



Budget Memo
Council and Staff Budget Meeting
May 17, 2023



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Current Year Highlights

Currently our FY23 revenue numbers are looking good. At the end of April we are approximately 13% above projected sales tax revenue, with nearly \$3.2 million collected out of the \$4.4 million budgeted. We are also about \$600,000 more in sales tax than we were at this time last year.

Our property tax revenue is 99% collected, which is on pace for past years as well. With the Fed raising interest rates we have seen an increase in our interest earnings. As of the end of April we are at about 73% of the expected revenues for the year. The benchmark would be 58%. The only revenue area that is behind the budgeted amount is the fines line item, which we will need to adjust for next year.

Overall our expense budget remains on track with what was budgeted. There are a few potential areas of concerns that are mentioned in specific departments below.

Our certified estimate from the Harris Central Appraisal District have been delivered. They are estimating the 2023 Taxable Value for the city to be \$1,305,704,806. That is roughly a 7.7% increase from last year. That should be accurate within +/- 5%. A breakdown of the estimated changes is below.

Jersey Village 2023 Certified Estimate of Taxable Value



Major Property Category	2022 Taxable Value	Percent Change	Projected 2023 Taxable Value
Residential & Rural Improved	510,808,421	6.51%	544,072,265
Apartments	150,710,752	7.95%	162,692,884
Commercial	319,705,297	9.98%	351,608,989
Vacant Land	25,384,894	-1.24%	25,070,207
Industrial	6,024,811	15.27%	6,944,751
Utility	11,317,477	2.89%	11,644,258
Commercial Personal	179,890,864	8.57%	195,307,511
Industrial Personal	8,494,760	-1.54%	8,363,941
All Other Property	0	0.00%	0
Projected 2023 Taxable Value	1,212,337,276	7.70%	1,305,704,806

Fiscal Year 2024

There are a number of things that we are keeping an eye on as we move into the next fiscal year.

One big item is the state legislature. There are several bills working through the legislative process that could impact the city from a revenue and policy standpoint. As of this writing there are too many to discuss here, but staff will keep an eye on these areas and utilize our trusted partnership with the Texas Municipal League to stay on top of any potential changes.

Inflationary pressures continue to be a major concern. We have seen that impacting our budgets and capital improvements on a number of areas. Inflationary pressures are also a driver behind a lot of our cost increases.

The Comprehensive Plan has several projects in it that we will be looking to start or continue in the upcoming fiscal year. Several have limited budget impact but will take staff time. I would encourage everyone reading this document to take a look at the work that has been done to implement the Comprehensive Plan by reviewing the [2023 Implementation Progress Report](#).

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.

The next few pages talk about some of the large impact areas that staff has been looking at for the upcoming fiscal year. After these large areas is the departmental breakdown of what's being looked at for the upcoming fiscal year.

Utility Rates

In 2020 we had a utility rate study done for the City by Jones and Carter. At that point in time an ordinance was adopted with a 3% increase in water/sewer rates annually. However, since 2020 the CPI for Water and Sewer services has increased just over 13%¹.

We've seen engineers estimates for several projects double or triple in that time frame. For instance, the Philippine Lift Station, which handles the bulk of the sanitary sewer waste for the city, had an estimated cost to repair of \$500,000 back in 2020. Today that estimate is \$1,400,000.

For the water that we purchase from the City of Houston we have seen that increase nearly 22% from March of 2020 to March of 2023. Recently the City of Houston just announced another increase of at least 15%.

¹ *Water and sewerage maintenance in U.S. City average, all urban consumers, seasonally adjusted*. U.S. Bureau of Labor Statistics. Retrieved April 18, 2023, from <https://beta.bls.gov/dataViewer/view/timeseries/CUSR0000SEHG01>

Staff has done a utility rate study in-house, which saved the city \$55,000 compared to the study done in 2020, and that report will recommend a rate increase and a modified ordinance for the rate structure for the upcoming fiscal year.

It is likely the monthly base fee for water will need to increase by \$2.50 per month for residential and \$10.87 for commercial. For sewer the monthly base fees would need to increase \$3.89 residential and \$5.70 for commercial. Volume fees would need to increase 10% for all services. The final report will also ask Council to consider the possibility of moving away from an average sewer billing to an actual sewer billing. The final report will be ready before we get into the July budget meetings.

Salary Survey Results and Implementation

Back in 2019 the City Council had concerns that the salaries for city staff was lagging. The council at that time rightly recognized that increasing salaries would allow the city to attract and retain employees that are of a higher caliber than what we had seen in applicant pools of the past. At that time the City Staff did a salary and benefit survey comparing Jersey Village to local cities, and cities which we lost our employees to. That survey retrieved the minimum, midpoint, and maximum of the salary range for the positions that Jersey Village has.

During the budgeting process for FY2020 the City Council decided they wanted to set salary position schedules to be above average, and to have the city salary schedule start out at the average of the midpoint for the position that our comparable cities were at. The council also directed staff to do this salary survey every two years so salaries do not lag behind and so we stay competitive in the market place.

In the off years we budget a merit increase of 3%. The merit increase is based upon the annual review by the supervisor and department head.

Based on this direction staff has done the work to complete a salary survey. Laura Capps, our Human Resources Manager, has done the bulk of this work. While the final report is being drafted up the data that has been gathered. The final report will be ready before we get into the July budget meetings.

If we did a full implementation of this, including a provision to move our more tenured people in their position to a higher pay rate to help avoid future compression, the total cost for that would be approximately \$650,000 including the increased costs for taxes and retirement.

Retirement

As we look to continue to be an employer of choice in the area so that we can best serve the residents and community, one idea that was looked at was our retirement option. We are with the Texas Municipal Retirement System (TMRS) and that is a fantastic program. We are currently a 25 year city, meaning that staff can retire after 25 years of service.

If the Council wanted to look at modifying that to a 20-year city that would have a potential increase on our budget of approximately \$37,000. This would allow staff the opportunity to retire after 20 years of service in TMRS.

Health Insurance

Right now we are being told that TML Health is expecting at least a 15% increase across the board for health insurance. TML Health has been a great partner with the city for many years, and our overall health insurance cost increase since joining TML Health in 2009 has been a total of 52.5%, which averages out to \$3.75%. Last year we did have a 13% increase as well. COVID-19 along with the inflationary pressures of everything else are driving these numbers higher.

Even if we see a 15% increase this year that would bring us to a total of 67.5% increase over 15 years which is an average of 4.5% each year. Staff is extremely thankful for and happy with the benefits the health insurance offers.

Overall our utilization is at a good benchmark though. Our loss ratio, which is contributions made vs. claims paid is at 75.62% from March 2022 through February 2023, and our two year average is at 79.15%. This should help us see lower than average increases in our insurance.

