ANNUAL BUDGET & PROGRAM OF SERVICES

FISCAL YEAR 2019-2020

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Sugar Land

Texas

For the Fiscal Year Beginning

October 1, 2018

Christopher P. Morrill

Executive Director

Annual Budget for
October 1, 2019 - September 30, 2020

Approved September 17, 2019

The proposed budget will raise more revenue from property taxes than last year's budget by an amount of $2,397,750, which is a 4.83 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is $290,794.

The members of the governing body voted on the proposal to consider the budget as follows:

For:

Himesh Gandhi
Stewart Jacobson
Naushad Kermally
Jennifer Lane
Carol McCutcheon
Steve Porter
Joe Zimmerman

Against:
Present and Not Voting:
Absent:

Property Tax Rate Comparison

	2019-2020	2018-2019
Property Tax Rate:	$0.33200/100	$0.31762/100
Effective Tax Rate:	$0.31925/100	$0.30948/100
Effective Maintenance & Operations Tax Rate:	$0.17999/100	$0.18682/100
Rollback Tax Rate:	$0.33617/100	$0.34409/100
Debt Rate:	$0.13495/100	$0.13631/100

Total debt obligations for City of Sugar Land secured by property taxes: $21,241,736

Annual Budget for
October 1, 2019 - September 30, 2020

List in order: (L to R)

Naushad Kermally.....Council Member, District Two

Himesh Gandhi ..... Council Member, At Large Position One

Carol K. McCutcheon ..... Council Member, District Four

Joe R. Zimmerman .....Mayor

Stewart Jacobson..... Council Member, District Three

Jennifer J. Lane .....Council Member, At Large Position Two

Steve R. Porter .....Council Member, District One

Presented by:

Allen Bogard .....City Manager

City Manager's Office

October 1, 2019

Honorable Mayor and Members of City Council:

In accordance with Texas Statutes and the City of Sugar Land Charter, Section 6.03, the adopted budget for the fiscal year beginning October 1, 2019 is hereby presented. The adopted budget for Fiscal Year 2020 complies with the City Council adopted Financial Management Policy Statements (FMPS), and acts as a policy document highlighting the financial responsibilities of the organization to City Council and residents. This year's adopted budget addresses the City's top priorities as identified by the City Council through a series of discussions and include a recommitment to the Sugar Land Way. The budget is designed to address service levels that were constrained in previous years' budgets, fund strategic enhancements to services, increase funding for infrastructure rehabilitation and establish an operating budget that is in the best position to respond to legislative impacts moving forward. The adopted budget ensures continued financial strength and resiliency by meeting all fund balance requirements, including the structural balance of the General Fund.

FY19 Accomplishments

The City has had another successful year financially- and is anticipated to end the year in a positive financial position and with continued recognition as a state and national leader in financial stewardship. This year, the City has been recognized by the International City/County Management Association for its data-driven management and reporting efforts with a Certificate of Distinction. Our water was recognized by the Texas section of the American Water Works Association as the Best Tasting Water in Texas and at the national level, Sugar Land has the best tasting water in the United States- compared against 28 water samples from across the country who won their respective state competitions.

The City of Sugar Land has a long history of recognition as a leader in financial stewardship, with strategies specifically tailored to the community and designed to maximize both the conservative nature of the City's finances and to offset the residential tax burden.

The City received a clean audit opinion from its external auditors for FY18, highlighting the reliability and integrity of the City's financial data, including the self-supporting annexation of Greatwood & New Territory. The City's FY18 Comprehensive Annual Financial Report is the first to reflect the combined financial activities of the City and the nine Municipal Utility Districts that were annexed, including assets and liabilities.

Throughout the past several decades, the success of these strategies has been demonstrated through a low property tax burden for residents – with commercial growth significantly offsetting the cost of residential services. In large part the result of targeted and aggressive economic development, as well as tools such as sales taxes for property tax reduction and economic development – all approved by voters in the 1990s, the City of Sugar Land has lowered the property tax over 18 cents since 1993 in order to maximize savings to residents on an annual basis as growth was occurring. Sugar Land offers both the second lowest tax rate among similarly sized cities in Texas and an extremely low residential property tax levy per capita.

Additionally, the City's championship workforce has consistently provided a high level of services while always being cognizant of the critical importance of also providing a high value for tax dollars – elements of the "Sugar Land Way" which were confirmed as successful by residents in the latest citizen satisfaction survey. Simply put, the "Sugar Land Way" is a commitment to bold and thoughtful thinking designed to make life sweeter and more refined for the people and businesses that call Sugar Land home, with a current emphasis on the priorities listed below:

- Ensuring Sugar Land remains safer than ever before by building upon years of investments in facilities and public safety innovations;
- Maintaining aging infrastructure and facilities at the high level expected by Sugar Land residents;
- Retaining and challenging a champion workforce that consistently exceeds the high expectations of the Sugar Land community;
- Constantly improving the appearance of the community; and
- Building upon Sugar Land's position as an economic powerhouse and financial leader (as well as a focus on strengthened resilience) that allows the city to improve its quality of life and minimize the residential tax burden.

As the City approaches its 60th anniversary, the strategies that led to success in the past must evolve to ensure Sugar Land continues to be successful in the future – recognizing that the City is aging and changing. Factors driving the need for the City's strategies to evolve include slowing growth as the City approaches build-out; residential value growth outpacing commercial growth in recent years; increasing service costs and aging infrastructure; competition for and continued volatility of sales tax revenues; the absorption of budget cuts and constraint in recent years that has left many increasing operational needs and priority capital projects unfunded – coupled with increasing drainage costs to address changing weather patterns and the need for capital improvements that exceed the city's ability to maintain a flat tax rate; completion of new strategy documents such as the Integrated Water Resources Master Plan, which will guide the City's approach to securing the community's long-term water supply and completing required capital projects in light of significant unfunded mandates associated with surface water conversion; and responding to significant negative impacts of recently passed legislation.

Economic and Legislative Impacts

The Texas Legislature met in the spring of 2019 for the 86th legislative session, which resulted in the passage of several bills that will have significant impacts on the City's future. Major impacts will be felt through caps on future property tax revenues, elimination of red light cameras as a traffic safety tool, elimination of some fees for right of way usage by telecommunications and cable providers, and requiring the City to adjust workloads through restricting processes and unfunded mandates. Laws impacting notification language and processes required for the issuance of Certificates of Obligation (CO's) and for information required for General Obligation (GO) propositions will become effective in September 2019, influencing recommendations on the issuance of debt to fund capital improvement projects. City Council has directed staff to proceed with an approximately $90 million FY21-23 GO Bond Program for consideration by voters in November.

Legislative impacts, combined with current and future economic uncertainty, led to the development of a budget for FY2020 that aims to restore funding for operations and maintenance needs and put the City in a stable financial position in the future- using strategies to enhance increase diversity of revenue streams. Discussions with City Council through the spring and into the summer of 2019 have revolved around these strategies and preservation of the City's flexibility and ability to provide services that meet residents' expectations of quality.

Over the last few years, the uncertainty in the regional economy has caused the City to evaluate strategies to ensure that it is financially strong and resilient. This introspective review and evaluation has led to the City's development of resiliency initiatives and its focus on innovative constraint. These ongoing resiliency initiatives and the focus on innovative constraint, formalized in the Financial Management Policy Statements and then incorporated into financial plans, are allowing the City to exceed its financial expectations in the current fiscal year and have positioned the City for success in the future. Mixed messages have been seen in the economy throughout the year, from downturns in the oil & gas industry and slowdowns in commercial development, to increases in interest rates by the Federal Reserve Bank, with statements reflecting potential cuts later this year.

Financial Management Strategies

The City completed the issuance of Certificates of Obligation and General Obligation Refunding Bonds along with Water and Sewer Revenue Bonds for FY18 and FY19 capital projects. The refunding refinanced $14.5 million in outstanding bonds with net present value savings of over 7.3% of the refunded principal. As part of the issuance, the City's AAA bond rating was affirmed by rating agencies, who cited the City's financial stability and planning efforts as key components in support of the AAA rating.

The City uses a tool-set to create value for the community. Part of that tool-set includes the active and strategic management of the City finances. Initiatives include a conservative approach to sales tax budgeting and forecasting, evaluation of opportunities that result in long term savings for the City - such as evaluation of insourcing services that have historically been contracted, and ensuring recurring rehabilitation is funded from more diverse and reliable revenue streams - supplementing with one-time funding if revenues exceed budgeted levels.

In years with high economic volatility, the importance of resiliency initiatives becomes more apparent as they allow the organization to withstand and maintain strength despite challenging economic conditions. The resiliency initiatives that were formalized in the most recent adoption of the Financial Management Policy Statements (FMPS) were designed to further strengthen the financial position of the City by lessening the impact of economic swings associated with sales tax - a major revenue stream for the City, but one that is highly volatile and difficult to forecast. One key assumption is a conservative estimate of sales tax revenue based on current recurring collections, with no growth assumed in the budget. Using this methodology, actual sales tax should come in higher than budgeted, as the City regularly receives one time payments and audit adjustments which are not included in the budget. These revenues are then available for one-time use in the following year's budget as they become part of the fund balance. Through the third quarter of FY19, sales tax has performed as expected for recurring estimates with one time funds available in the year-end projections. Year-to-date results show that recurring sales tax is anticipated to end the year $0.6 million higher than budget, with a total of $3.4 million in one-time collections received through June. Year to date recurring sales tax revenue is trending 1.8% over budget. Since this revenue estimate becomes the base of the next fiscal year's budget, it is critical that it not be over-estimated; any additional revenue that might come in over the projected amount will be set aside for one-time expenditures in the future.

FY20 Budget Strategies and Funding Priorities

In light of the need for the City's strategies to evolve in order to ensure continued success – and recognizing that the "Sugar Land Way" will not continue without City leadership and support from the public, the adopted FY20 budget and five year CIP have been designed to improve the City's financial resiliency and ability to anticipate and respond to new challenges and opportunities. With that, over the last few months, the City Council has had several opportunities to provide strategic input to guide the City Manager in development of the budget.

Examples of these strategies include:

- Consideration of opportunities to rebalance the tax burden to increase the share paid by commercial properties – recognizing residential revaluation has outpaced commercial value growth in recent years;
- Consideration of future general obligation bond elections to fund important capital improvement projects such as facilities, mobility and drainage;
- Completion of a review of fees and rates – as well as collections efforts – to ensure appropriate recovery of such services; and
- Evaluation of innovative service delivery opportunities to provide the same or higher levels of services at lower costs.

Priorities for FY20 Budget & Five-Year Capital Improvement Program

In combination, the above strategies enable the adopted FY20 budget and five-year CIP to reflect many of the City's highest priorities – consistent with feedback provided by residents through surveys, community meetings, and other forms of input.

Priorities included in the adopted budget and five year CIP include:

- Increased funding for rehabilitation, which improves the city's resiliency and ability to maintain infrastructure such as sidewalks, streets, facilities, parks, drainage and bridges in a way that meets residents' expectations of quality – achieved through a shift in existing property tax revenue to the operating budget;
- Continued innovative constraint such as the insourcing of the city's landscape maintenance and ROW beautification services for long-term savings and consistent delivery of services;
- Continued investment in technology to enhance traffic and mobility responsiveness, such as ITS management and an update to the Comprehensive Mobility Plan;
- Supplemental traffic safety resources to replace the traffic enforcement cameras and identifying alternate revenues – including targeted increases in EMS fees – to offset revenues that were eliminated as a result of the 86th state legislature, such as right-of-way usage by telecommunications providers;
- Investments in a championship workforce, such as a public safety compensation study and a performance-based merit pool of 3 percent – recognizing that, as a personnel-driven public safety and service provider, a main driver in the City's budget is employee compensation and benefits;
- Implementation of recommendations from the Integrated Water Resources Plan to meet a mandated 60 percent reduction in groundwater usage and actions to secure water sources to meet the city's long-term water supply needs, along with rate adjustments to support the plan – the first rate changes since 2014;
- Completion of the remaining 2013 voter-approved parks bond projects, through a planned tax rate increase of approximately 1 cent and the strategic use of an increase in the homestead exemption from 10 to 12 percent to offset the residential tax bill impact; and
- Plans for significant capital investment into the city's infrastructure in the near future, including a FY21-23 GO bond program of approximately $90 million in capital projects to be considered by the city's voters in November for funding (beginning in 2021 and with all projects underway by 2023, if approved) – with over half of the package identified for drainage improvements and the remainder for public safety, mobility and animal services.

The FMPS are the City Council's guiding document relative to the management of the City's finances. Consistent with those policy statements, sales tax is conservatively budgeted in FY20 based on current recurring revenues with no additional growth. Recurring revenue is an important component of balancing the budget, because recurring revenue streams should cover recurring expenditures. The FY19 projected sales tax is $50.45 million in recurring collections, of which $37.8 million supports the general operating budget. No recurring increases are built into the budget; and one-

time revenues received in FY19 are available to support one-time needs in FY20. This change in policy was important because sales tax is one of the most volatile revenue streams and is highly sensitive to changes in the economy. Sales tax also comprises a significant portion of the total revenues in the General Fund and supports 41% of operating expenditures in FY20. This is one of the primary reasons that it is important to be conservative when preparing revenue estimates, particularly with sales tax.

Most of the Sugar Land Way budget recommendations can be funded by shifting existing property tax revenue to the operating budget- in recognition that the City's long term infrastructure needs exceed current financial capacity and that legislative impacts will restrict the City's ability to supplement these resources in the future. Enhancements to other revenues such as user fees will help to offset reductions resulting from legislative impacts- particularly red light cameras and right of way fees from telecommunications providers.

The adopted budget includes a net increase of 35 full-time equivalent positions. The Utility Fund has two (2) new positions, the Airport Fund has three (3), and Tourism has a new part-time (0.5) position. That leaves 29.5 positions new to the General Fund, with seventeen (17) of those positions directly tied to insourcing of ROW landscape maintenance and beautification, four (4) are for Environmental & Neighborhood Services (2 in Facilities, 1 in Animal Services and 1 in Stormwater), three (3) in the Police Department, and one (1) each in Information Technology, Municipal Court, Traffic Operations and Fire Prevention. Full-time additions in Fleet Services and Public Safety Dispatch are offset by elimination of 2.5 existing part-time and temporary positions.

Employee Compensation and Benefits

The City's championship workforce understands that public service is still a noble calling, and our employees' commitment to making life sweeter and more refined for businesses, residents and visitors, is simply known as "The Sugar Land Way". As a personnel-driven public safety and service provider, a main driver in the City's budget is personnel costs - approximately 73% of General Fund expenditures are directly tied to employee compensation and benefits. A merit pool equal to 3% of budgeted salaries is included in the adopted budget. This funding allows management to develop a merit matrix that provides an incentive for outstanding performance from employees greater than the 2019 CPI increase of 1.8%. With employee share of benefits costs anticipated to increase, it is critical- since the City does not provide cost of living or step pay, that the merit pool is set at a level to ensure that employee pay increases cover their increased benefit premiums along with the cost of living.

The City also has a competitive health benefits program available for employees and their dependents. Based on claim trends, the City anticipates a 7% increase is needed for the City's contributions for FY20 and the increases from employee contributions are being evaluated for implementation in January 2020. Staff continues its work with the City's benefits consultant to develop a sustainable rate structure that manages the City's costs, maintains a financially sustainable benefits fund and provides quality coverage options for employees and their dependents.

