Convention Center and Club House will be discussed in more detail later in this document.

## Future Fiscal Years

### Two – Three Year Outlook

- Continue to explore recreational opportunities and potential revenue sources
- Continue exploring public and private partnerships
- Continue seeking grant funding (review PMP)
- Re-plaster and repair decking at the swimming pool
- Repair existing trails
- Implementation of Parks Master Plan
- Village Center – Parks/Trails
- PD and FD – Continue to replace items with high efficiency use.
- Continue to budget for preventative maintenance items

### Three – Five Year Outlook

- Expanded trail network
- Complete facility maintenance plans and prepare for a comprehensive master plan
- Implementation of Parks Master Plan
- Continue to seek funding and partnership opportunities
- New playground equipment for parks (continuous)
- Village Center – Parks/Trails/Events

## Elevations and Tear Down/Rebuild

For the upcoming fiscal year I anticipate applying for a home elevation grant to elevate between 20 and 30 homes. It will depend on interest, mix of the benefit cost analysis and how much funding is available from FEMA.

This current fiscal year we allocated \$1 million to buy homes and tear them down. Conversations with builders had picked up steam in January and February, and then with COVID-19 came to a halt. There are two builders that are interested in doing this. However, several had said they would have more interest if the lots were already cleared.

If the Council is interested in taking that on we could likely purchase 4 homes. We could utilize the Increased Cost of Compliance (ICC) flood insurance coverage money to pay for removing the homes. The sale price of the lots would ideally be \$100,000.

## Convention Center and Club House

We have been working with PGAL and Collaborate to help bring down the cost for a new Convention Center and Club House. As Council will recall the low bid came in at \$5,171,000 million, not including Furniture, Fixtures, and Equipment (FFE) or contingency. In working with PGAL and Collaborate, they feel that is an accurate bid for as it was designed. They have worked with potential contractors to value engineer the project, but even with all of those items they can only find about \$700,000 worth of items to V/E, leaving the project cost at about \$4.5 million, not including FFE or Contingency which would bring the project to \$5.5 million.

One option that was discussed was a potential remodeling of the current building and adding a separate building with the convention space there. They feel that if we did something like that, with a Construction Manager At Risk method of construction we could achieve the space desires for a new building. They believe this could also meet our original budget target of \$2.7 million with \$1 million for FFE and Contingency.

We welcome Council discussion on this topic so we can chart a path forward.

## Gateway Signs

We have hit an impasse with the County when it comes to putting the Small Gateway signs up on county controlled roads, such as Jones, West, Eldridge, and Senate. The County has rejected our request for the signs to be 12 feet tall, as planned. Clark Condon, our consultants, have worked with them and traffic engineers to see if there was any way to alleviate the concerns. We have reached out to Commissioner Cagle's office as well, but that didn't work either.

So Clark Condon has come back with a proposal for a 3 foot high gateway marker that would be allowed by right in these locations. This would be about \$10,000 to complete, as compared to the \$30,000 originally planned for the 12 foot signs. At the meeting we will share renderings and look for council feedback on these options.

We will have potential drafts on Friday.

## Telecommuting

One thing that COVID-19 has taught us is that many functions can be completed virtually. While there were some bumps to get everything running smoothly staff has risen to the challenge. Many staff members appreciate the opportunity to work from home, and productivity is still high.

This has stirred some interesting discussions as we discuss a new city hall. Social distancing is likely here for quite some time. Telecommuting could be a good solution for that. Telecommuting can serve us well even in a post COVID-19 world as well. It could also reduce the amount of physical space needed in the new city hall.

## Capital Improvement Plan

Maintaining a comprehensive and solid Capital Improvement is vital for the continued health of our departments. It also ensures we are putting away money for large projects as we go, so when the projects happen we can pay with cash rather than having to go through the time and expense of issuing a bond and then having to pay interest as well.

While these are the areas staff has identified that we should look at for CIP, the Comprehensive Plan identifies several areas that need to be addressed over the next few years. If the Council feels one of these areas should be looked at instead of or in addition to the areas identified by staff, we welcome that discussion.

For Fiscal 2021 we have the following projects scheduled for the moment. This could change based upon need, fiscal impacts, and other issues before we get to the final budget proposal in July.

Projects by Type	Year 1 Proposed 2020 - 2021
<b>Sanitary Sewer System</b>	
White Oak Bayou Treatment Plant (40.63% City Share)	650,000
<b>Total for Sanitary Sewer Improvements</b>	<b>\$ 650,000</b>
<b>Water System</b>	
SCADA System Upgrades	50,000
Seattle Well Repair	350,000
West Water Plant - Power Panel Retrofit	200,000
Congo Elevated Storage Tank - Rehab	500,000
<b>Total for Water Improvements</b>	<b>\$ 1,100,000</b>
<b>Total Utility Fund Improvements</b>	<b>\$ 1,750,000</b>
<b>Streets/Drainage</b>	
Wall Street Neighborhood Drainage	
Elevations FY20 Grant	600,000
Street Panels Replacement (2)	105,000
<b>Total for Street Improvements</b>	<b>\$ 705,000</b>
<b>Buildings and Parks</b>	
Facility Improvements	50,000
Park Improvements	50,000
Fire station new walls	3,000
Fire Station paint/carpet in Admin area	20,000
Pool House Roof Repair	8,750
Pool decking refurbish/texture	125,000
New Playground Structure for Clark Henry	35,000
<b>Total General Community Improvements</b>	<b>\$ 291,750</b>
<b>Total General Fund Improvements</b>	<b>\$ 996,750</b>
<b>Grand Total All Funds</b>	<b>\$ 2,746,750</b>