Based upon the expected increases in insurance costs, and other general information from the Health Insurance Pool staff is doing an RFP for Broker Services to ensure we are getting the best price possible. Staff is considering going out to the market place to compare rates as well. As of this writing the decision is being discussed, but a decision will likely be made before the May 17 meeting.

If the city stays with TML Health there are two possible benefits staff is looking at to possibly add. One thing that employees have expressed an interest in is the option to buy health insurance through the city if they retire before they are eligible for Medicare. We've looked into this option, and it is something that the city can offer. The retired employee would be responsible for 100% of the costs of the premiums, and there would be no direct cost to the city to offer that. However, the retiree would be on our plan and their usage would impact our utilization rates, which could impact our overall rates.

The other item we could offer is a post-65 years old health insurance option, which is essentially a Medicare Supplemental plan. This would be administered through the contracted party of TML Health, which is Humana or Transamerica. There is no cost to the city, and they retiree is not on our plan so there is no impact to our rates whatsoever. The city can design packages that the over 65 retirees can choose from and it would be a simpler process then having them go out to the market place on their own. This would be a voluntary thing, and the retiree could choose it or not. Of course this would only be if we stayed with TML Health.

If we switch health insurance vendors both of these items may not be possible.

Capital Improvement Plan

As we look to the future there are a lot of projects that we will have to do in the coming years. These include street projects, replacing water lines, lining sewer pipes, and storm sewer pipes. We also have a large cost share coming up for the wastewater treatment plant that we are part owners of with the White Oak Bayou Joint Powers Board. As all of this infrastructure is getting close to 50 years old we do not have the luxury of waiting.

We also have to consider how we will fund the replacement of the city pool. That will need replacing in the next 3-5 years as well.

In looking at the future of what is needed the City Council needs to consider all of the options that the city has to fund these projects.

Street Improvements

Historically the city council has done projects with cash on hand. This has worked well in the past, but this does not look to be viable for the future. The main driver behind this is the cost increases of the past few years. Back in 2019 when we first started looking at a 10 year Capital Improvement Plan with the streets the engineers estimates for a street reconstruction project (with a new street, new water, new sewer (where applicable), new storm sewer, new street lights, etc.) was \$520 per linear foot. Bids for Seattle Street came in at approximately \$1,612 per linear foot. Estimates for our next project, which staff recommends to be Congo Street, are at approximately \$1,841 per linear foot. It is not sustainable for us to fund projects with a PAYGO method with these types of cost increases.

Bonds

The City Council should consider bonds as a potential option for these major upcoming projects. If the city were to issue a \$25,000,000 bond in June 2024 financed over 30 years our city Financial Advisor estimates that our debt service requirement in 2025 would go from \$1,525,500 which will already be required with existing debt, to \$2,182,479, approximately \$657,000 more. This would be a debt service tax rate increase of approximately \$0.05127. Currently our debt service tax rate is \$0.118730, and that increase would bring it to approximately \$0.17. In 2027 when our existing debt service is retired it would drop to \$0.05910 if no additional debt were added.

Under this proposal the \$25,000,000 would be for street reconstruction (including storm sewer, street lights, and sidewalks) which makes up approximately \$13,250,000. This is what would be impacted by the debt service rate.

The remaining \$11,750,000 would be for the water lines, sewer lines associated with the street projects and improvements at the wastewater treatment plant. This portion of the bond could be paid for via utility fund revenues, and would require an annual payment of approximately \$725,000.

A breakdown of what the debt service tax rate, estimated average annual amounts of money in debt service and utility revenue, and total interest paid if the bond were financed over different terms is as follows:

	Estimated Annual Debt Service Requirements for \$25,000,000 Bond financed over indicated term		
	30 Years	25 Years	20 Years
Debt Service Tax Rate Required	\$ 0.05127	\$ 0.04877	\$ 0.04627
Debt Service Amount Required	\$ 1,507,194	\$ 1,617,155	\$ 1,827,259
Utility Fund Amount Required	\$ 708,381	\$ 760,063	\$ 858,812
Total Interest Paid	\$ 20,215,833	\$ 15,428,867	\$ 11,545,188

A \$25,000,000 bond is currently estimated by staff to be enough to do the next five years, potentially six years, of street CIP projects including the associated water/sewer lines, and the city share of the White Oak Bayou Water Treatment Plant project.

Street Assessments

One option the City Council should consider are street assessments. A street assessment is a fee the city can levy on an adjacent landowner of a project to share in the cost of the street improvement. This is something that is authorized by state statute in Chapter 311 and 313 of the Transportation Code. It is also authorized in our City Charter. Texas Municipal League has a good informational document that explains this more. That is include in the back of this document for easy reference.

A street assessment would allow the City Council to levy a certain percentage of the project, consisting of curb, gutter, and sidewalk on the abutting landowners that are benefitting the most from the project. The exact amount can be set by the City Council using a formula which typically includes the full cost of the project and how much frontage the land owner has on the project. The payment terms would be set by the City Council as to how many years the land owner would have to pay it off.

Street assessments would not, and legally cannot, pay for the entire street project. But it could cover a percentage of the project that the Council deems reasonable. If assessments were to be utilized the assessments would be used against the overall debt service tax rate and that amount would be reduced.

Grants

City staff will continue to apply for grants to fund city projects as the become available. However, the funding for street projects like this is limited in nature and the qualifications are strenuous. In many cases the city is not eligible to apply for them. There are a few grants the City will apply for, including some that will be presented to Council for authorization during the May 17, 2023 meeting. However, grants should be not be relied on as a funding source.

Municipal Swimming Pool

The municipal swimming pool will need to be replaced within the next 3-5 years. If we were to replace our existing one with close to what we have today that cost would be approximately \$6,000,000. However, it is anticipated the community would want something that is better that what exists currently and would therefore cost more money. Given inflationary pressures over the next few years and the “upgrade” that would be desired we are estimating that cost to be \$10,000,000.

That project will likely require a bond as well, as it is unlikely the city will be able to pay cash on hand for that project. Staff will certainly try for grants, and a fundraising campaign could also be done, but those two items will almost certainly not be enough to cover the full cost of the pool.

Administrative Services

The staff in this department include the City Manager, Assistant City Manager, City Secretary, Human Resources Manager, and Project Manager. As a reminder the Assistant City Manager and Project Manager position were created in May of 2022 as part of a reorganization that reclassified positions without adding to the overall staffing numbers of the city.

Potential Budget Troubles

The food line (11-3520), Memberships/Subscriptions line (11-5027), and Newspaper Notices (11-5025) will need relatively small adjustments before the end of the year.