The City participates in the Texas Municipal Retirement System (TMRS) for full-time employees but does not participate in Social Security. TMRS calculates the City's required contributions based on an actuarial formula that looks at the City's pension liabilities compared to its pension assets. The City's mandatory contribution rate for 2020 is 14.76%, a decline from the 2019 contribution rate of 14.93%, and resulting in overall savings to the City. Changes to the funding ratio and contribution rate are largely due to changes in the assumptions used by the actuaries in calculating the current and future liabilities of the City's plan. The City's contribution rates are established by TMRS to achieve 100% funding of the City's pension liability over time; plan funding currently stands at a healthy 88.5% of the City's pension obligation, which is better than the industry benchmark of 80%. The City's participation in the TMRS system provides a financially sound pension for employees, which is very different from self-funded pensions for some major cities that have been in the news in past years.

Capital Projects

The Five-Year CIP totals $263.8 million, with $41.5 million in projects approved for funding in FY20. It is important to understand that only the first year of the CIP is included for funding in the annual budget, while the remaining years are included for planning purposes only and will change from one year to the next, based on the best information available at the time. This year's adopted Five Year CIP takes a different approach from previous years based on a number of contributing factors that are discussed below.

General Capital Projects

As part of the Sugar Land Way discussions leading to the budget filing, City Council recognized that the identified capital needs outweigh the City's ability to fund projects within the existing debt tax rate. City Council provided strategic direction for the FY20-24 CIP to fund a limited capital program in FY20 funded from Certificates of Obligation, and take an approximately $90 million program to voters in November for GO bond authorization. Approximately half of the program is drainage improvements, with street and facilities making up the remaining program. Projects included in the FY21-23 GO Bond Program will be implemented over a three-year period (FY21-23), and are shown in the CIP document in FY22 - with project identifiers, descriptions and amounts. Upon approval by voters, the individual project timing will be established by City Council in the next five year CIP. Utilizing existing capacity created from declining debt service requirements, implementation of the full FY21-23 GO Bond Program requires a three-cent increase in the first year to complete the three-year program of projects.

Projects funded in FY20 from Certificates of Obligation total $16 million and include $6.2M in drainage improvements, $5.45M in streets and traffic and $4.35M in municipal projects which includes the second phase of the ERP system replacement that began in FY19.

Additionally, City Council requested that the remaining projects from the 2013 voter approved park GO bonds be included in the FY20 CIP for funding. Remaining projects include the First Colony Trail and Ditch H Trail, along with Brazos River Park, which will be modified in scope to remove the mid-lake and boathouse and include a connection between the existing Brazos River Park amenities and Sugar Land Memorial Park. Completion of these projects will fulfill the City's commitment on the projects approved by voters in 2013. Implementation of the remaining 2013 park bond projects will require a 2019 tax increase of approximately one cent, which will be offset by an increase in the residential homestead exemption - bringing the exemption from 10% to 12%. The homestead exemption was approved by City Council in June and is effective for the 2019 tax year.

Several projects are included in the adopted CIP for funding from restricted sources such as Economic Development sales tax, donations and tourism funds- these projects must meet the stringent requirements for funding from these sources. Projects include a portion of Owens Rd, Landscape Replacement for Major Roadway and Enhancements, Senior Center Study, Public Art Projects, Cullinan Park Phase II and Joint Participation in CIP funding.

Enterprise Funds Capital Projects

Capital projects for the two enterprise funds- Water Utilities and Airport are supported by revenues generated by the operations of the two funds. The focus of the utility CIP is implementation of the Integrated Water Resources Plan and preparation for the upcoming 60% groundwater reduction mandate in 2025. These infrastructure rehabilitation and improvement projects are funded with $7.5 million in utility revenue bonds and $2 million in pay as you go contributions from the utility operating fund. The five-year utility CIP totals $130 million and is funded through the issuance of $120 million in revenue bonds and $10 million in pay as you go funding. Full implementation of the five-year utility CIP will require a series of utility rate increases, the first step recommended in FY20 with a full rate study to recommend future rate increases to fund the program and meet the groundwater reduction mandate.

One project is funded in FY20 for the airport- an additional contribution by the City for relocation of a hangar that is required to complete the parallel taxiway relocation project that is already funded by TxDOT aviation and the City.

The hangar contribution is expected to be $1.8 million and will be funded through the issuance of Certificates of Obligation that will be repaid by the Airport Enterprise Fund. The five year CIP totals $3.7 million for the airport, and is funded from $2.75 million in CO's and $1 million in pay as you go funding from airport revenues.

Property Taxes and User Fees

2019 Property Taxes

Consistent with policy direction and City Council direction, the budget has been developed based on a revenue stream from the effective tax rate plus 3%, plus an increase to the tax rate of approximately one cent to fund the remaining voter-approved park bond projects. The actual nominal tax rate will depend on the certified tax roll and effective tax rate calculations. The residential homestead exemption was raised from 10% to 12% in June 2019, and the optional exemption of $70,000 for over-65 and disabled persons is maintained at the same level. The tax rate allocation is designed to enhance operations and maintenance funding to support recurring investment in key "Sugar Land Way" initiatives. The increase to the tax rate to support the remaining park bond implementation is offset by the increase to the homestead exemption, minimizing the tax implications of the park bonds on homeowners and redistributing the balance between residential and commercial values. The anticipated impact to the average residential tax bill is less than $40 per year with the combination of the homestead exemption and anticipated tax increase for the voter-approved park bonds.

Fee Changes

In the Utility Fund, 5% rate adjustments for water and wastewater rates and 10% for surface water rates were made. The increases will result in an approximate 7% increase to the residential bill based on 12,000 gallons monthly water usage. The City has not adjusted water or wastewater rates since 2011, and surface water rates since 2014. The increases to utility rates are necessary to begin investing funds to prepare for the upcoming 60% groundwater reduction mandate, and funds strategies identified through the Integrated Water Resources Plan for long-term water supply needs for the community. A utility rate study will be conducted in FY20 that will make recommendations for changes to the rate structure in future years that will support implementation of the five year CIP and its operating impacts as the IWRP recommendations are implemented.

Solid Waste includes a 2.5% increase to residential rates, based on the City's contracts with Republic Services and Best Trash. Solid Waste rates will increase from $18.91 to $19.38 per month in January 2020, with no changes to service levels. Changes resulting from uncertainty in the recycling market could have an impact on rates, as the current rate structure may not support the future costs associated with recycling programs.

The FMPS contains guidance on evaluating user fees for an annual CPI adjustment and for calculation of new fees. In FY20, an increase of 1.8% is incorporated into certain fees, based on changes in the CPI between 2018 and 2019. Fee adjustments are effective January 1, 2020. Selected fees are recommended to change outside the general CPI adjustment to better diversify the City's revenue streams. Adjustments to emergency medical services fees, building permits and several new fees are designed to better recover the cost of services.

Financial Summary

Based on the priorities addressed identified and discussed above, the FY20 adopted budget totals $272.5 million. Of the total, $235 million is for operating funds and issuance costs, and $40.5 million is for capital projects, including the final voter-approved park bond projects from 2013.

Fund	FY20 Adopted Budget
General Fund	$ 97,220,058
Debt Service Funds	32,192,477
Utility Enterprise Fund	43,617,889
Airport Enterprise Fund	15,540,449
Solid Waste Fund	8,368,456
Economic Development Corporations	14,954,286
Other Funds	19,750,685
Total Operating Funds	**$ 231,644,300**
Capital Projects	40,924,175
Total FY20 Adopted Budget	**$ 272,568,475**

I encourage you to read further into the information describing the FY20 budget. The executive summary that follows this transmittal letter provides an overview of revenues and expenditures included in each of the operating funds and a description of the adopted CIP and employee compensation plans. Further explanation and discussion of FY20 budgetary changes are included with each fund summary.

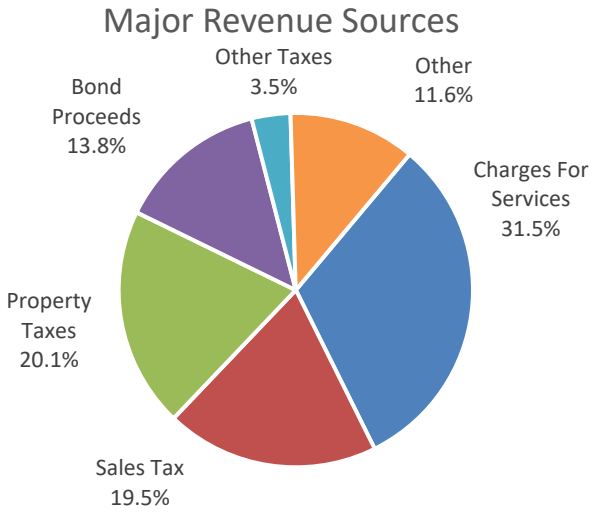
The Five Year CIP is a separate document, and contains worksheets for each project included for funding within the Five Year CIP or that will continue into FY20 with prior year funding- as the projects are funded on a project length basis that may not correspond with the City's fiscal year. The Five Year CIP also includes the FY21-23 GO Bond Program projects for voter consideration in November. These projects will be considered for funding in future CIP's based on the results of the election. As the City transitions to a new practice of periodically taking these types of projects to voters, I am confident that the City will continue to deliver in the Sugar Land Way.

Respectfully,

Allen Bogard
City Manager

Major Revenue Sources

Major revenue sources for the City total $259.1 million (excluding inter-fund transfers). The five primary revenue categories comprised of property taxes, sales tax, other taxes (franchise taxes and hotel occupancy taxes), charges for services and bond proceeds, which represent 88.4% of total revenues for the City. Other revenues include licenses and permits, fines and forfeitures, interest income, intergovernmental, miscellaneous, and contributions, which make up the remaining 11.6%. The chart to the right illustrates the breakdown of the revenue sources.



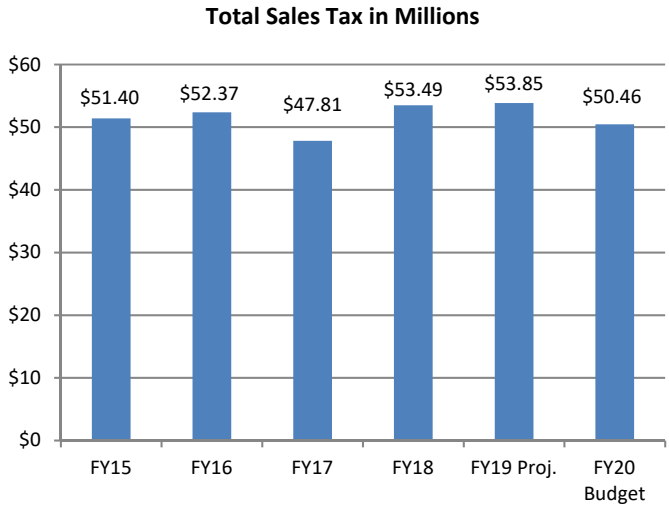
Property Tax

Revenues from ad valorem or property taxes represent 20.1% of overall revenues at $52.11 million. Property tax revenues are based on the nominal tax rate of $0.33200 per $100 of assessed valuation for the 2019 tax year. This rate funds the adopted budget, including the remaining voter authorized bonds and Certificates of Obligation for capital projects, as well as the recommended operating additions for the Sugar Land Way. In June 2019, the residential homestead exemption was increased from 10% to 12% by City Council for the 2019 tax year. Property tax collection is authorized by the State of Texas up to $2.50 per $100 of assessed valuation for maintenance and operations and debt service.

Sales Tax

Sales tax revenue, estimated at $50.46 million, represents 19.5% of total revenues. The sales tax rate in Sugar Land is 8.25% for goods or services sold or delivered within the boundaries of the City. The tax is collected by businesses making the sale and is remitted to the State Comptroller of Public Accounts on a monthly, quarterly or annual basis. Of the 8.25% tax, the State retains 6.25% and distributes 2% to the City. Of the total 2% local share, 0.25% is allocated to the Sugar Land Development Corporation (SLDC) and 0.25% to the Sugar Land 4B Corporation (SL4B); the remaining 1.5% is deposited in the General Fund.

The State allows cities to enter into incentive agreements with companies that locate within the City and report sales tax to the City for local collections. In turn, the City grants a portion of the collections to the company in the form of an incentive payment. The City's last active incentive agreement expired in July 2019 (FY19).



Sales tax revenue estimates are prepared based on the Financial Management Policy Statements and do not include any one-time revenues. FY19 projections are based on year-to-date actual revenues including one-time, plus budgeted collections for the 4th quarter. Total budgeted sales tax for FY20 is $50.46 million, a 1.32% increase from the FY19 budget and represents recurring revenues received over the budgeted amount

in FY19. Consistent with the Financial Management Policy Statements, one-time sales tax is not included in the annual budget. The chart above illustrates the historical trend of sales tax collections in the City. FY19 projected revenues include one-time sales tax revenue received through June and revenue from the incentive agreement that expired in July.

Other Taxes

Other Taxes represent 3.5% of City revenues at $9.2 million and are comprised of franchise and hotel occupancy taxes. Franchise taxes are anticipated to total $6.8 million. Franchise revenues are derived from non-exclusive franchise agreements the City has with utilities and the solid waste providers that use the City's right-of-way to conduct business. Besides defining the responsibilities of the utilities maintaining their assets, the agreements contain a franchise fee clause that requires the utilities and solid waste companies to compensate the City for use of right-of-way and streets. Generally, the fees are based on a percentage of gross receipts or a per-unit of usage charge (generated by customers located within the City's corporate limits) that range from 2% to 5%. Hotel occupancy taxes are anticipated to total $2.4 million. Both franchise taxes and hotel occupancy taxes are estimated using trend analysis. Historic performance is analyzed and growth from new development is factored into the estimates when developing the budget. Franchise tax revenues will be impacted by the passage of SB1152 by the 86th Texas Legislature, which allows companies that provide both telecommunications and cable services to drop the lower of the two franchise payments due to cities. This bill is effective January 1, 2020.

Charges for Services

Charges for services represent 31.5% of total revenues at $81.7 million and include fees for services in the General, Utilities, Airport, and Solid Waste Funds.

General Fund Charges for Services

Charges for services in the General Fund total $4.21 million and are primarily derived from fees for services for fire protection in the City's extraterritorial jurisdiction, emergency medical services, parks and recreation activities and rentals, and administrative fees.

Fire protection fees total $1,145,204 and represent 27.2% of charges for services. Fire protection fees are paid by Municipal Utility Districts (MUDs) within the City's extraterritorial jurisdiction (ETJ) and by Fort Bend County for areas outside the City but served by the Sugar Land Fire Department. Fire fees are adjusted each January based on an updated cost of fire service calculation and set by ordinance each September.

EMS fees total $2,126,619 and represent 50.5% of charges for services. EMS fees are paid by patients transported by City ambulances to a medical facility for emergency treatment. The City contracts with a third party billing company to bill for services. The FY20 budget includes a recommended increase to EMS fees which will better recover the cost of services provided.

Parks & Recreation fees total $539,924 and represent 12.8% of charges for services. These fees are generated by facility usage cards, facility rentals, leisure classes, senior programs and camp programs.

Other charges for services total $399,546 and represent 9.5% of charges for services. This includes false alarm charges, hazardous materials responses, and sale of property. With the exception of administrative fees, charges for services are budgeted based on historic collections, with growth factors included where appropriate.