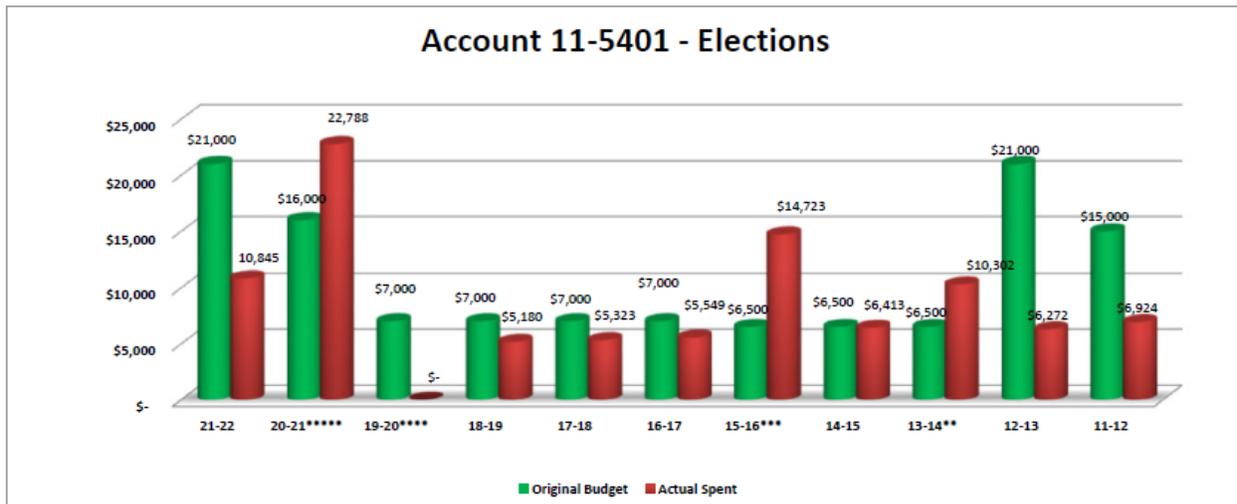
Fiscal Year 2024 Impacts

The food line and Membership/Subscriptions lines mentioned above will need to be budgeted higher for next year.

The Newspaper Notices may be okay, but we will add a general Advertising Line that will cover advertisements that went in the Newspaper Line this year.

The election rates from Harris County have gone up, and therefore our elections line will need to increase for FY2024. There is also some concern amongst staff that Harris County may not do the May 2024 elections, which would mean the city would run that on our own. While the city is capable of doing this, it does add a layer of logistics and complexity, especially given all of the changes to the election laws on the state level. We would have to buy special equipment and have our election workers trained on it. Right now we think this could cost \$20,000 next year. City Council may want to consider moving to a November election cycle during the next Charter Review that will occur in 2024.

As there has been a lot of discussion around county wide elections, we wanted to provide Council with the historical information of what the costs have been in the past years.



But the cost of an election is more than just the direct costs shown here. It's the staff and election judge time. When the city runs the election we use residents to help as election judges and clerks. Given the political climate around that finding people that are interested is tougher as well.

With our employee driven employee engagement committee we are looking to add or enhance a few events and items to the engagement. We will be looking for \$2,000 additional funding.

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.
- Prepare Agenda and Minutes for City Council and eleven (11) other City Boards.
- Maintenance of staff certifications
- Conducting the future Elections

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.

Fiscal Year 2024 Impacts

The grants and incentives line should be sufficient for the upcoming fiscal year.

Our automobile insurance rates (12-6001) are scheduled to go up 8.5%. For the current fiscal year our original estimates were high and even with this increase in rate our budgetary amount will decrease by about \$6,000.

For our Liability-Fire and Casualty Insurance line (12-6003) we are anticipating a 4.5% increase in the rate, however, we are also anticipating the replacement costs to have gone up as well which will further increase our rates. We are expecting to need an increase of approximately \$24,000 in this line item.

Workers comp rates are expected to stay the same, although individual department experience modifiers will impact the individual departments. These lines will increase if the wages increase based on the salary survey implementation.

This department is where we budget for transfers to other funds. For FY 24 staff is recommending a small transfer to TIRZ 3, of no more than \$200,000. With the sale of properties in TIRZ 3 imminent a small transfer should allow the tear down of one additional home in FY24.

The transfer to the Capital Improvements Fund will be high in FY24. Staff recommends transferring from our funds earmarked for building replacement in the General Fund to be transferred to CIP to cover the costs of the Club House and Convention Center.

Future Fiscal Years

The consultant line in this department is where we would likely use some consultants to help us do the next Comprehensive Plan. Utilizing a consultant to help with some portions of the Comp Plan could be beneficial, but staff does not expect to use a consultant to the same extent that was utilized in 2016.

Information Technology

The pace of technology has changed rapidly over the last 5 months. With Abram on board as our Director of Innovation and Technology he has been working hard on trying to implement some of these exciting new technologies. We are only scratching the surface of these technologies and as we implement them more in the years ahead this will impact the department.

The staff in this department include the Director of Technology and Innovation, the Systems Administrator, and an Endpoint Technician.

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.

Areas of Concern

The biggest area of concern that we have at the moment is the increased cost for computers and related infrastructure. Each department sets aside money on the Technology Replacement Fund every year to replace computers, switches, etc. Some of these prices have gone up exponentially, and we will see those impacts in our upcoming budget.

The Department is also working on updating policies, procedures and, and documentation that is required for the department. This does not come with a price tag at the moment. However it will help guide the future as we make decisions on projects and equipment.

Status of Current Projects

- Microsoft Virtual Agents/chat bots: In Progress - Evaluating unified communication platforms
 - This project has grown a bit as we have discovered it is easiest to implement this project with a whole new phone system that is cloud based. With the money that has been set aside for chat bots, and the existing phone budgets this project should come in at budget.
- Net Motion: completed – plan to expand its uses soon
- Security information and event management (SIEM): completed
- Pots line replacements: in progress – Evaluating unified communication platforms
- Dual monitor distribution: completed
- Imprivata single sign on: completed

Fiscal Year 2024 Impacts

The salary survey will impact this department, but it will also help us to improve our offerings to internal staff and external customers. We previously had budgeted for a third party help desk solution that we have decided not to utilize. The majority of this impact will be offset by a reduction in the consultant services line.

There are some certifications that we have found would be helpful for the department to have, and would like to add those to the incentive schedule. The overall amount for this is minimal.

As noted above the contributions for the Technology Replacement Fund will need to increase. We are estimating that to be \$72,000 city wide for the upcoming fiscal year.