Utility System Charges for Services

Utility charges for services are anticipated to generate $52.97 million. The City charges fees for the provision of water and wastewater services to residents and businesses located within the City. Customers are charged a base rate for water and wastewater, depending on the size of the meter installed, and a volume fee based on metered

consumption. Customers also pay a surface water fee based on the volume of water usage billed. Volumetric revenues are budgeted based on estimated water consumption of 7.71 billion gallons for water and surface water, and 3.77 billion gallons for wastewater. The City also charges non-city utility customers for participation in the Groundwater Reduction Plan (GRP). These GRP fees are established by ordinance by City Council. The FY20 budget maintains the GRP pumpage of $1.75 per 1,000 gallons of groundwater produced. Rate increases are built into the forecast with 5% in water/wastewater rates in FY20 and 10% in surface water/GRP rates.

Airport Charges for Services

Charges for services at the Airport are anticipated to total $15.33 million. Budgeted fuel sales of $13.38 million represent estimated fuel sales of 3,325,426 gallons. Aviation fuel is sold at cost plus markup. The markup for JetA and AvGas is planned to increase by eight cents in FY20. The remaining charges for services are derived from hangar and land leases, catering services, customs fees, fuel additive sales, and rental car fees. Fuel estimates are based on historic monthly fuel sales, with some growth anticipated due to international marketing of the airport. Other fees are budgeted based on historic collections.

Solid Waste Charges for Services

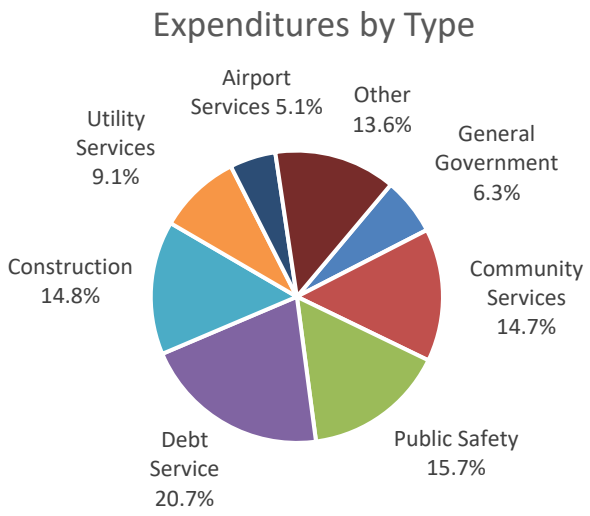
Charges for services in the Solid Waste Fund are anticipated to total $8.81 million. The City contracts solid waste service and provides twice weekly automated trash collection and weekly automated recycling. Residents currently pay $18.91 per month for this service. Effective January 1, 2020, the new rate will increase to $19.38 per month based on the CPI adjustments in the contracts with Republic Services and Best Trash. The budget anticipates 35,269 households served during the fiscal year. No adjustments to fees for recycling are included in the adopted budget.

Bond Proceeds

Bond proceeds of $35.64 million represent 13.8% of total revenues. The proceeds will be used to fund FY20 capital projects and will be from voter authorized GO bonds for parks, Certificates of Obligation, and utility revenue bonds.

Other Revenues

Other revenues represent the remaining 11.6% of total revenues at $30.04 million. Miscellaneous revenues include licenses and permits, fines and forfeitures, reimbursements, interest income, miscellaneous, contributions, and intergovernmental revenues such as grants.



Expenditures by Type

The FY20 budget totals $273.9 million (excluding inter-fund transfers). The chart at the right illustrates expenditures by type.

General Government expenditures represent 6.3% of overall expenditures at $17.37 million. General Government expenditures are for administrative functions, including City Management, City Secretary, City Attorney, Human Resources, Information Technology, Communications, Performance & Accountability, Economic Development, and Tourism.

Community Services expenditures represent 14.7% of total expenditures at $40.32 million. Community Services expenditures include Parks, Public Works, Environmental & Neighborhood Services, and Community Development. Services provided include: park and recreation activities and facilities, right-of-way maintenance, streetlights, streets, sidewalks, traffic signals, drainage maintenance, code enforcement, engineering, planning, permits & inspections, animal services, fleet, and facilities maintenance among others.

Public Safety expenditures represent 15.7% of total expenditures at $43.1 million and include the Police and Fire-EMS departments and Public Safety Dispatch.

Debt Service represents 20.7% of total expenditures at $56.75 million and includes principal and interest payments on debt issued through bonds, lease purchases, and other instruments. The City, through debt issued directly and debt assumed from MUDs, has 41 current issues including Property Tax-backed, debt pledged with hotel occupancy tax, Utility, Airport, Surface Water and Corporation debt. A portion of the tax rate is directed to the Debt Service Fund to meet debt backed by taxes. A transfer from the Tourism Fund to the Debt Service Fund covers its portion of debt pledged with hotel occupancy tax. Outstanding debt for Utilities and Airport is paid through user fees and GRP revenues. Debt for the corporations is repaid with sales tax collections from the SLDC and SL4B. A separate fund accounts for Taxable Certificates of Obligation that are to be supported by lease revenues for the Smart Financial Centre at Sugar Land.

Construction represents 14.8% of total expenditures at $40.52 million. Construction expenditures are related to capital improvement projects within the City. Capital projects are funded with sales tax from the City and economic development corporations, system revenues from Utilities and Airport Funds, grants, inter-local funding and debt. Project types include parks, streets, drainage, traffic, municipal, water, and wastewater.

Utility Services represent 9.1% of total expenditures at $25.03 million. Utility Services expenditures are related to the operations, maintenance, and repair of water and wastewater infrastructure, as well as sanitation and recycling services. Utility services also include expenses related to mandated groundwater reduction.

Airport Services represent 5.1% of total expenditures at $13.95 million. The fixed based operator at the airport is Global Select, which provides fuel and aviation customer services.

Other expenditures represent 13.6% of expenditures at $35.52 million and include expenditures for Finance, insurance coverage, economic development incentives, capital replacement, sales tax rebates, and property tax rebates to in-City MUDs.

Expenditures by Fund

The narrative below provides a summary on how funds are appropriated within key operating funds. A detailed explanation of expenditures within all funds can be found in the financial section of this document.

Debt Service Funds

The budget in the Debt Service Funds, excluding inter-fund transfers, totals $32.19 million. Expenditures include $30.48 million in debt service payments and fiscal fees. The budget also includes $1.71 million in property tax rebates to in-city MUDs. The ending fund balance of $7.21 million is above the policy requirement of 10% of debt service requirements.

General Fund

The General Fund budget, excluding inter-fund transfers, totals $97.22 million, including one-time expenditures of $2.67 million. The General Fund includes funding for most services and includes a proposal to insource ROW landscape maintenance and beautification for savings to the City. The budget includes an average merit pool of 3% for employees effective in January 2020.

The anticipated FY20 ending fund balance in the General Fund is $22.37 million, which is higher than the policy requirement of three months of recurring operating expenditures.

Capital Improvement Program

The 2020-2024 capital improvement program totals $263.8 million. Of this total, $40.52 million are funded in the FY20 budget. Wastewater projects make up 6.26% of FY20 allocation. Street projects are 12.8% and includes the Owens Road mobility project and street and bridge rehabilitation. Water projects accounts for 14.7%. Municipal projects represent 12% and includes the next phase of the public safety training facility, major facility rehabilitation, Enterprise Resource Planning (ERP) implementation phase II, Senior Center Study, High Site communication improvements, and Public Arts Projects.

Drainage projects is 15.3% and include land acquisition along the Brazos River for erosion control, Riverbend spillway rehabilitation, Sugar Creek Storm sewer pipe rehabilitation, Riverbend arch siphon pipe rehabilitation, and Settlers Park drainage improvements. Parks and Traffic makes up 31.9% and include landscape replacement and traffic safety improvements, Joint participation in CIP, park trails and phase II improvements at Brazos River and Cullinan Park.

Funding for the FY20 CIP includes $16 million in tax-backed Certificates of Obligation, $1.8 million in Certificates of Obligation paid by airport revenues, $12.16 in 2013 General Obligation bond proceeds, $7.55 million in revenue bonds, $2 million in utility revenues, $0.71 million from the Sugar Land 4B Corporation, $0.15 million from Sugar Land Development Corporation and $0.16 million from other funding sources. Other funding sources include donations and the Tourism Fund. Interest income is budgeted at $360,000.

Utility System Fund

The Water Utility Fund budget totals $43.62 million, excluding CIP projects and inter-fund transfers. One-time additions are included in the Utility System Fund for a risk and resilience assessment of the City's water system, a contract for coating yard piping and aerial images, a master plan update, two water quality data management systems, a Utility and Surface Water rate study, large meter repair costs, automatic water line flushers, vehicles for two new positions, and additional funds for sewer system maintenance. A decrease in cash equivalents of $987,604 is anticipated for the fiscal year. The FY20 budgeted ending cash equivalent totals $13.52 million and exceeds the 25% cash operating reserve requirement.

Airport Fund

The Airport Fund budget totals $15.54 million excluding CIP projects and inter-fund transfers. There are recurring additions that include 3.00 new FTEs in FBO Services, additional repair and maintenance costs, uniforms for the new positions and one-time additions for a runway condition evaluation, a 4x4 utility vehicle, an additional ground power unit, renovations to the crew suite and US Customs building, generator replacement for the air traffic control tower, airfield and roadway concrete repair, taxiway and ramp asphalt overlay, and the asbestos mitigation and demolition of hangar 108. The fund anticipates a decrease in cash equivalents of $462,863. The FY20 budgeted ending balance of $1.78 million is above the policy requirement of 25% of operating expenditures.

Solid Waste Fund

The Solid Waste Fund operating budget totals $8.37 million that includes contracted residential solid waste collection, excluding inter-fund transfers. Through contracted services, the City provides twice weekly automated trash collection and once weekly automated recycling. The ending balance in the fund is anticipated to be $573,412. This fund has no minimum fund balance per policy.

Sugar Land Development Corporation

The FY20 budget for SLDC totals $6.44 million, excluding inter-fund transfers. The budget includes operating expenditures for the Economic Development program, Economic Development incentives, and contractual services with the City for support services. Debt service payments are budgeted at $4.09 million for outstanding debt issues. The FY20 budgeted available ending balance of $2,965,964 is over the policy requirement of 15% of budgeted sales tax collections.

Sugar Land 4B Corporation

The FY20 budget for SL4B totals $8.52 million, excluding inter-fund transfers. The budget includes operating expenditures for the Economic Development program and staffing, contractual services with the City for support services, and capital projects management. Additionally, debt service payments are budgeted at $3.35 million for outstanding debt issues. The FY20 budgeted available ending balance of $1,268,073 is over the policy requirement of 15% of budgeted sales tax collections.

Tourism Fund

Expenditures in the Tourism Fund total $1.28 million, excluding inter-fund transfers. The budget includes operating expenditures for Tourism and Destination Services staffing. The fund has a projected ending fund balance of $884,926. In FY20 it is anticipated the fund is over the policy requirement of 10% of the hotel occupancy tax.

Employee Compensation

The City offers a competitive benefit package to employees, including medical and dental coverage and contributions toward dependent coverage. The City participates in the Texas Municipal Retirement System (TMRS); employees contribute 7% of their gross pay and the City matches employee contributions 2 to 1, and employees are vested after five years of service. Because the City does not participate in Social Security, the City has chosen the highest level plan offered by TMRS. The contribution rate to TMRS for the City changes each year and is based on actuarial analysis of funding needs in the City's plan. The City's contribution rate to TMRS is decreasing from 14.93% in 2019 to 14.76% in 2020 (effective January 1, 2020).

The budget includes funding for an average 3% merit increase for employees based on performance evaluations. The City does not provide cost of living increases, so the merit increases are the only time employees see an increase to their pay, except for promotions. Merit increases are a key factor in staying competitive in the market and retaining quality employees. The merit increases will be effective in January 2020.

The compensation philosophy adopted by City Council addresses the benefits burden as it relates to total compensation. Based on the adopted policy, benefits should not exceed a percentage of total employee compensation comparable to private sector employees. In FY20, the benefit burden is within the limits established by the Council policy at 31.2% of total compensation.

CITY OF SUGAR LAND
SUMMARY OF ALL FUNDS
REVENUES AND EXPENDITURES

	FY18 Actuals	FY19 Adjusted Budget	FY19 Projections	FY20 Adopted Budget
REVENUES:				
Property Taxes	$ 43,924,504	$ 49,719,000	$ 49,861,863	$ 52,109,999
Sales Tax	53,494,237	49,800,000	53,852,586	50,456,178
Other Taxes	9,059,559	8,913,179	8,875,649	9,159,118
Licenses & Permits	3,394,457	3,683,428	3,439,256	3,542,322
Charges For Service	72,988,227	77,226,426	70,949,956	81,732,940
Fines & Forfeitures	4,586,927	4,577,996	3,577,304	1,995,000
Interest Income	2,296,587	989,572	2,107,991	2,105,589
Intergovernmental	10,982,761	4,323,934	3,089,678	1,625,045
Miscellaneous	21,520,029	6,344,545	8,672,530	8,775,884
Bond Proceeds	87,120,308	51,279,704	51,279,709	35,639,250
Contributions	10,084,952	10,695,013	11,160,085	12,000,036
Total Revenues	319,452,548	267,552,797	266,866,607	259,141,361
Transfers From Other Funds	30,726,376	41,301,233	41,194,858	33,667,254
Total Available Resources	350,178,924	308,854,030	308,061,465	292,808,615
EXPENDITURES:				
General Government	14,134,500	16,631,700	16,400,905	17,377,909
Finance	4,097,982	4,760,679	4,760,679	4,964,478
Public Works	10,551,818	12,198,942	12,398,942	14,128,245
Parks & Recreation	4,666,845	5,087,022	5,087,022	5,213,244
Community Development	5,349,680	5,784,173	5,800,173	6,030,135
Environmental & Neighborhood Services	12,964,485	14,689,865	14,486,974	14,944,842
Police Department	23,646,997	25,169,272	24,780,382	25,766,510
Fire Department	15,055,847	16,477,451	16,517,358	17,338,135
Debt Service	140,774,742	71,498,068	70,665,671	56,745,494
Other	4,271,114	10,604,019	8,451,079	8,737,095
Construction	39,238,825	21,148,112	20,425,831	40,524,175
Utility Services	25,281,350	24,981,204	24,989,243	25,030,515
Airport Services	12,573,291	12,920,673	13,195,441	13,953,494
Insurance Coverage	10,868,622	10,886,517	12,401,944	13,137,670
Equipment Replacement	1,818,075	2,922,030	3,207,500	4,454,832
Rebates & Assignments	4,075,518	4,611,364	4,649,224	4,221,702
Total Expenditures	329,369,690	260,371,091	258,218,368	272,568,475
Transfers To Other Funds	30,726,376	41,637,147	41,194,858	34,936,607
Total Expenditures & Transfers	$ 360,096,066	$ 302,008,238	$ 299,413,226	$ 307,505,082

CITY OF SUGAR LAND
SUMMARY OF ALL FUNDS
FISCAL YEAR 2020
ADOPTED BUDGET

REVENUES

Category Description	Governmental Funds		
	General Fund	Debt Service Fund	Capital Projects
	10		
Property Taxes	$ 30,946,472	$ 21,163,527	-
Sales Tax	37,842,134	-	-
Other Taxes	6,755,243	-	-
Licenses & Permits	3,542,322	-	-
Charges For Service	4,211,293	-	-
Fines & Forfeitures	1,995,000	-	-
Interest Income	590,000	159,000	185,000
Intergovernmental	158,159	-	10,000
Miscellaneous	801,000	2,004,811	572,500
Bond Proceeds	-	-	26,255,000
Contributions	-	-	-
Total Revenue	**86,841,623**	**23,327,338**	**27,022,500**
Transfers From Other Funds	7,707,482	7,856,081	2,303,637
Total Available Resources	**94,549,105**	**31,183,419**	**29,326,137**
General Government	14,813,902	-	-
Finance	4,859,840	-	-
Public Works	14,128,245	-	-
Parks & Recreation	5,213,244	-	-
Community Development	6,030,135	-	-
Environmental & Neighborhood Services	6,646,386	-	-
Police Department	25,766,510	-	-
Fire Department	17,338,135	-	-
Debt Service	-	30,477,571	-
Other	(80,395)	-	400,000
Construction	-	-	29,175,925
Utility Services	-	-	-
Airport Services	-	-	-
Insurance Coverage	-	-	-
Equipment Replacement	-	-	-
Rebates & Assignments	2,504,056	1,714,906	-
Total Expenditures	**97,220,058**	**32,192,477**	**29,575,925**
Transfers To Other Funds	2,905,937	65,430	1,866,137
Total Expenditures & Transfers	**100,125,995**	**32,257,907**	**31,442,062**
Revenue Over (Under) Expenditures	(5,576,890)	(1,074,488)	(2,115,925)
BEGINNING BALANCE	$ 35,368,095	$ 8,981,285	$ 3,656,183
Reserved for Debt Service		(701,149)	-
Reserved for Self Insurance		-	-
Reserved for Transportation Fees		-	(1,639,018)
GAAP Accruals	(7,414,839)	-	-
END BUDGET BALANCE	$ 22,376,366	$ 7,205,648	$ (98,760)

CITY OF SUGAR LAND
SUMMARY OF ALL FUNDS
FISCAL YEAR 2020
ADOPTED BUDGET

REVENUES

Category Description	Enterprise Funds		
	Utility System Fund & CIP	Airport Fund & CIP	Solid Waste
			59
Property Taxes	-	-	-
Sales Tax	-	-	-
Other Taxes	-	-	-
Licenses & Permits	-	-	-
Charges For Service	52,968,334	15,327,712	8,810,724
Fines & Forfeitures	-	-	-
Interest Income	600,789	100,000	7,000
Intergovernmental	-	50,000	-
Miscellaneous	2,857,063	531,308	14,700
Bond Proceeds	7,548,250	1,836,000	-
Contributions	-	-	-
Total Revenue	**63,974,436**	**17,845,020**	**8,832,424**
Transfers From Other Funds	10,460,150	1,939,920	-
Total Available Resources	**74,434,586**	**19,784,940**	**8,832,424**

EXPENDITURES

General Government	-	-	-
Finance	-	-	-
Public Works	-	-	-
Parks & Recreation	-	-	-
Community Development	-	-	-
Environmental & Neighborhood Services	-	-	8,298,456
Police Department	-	-	-
Fire Department	-	-	-
Debt Service	17,410,560	1,409,704	-
Other	1,176,814	177,251	70,000
Construction	9,548,250	1,800,000	-
Utility Services	25,030,515	-	-
Airport Services	-	13,953,494	-
Insurance Coverage	-	-	-
Equipment Replacement	-	-	-
Rebates & Assignments	-	-	-
Total Expenditures	**53,166,139**	**17,340,449**	**8,368,456**
Transfers To Other Funds	21,555,433	2,907,354	418,491
Total Expenditures & Transfers	**74,721,572**	**20,247,803**	**8,786,947**
Revenue Over (Under) Expenditures	(286,986)	(462,863)	45,477
BEGINNING BALANCE	$ 34,928,413	$ 3,307,488	$ 527,935
Reserved for Debt Service	(7,302,551)	(994,988)	
Reserved for Self Insurance	-	-	
Reserved for Transportation Fees	-	-	
GAAP Accruals	-	-	
END BUDGET BALANCE	$ 27,338,876	$ 1,849,637	$ 573,412

CITY OF SUGAR LAND
SUMMARY OF ALL FUNDS
FISCAL YEAR 2020
ADOPTED BUDGET

REVENUES

Category Description	Internal Service Funds		
	Fleet Replacement	Hi-Tech Replacement	Employee Benefits
	22	23	21
Property Taxes	-	-	-
Sales Tax	-	-	-
Other Taxes	-	-	-
Licenses & Permits	-	-	-
Charges For Service	-	-	-
Fines & Forfeitures	-	-	-
Interest Income	60,000	53,000	5,500
Intergovernmental	-	-	-
Miscellaneous	282,500	2,170	1,589,360
Bond Proceeds	-	-	-
Contributions	-	-	12,000,036
Total Revenue	**342,500**	**55,170**	**13,594,896**
Transfers From Other Funds	1,816,621	1,290,048	183,155
Total Available Resources	**2,159,121**	**1,345,218**	**13,778,051**

EXPENDITURES

General Government	-	-	-
Finance	-	-	-
Public Works	-	-	-
Parks & Recreation	-	-	-
Community Development	-	-	-
Environmental & Neighborhood Services	-	-	-
Police Department	-	-	-
Fire Department	-	-	-
Debt Service	-	-	-
Other	-	-	685,025
Construction	-	-	-
Utility Services	-	-	-
Airport Services	-	-	-
Insurance Coverage	-	-	13,137,670
Equipment Replacement	2,656,713	1,798,119	-
Rebates & Assignments	-	-	-
Total Expenditures	**2,656,713**	**1,798,119**	**13,822,695**
Transfers To Other Funds	-	-	-
Total Expenditures & Transfers	**2,656,713**	**1,798,119**	**13,822,695**
Revenue Over (Under) Expenditures	(497,592)	(452,901)	(44,644)
BEGINNING BALANCE	$ 3,069,782	$ 2,474,577	$ 1,976,941
Reserved for Debt Service			
Reserved for Self Insurance			(1,745,656)
Reserved for Transportation Fees			
GAAP Accruals			
END BUDGET BALANCE	$ 2,572,190	$ 2,021,676	$ 186,641

CITY OF SUGAR LAND
SUMMARY OF ALL FUNDS
FISCAL YEAR 2020
ADOPTED BUDGET

REVENUES

Category Description	Special Revenue Funds				
	Enclave at River Park PID	Brazos River Festival Site	Tourism	Court Security	Court Tech
	69	19	16	15	18
Property Taxes	-	-	-	-	-
Sales Tax	-	-	-	-	-
Other Taxes	-	-	2,403,875	-	-
Licenses & Permits	-	-	-	-	-
Charges For Service	100,014	27,800	-	51,000	68,000
Fines & Forfeitures	-	-	-	-	-
Interest Income	4,500	100	30,000	350	675
Intergovernmental	-	-	-	-	-
Miscellaneous	-	-	40,472	-	-
Bond Proceeds	-	-	-	-	-
Contributions	-	-	-	-	-
Total Revenue	**104,514**	**27,900**	**2,474,347**	**51,350**	**68,675**
Transfers From Other Funds	60,160	50,000	-	-	-
Total Available Resources	**164,674**	**77,900**	**2,474,347**	**51,350**	**68,675**
EXPENDITURES					
General Government	-	88,779	1,279,091	-	-
Finance	-	-	-	40,500	64,138
Public Works	-	-	-	-	-
Parks & Recreation	-	-	-	-	-
Community Development	-	-	-	-	-
Environmental & Neighborhood Services	-	-	-	-	-
Police Department	-	-	-	-	-
Fire Department	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	100	-	550	-	-
Construction	-	-	-	-	-
Utility Services	-	-	-	-	-
Airport Services	-	-	-	-	-
Insurance Coverage	-	-	-	-	-
Equipment Replacement	-	-	-	-	-
Rebates & Assignments	-	-	-	-	-
Total Expenditures	**100**	**88,779**	**1,279,641**	**40,500**	**64,138**
Transfers To Other Funds	165,419	-	1,453,628	-	-
Total Expenditures & Transfers	**165,519**	**88,779**	**2,733,269**	**40,500**	**64,138**
Revenue Over (Under) Expenditures	(845)	(10,879)	(258,922)	10,850	4,537
BEGINNING BALANCE	$ 64,663	$ 16,001	$ 1,671,389	$ 31,648	$ 22,689
Reserved for Debt Service					
Reserved for Self Insurance					
Reserved for Transportation Fees					
GAAP Accruals			(527,541)		
END BUDGET BALANCE	$ 63,818	$ 5,122	$ 884,926	$ 42,498	$ 27,226

CITY OF SUGAR LAND
SUMMARY OF ALL FUNDS
FISCAL YEAR 2020
ADOPTED BUDGET

REVENUES

Category Description	Special Revenue Funds			
	CDBG	Law Enforcement	Photo Traffic Enforcement	SPA Debt Reduction
	17		73	
Property Taxes	-	-	-	-
Sales Tax	-	-	-	-
Other Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Charges For Service	-	-	-	168,063
Fines & Forfeitures	-	-	-	-
Interest Income	-	1,275	-	18,400
Intergovernmental	-	-	-	-
Miscellaneous	-	-	-	-
Bond Proceeds	-	-	-	-
Contributions	-	-	-	-
Total Revenue	**-**	**1,275**	**-**	**186,463**
Transfers From Other Funds	-	-	-	-
Total Available Resources	**-**	**1,275**	**-**	**186,463**
EXPENDITURES				
General Government	-	-	-	-
Finance	-	-	-	-
Public Works	-	-	-	-
Parks & Recreation	-	-	-	-
Community Development	-	-	-	-
Environmental & Neighborhood Services	-	-	-	-
Police Department	-	-	-	-
Fire Department	-	-	-	-
Debt Service	-	-	-	-
Other	-	-	-	-
Construction	-	-	-	-
Utility Services	-	-	-	-
Airport Services	-	-	-	-
Insurance Coverage	-	-	-	-
Equipment Replacement	-	-	-	-
Rebates & Assignments	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**
Transfers To Other Funds	-	-	-	-
Total Expenditures & Transfers	**-**	**-**	**-**	**-**
Revenue Over (Under) Expenditures	-	1,275	-	186,463
BEGINNING BALANCE	$ -	$ 241,317	$ -	$ 1,115,105
Reserved for Debt Service				
Reserved for Self Insurance				
Reserved for Transportation Fees				
GAAP Accruals				
END BUDGET BALANCE	$ -	$ 242,592	$ -	$ 1,301,568

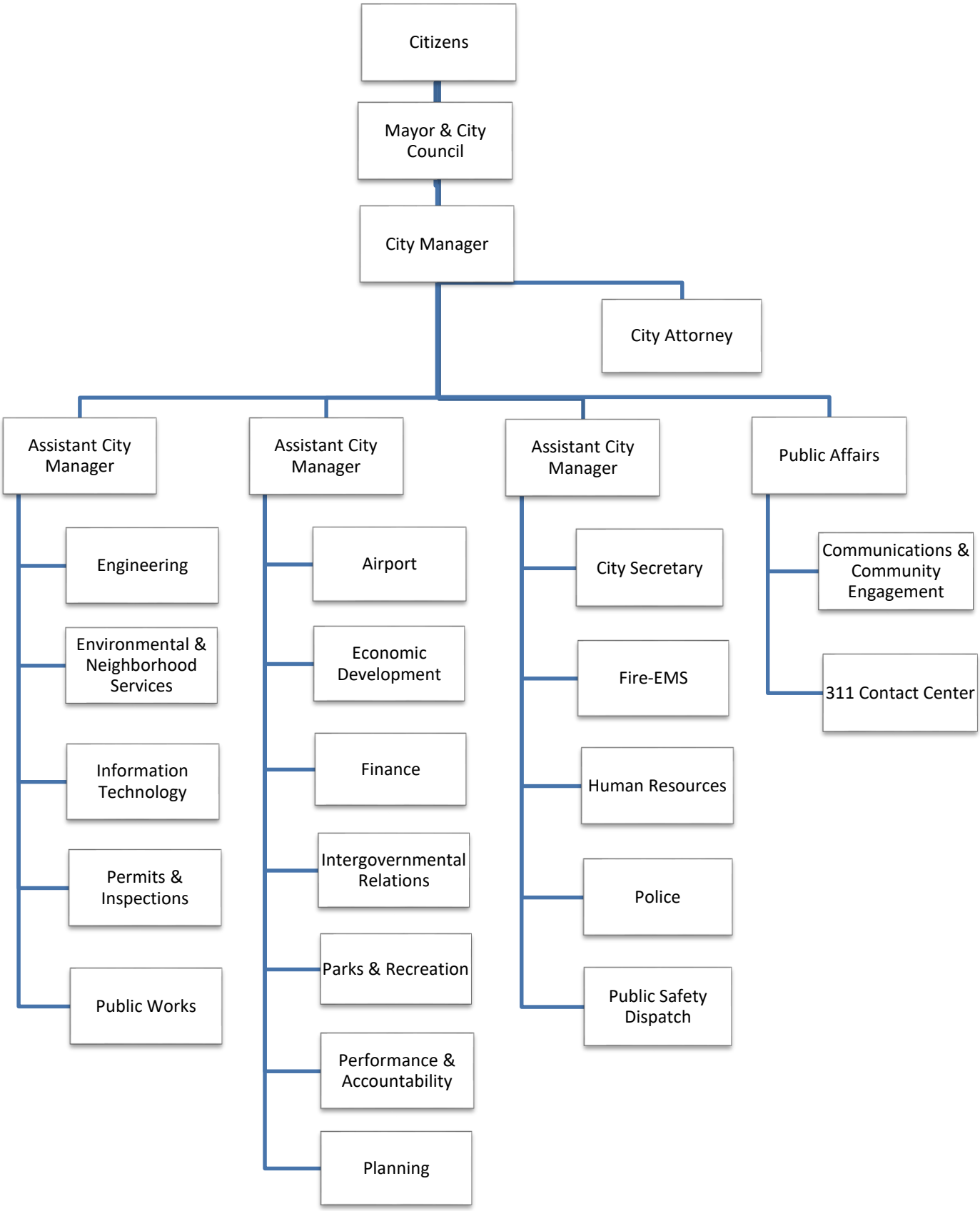
CITY OF SUGAR LAND
SUMMARY OF ALL FUNDS
FISCAL YEAR 2020
ADOPTED BUDGET

REVENUES

Category Description	Total City	Component Units		TOTAL
		SLDC	SL4B	
		11	114	
Property Taxes	$ 52,109,999	-	-	**$ 52,109,999**
Sales Tax	37,842,134	6,307,022	6,307,022	**50,456,178**
Other Taxes	9,159,118	-	-	**9,159,118**
Licenses & Permits	3,542,322	-	-	**3,542,322**
Charges For Service	81,732,940	-	-	**81,732,940**
Fines & Forfeitures	1,995,000	-	-	**1,995,000**
Interest Income	1,815,589	150,000	140,000	**2,105,589**
Intergovernmental	218,159	1,250,000	156,886	**1,625,045**
Miscellaneous	8,695,884	-	80,000	**8,775,884**
Bond Proceeds	35,639,250	-	-	**35,639,250**
Contributions	12,000,036	-	-	**12,000,036**
Total Revenue	**244,750,431**	**7,707,022**	**6,683,908**	**259,141,361**
Transfers From Other Funds	33,667,254	-	-	**33,667,254**
Total Available Resources	**278,417,685**	**7,707,022**	**6,683,908**	**292,808,615**
EXPENDITURES				
General Government	16,181,772	634,517	561,620	**17,377,909**
Finance	4,964,478	-	-	**4,964,478**
Public Works	14,128,245	-	-	**14,128,245**
Parks & Recreation	5,213,244	-	-	**5,213,244**
Community Development	6,030,135	-	-	**6,030,135**
Environmental & Neighborhood Services	14,944,842	-	-	**14,944,842**
Police Department	25,766,510	-	-	**25,766,510**
Fire Department	17,338,135	-	-	**17,338,135**
Debt Service	49,297,835	4,091,234	3,356,425	**56,745,494**
Other	2,429,345	1,710,300	4,597,450	**8,737,095**
Construction	40,524,175	-	-	**40,524,175**
Utility Services	25,030,515	-	-	**25,030,515**
Airport Services	13,953,494	-	-	**13,953,494**
Insurance Coverage	13,137,670	-	-	**13,137,670**
Equipment Replacement	4,454,832	-	-	**4,454,832**
Rebates & Assignments	4,218,962	2,740	-	**4,221,702**
Total Expenditures	**257,614,189**	**6,438,791**	**8,515,495**	**272,568,475**
Transfers To Other Funds	31,337,829	2,189,274	1,409,504	**34,936,607**
Total Expenditures & Transfers	**288,952,018**	**8,628,065**	**9,924,999**	**307,505,082**
Revenue Over (Under) Expenditures	(10,534,333)	(921,043)	(3,241,091)	(14,696,467)
BEGINNING BALANCE	$ 97,453,511	$ 9,023,620	$ 8,464,975	**$ 114,942,106**
Reserved for Debt Service	(8,998,688)	(3,992,302)	(2,811,500)	**(15,802,490)**
Reserved for Self Insurance	(1,745,656)			**(1,745,656)**
Reserved for Transportation Fees	(1,639,018)			**(1,639,018)**
GAAP Accruals	(7,942,380)	(1,144,311)	(1,144,311)	**(10,231,002)**
END BUDGET BALANCE	$ 66,593,436	$ 2,965,964	$ 1,268,073	**$ 70,827,473**