- Expecting 5% increase on all services and renewals not contractually set: \$15,000 increase
- Additional Microsoft licensing for additional staff and device management:
 - 35 Intune licenses - \$40 each/year or \$1,400/ year
 - 20 additional o365 licenses to cover staff growth - \$205 each or \$4,100/ year
- Replacing Adobe Acrobat 16 Licenses with Acrobat DC licenses - each license - \$200 each/ year adding 10-15 new licenses next year with new hardware - \$3,000/ year
- MyGov business module:
 - Automation of permit desk renewals and notices - \$6,700/ year
- Gallagher Door Access user maintenance:
 - Mobile Door Access licenses - \$1,200/ year
- Vendor Access Portal:
 - 3rd party access contributes to approximately 50% of all data breaches
 - A vendor access portal gives us control over 3rd party access and limits them to only necessary functions - Quoted at \$11,000/ year
- Tokens and Credits for web services:
 - tokens for utilization with Microsoft Virtual Agents and Power Automate - \$2,500/ year
 - Credits for ArcGIS for publishing/hosting shape files - \$2,500/ year
- Mobility and redundancy means increased communication costs, an increase in mobile devices yields increased productivity, but impacts communication costs: +\$2,400/ year
- Adding a 2nd internet source will provide redundancy in case of an outage: +\$1,000/month
- Adding 10 camera pods next year at \$44/month each for wireless service: +\$5,300/ year
- System auditing and Maintenance:
 - Establish policies and processes
 - evaluate vendors for PEN testing, tabletop exercises, and audits to make sure we're using best in class
 - Currently spending \$17,000 annually on Pen Testing and SECURITY services
 - Currently spending \$20,000 annually on Infrastructure audits and Professional services
 - Looking to maintain an extra \$18,000 for increasing the above services or for other Professional service needs
 - \$45,000 less than budgeted last year

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:

- Start moving mobile devices to 5G
 - add mobile devices to the replacement plan?
- Investigate how we can qualify and apply for state IT grants (new program)
- Evaluate whether to upgrade or replace security camera system:
 - Servers coming up for refresh
 - Can we integrate with Flock and/or our access control system?
 - Add cameras to the replacement plan? – (most are now out of warranty and antiquated)
- Microsoft licensing renewal in FY 24/25:
 - Microsoft office 2016 is end of life in 2025 – most users will need a license that includes Office 365
 - Migration to Azure AD – We'll need some additional licensing and security features

Finance Department

For the first time ever, the Finance Department has received the Distinguished Budget Presentation Award for the FY23 Budget. This is a testament to the hard work the department does in preparing our budget.

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 other team members in the accounting division are the Accounting Manager and the Utility/Accounting Clerk.

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.

Our Cashier is the only person in this division. 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. This division includes the Court Administrator and 2 Court Clerk positions. The Municipal Judge and Prosecutors are also paid for in this department, but they are not full time employees.

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.

Areas of Concern

There are no major areas of concern this fiscal year.

Fiscal Year 2024 Impacts

There are no major impacts anticipated for this department.

Future Fiscal Years

We are well positioned for the future years in this department. With the implementation of the new technology we have moved to a paper-lite department for Court and Finance. As we are able to move more things digitally this will also help us.

Staffing is currently adequate, but will be monitored as the city grows.

Police Department

The Police has 32 full time employees budgeted that is broken down by the following:

- 1 Chief of Police
- 2 Lieutenants (1 Patrol, 1 Administrative/CID)
- 2 Detectives
- 5 Sergeants (4 Patrol, 1 Detective)
- 4 Patrol Corporals
- 1 Bailiff/Warrant Officer
- 14 Officers
- 1 Records Clerk
- 1 Administrative Secretary
- 1 Evidence Technician

Areas of Concern

The biggest area of concern for the Police Department is the increase of violent crime in Harris County. The County has seen a large increase in crime, and we are seeing the impacts of that here in Jersey Village. We frequently arrest people in stolen vehicles, and other crimes, that are out on bond for other crimes they have committed. The low bonds, or no bonds, that are allowing people out of jail are leading to the increase in crime that we are seeing.

As this crime continues to rise all around us we continue to deal with the fallout of the judicial and county policies that make it difficult to effectively handle criminals.

This is also becoming a very tough time to be a police officer. That leads to concerns around recruitment and hiring. While retention is higher in the Police Department today than it was a few short years ago, filling vacancies is more difficult. We have greatly raised the bar for who we hire to fill the positions, which has improved our employee pool, but means vacancies are open for longer.

Status of Current Projects

- Remodel Police Facility-completed
- Drone Program-Completed
- Executive Leadership Training for Supervisors-Sgt. Brandon will attend His First Module of Lemit Leadership Command College at Texas A&M in June
- the Jersey Village Police and Clergy Partnership Program-Established

Fiscal Year 2024 Impacts

For the upcoming fiscal year we want to become a TPCA Accredited Agency, implement a property identification program, and provide executive leadership training for our supervisors. Most of these things can be accomplished within our current budget, but we may need to increase some line items to better accommodate.

We are proposing to add cameras around the city, similar to what Council recently approved in Clark Henry Park. This estimated cost is \$120,000.

We are also requesting to add security access control card readers throughout the police department which would have a price tag of \$28,000.

We are requesting \$10,000 in radio equipment maintenance. As our radios are getting older the maintenance costs are increasing. However, we feel maintenance for them is a better option than a full replacement of the radios at this juncture.

Future Fiscal Years

Implement the Texas Police Chief Staffing Model

Utilizing this model will assist us in ensuring we keep our departmental staffing levels where officers uncommitted time is above 60%. Our goal of keeping uncommitted or discretionary time over 60% allows officers to be proactive when not responding to calls for service. In order to get the most accurate percentage, it would be best to be fully staffed, however, we will use this model to calculate our current patrol percent. One of our main objectives as a police agency is to make sure our response times stay low, and we do not become an agency that is 911 driven. When officers are going from call to call, they cannot provide the quality of customer service and meet the expectations of our residence. Agencies that are 911 driven tend to experience officer burn out after a few years.

Basic SWAT Training

Basic SWAT training involves intensive physical and mental preparation, firearms proficiency, team building, and advanced tactics for handling hostage situations, barricaded suspects, and other high-risk scenarios. Police departments are implementing basic SWAT training because it enables officers to effectively handle dangerous situations with minimal loss of life or injury to civilians and officers alike. By investing in this training, we can enhance our capacity to handle complex situations, promote officer safety, and safeguard the public until surrounding agencies arrive to assist.

Executive Leadership Training

To include the Law Enforcement Management Institute of Texas (LEMIT), Institute for Law Enforcement Administration (IELA), FBI National Academy (FBINA) and Police Executive Research Forum (PERF). These are a some of the most prestigious leadership programs throughout the country, that will assist our command staff in broadening their leadership skills.

Communications

The Communications Department consists of 8 full time dispatchers, and 1 full time dispatch supervisor.