City of Sugar Land Organizational Chart

As of October 1, 2019



City Overview

Location and Background

Located 20 miles southwest of downtown Houston, Sugar Land is a full-service municipality providing police and fire protection, water/wastewater utilities, solid waste collection, curbside recycling, a regional airport, parks and recreation, public works, planning/zoning and other services. Founded as a sugar plantation in the mid-1860s, Sugar Land was a busy commercial center for nearly 100 years. Formally incorporated in 1959, the City has grown more rapidly than anyone could imagine. Today, the City has a population of about 118,118 due to a recent annexation and is nationally recognized for its low crime and excellent opportunities afforded to residents.

City Management

Sugar Land operates under the Council-Manager form of government. This system of local government combines the political leadership of elected officials in the form of a Council with the managerial experience of an appointed City Manager. The City Manager acts as the chief executive officer of the government and carries out policy and administers City programs. All department heads report to the City Manager, with the exception of the Municipal Court Judge, who is also appointed by Council. The City Secretary and City Attorney both report to the City Manager but require City Council approval for any employment action.

Role of City Council	Role of City Manager
Appoint City Manager	Manage Day-to-Day Affairs
Establish City Policy	Enforce Laws and Ordinances
Legislative Body	Prepare Budget
Approve Budget	Make Recommendation to Council on General Welfare of the City

Local Economy

Sugar Land benefits from its proximity to Houston and the economic opportunities afforded by a large metropolitan area. Supported by strong regional infrastructure, the Sugar Land economy is diverse and offers strong corporate vitality. The table below contains a list of top private sector employers by number of employees.

Employer	Type of Business
Methodist Sugar Land Hospital	Medical
Fluor Enterprises, Inc.*	Engineering
Schlumberger	Oilfield Services / Technology
UnitedHealthcare/UnitedHealth Group*	Data Center
Memorial Hermann Sugar Land	Medical
Tramontina USA, Inc.	Manufacturing
St. Luke's Hospital Sugar Land	Medical
Baker Hughes	Specialty Polymers

Accredo Packaging, Inc.	Manufacturing
AmerisourceBergern/Pharmedium Services, LLC*	Pharmaceutical Compounding
Texas Instruments*	Technology
Applied Optoelectronics, Inc.	Technology R&D
OptumRx/Unitedhealth Group*	Data Center
Noble Drilling Services, Inc.	Energy
ABM Industries*	Facility Services

*2018 Fortune 500 Company

Economic Development Activity

Sugar Land has achieved its sustainable, strong local economy through an aggressive, focused economic development program that creates opportunities for new business investment and jobs. The City's growing economy provides an excellent location for relocating and expanding companies to thrive, as evidenced by the fact that Sugar Land's assessed commercial valuation has more than doubled in just over a decade—increasing by over $2 billion.

As a regional employment center with nearly 67,000 jobs, Sugar Land is home to high-profile regional and international corporations housed in more than 25 million square feet of commercial space, including several Fortune 500 companies with a significant presence.

The attraction of primary employers is an extremely important driver of Sugar Land's economy. Jobs in Sugar Land generate demand for new retail services and result in increased commercial property tax values, the creation of new sales tax dollars and additional hotel occupancy tax revenues enabling the City to continue to keep property taxes low for residents.

While the increase in commercial property tax values offsets the cost of providing public services to residents, the increase in restricted revenue funds, such as economic development sales taxes and hotel occupancy taxes, is able to be reinvested into projects that increase the quality of life in Sugar Land, such as parks, support of higher education, cultural arts and entertainment. These amenities help Sugar Land become a premier destination location for primary employers, leisure travelers and residents, making it even more possible for people to live, work, shop and play in Sugar Land—all with one of the lowest property tax rates in the State of Texas.

Evidence of Sugar Land's thriving business community includes the expansion of Heavy Construction System Specialists, Inc. (HCSS), a software company serving the heavy/highway construction industry in the USA and Canada. HCSS is considered a pioneer and leader in their market and referred to as the "Google of Sugar Land." In 2019, HCSS announced its third expansion, which includes a new 56,000 square foot office building and 200 new jobs. This recent announcement will almost double their current workforce and make them one of Sugar Land's Top 10 Primary Employers.

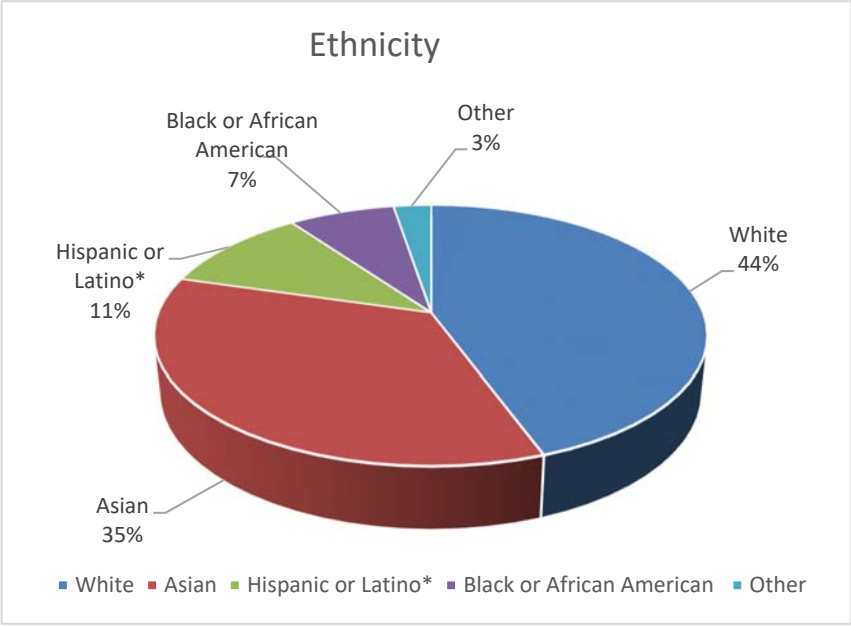
Sugar Land also continues to establish itself as a destination city. The Smart Financial Centre at Sugar Land has far exceeded all projections in its first two years – hosting more than 100 events and over 350,000 paid attendees annually – consistently earning recognition as a top ten theatre venue worldwide according to *Pollstar* magazine. Additionally, Constellation Field welcomed over 500,000 visitors last year at their various baseball games and special events. The Houston Museum of Natural Science at Sugar Land exceeded 100,000 attendees and other

venues such as Sugar Land Town Square Plaza, the Crown Festival Park at Sugar Land, and the Fort Bend Children's Discovery Center have all helped increase Sugar Land's reputation as a tourist destination.

Diversity

Sugar Land is a highly educated and globally diverse community and was recognized as the nation's first Community of Respect® by the Anti-Defamation League in 2007.

* According to the US Census, persons who identify themselves as Hispanic or Latino can be of any race; the figures shown in the chart represent the percentage of individuals who identify themselves as Non-Hispanic or Latino by race or Hispanic or Latino.



City Profile

	FY17	FY18	FY19	FY20
Population (January 1st estimate)	87,730	117,869	118,023	118,118
Square Miles	36	43	43	43
Acres	23,253	27,208	27,424	27,405*
Budgeted Full Time Employees	802.5	804.5	811.0	846.5
Total Operating Budget	$186.18 M	$207.11 M	$247.3 M	$ 272.11 M
Fire Protection-Emergency Medical Services				
Number of Stations	7	7	7	7
Certified Firefighters	116	124	124	124
Calls for Service	7,328	8,614	8,900	9,835
Police Protection				
Number of Stations	1	1	1	1
Certified Police Officers	151	172	172	173
Calls for Service	28,455	34,146	37,485	32,135
Parks & Recreation				
Number of Parks	27	27	27	27
Park Acreage	2,132	2,132	2,248	2,248
Swimming Pools	1	1	1	1
Community Centers	5	5	5	5
Recreation Centers	1	2	2	2
Special Events Offered	26	26	26	26
Public Works				
Lane Miles of Streets	842	1,022	1,052	1,172
Linear Miles of Sidewalk	538	848	846	847
Miles of Storm Sewer/Open Ditch	338	477	494	496
Traffic Signals Maintained	85	94	90	92
City Facilities	61	63	73	73
Utilities				
Equivalent Single Family Connections	45,478	60,462	61,951	62,149
Water Produced (Million Gallons)	6,678	7,346	7,526	7,550
Wastewater Treated (Million Gallons)	3,541	3,893	3,988	4,001
Community Development				
Building Permits Issued	7,249	7,386	7,500	8,300
Airport				
Gallons of Fuel Sold	2,953,717	3,003,271	3,181,500	3,325,426
Aircraft Served	15,101	15,408	15,721	16,507

*Prior year included areas west of the Brazos River

Budget Process & Calendar

The fiscal year begins October 1 of each year and ends on the following September 30. Each fiscal year City Council adopts a fiscal plan containing the goals established by Council and the City Manager's plan to meet those goals. The plan adopted is comprised of the Operating Budget and the Capital Improvement Program. A calendar that outlines the budget process is included on the following page.

Operating Budget

Prior to the official budget kickoff, the Budget Office prepares a preliminary estimate of revenues and expenditures for the major funds, including the General, Debt Service, Utility, Solid Waste and Airport funds. This overview is prepared to allow the City Manager to assess the overall financial position of the City, including potential revenue shortfalls or excess funding capacity for enhanced services. The City Manager shares this information with City Council at a planning retreat where City Council establishes priorities for the upcoming fiscal year. The City Manager prepares a budget message from this information that instructs the departments on how to prepare the budget for the upcoming fiscal year.

In April, the budget process officially begins with the City Manager delivering the budget message and departments developing line-item operating budgets based on the message delivered by the City Manager. The expectation for departments is to formulate a base budget that will allow services to meet the Sugar Land Way. Supplemental operating budget requests are based on items identified through the Sugar Land Way, Council priorities, departmental business plans, and state or federal mandates. The operating budget and enhancement submissions are due to the Budget Office in early May and are reviewed for completeness and to ensure submissions are consistent with the City Manager's message.

City management meets with departments in June to review proposed operating budgets and supplemental requests. Requests are prioritized by the City Manager and recommended to City Council for funding based on available resources. The budget is filed with City Council in July and reviewed in detail through a series of budget workshops in August. Changes that result from the Council workshops are incorporated into the final budget. The final budget is adopted by Council no later than the 25th of September in accordance with the City Charter. Annual operating budgets are adopted for the General Fund, Special Revenue Funds, Internal Service Funds, Component Units, and Debt Service Fund. The budgets for the Enterprise Funds are adopted as a financial plan and guide. After Council adoption, the Annual Budget is compiled and distributed.

Capital Improvement Program

Annually, City staff prepares and files a Five-Year Capital Improvement Program (CIP). The CIP identifies needed capital improvements and financing for those improvements. The first year of the plan is incorporated into the annual budget to appropriate funds for the specific projects. The five-year CIP is fiscally constrained for all years. Cost estimates for years two through five of the five-year CIP are for planning purposes only, and are used in conjunction with the five-year financial plan of the City to determine potential project funding sources or to adjust project timing based on affordability.

CIP development is a continuous process that utilizes a "project ready" approach whereby the scope and budget for a proposed improvement are clearly defined prior to the appropriation of funds for construction. It is a multi-year process and may extend over a one to three-year period. Each year future projects are re-evaluated and projects may be added, moved back or forward, depending on the current assessment of priority and project readiness. Project information is solicited from all departments, City Council, boards and commissions, and community input.

Staff also maintains a list of potential projects from citizen requests received either by telephone, e-mail or through youth sports leagues. A recommended project list is compiled, prioritized by year, and cost estimates assigned.

Funding sources and levels are identified and developed by the Budget Office. The CIP has several layers of review by project managers, the Planning and Zoning Commission, and the City Manager. The recommended five-year CIP is filed with the annual budget in July. City Council reviews the draft and any changes requested by Council are incorporated into the final document. A summary for the final five-year CIP is then prepared and filed with the annual budget for Council consideration and approval. Upon Council adoption, the five-year CIP document is reproduced and distributed for implementation of the program.

FY20 Budget Calendar

February	• Cost allocation plan updated • Key issues identified and prioritized by City Management • Monitor State Legislature for potential impacts
March	• CIP Kick-Off • Budget Office prepares preliminary five-year forecast • City Manager develops budget message based on key issues • City Council Retreat – define priorities for FY20
April	• Budget kick-off meeting: Directors and Managers - Distribute budget message to departments - Budget Office develops instructions and forms for budget preparation - Base line item allocation of budgets by departments - Departments prepare requests for additional funds based on the Sugar Land Way • Budget Office develops preliminary funding plan for five-year CIP
May	• Budget Office reviews departmental budget submissions • Identify Capital Projects for GO Bond Election at the end of State Legislative Session
June	• Review list of CIP projects with Planning & Zoning • Review list of CIP projects with City Council • City Management reviews departmental budget submissions • City Manager balances the proposed budget • CIP project list finalized and fiscally constrained • Receive direction from City Council on GO Bond Projects & Election
July	• Five-year financial forecast finalized • Prepare proposed budget document, transmittal letter and budget filing presentations • July 16th: Proposed budget filed with City Council • Certified tax roll due from Central Appraisal District • GO Bond Workshop with City Council
August	• Council budget workshops (Thursday mornings) • Public hearing on budget • Publish effective tax rate calculations • Call Bond Election for November 2019
September	• FY20 Budget Amendment Ordinance • City Council adoption of FY20: ○ Annual budget, five-year CIP, compensation plan, tax rate, fee ordinance • Approve Fee ordinance and PID assessment ordinance

Legal Requirements & Basis of Budgeting

Legal Requirements for the Budget

Pursuant to Section 6.03 of the Charter, the City Manager is responsible for preparing an annual budget for submission to City Council for review, consideration and revision. Both a letter describing the proposed new budget, as well as a balanced budget for the forthcoming fiscal year, are required to be filed not later than sixty days prior to the end of the current fiscal year. The budget must set forth the funding for services, programs, and activities of the various City departments. It must also include a multi-year capital improvement program (CIP) and a current year CIP budget.

The City Secretary posts a notice at City Hall and publishes the notice in the official newspaper stating the times and places where copies of the message and budget are available for public review. One public hearing must be held on the budget at least 14 days after it is filed and before the budget is adopted. The budget is adopted by ordinance with one reading prior to the 25th day of the last month of the fiscal year, as required by the City Charter. The adopted budget is filed with the County Clerk.

Budgets are approved by City Council at the fund level. Revenues approved through the budget process are estimates. During the fiscal year, the City Manager may transfer balances allocated by the budget between departments or activities within the total appropriation without City Council approval. City Council typically approves budget amendments during the year to reflect increases to expenditures as a result of grants received or to allocate from fund balances at the request of staff. Expenditure of funds that would exceed the total appropriation by fund requires City Council approval of an ordinance to amend the budget for that fund. At year end, as part of the next year's budget process, the current fiscal year budget is amended by ordinance to capture any budget amendments that have been approved by City Council during the year. Capital Project funds are appropriated on a project length and as projects are completed and closed out staff may request a budget amendment to utilize those funds for other projects as appropriate. Capital projects are appropriated at the project level and most increase to project budgets require a Council budget amendment.

At the end of each fiscal year, any unencumbered appropriation balances lapse or revert to the undesignated fund balance, except for capital projects, which are adopted using project length rather than fiscal year. Open encumbrances carry forward to the next fiscal year, but the budget is not adjusted to reflect those encumbrances. After the close of the fiscal year, Council has an opportunity to approve a budget ordinance that reflects an amendment of the current year's budget for carry-over funding for non-recurring items that were budgeted but not completed during the prior fiscal year.

Financial Management Policy Statements

The Financial Management Policy Statements are approved through City Council Resolution. These statements give general guidelines for the development of fiscal policies to ensure that financial resources are available to meet present and future needs of citizens and aid in fulfilling the goal of a responsible city government. These policy statements are reviewed semi-annually and recommended revisions are discussed with City Council. The statements were last updated and approved by City Council Resolution 18-18 in June 2018. A copy of the current policy statements can be found at the end of this document.

Budget Basis of Presentation

Governmental and Fiduciary Funds

Governmental fund budgets are prepared using the modified accrual basis. Revenues are budgeted when they are anticipated to be received and expenditures are budgeted in the period in which the liability is incurred, which is in

accordance with Generally Accepted Accounting Principles (GAAP). The fund balance approach of governmental funds or working capital approach can be identified as current assets less current liabilities. Governmental funds budget capital outlays as expenditures, but do not budget for non-cash expenditures such as accruals for sick and vacation liabilities and depreciation.

Budgetary fund balances differ from the GAAP basis fund balances as they are adjusted for year-end accruals of revenues such as sales tax, franchise fees, and hotel occupancy taxes. Although these revenues are measurable at fiscal year-end, they are not available to fund obligations of the City on a cash basis. As such, the budget will show a different fund balance than the Comprehensive Annual Financial Report (CAFR). The budget also does not differentiate between the various categories of governmental fund balances under GASB 54.

Proprietary and Internal Service Funds

All proprietary funds are budgeted using a flow of economic resources, which is similar to the accrual basis of accounting, with exceptions listed below. Available balances are determined using the cash equivalent approach. The cash equivalent approach is defined as: cash + investments + accounts receivable + prepaid expenses - accounts payable = cash equivalents available.

- Revenues are budgeted in the period they are earned and measurable.
- Expenses are budgeted in the period in which the liability was incurred.
- Depreciation of assets is not budgeted.
- Expenses to recognize unfunded liabilities are not budgeted, such as Other Post-Employment Benefits (OPEB) and Incurred But Not Reported (IBNR) claims.
- Capital outlay is budgeted as an expense in the year purchased.
- Principal payments are budgeted as an expense rather than a reduction to the liability.
- Bond proceeds are budgeted as revenue in the enterprise operating fund and transferred to the enterprise capital projects fund.

Basis of Accounting

The governmental fund financial statements are presented on a current financial resources measurement focus and modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Measurable means that the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Revenues susceptible to accrual include sales and use taxes, hotel occupancy taxes, franchise fees, charges for services and interest on temporary investments. Property tax levies collected after the fiscal year-end, which would be available to finance current operations, are immaterial and remain deferred. Other receipts become measurable and available when cash is received by the government and are recognized as revenue at that time.

All proprietary funds are accounted for on an accrual basis. Revenues are recognized in the period in which they are earned and become measurable, and expenses in the period in which they are incurred and measurable. However, accruals are made only at fiscal year-end. Proprietary funds also record depreciation and amortization at fiscal year-end. Payment of principal is recorded as a reduction to the long-term liability at fiscal year-end.

Financial Structure

The accounts of the City are organized on the basis of funds and account groups, each of which operates separately and independently. The operations of each fund are accounted for with a separate set of self-balancing accounts comprised of assets, liabilities, fund equity, revenues, and expenditures or expenses. Following is a description of the

fund types and funds contained within each. A more detailed description of each fund can be found within the fund summary of the individual funds.

Governmental Funds

The General Fund is the general operating fund and is used to account for all financial transactions not properly included in other funds.

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The City has ten active special revenue funds budgeted for FY20, such as: Court Security, Court Technology, Tourism, two SPA Debt Reduction Funds, and Police Seizures, Special Events, Enclave at River Park, and Trust Funds as required. Four funds are closing out in FY19: Community Development Block Grant, Photographic Traffic Enforcement, and Debt Reduction Funds for New Territory and Greatwood.

Debt Service Fund is used to account for the payment of interest and principal on all tax-backed bonds and other long-term debt not supported by enterprise funds. The City has a separate fund to account for taxable debt vs. tax-exempt debt.

Capital Projects Fund is used to account for the expenditures of resources transferred from operating funds, the sale of bonds, and other revenues for capital improvement projects. Projects are budgeted on a project length basis rather than a fiscal year basis, and funding carries over to the next fiscal year if the project is not completed.

Proprietary Funds

Enterprise Funds are used to account for services that are financed and operated in a manner similar to private business where the intent of the governing body is that the costs of providing goods and services to the general public will be financed or recovered primarily through user charges. The City operates three enterprise funds: Utility System, Airport and Solid Waste. The Water Utility and Surface Water funds are now combined funds, where previously, they were reported separately. The enterprise funds also have corresponding capital project funds.

Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City on a cost reimbursement basis. The City has three internal service funds: Fleet Replacement, High Tech Replacement, and Employee Benefits.

Fiduciary Funds

Component Units are primarily used to account for sales tax revenues for economic development activities and expenditures associated with promoting, assisting, and enhancing economic and industrial development activities. Each component unit has a separate board of directors. The City accounts for five component units: Sugar Land Development Corporation (SLDC), Sugar Land 4B Corporation (SL4B), Sugar Land Town Square TIRZ#1, Imperial TIRZ#3, and TIRZ#4. The SLDC is a blended component unit and is included as a special revenue fund in the government-wide financial statements. The TIRZ's are not included in the City's adopted budget, although TIRZ#3 and TIRZ#4 budgets are approved by City Council.

Goals & Vision

Vision 2032

Vision 2032 provides long-term goals for the ongoing development and improvement of the community. Vision 2032 is an update to Vision 2025, which was developed through a process of community input and City Council guidance. Vision 2032 was formally adopted by the City Council through Resolution 17-04 in March 2017.

Sugar Land 2032 is a Safe, Beautiful, Inclusive, and Environmentally Responsible Community.

Sugar Land 2032 has Destination Activity Centers, Great Neighborhoods, Superior Mobility, Outstanding Cultural, Educational, and Recreational Opportunities, and is a Regional Business Center of Excellence.

Sugar Land 2032 has Balanced Development and Redevelopment.

The Community Takes Pride in Sugar Land.

Goals and Objectives

Goal A: Safe Community

1. Safest city in the United States
2. People feeling safe, secure and comfortable at home, in the neighborhood, at the parks, in commercial areas, and throughout the community
3. Informed citizens participating in and taking responsibility for community safety and emergency preparedness
4. Rapid, professional and coordinated response to an emergency call for service
5. City prepared for all hazards, disaster and post-disaster recovery including coordination with local, regional and state resources
6. Health and building codes promoting highest reasonable standards for safety
7. Adequate supply of safe drinking water meeting national and state standards
8. City infrastructure to support pedestrians and bicycle riding safety

Goal B: Beautiful Community

1. Attractive, well-designed and well-maintained public buildings, public parks and venues, streetscapes incorporating gateways, public spaces and public art throughout the city
2. Attractive, well-designed and well-maintained commercial areas and buildings, including beautiful landscapes, and appropriate signage
3. Attractive, well-maintained homes
4. Clean, well-maintained, attractive lakes and waterways, both public and private

Goal C: Inclusive Community

1. Celebrating America, such as: 4th of July, Veteran's Day, Memorial Day, flying the flag
2. Community respecting and celebrating the history and heritage of Sugar Land, Texas, Fort Bend County, and the United States of America
3. All family generations and cultures feeling welcome and having fun
4. Celebrating and respecting the unique international and inter-cultural community that we have become

5. Residents informed, actively involved/engaged in and participating in community and civic affairs

Goal D: Environmentally Responsible Community

1. City as a leader – model for standards, processes and operations
2. Open green spaces throughout the city
3. Effective storm water management and drainage system enhancing quality of surface water and protecting neighborhoods
4. Quality wastewater treatment system
5. Water conservation
6. Reduced energy consumption and increased use of renewable resources
7. Convenient, easy, state-of-the-art recycling system with options and incentives
8. Developments, redevelopments and buildings incorporating the concepts of environmental sustainability
9. Improved air quality
10. Reasonable approach and balance with a "return on investments" – economic and/or community benefit

Goal E: Destination Activity Centers

1. Each destination activity center having positive image and reputation – a sense of place
2. Variety of unique quality features that define each destination activity center
3. Pedestrian-friendly activity centers connected by alternative transportation modes and trails
4. Major community focal points and regional destinations, such as: Town Center, Brazos River Park, Performing Arts Center and Imperial Area
5. Public open space and parks for people to gather and enjoy; neighborhood to use; and to conduct community events
6. Cultural and entertainment events making Sugar Land a regional destination

Goal F: Great Neighborhoods

1. Strong neighborhood identity and pride
2. Renovated, modernized and well-maintained older housing stock
3. High percentage of owner occupied homes
4. Well-maintained, replaced and up to date neighborhood infrastructure: streets, utilities, sidewalks, street lights and drainage
5. Strong, effective home owner and neighborhood associations maintaining and investing in community common areas, streetscapes and public spaces
6. Maintaining quality neighborhoods buffered from or blended with adjacent commercial areas and non-residential land uses
7. Residents involved in and taking responsibility for making the neighborhood a great place to live and call home
8. Top quality community and neighborhood parks with active and passive areas

Goal G: Superior Mobility

1. Effective traffic management facilitating predictable, acceptable travel times within Sugar Land
2. Effective intra-city public transportation system linking activity centers: trolley, electric bus, monorail
3. North/south mobility with several corridors

4. Interstate and U.S. highways efficiently moving traffic through and to/from Sugar Land (U.S. 59, Highway 6, 90A)
5. Successful, award winning corporate airport for businesses and general aviation
6. Commuter transit serving to link Sugar Land to the Greater Houston Metro Area and Fort Bend County/ Southwest
7. Pedestrian-friendly community with multi-use trails network for bikes and pedestrians connecting neighborhoods and the community
8. Well-designed, well-maintained streets, sidewalks and multi-use trails
9. Relocation of freight rail through traffic

Goal H: Outstanding Cultural Arts, Educational and Recreational Opportunities

1. Brazos River Park as a regional destination with water-based activities on the river and lakes; hike and bike trails; innovative, unique venues and activities
2. Variety of cultural art opportunities, programs and venues serving as regional destinations
3. Public art throughout the city
4. Major museums having educational significance
5. Performing Arts Center (large community and small venues) for theater, concerts and entertainment serving as a regional destination
6. Regional, family oriented, professional sports venue
7. Major university campus serving residents, non-residents, and businesses with full range of undergraduate, graduate and post graduate programs
8. Strong relationship and partnership between City of Sugar Land, schools, colleges, and universities
9. Recreational programs serving the community

Goal I: Regional Business Center of Excellence

1. Targeted national and international businesses as defined in the Economic Development Plan
2. State of the art, world class infrastructure and technology to support local businesses
3. Business-friendly environment and reputation
4. Quality jobs at or above the average income in the community
5. Tract II and the Central Prison Unit property developed as major business park. Commercial areas near U.S. 59 at University Boulevard developed with a Class A office component.
6. Hotel and conference center targeting the best second tier market
7. Major regional state-of-the-art medical and health services center serving the southwest area
8. Multiple, high-quality, full and limited service hotels for business travelers and visitors
9. Unique, “upscale” retail with upgraded products

Goal J: Balanced Development and Redevelopment

1. Balanced land use (70% residential/no less than 30% commercial, retail, office) and tax base (60% residential/40% commercial, retail, office) within city
2. Well-designed, well-maintained city infrastructure and facilities throughout the city
3. Innovative designs meeting city’s development standards and adding value to the surrounding neighborhoods

4. New developments and redevelopments consistent with city vision, comprehensive plan, policies and standards
5. Upgrading or reusing older commercial areas and commercial strip centers
6. Redevelopment uses that are appropriate for different locations and proactive city policies to assist
7. Redevelopment of historic structures into creative uses to showcase the city's history
8. High-quality and well-maintained housing stock throughout the city
9. Mixed-use developments with commercial and multi-family residential elements

Goal K: Community Pride in Sugar Land

1. City working in partnership with residents, community organizations, businesses and other government entities
2. People want to live here, businesses want to invest here
3. Successful community events and celebrations bringing people together
4. Being "A Community of Excellence" and recognized as such
5. Residents engaged in civic and community affairs
6. Businesses and residents volunteering and contributing to the Sugar Land community
7. Strong community organizations, charitable organizations and institutions
8. City leadership facilitating and being a catalyst for community pride
9. City demonstrating sound financial management practices and policies including cost-effective service delivery
10. Comprehensive Plan and associated master plans guide City decision making
11. Transparent and ethical decision-making process by City officials

Mid-Term Priorities

City Council has identified and developed five priorities to direct the City's growth and define staff responsibilities, based on the Vision. Each year, the City reviews these priorities and the progress being made. Underlying each priority are strategies for the City to strive for in the near future.

Although the City adopts a one-year budget, the budget implements multi-year programs and strategies that extend programs and affect future budgets. Within each priority there are measures for City staff to achieve.