Current Fiscal Year Projects

Some of the accomplishments of the department in the current fiscal year include:

- Filled the last open slot we had December 2022.
- Two Dispatchers went on maternity leave at same time for 12 weeks. First to use cities new Parental Leave Policy. Was difficult to cover since they were on the same shift but we handled it by going on an emergency schedule. Everyone was extremely excited when they returned.
- Effective December 2022 the dispatch center had all personnel certified and we had no one in training. It has been 5 years since we could say this.
- Staff appears Happy
- Dispatch won the Halloween Door decorating contest
- Refreshed Communications Supervisor Office

Areas of Concern

The overtime line for Communications will be over budget, largely due to the new maternity leave put in place.

Fiscal Year 2024 Impacts

We will need to better budget our Overtime. It was over this year, which had an anomaly, but there has been a trend of increased overtime as well.

We are evaluating the need to add a third dispatcher for our peak times. This has been discussed in the budget documents as an issue that we foresee in future years for a while. If we add two new people this would be an estimated cost of \$151,000.

Future Fiscal Year

In the coming 2-5 years we will need to replace our radios. This is something we budget for in the Equipment Replacement Plan. We are evaluating the costs to ensure we are setting enough aside each year.

Fire Department

The Fire Department has 18 full time staff, 7 part time staff, and 14 volunteers. That breakdown is as follows:

- 18 Fulltime Fire Staff
 - 1 - Chief/ Fire Marshal / Emergency Management Coordinator / 911 / LEPC
 - 2 - Fire Inspectors
 - 3 - Captain / Paramedics
 - 12 – Fulltime Firefighters (EMT to Paramedic)
- 7 Part time staff
- 14 Volunteers
 - 5 – Fire & EMS
 - 5 – EMS Only
 - 3 – Fire Only
 - 1 – Support member

The Department has the following apparatus:

3 Fire Trucks	1 Chief Vehicle
1 Rescue Truck	1 Rescue Boat
2 Ambulance Units	1 Parade Antique Truck
1 Command Vehicle	1 High Water Truck
2 Inspectors Vehicles	

Budget Comparison over the past years

Budget Year	Fire Dept	FD Salaries
2011-2012	1,300,968	739,351
2012-2013	1,553,769	738,900
2013-2014	1,560,741	758,435
2014-2015	1,662,149	796,788
2015-2016	1,527,315	825,087
2016-2017	1,614,972	840,353
2017-2018	1,618,688	952,157
2018-2019	1,696,484	981,266
2019-2020	1,988,794	1,110,279
2021-2022	2,063,461	1,745,400
2022-2023	2,864,015	2,454,658

Over the years, the membership numbers of the volunteers have ebbed and flowed. At its peak, we have had 41 members. In 2022 we are down to 14 members with only 6 members active. This is mostly in part of the younger staff no longer on the roster. We also had several older staff retire and of course Covid did not help either.

VOLUNTEER MEMBERSHIP NUMBERS BY YEAR

Year	# of Volunteers	Year	# of Volunteers
2002	36	2013	33
2003	40	2014	41
2004	34	2015	40
2005	34	2016	23
2006	37	2017	22
2007	25	2018	19
2008	30	2019	18
2009	31	2020	15
2010	34	2021	15
2011	37	2022	14
2012	35	2023	14 / 6

For 2023 we have 14 on the roster, but only 6 are active.

10 Year run data trend

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Fire - County	70	104	100	91	95	83	93	1	56	34	34
Fire - ETJ	21	25	26	29	24	37	23	13	33	74	14
Fire - JV	228	225	347	348	325	414	383	392	478	546	485
EMS - County	37	23	46	8	15	16	17	9	11	6	5
EMS - ETJ	39	28	40	40	56	45	49	35	23	60	25
EMS - JV	661	634	648	607	652	717	787	746	680	790	878
Ambulance Transports	499	450	445	432	467	517	505	497	434	497	558
Aid Received	27	15	21	21	26	19	15	22	25	27	30
Aid Given	61	59	55	37	40	33	26	15	21	40	15
Total Calls	1055	1039	1207	1123	1187	1312	1351	1240	1281	1514	1574

Current Fiscal Year Projects

Some of the projects for the Fire Department of the year included:

- Added six new full time firefighters to our staffing. (hired 9 new firefighters total in a matter of 2 months.)
- Replaced the roof and gutters on the building
- Replaced generator utilizing 75% grant funding
- Refreshed the administration area internally by staff
- New led lighting in office spaces and furniture replaced internally by staff
- Purchase side by side 4 x 4 off road vehicle with firefighting/medical skid
- Refreshed restrooms next to weight room (facilities funded this, external contractor)

Some of the projects for the Fire Marshal included

- Increased Fees for service
- Added Ticket Writers
- Obtained a donated investigation/mobile command trailer which has recently arrived
- Began hosting fire marshal training to area fire marshal agencies
- We are completely electronic this year
- Started “On Call Scheduling” this year for fire investigators
- Started controlled drug disposal and destruction process.

Areas of Concern

We have seen an increase in the cost of medical supplies. That budget line is of concern and we are watching it closely.

The collection agency fees line is another item we are watching closely. We pay 14% of what is collected to the collection agency. That percentage has been the same for a while. The reason we are watching this line is the collections have increased, and we are expecting more money from the state in our Medicare Funding grant. So this additional expense will be offset by the additional revenue.

Full time and Part Time staffing continues to be a concern. We have submitted a grant to provide for 9 full time fire fighters. We won't hear until late September if that grant is funded or not.

We have only a handful of volunteers that are active with the department. With our additional full time staffing that was added this fiscal year, and our request for more full time staff in the coming year we may be shifting away from a combination volunteer and full time department to only a full time department in the near future.

We have seen an increase in fleet maintenance. With our fleet department staff departing we have outsourced more of this work. While the line item expense is up, overall the budget has not been negatively impacted by it.

Since October we have been able to increase our mutual aid response to outside agencies. We are tracking their mutual aid response to us as well. We will continue to monitor mutual aid to ensure our residents are always covered.

Accreditation- We are working to become a best practice accredited agency. This process is over several years. One of the main objectives is to make sure we meet the accrediting body best practice policies. We are reviewing and updating these policies. It will take several years to complete this.

Span of Control – As we add more staff, we need to ensure the span of control stays within appropriate numbers. We will look at establishing a rank structure to add Assistant Fire Chief, Engineer/Operators and Engine Lt's.

Succession Planning- It is important to make sure the future of the departments continues to have the right people in place. At some point, people will retire. It is the goal of the department to have every division within our organization with the right people with the skills to perform in future roles.