The five City Council mid-term priorities and strategies are as follows:

Safest City in America: Feeling Safe, Rapid Response

- Have a rapid, effective and coordinated response to an emergency – Police, Fire, EMS, Public Works
- Maintain people feeling safe, secure and comfortable throughout the community
- Maintain a low crime rate in Sugar Land with a high clearance rate
- Develop effective public safety communications with adequate staffing and using appropriate technology
- Improve all-hazards and disaster preparedness, response and recovery through better coordination and intergovernmental cooperation
- Utilizing technology to contribute to a safe community

Strong Local Economy: Growing Business Investment

- Attract targeted businesses with primary jobs: National and international
- Growing tax base: Property and sales tax generators
- Develop major business parks with class A office environment: Tract II and prison property / Newland (300 acres)
- Expand tourism: venues, marketing and number of visitors
- Develop three destination activity centers – major community focal points and regional destinations: Brazos River Park Festival Site, TIRZ #4, Imperial area
- Protect strength of current economic generators

Responsible City Government: Financially Sound, Exceptional Service

- Maintain a high level of citizen satisfaction and cost-effective delivery of City Services: Value for tax dollars
- Continue "championship" workforce: professional, well-trained, appropriately compensated, retention / internal promotional opportunities
- Have City employees serve as the primary contact with customers
- Maintain financially responsible government consistent with City's mission
- City of Sugar Land – a leader in customer service and superior service
- City and partners operating efficiently and as a service business

Great Place to Live: Development, Redevelopment, Mobility, Environment

- Have predictable, compatible development and land uses consistent with Comprehensive Plan
- Maintain adequate infrastructure and services to support growth and sustain the existing community
- Revitalize / redevelop older commercial centers: Appearance and business vitality
- Improve mobility within Sugar Land: Automobiles, bicycles and walking
- Strive for land uses that build the wealth of the City – Balancing property tax value, sales tax revenue & primary jobs

Building Community: Diverse Cultures, Leisure, Arts

- Develop City facilities and venues that support community arts, events and festivals
- Develop residents' understanding of civic processes and community infrastructure
- Support community events and festivals of diverse ages and cultures
- Adapt to Sugar Land's changing demographics
- Expand arts throughout the community

Staffing Levels

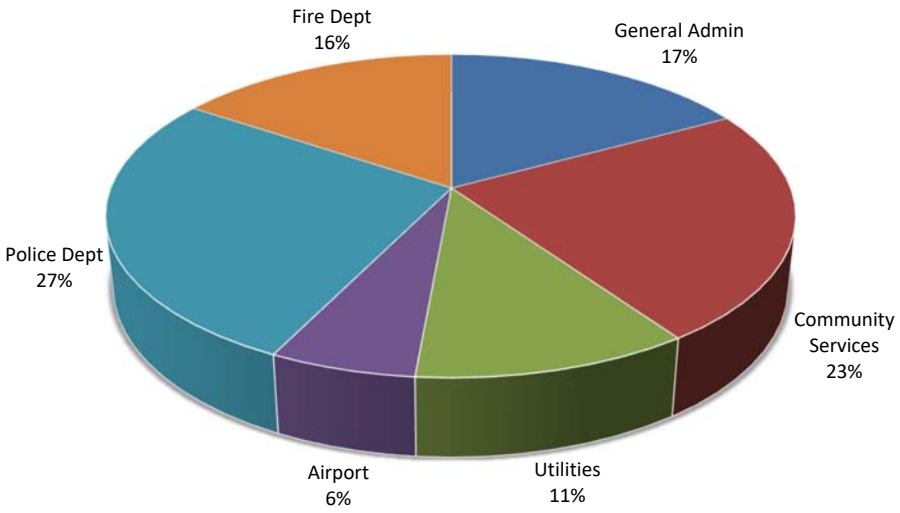
FY20 Budget

The number of budgeted Full Time Equivalent (FTE) positions in FY20 Budget totals 848.

Employees by Service Areas

The chart below illustrates the 848 FTE count by Service Area. General Administration is comprised of General Government, Tourism and Finance. Community Services is comprised of Public Works, Parks & Recreation, Environmental & Neighborhood Services, and Community Development. Utilities include Solid Waste and Utility System.

FY20 - Employees By Service Area



FY20 Requested Positions

Based on the Sugar Land way priorities, a total of 36 (FTE) were added for the FY20 budget. One G.I.S. Analyst was added in **Information Technology. Municipal Court** added a Collection Specialist. **Police** added an additional Traffic Officer, one Crime Scene Technician, and a Court Baliff. A Quality Assurance Supervisor was added in **Dispatch**. One Fire Inspector was added in **Fire Prevention**.

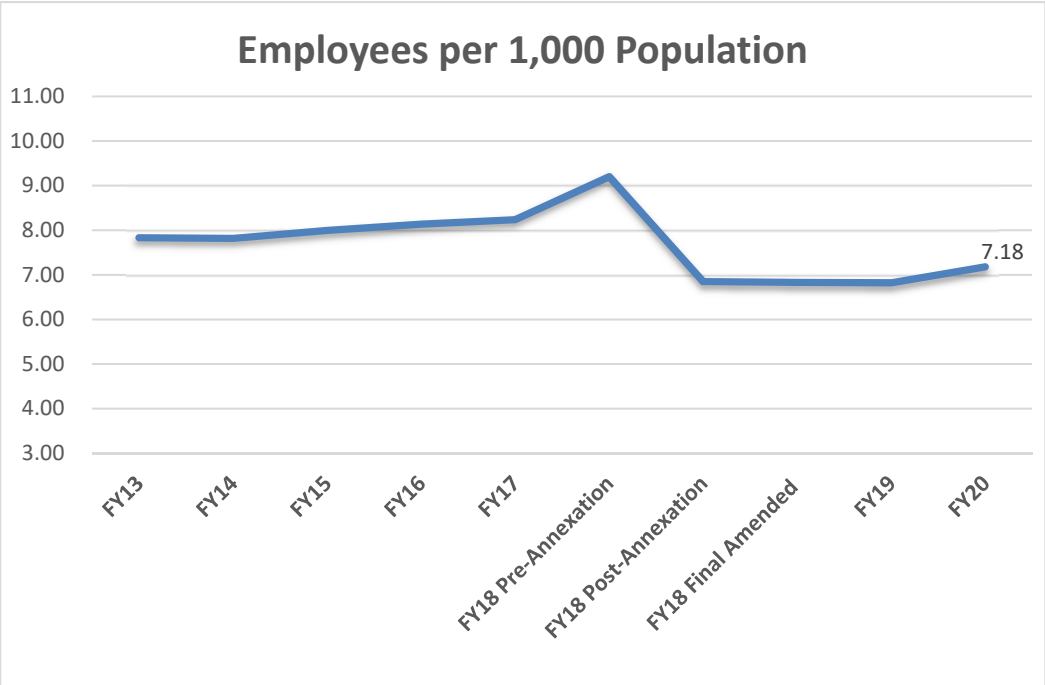
A Stormwater Coordinator was added in **Stormwater Management**. A Field Supervisor in **Animal services** was added as well as a Fleet Clerk in **Fleet Services**. **Facilities Management** added two Sr. Facility Technicians. **Street & Drainage Maintenance** added an Operational Manager and **Traffic Operations** added an ITS Operations Manager. **Right of Way Maintenance** added 17 total positions; 4 Crew Chief, 1 Irrigation Foreman, and 12 General Maintenance Worker II.

One Water Quality Technician and a General Maintenance Worker II were added to the **Utility Fund**. **Airport** added three positions, two part-time Airport Services Representatives (1 FTE) and two Line Crew. A total of 2.5 (FTE) were eliminated from the FY19 budget to fund the FY20 positions—one in **Fleet Services** and 1.5 part-time (FTE's) in **Dispatch** were eliminated in FY20.

Employees per 1,000 Population

The table and graph below show the number of FTE positions per 1,000 residents. These figures exclude seasonal and temporary employees. The decrease in the Employees per 1,000 Population ratio for FY18 is the result of the annexation of the Greatwood and New Territory communities. The City will see an overall increase of 4.91% to the total number of positions. This also increases the per number of employees, from 6.82 to 7.18 per 1000. The increase in FY20 is largely due to insourcing of **Right of Way** maintenance and landscaping services which has previously been outsourced.

Fiscal Year	FTE	Percent Change	Population	Employees per 1,000 Population
FY13	658.95	2.64%	84,134	7.83
FY14	675.97	2.58%	86,495	7.82
FY15	695.49	2.89%	86,972	8.00
FY16	711.99	2.37%	87,504	8.14
FY17	722.49	1.47%	87,730	8.24
FY18 Pre-Annexation	807.50	11.77%	87,730	9.20
FY18 Post-Annexation Adopted Budget	807.50	0.00%	117,869	6.85
FY18 Post-Annexation Amended Budget	804.50	-0.37%	117,869	6.83
FY19	804.50	0.00%	118,023	6.82
FY20	848.00	5.13%	118,118	7.18



Historical Detail of Authorized Full-Time Equivalents

Position Title	FY18 Budget	FY19 Budget	FY19 Adjustment	FY20 Base Budget	FY20 Adjustment	FY20 Budget
Administrative Manager	1.00	1.00	-	1.00	-	1.00
Assistant to the City Manager	1.00	1.00	-	1.00	-	1.00
City Manager	1.00	1.00	-	1.00	-	1.00
Customer Service Manager	1.00	1.00	-	1.00	-	1.00
Director of Public Affairs	1.00	1.00	-	1.00	-	1.00
Management Assistant I	4.00	4.00	(1.00)	3.00	-	3.00
Management Assistant II	-	-	1.00	1.00	-	1.00
Executive Assistant	2.00	2.00	-	2.00	-	2.00
City Manager	**11.00**	**11.00**	**-**	**11.00**	**-**	**11.00**
Asset & Operations Manager	1.00	1.00	-	1.00	-	1.00
Assistant City Manager	3.00	3.00	-	3.00	-	3.00
Director of Special Projects	1.00	1.00	-	1.00	-	1.00
Executive Assistant	2.00	2.00	-	2.00	-	2.00
Fire Analyst	1.00	1.00	(1.00)	-	-	-
First Assistant City Manager	1.00	1.00	(1.00)	-	-	-
Assistant City Managers	**9.00**	**9.00**	**(2.00)**	**7.00**	**-**	**7.00**
Community Outreach Coordinator	1.00	1.00	-	1.00	-	1.00
Community Engagement Manager	1.00	1.00	-	1.00	-	1.00
Community Engagement	**2.00**	**2.00**	**-**	**2.00**	**-**	**2.00**
Administrative Assistant	1.00	1.00	-	1.00	-	1.00
City Secretary	1.00	1.00	-	1.00	-	1.00
Government Information Analyst	-	-	-	-	1.00	1.00
Department Specialist	1.00	1.00	-	1.00	(1.00)	-
Assistant City Secretary	1.00	1.00	-	1.00	-	1.00
Information Process Technician	1.00	1.00	-	1.00	-	1.00
Records Analyst	-	-		-	1.00	1.00
Records Manager	1.00	1.00	-	1.00	-	1.00
Sr. Administrative Assistant	1.00	1.00	-	1.00	(1.00)	-
City Secretary	**7.00**	**7.00**	**-**	**7.00**	**-**	**7.00**
Assistant Communications Director	1.00	1.00	1.00	2.00	-	2.00
Communications Manager	1.00	1.00	(1.00)	-	-	-
Digital Communications Manager, Video Production	-	-	1.00	1.00	-	1.00
Digital Communications Manager	-	-	1.00	1.00	-	1.00
Digital Communications Manager, Web Branding	-	-	1.00	1.00	-	1.00
Digital Journalist	-	-	1.00	1.00	-	1.00
Executive Assistant	-	-	1.00	1.00	-	1.00
Graphics Coordinator	1.00	1.00	(1.00)	-	-	-
Graphic Designer/Branding Specialist	-	-	1.00	1.00	-	1.00
Publications Manager	1.00	1.00	-	1.00	-	1.00
Sr. Administrative Assistant	1.00	1.00	(1.00)	-	-	-
Sr. Videographer/Producer	1.00	1.00	(1.00)	-	-	-
Website Manager	1.00	1.00	(1.00)	-	-	-
Communications	**7.00**	**7.00**	**2.00**	**9.00**	**-**	**9.00**
311 Contact Center Ambassadors	5.00	5.00	-	5.00	-	5.00
311 Contact Center Supervisor	1.00	1.00	-	1.00	-	1.00
Receptionist - PT	1.20	1.20	-	1.20	-	1.20
311 Contact Center	**7.20**	**7.20**	**-**	**7.20**	**-**	**7.20**
Administrative Manager	1.00	1.00	-	1.00	-	1.00
Assistant Director of HR	1.00	1.00	-	1.00	-	1.00
Department Specialist	1.00	1.00	-	1.00	-	1.00
Director of Human Resources	1.00	1.00	-	1.00	-	1.00
Employee Engagement & Wellness Coordinator	-	-	1.00	1.00	-	1.00
HR Business Partner	4.00	4.00	(1.00)	3.00	-	3.00
Human Resources Manager	1.00	1.00	-	1.00	-	1.00
Risk Manager	1.00	1.00	-	1.00	-	1.00
Safety Coordinator	1.00	1.00	(1.00)	-	-	-
Safety & Risk Coordinator			1.00	1.00	-	1.00
Human Resources	**11.00**	**11.00**	**-**	**11.00**	**-**	**11.00**
Assistant City Attorney	3.00	3.00	1.00	4.00	-	4.00
City Attorney	1.00	1.00	-	1.00	-	1.00
Executive Assistant	1.00	1.00	-	1.00	-	1.00
First Assistant City Attorney	1.00	1.00	-	1.00	-	1.00
City Attorney	**6.00**	**6.00**	**1.00**	**7.00**	**-**	**7.00**