Salaries of staff – It is imperative we remain competitive with our salaries as we compete with other departments. Over the years we have compared salaries to like cities. Today, our competition is broader. We not only compete with cities but now compete with Emergency Service Districts. Harris County alone has 32 ESD's and there are more than 310 across Texas. These ESD's collect Sales and property tax as well but do not have multiple departments like cities to fund. Therefore, they can afford to give more money to attract staff.

Training is an important part of the fire service. We have required training in all disciplines and finding time to do all the training is difficult. We need to do several live burns a year for TCFP. Coordinating staff to leave the city while on or off duty is difficult.

Fiscal Year 2024 Impacts

We are requesting 3 new full-time fire fighters. This will bring us to 6 full time on each shift. We feel that having 8 people on each shift is the ideal number to allow us to meet staffing requirements and to provide the services the residents expect. If we get the grant that we applied for, we will have 8 full time on shift. That grant would cover all expenses for 3 years, after that the city would be responsible for the full cost.

With new people comes the need for more gear. We also want to move to the NFPA standard of having 2 sets of gear for all fire fighters. This helps prevent medical issues, such as cancer, that can occur when using dirty turnout gear. We also want to provide physicals for the staff that dives deep. We did something similar a few years back. These physicals help find any potential medical issues that may exist in the early stages. The estimated cost is \$50,000 for 8 sets of gear, which means it would take 2-3 years to do this for everyone and \$30,000 for physicals.

Last year the police department paid for the full cost of maintenance for the CAD software, with the understanding this year it would be split among the two departments. That cost will be \$60,000.

We have several people that are currently pursuing their paramedic's license. This is great for the department and for the citizens as they will receive a higher quality of care. As this is something that we incentivize for positions that it is not required in the budget impact could be as high as \$64,800.

Medical supplies, which was mentioned as an area of concern, will need an increase of \$10,000.

An internal position change is being proposed to create an Assistant Fire Chief position. This change would allow for a better span of control as we add new people to the department. We would also like to add the rank of Driver/Operator to the department.

As we anticipate our new fire truck and tower truck to be delivered late fiscal 2024, we are looking at the equipment that is needed for these trucks. That equipment cost has gone up 10%. The estimated cost for it is now \$200,000. Next year an additional 10% cost increase is projected.

We are also looking the following possible CIP projects for next year.

- Shower/Restroom Remodel upstairs \$220,000 estimate
- Replacement of Upstairs A/C / Heating / Duct Work - \$130,000
- Covered Parking \$60,000
- Fencing and gates around police and fire department buildings - \$120,000

Future Fiscal Years

- Cancer prevention initiatives- #1 cause of firefighter deaths
- Fire department staffing
- Add lieutenant positions
- Opticom traffic signal- \$40,000
- Sirens around the city for severe weather events.
- Station improvements
- Blocking truck for freeway during rain events and non-busy times
- Vehicle replacement plan (adjustments as needed)
- Radio replacement
- Zetron station systems
- Best practice accredited
- Rebranding

Public Works and Utilities

This section covers Department 30 (Public Works), Department 32 (Streets), Department 35 (Solid Waste) and Department 45 in Fund 2 (Utilities).

Staffing in these areas includes the Public Works Manager, Street Supervisor, 2 Infrastructure Technicians, a Water and Wastewater Supervisor, and 3 Utility Operators.

Current Fiscal Year Projects

- Philippine Lift Station Rehab: Bleyl Engineering working on plans and Bid Docs to bid in May
- 290 Lift Station Road Repair: Complete; Phase two will be needed so we can access without entering private property
- Seattle WTP Booster Pumps: Ordered with an ETA of June
- Automated Meter Reading: Software install complete, antennas expected Summer 2023
- Waste Water Inspections: Deployment Date Set for Summer 2023
- Storm Water Inspections: Anticipated Start Date Summer 2023
- Seattle Well Abandonment: Complete waiting TCEQ permit Close out
- Valve Assessment and Rehab: In progress
- Castlebridge Diffusers: In progress, ETA July 1
- Seattle Street Rehab: Final Walkthrough Stage, Estimated Completion May 2023
- White Oak Bayou: CIP projects outlined. Phase one tentatively set for November 2023

Areas of Concern

- Maintenance & Infrastructure Backlog of Roughly 20 Million dollars
- Animal Control
- Historically Reactive
- Sansdemc – which is a shortage of labor. There is a lot of private competition, especially for our lower paying jobs.
- Cost and Lead Time of future fleet vehicles

Fiscal Year 2024 Impacts

Based upon the CPI for garbage removal services, that our trash removal contract is based upon, we're estimating a 7% increase in our trash costs.

These four items have been historically been budgeted in the CIP Fund, but are being mentioned here as they fall in this department.

- Street Panel Repairs: \$125,000
- Sidewalk Repairs: \$100,000
- Stormwater Rehab: \$200,000
- Decorative Street Lights: \$300,000

The membership fee in Public Works will need to be increased to cover the Association assessments and dues of the building. This will be approximately \$3,000.

For the utilities side we are seeking the following:

- Philippine Lift Station rehab is estimated to be about \$1,400,000. Some was budgeted for this current fiscal year, the remainder will have to come next year.

- Preventative Maintenance Supplemental (pumps, motors, electrical panel, cleanout, etc.) \$38,000 total
 - Lift Stations (18,000line-item increase)/ Water Treatment Plants (\$5,000 line-item increase)/ Wastewater Treatment Plants (\$15,000 line-item increase)
- SCADA install at all facilities \$44,590 each total \$178,360.
 - Hillcrest LS, Jones LS, West Water Plant, Village Water Plant
- Transducers for groundwater storage tanks (Connects GST's to SCADA) \$48,000
 - Seattle WTP, West WTP, and Village WTP.
 - We climb them at least twice a month
- West Water Plant Generator ATS Switch: \$30,000
- Water Valve Repair: \$200,000
- WOB Cash Call For Headworks and Non-potable water project: \$490,000
- Sanitary Sewer Inspection and Repair: up to \$500,000 carrying Remaining balance(s) over from this FY and supplementing the difference.
- 290 Lift Station Road - \$65,000 to ensure we have adequate access to the lift station.
 - We access from private property

Future Fiscal Years

With the escalation of costs for street projects it is not feasible to do a project a year with cash on hand. Other opportunities must be explored and utilized to fund major projects.

The Equador Pedestrian Bridge needs to be replaced in the near future. Staff is looking at the design costs to be \$240,000, and construction costs in FY25 could be \$2.4 million.

We have several water and wastewater CIP projects that we have to do. That includes the White Oak Bayou WWTP Rehab. The total cost is anticipated to be \$15,000,000 with our share to be about \$6,400,000 with some of that being paid for before this 2-5 year time frame.

There have been several requests for water and sewer services in our ETJ. We're evaluating the opportunity and costs there.

We're also looking at future building needs, and a potential combination of buildings for golf course, parks, and utilities.

There are new reporting requirements for lead and copper service lines coming down from the EPA. We are doing an inventory/study in house, saving about \$40,000 from having a consultant do it for us, but the replacements will have to happen at some point in the next few years. The cost of that is undetermined at this point.

Community Development

This department has the Community Development Manager, Code Enforcement/Animal Control Officer, and Permit Clerk.

Areas of Concern

Animal control is one area of concern. We have seen a larger number of stray dogs than normal. We're monitoring this to see if the trend continues. We contract with the County to house stray animals, but they are drastically understaffed and cannot pick up animals, or even respond to calls for help, for 48-72 hours.

We are currently utilizing BBG to do a rework of our zoning ordinance. That project will be wrapping up in May.

Since early 2021 we have been contracting all of our building official duties to BBG. For many years before that we had contracted our inspection services out to them. We are working through some service issues when staff is sick or on vacation, but overall the contract is working well. The community has adapted to this new method of service and seems to appreciate the changes.

We recently hired a Community Development Manager. This position was created last May, but it took several months for us to find the right person. With that position filled they are taking on a lot of projects for the department and overseeing the work.

Fiscal Year 2024 Impacts

We are requesting to add a module to our MyGov software that is used by the department. This would allow for easier business and sign licensing.

Future Fiscal Years

There are no major impacts projected in the next 2-5 fiscal years.

Fleet

Areas of Concern

With the lead time for vehicles having gone up to about a year or more that has caused us to modify our replacement schedule. Historically we would order vehicles in October, and they would arrive within 2-3 months. Now they are not arriving until the following October.

The price of used vehicles being up has greatly increased our sale prices. We are getting more money for our used vehicles. However, with the greater lead time on vehicles we are not selling the current ones as quickly, which is why the revenue is not at budgeted levels.

Another concern we are monitoring in this department is the staff turnover. Both members of our fleet department left within a short time frame this year. Given that we've outsourced our fleet maintenance. With most of our vehicles being new and under warranty this is not a big problem. The emergency service vehicles, such as fire trucks and ambulances, require special certifications to work on them. We will monitor those costs over the next year to see if it makes sense to continue to outsource or not. At this point in time we will utilize the outsourcing option and save the two positions.

Fiscal Year 2024 Impacts

We will save the salary and benefits, but will distribute those lines to the outsource lines as we monitor the effectiveness of outsourcing.

Future Fiscal Years

Fleet outsourcing and lead time for vehicles will be areas to watch in future years.

Parks and Recreation

The Parks and Recreation Department has three main divisions which are: Parks (Department 39) Recreation (Department 38), Building Maintenance (Department 33), and Jersey Meadows Golf Course (Fund 11).

The following staff are in each Department.

Recreation – Department 38

- Recreation and Events Coordinator
- Pool
 - Pool Manager/Asst. Pool Manager – 3 PT/Seasonal
 - Seasonal Staff – 14 PT/Seasonal

Parks – Department 39

- Administrative Assistant
- Parks Maintenance – 6 Full Time

Building Maintenance – Department 33

- Building Maintenance Manager – 1 Full Time (Currently vacant)
- Part Time Janitorial Staff – 2

Golf Course – Fund 11

- Golf Course:
 - Golf Pro/Assist. Golf Pro/Pro Shop: 6 Full Time
 - Maintenance/Grounds/Mechanic: 9 Full Time
 - Part Time Employees – 35 consisting of:
 - Pro Shop
 - Grounds Maintenance
 - Cart Attendants
 - Starters & Marshals

Current Fiscal Year Projects

Some of the FY 2022 projects that have been our focus this year include:

Golf Course

Net project phase II: Complete

Relocating slues gate: pending - searching for machinist for the custom gate

VFD & irrigation pump station control: Complete

Grinder: Complete

Golf cart fleet: Ordered, lead time into next fiscal year

Erosion control hole 14: complete

Fountain on hole 3: in progress

Lake level control: complete

Parks

- Carol Fox Sandbox Levy & Mini City Renovation: Concrete Wall Complete, Sand and Play Structure ETA September
- Woodchipper: Complete
- Pool Filter Bulkhead Replacement & Sand Change: Complete
- Utility Tractor: Complete
- PMP Dog Park improvements: Crosswalk, benches, Water Fountain Drainage Complete: Shade ETA April
- PMP Site Furnishings for All Parks: Complete, New benches, tables, and trashcans
- Rio Grande Flower bed planter borders: Set for July

Facilities

- Automatic Pass Through Gates at Golf Course: Complete
- Civic Center lighting upgrade: Complete
- FD Gym Bathroom Renovation: Complete

Areas of Concern

- Recreation
 - Aging Pool facility: Recent pools that have been built that are similar to ours with small upgrades were \$6,000,000.
 - Lack of Labor Supply
 - Outdoor Rental numbers have Plateaued, Civic Center has become booked full (AUD/MCMR used 250/300 times in 5 months).
- Parks
 - Tree maintenance backlog
 - Carol Fox community-built playground and sidewalks – all of this needs to be replaced soon.
 - Maintenance Facility
- Golf Course
 - Progress towards Self Sustainability
 - Outdated Greens, Cart Paths & Tee Boxes
 - Lack of Labor Supply
 - Club House Construction project and how that could impact revenue during construction
 - Poa Annuua – this is prominent on the greens. We are working hard to get a handle on it
 - Rounds Vs. Price Balance Compared to golf course condition
 - Maintenance Facility

Fiscal Year 2024 Impacts

We are considering the creation of a Parks and Recreation Manager position. This position would take on the additional programming that is being requested, including programming at the new Club House. This also establishes a developmental career path for young professionals. If the position is created they would report to the Assistant City Manager and would oversee the Recreation, Events, and Aquatics Coordinator. With salary and benefits we are estimating this cost to be \$120,000.

Staff is proposing to change the facilities manager position into a facilities technician Position. This technician position would report to the Parks and Facilities Supervisor. The position would include duties such as:

- Room set up & Custodial Staff (including clubhouse)
- AC, Plumbing, Preventative Maintenance
- Facility Workorder Assistance
- In house minor repairs and projects
- Routine contract monitoring

Staff is also considering a request to move take the two part time custodial staff and create one full-time position.

These changes, facilities technician and the custodial staff, would likely be a net zero impact on the budget.

Adding \$10,000 to professional services for fireworks and moving the sponsorship revenue to a revenue line item is important because it will ensure that our city can continue to provide enjoyable community events for our residents. Fireworks displays are a highlight of many annual celebrations, such as Founders Day and the Fourth of July, and contribute to a sense of community pride and togetherness. By designating a specific line item for sponsorship revenue, we can more easily track and allocate these funds towards future events, ensuring that we have the necessary resources to continue providing these experiences.

The Carol Fox Park is a popular destination for families and children, but currently lacks adequate shade for hot summer days. Adding shade structures will not only make the park more comfortable for visitors, but will also protect against skin damage caused by prolonged exposure to the sun. This investment in the health and well-being of our community is a crucial step in ensuring that our city remains a desirable place to live and visit. This cost is \$50,000.

PMP JMNT Decorative Lighting is a worthwhile addition to our city budget because it will enhance the aesthetics and ambiance of our public spaces. Beautifully designed and strategically placed lighting can transform a the nature trail into an inviting and enchanting environment, attracting both residents and visitors alike. By investing in decorative lighting, we can create a more vibrant and welcoming atmosphere throughout our city, and help keep the park safe for residents to use after sunset during the winter months. This cost is \$180,000.

We're also looking at adding a sidewalk in Clark Henry Park from the Pavilion to the Rockwall. This would help keep a safe path to get from one side to the other. It would also alleviate the need to walk through muddy areas while traveling between the two.

Access Control is a critical addition to our facilities line item because it will improve the safety and security of our public buildings. Upgrading door locks and access control systems will prevent unauthorized entry and reduce the risk of theft, vandalism, and other security threats. This investment is especially important for high-traffic areas such as police and fire stations, which require enhanced levels of security. By implementing a more intuitive system with upgraded door locks, and providing new locks for key public buildings, we can ensure that our residents and employees feel safe and protected in our city's public spaces. This cost is \$25,000.

Future Fiscal Years

Some general areas of concern for the future include the following:

- Aging Facilities:
 - The parks facility is continuously deteriorating and has aged beyond its lifespan. It is imperative that we begin to consider a new work location for the parks team. An idea has been presented to consider a new maintenance facility near the old tennis courts for both GC Maintenance and Parks to use. This would allow them to share resources (mechanic, equipment, general lawn maintenance repairs/supplies) while also providing a central location for our staff, reducing mobilization costs. Estimated 12,000-15,000 Sq. Ft. While the cost was previously estimated to be \$1,500,000, that number has likely doubled since then.
- A new pool and pool facility which was discussed earlier in this document.
- Expansion of Golf Course Division & 2030 Vision
 - The Golf Club Maintenance Standard has increased as well as the number of rounds played per month. Our course condition is beginning to experience additional impact that will require additional attention, preventative care and therefore additional staff. One specific project is to replace all of the greens. Another project would be to replace the aging cart paths.
- Town Center
 - With the construction of the new city hall and town center this could likely introduce more landscaping, parkland, irrigation, and facility responsibility on the department. This will require additional staff in the parks and potentially the facilities department along with some capital purchases (additional Parks vehicle and landscaping equipment).

Two – Five Year Outlook

- New Pool and Pool Facility
- Carol Fox Custom Built Inclusive Playground and sidewalk
- Park Lighting
- Youth Ball Field(s) at Clark Henry Park & pavilion Upgrade
- Parks master plan Update
- Consideration of a Central maintenance Facility combined with PW
- JMNT Pavilion
- Golf Course Greens Renovation
- Golf Course Cart Path

Capital Improvement Plan

Maintaining a comprehensive and solid Capital Improvement is vital for the continued health of our community. 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 the upcoming year we have the following projects tentatively scheduled for the moment. This will likely change based upon need, fiscal impacts, and other issues before we get to the final budget proposal in July.

One thing to point out is that at this point we are not recommending a street project in the CIP. This is because staff feels this needs to be in a bond funded CIP, and the CIP projects that we are considering here would all utilize current revenues or fund balance.

	Dept	Projects by Type	Proposed FY24
SANITARY SEWER TREATMENT/COLLECTION IMPROVEMENTS			
		Sanitary Sewer Lines Inspections	250,000
		Rehabilitation/Repair Sanitary Sewer Lines	250,000
		Lift Station Rehabilitation/Repair	1,400,000
		Repairs for Lift Station Road	65,000
		SCADA System Upgrades	90,000
		White Oak Bayou Treatment Plant (40.63% City Share)	490,000
		Total for Sanitary Sewer Improvements	\$ 2,545,000
WATER PRODUCTION/DISTRIBUTION IMPROVEMENTS			
		Water Valve, Exercise, repair	200,000
		SCADA System Upgrades	90,000
		West Water Plant - Generator Repair	30,000
		Transducers for Groundwater Storage Tank	50,000
		Lead and Copper Survey	40,000
		Total for Water Improvements	\$ 410,000
		Total Utility Fund Improvements	\$ 2,955,000

STREET AND DRAINAGE IMPROVEMENTS			
	FL	E127 Improvements	300,000
	FL	Elevations FY21 Grant	500,000
	PW	Street Panels Replacement (2)	125,000
	PW	Side walk replacements and additions	100,000
		Total for Street Improvements	\$ 1,025,000
GENERAL COMMUNITY IMPROVEMENTS			
	FD	Covered Parking area for high water truck, boat, trailers	\$ 50,000
	FD	FD Upstairs Restroom Shower Remodel	\$ 60,000
	FD	Replace Upstairs A/C & heating System	\$ 100,000
	FD/PD	Fence/Gates around buildings	\$ 100,000
	Gen	New City Hall	\$ 11,000,000
	Gen	Facility Improvements	\$ 75,000
	PR	Park Improvements	\$ 50,000
	PR	PMP JM Nature Trail Site Furnishings & Water Fount	\$ 125,000
	PR	PMP Clark Henry Baseball field	\$ 180,000
	PR	PMP Clark Henry Open Field Improvements	\$ 75,000
	PR	New Playground Structure for Carol Fox Park	\$ 150,000
	PR	PMP Jersey Meadow Nature Trail Exterior Lighting	\$ 180,000
	PR	Carol Fox Park Sandbox Renovation (shade)	\$ 50,000
	PW	Decorative Street Lights	\$ 300,000
	PW	Rehabilitation/Repair Storm Water Lines	200,000
	PW	Equador Pedestrian Bridge Design	240,000
		Total General Community Improvements	\$ 12,935,000
		Total General Fund Costs	\$ 13,960,000
Golf Course CIP			
1	GC	Golf Course Convention Center	2,700,000
		Total Gofl Course Fund Improvements	\$ 2,700,000
		Grand Total All Funds	\$ 16,915,000

In the upcoming fiscal year we will need to transfer funds from the reserve in the General Fund that is earmarked for building replacement to the Capital Improvement Fund to cover the costs of the Golf Course Convention Center Club House.

If there are other projects the Council has questions or wants to discuss, staff welcomes that opportunity.