Position Title	FY18 Budget	FY19 Budget	FY19 Adjustment	FY20 Base Budget	FY20 Adjustment	FY20 Budget
Administrative Coordinator	-	-	1.00	1.00	-	1.00
Application Developer II	-	-	1.00	1.00	-	1.00
Application Developer III	-	-	2.00	2.00	-	2.00
Director of Information Technology	1.00	1.00	-	1.00	-	1.00
End User Support Specialist	4.00	4.00	-	4.00	-	4.00
G.I.S. Analyst	-	-		-	1.00	1.00
G.I.S. Specialist	3.00	3.00	(1.00)	2.00	-	2.00
Sr. G.I.S. Specialist			1.00	1.00	-	1.00
IT Manager	2.00	2.00	1.00	3.00	-	3.00
IT Operations Manager	1.00	1.00	(1.00)	-	-	-
IT Project Manager	1.00	1.00	-	1.00	-	1.00
Lead Programmer Analyst	2.00	2.00	(2.00)	-	-	-
Project Analyst	1.00	1.00	(1.00)	-	-	-
Project Manager - ERP	-	-	1.00	1.00	-	1.00
Sr. Administrative Assistant	1.00	1.00	(1.00)	-	-	-
Sr. Project Manager	-	-	1.00	1.00	-	1.00
System Administrator	4.00	4.00	(1.00)	3.00	-	3.00
System Analyst	1.00	1.00	-	1.00	-	1.00
Telecommunications Specialist	1.00	1.00	-	1.00	-	1.00
User Services Supervisor	1.00	1.00	-	1.00	-	1.00
Information Technology	**23.00**	**23.00**	**1.00**	**24.00**	**1.00**	**25.00**
Data Analyst	-	-	1.00	1.00	-	1.00
Performance & Accountability Analyst	2.00	2.00	-	2.00	-	2.00
Performance & Accountability Director	1.00	1.00	-	1.00	-	1.00
Performance & Accountability Manager	1.00	1.00	-	1.00	-	1.00
Office of Performance & Accountability	**4.00**	**4.00**	**1.00**	**5.00**	**-**	**5.00**
Assistant Dir. Of Economic Dev.	1.00	1.00	0.50	1.50	-	1.50
Business Retention Manager	1.00	1.00	-	1.00	-	1.00
Compliance Manager	1.00	1.00	-	1.00	-	1.00
Cultural Arts Manager	0.50	0.50	-	0.50	-	0.50
Director of Economic Development	1.00	1.00	-	1.00	-	1.00
Economic Development Coordinator*	-	-	1.00	1.00	-	1.00
Executive Assistant	1.00	1.00	-	1.00	-	1.00
Public/Private Partnership Manager	1.00	1.00	-	1.00	-	1.00
Economic Development	**6.50**	**6.50**	**1.50**	**8.00**	**-**	**8.00**
Intergov'tl Relations Manager	**1.00**	1.00		1.00	-	1.00
Intergovernmental Relations	**1.00**	**1.00**	**-**	**1.00**	**-**	**1.00**
General Government Total	**94.70**	**94.70**	**4.50**	**99.20**	**1.00**	**100.20**
Director of Finance	1.00	1.00	-	1.00	-	1.00
Assistant Director of Finance	1.00	1.00	-	1.00	-	1.00
Grants Officer	-	-	1.00	1.00	-	1.00
Sr. Administrative Assistant	1.00	1.00	(1.00)	-	-	-
Finance Administration	**3.00**	**3.00**	**-**	**3.00**	**-**	**3.00**
Budget Analyst	1.00	1.00	-	1.00	-	1.00
Budget Manager	-	-	1.00	1.00	-	1.00
Budget Officer	1.00	1.00	(1.00)	-	-	-
Financial Analyst	1.00	1.00	-	1.00	-	1.00
Sr. Budget Analyst	-	-	1.00	1.00	-	1.00
Sr. Financial Analyst	2.00	2.00	(1.00)	1.00	-	1.00
Budget Office	**5.00**	**5.00**	**-**	**5.00**	**-**	**5.00**
Accountant I & II	2.00	2.00	-	2.00	-	2.00
Accounting Supervisor	1.00	1.00	-	1.00	-	1.00
Accounts Payable Specialist	1.50	1.50	-	1.50	-	1.50
Senior Accounts Payable Specialist	2.00	2.00	-	2.00	-	2.00
Accounts Payable Supervisor	1.00	1.00	-	1.00	-	1.00
Controller			1.00	1.00		1.00
Deputy Controller			1.00	1.00		1.00
Chief Accountant	1.00	1.00	(1.00)	-	-	-
Deputy Chief Accountant	1.00	1.00	(1.00)	-	-	-
Principal Accountant	1.00	1.00	-	1.00	-	1.00
Sr. Accountant	1.00	1.00	-	1.00	-	1.00
Sr. Administrative Assistant	1.00	1.00	-	1.00	-	1.00
Accounting	**12.50**	**12.50**	**-**	**12.50**	**-**	**12.50**
Buyer	1.00	1.00	(1.00)	-		-
Contracts Coordinator	1.00	1.00	1.00	2.00	-	2.00
Contracts Manager	1.00	1.00	-	1.00	-	1.00
Contracts Specialist	1.00	1.00	(1.00)	-	-	-
Department Specialist	2.00	2.00	1.00	3.00		3.00
Purchasing Manager	1.00	1.00	-	1.00	-	1.00
Purchasing	**7.00**	**7.00**	**-**	**7.00**	**-**	**7.00**

Position Title	FY18 Budget	FY19 Budget	FY19 Adjustment	FY20 Base Budget	FY20 Adjustment	FY20 Budget
Administrative Assistant	1.00	1.00	-	1.00	-	1.00
Compliance Collections Supervisor	1.00	1.00	-	1.00	-	1.00
Court Clerk	3.00	3.00	-	3.00	-	3.00
Court Docket Specialist	1.00	1.00	-	1.00	-	1.00
Court Services Supervisor	1.00	1.00	-	1.00	-	1.00
Collections Specialist	-	-	-	-	1.00	1.00
Deputy Court Administrator	1.00	1.00	-	1.00	-	1.00
Municipal Court Administrator	1.00	1.00	-	1.00	-	1.00
Municipal Court Judge	1.00	1.00	-	1.00	-	1.00
Records Clerk	-	-		-		-
Sr. Court Clerk	1.00	1.00	-	1.00	-	1.00
Warrant Coordinator	1.00	1.00	-	1.00	-	1.00
Municipal Court	**12.00**	**12.00**	**-**	**12.00**	**1.00**	**13.00**
Finance & Municipal Court Total	**39.50**	**39.50**	**-**	**39.50**	**1.00**	**40.50**
Administrative Manager	0.50	0.50	-	0.50	-	0.50
Assistant Director of Public Works	1.00	1.00	-	1.00	-	1.00
Director of Public Works	0.50	0.50	-	0.50	-	0.50
Department Analyst	1.00	1.00	(1.00)	-	-	-
Sr. Administrative Assistant	1.00	1.00	-	1.00	-	1.00
Public Works Administration	**4.00**	**4.00**	**(1.00)**	**3.00**	**-**	**3.00**
Crew Chief	5.00	5.00	1.00	6.00	-	6.00
Operational Manager	-	-	-	-	1.00	1.00
Field Supervisor	3.00	3.00	-	3.00	-	3.00
General Maintenance Worker (I & II)	12.00	12.00	(1.00)	11.00	-	11.00
Project Manager	1.00	1.00	-	1.00	-	1.00
Street/Drainage Superintendent	1.00	1.00	-	1.00	-	1.00
Street & Drainage Maintenance	**22.00**	**22.00**	**-**	**22.00**	**1.00**	**23.00**
Contract Services Monitor	1.00	1.00		1.00	(1.00)	-
ROW Service Manager	1.00	1.00		1.00	-	1.00
Crew Chief		-		-	4.00	4.00
Field Supervisor		-		-	1.00	1.00
Irrigation Foreman		-		-	1.00	1.00
General Maintenance Worker (I & II)		-		-	12.00	12.00
Streetscape Manager	-	-	1.00	1.00		1.00
Streetscape Supervisor	1.00	1.00	(1.00)	-	-	-
ROW Maintenance	**3.00**	**3.00**	**-**	**3.00**	**17.00**	**20.00**
Engineer (I)	1.00	1.00	-	1.00	-	1.00
Field Supervisor	2.00	2.00	-	2.00	-	2.00
Traffic Engr & Controls Manager	-	-		-		-
City Traffic Engineer	1.00	1.00	-	1.00	-	1.00
ITS Operations Manager	-	-	-	-	1.00	1.00
Traffic Mgmt Center Analyst	-	-	1.00	1.00		1.00
Traffic Mgmt Center Operator	2.00	2.00	(1.00)	1.00		1.00
Traffic Operations Manager	1.00	1.00	-	1.00	-	1.00
Traffic Technician (I & II)	7.00	7.00	-	7.00	-	7.00
Traffic Operations	**14.00**	**14.00**	**-**	**14.00**	**1.00**	**15.00**
Public Works Total	**43.00**	**43.00**	**(1.00)**	**42.00**	**19.00**	**61.00**
Administrative Assistant	1.00	1.00	(1.00)	-	-	-
Administrative Manager	1.00	1.00	-	1.00	-	1.00
Assistant Director of Parks & Recreation	2.00	2.00	-	2.00	-	2.00
Director of Parks & Recreation	1.00	1.00	-	1.00	-	1.00
Sr. Administrative Assistant	1.00	1.00	-	1.00	-	1.00
Parks Administration	**6.00**	**6.00**	**(1.00)**	**5.00**	**-**	**5.00**
Crew Chief	4.00	4.00	-	4.00	-	4.00
Field Supervisor	-	-	1.00	1.00		1.00
General Maintenance Worker (I & II)	9.00	9.00	(1.00)	8.00		8.00
Parks Superintendent	1.00	1.00	-	1.00	-	1.00
Parks Development Manager	1.00	1.00	-	1.00	-	1.00
Park Ambassador - PT	0.50	0.50	-	0.50	-	0.50
Parks Development	**15.50**	**15.50**	**-**	**15.50**	**-**	**15.50**
Event Coordinator	1.00	1.00	-	1.00	-	1.00
Event Coordinator - PT	1.00	1.00	-	1.00	-	1.00
Event Production Manager	1.00	1.00	-	1.00	-	1.00
Special Events	**3.00**	**3.00**	**-**	**3.00**	**-**	**3.00**

Position Title	FY18 Budget	FY19 Budget	FY19 Adjustment	FY20 Base Budget	FY20 Adjustment	FY20 Budget
Administrative Assistant	-	-	1.00	1.00	-	1.00
Administrative Supervisor	1.00	1.00	-	1.00	-	1.00
Day Camp Counselor (temp/seasonal)	1.75	1.75	-	1.75	-	1.75
Day Camp Lead Counselor (temp/seasonal)	0.50	0.50	-	0.50	-	0.50
Day Camp Supervisor (temp/seasonal)	0.25	0.25	-	0.25	-	0.25
Parks Ambassador - PT	1.80	1.80	-	1.80	-	1.80
Parks Facility Technician	1.00	1.00	-	1.00	-	1.00
Recreation Manager	1.00	1.00	-	1.00	-	1.00
Recreation Coordinator	4.00	4.00	-	4.00	-	4.00
Recreation Specialist - PT	3.00	3.00	-	3.00	-	3.00
Recreation	**14.30**	**14.30**	**1.00**	**15.30**	**-**	**15.30**
Parks & Recreation Total	**38.80**	**38.80**	**-**	**38.80**	**-**	**38.80**
Director of Planning	1.00	1.00	-	1.00	-	1.00
Community Development Administration	**1.00**	**1.00**	**-**	**1.00**	**-**	**1.00**
Administrative Manager	1.00	1.00	-	1.00	-	1.00
Building Inspector	3.00	3.00	-	3.00	-	3.00
Building Official	1.00	1.00	-	1.00	-	1.00
Deputy Building Official	1.00	1.00	-	1.00	-	1.00
Permits Supervisor	1.00	1.00	-	1.00	-	1.00
Permits Technician	2.00	2.00	-	2.00	-	2.00
Plans Examiner	2.00	2.00	-	2.00	-	2.00
Sr. Building Inspector	3.00	3.00	-	3.00	-	3.00
Sr. Permit Technician	2.00	2.00	-	2.00	-	2.00
Temporary Help	0.25	0.25	-	0.25	-	0.25
Permits & Inspections	**16.25**	**16.25**	**-**	**16.25**	**-**	**16.25**
City Planner - Development	1.00	1.00	-	1.00	-	1.00
Development Review Coordinator	2.00	2.00	-	2.00	-	2.00
Planner II	2.00	2.00	(1.00)	1.00	-	1.00
Principal Planner	1.00	1.00	-	1.00	-	1.00
Sr. Planner	-	-	1.00	1.00	-	1.00
Planning & Development	**6.00**	**6.00**	**-**	**6.00**	**-**	**6.00**
City Planner - Long Range Plan	1.00	1.00	-	1.00	-	1.00
Administrative Coordinator	1.00	1.00	-	1.00	-	1.00
Planner II	1.00	1.00	-	1.00	-	1.00
Sr. Planner	1.00	1.00	-	1.00	-	1.00
Transportation & Long Range Planning	**4.00**	**4.00**	**-**	**4.00**	**-**	**4.00**
Active Transportation Manager	-	-	1.00	1.00	-	1.00
Administrative Coordinator	1.00	1.00	-	1.00	-	1.00
Sr. Administrative Coordinator	1.00	1.00	-	1.00	-	1.00
Assistant City Engineer	1.00	1.00	-	1.00	-	1.00
City Engineer	1.00	1.00	-	1.00	-	1.00
Construction Inspector	4.00	4.00	-	4.00	-	4.00
Construction Services Manager	1.00	1.00	-	1.00	(1.00)	-
Engineer (I, II, III, IV)	2.00	2.00	1.00	3.00	-	3.00
Engineering Manager	1.00	1.00	-	1.00	-	1.00
Manager, Vertical Construction	1.00	1.00	-	1.00	-	1.00
Project Manager	4.00	4.00	(1.00)	3.00	-	3.00
Real Property Manager	1.00	1.00	-	1.00	-	1.00
Sr. Construction Inspector	1.00	1.00	-	1.00	1.00	2.00
Sr. Engineer	1.00	1.00	(1.00)	-	-	-
Sr. Engineer Manager	1.00	1.00	1.00	2.00	-	2.00
Transportation & Mobility Innovations Manager	1.00	1.00	-	1.00	-	1.00
Transportation & Mobility Innovations Analyst	1.00	1.00	-	1.00		1.00
City Engineer	**23.00**	**23.00**	**1.00**	**24.00**	**-**	**24.00**
Assistant Director of ENS	2.00	2.00	-	2.00	-	2.00
Director of Environmental & Neighborhood Services	1.00	1.00	-	1.00	-	1.00
ENS Administration	**3.00**	**3.00**	**-**	**3.00**	**-**	**3.00**
Administrative Assistant	1.00	1.00	-	1.00	-	1.00
Automotive Technician (I & II)	5.00	5.00	-	5.00	-	5.00
Fleet Clerk (temp program position)	1.00	1.00	-	1.00	(1.00)	-
Fleet Clerk- FT	-	-	-	-	1.00	1.00
Fleet Services Supervisor	1.00	1.00	-	1.00	-	1.00
Fleet Services Manager	1.00	1.00	-	1.00	-	1.00
Fleet Services	**9.00**	**9.00**	**-**	**9.00**	**-**	**9.00**
Administrative Coordinator	1.00	1.00	-	1.00	-	1.00
Courier	1.00	1.00	-	1.00	-	1.00
Facilities Services Manager	1.00	1.00	-	1.00	-	1.00
Facilities Services Supervisor	1.00	1.00	-	1.00	-	1.00
Facility Services Technician	2.00	2.00	-	2.00	-	2.00
Sr. Facility Services Tech	2.00	2.00	-	2.00	2.00	4.00
Facilities Management	**8.00**	**8.00**	**-**	**8.00**	**2.00**	**10.00**

Position Title	FY18 Budget	FY19 Budget	FY19 Adjustment	FY20 Base Budget	FY20 Adjustment	FY20 Budget
Administrative Coordinator	1.00	1.00	-	1.00	-	1.00
Animal Services Manager	1.00	1.00	-	1.00	-	1.00
Animal Services Officer	4.00	4.00	-	4.00	-	4.00
Animal Shelter Supervisor	1.00	1.00	-	1.00	-	1.00
Field Supervisor	-	-	-	-	1.00	1.00
Kennel Technician - P/T	1.50	1.50	-	1.50		1.50
Kennel Technician	1.00	1.00	-	1.00	-	1.00
Veterinary Technician	1.00	1.00	-	1.00	-	1.00
Animal Services	**10.50**	**10.50**	**-**	**10.50**	**1.00**	**11.50**
Stormwater Coordinator	-	-	-	-	1.00	1.00
Environmental Services Inspector	0.50	0.50	-	0.50	-	0.50
Storm Water Coordinator	-	-		-		-
Stormwater Management	**0.50**	**0.50**	**-**	**0.50**	**1.00**	**1.50**
Food Inspection Coordinator			1.00	1.00	-	1.00
Food Inspection Manager			1.00	1.00	-	1.00
Sanitarian	3.00	3.00	(1.00)	2.00	-	2.00
Sr. Sanitarian	1.00	1.00	(1.00)	-	-	-
Food Inspection	**4.00**	**4.00**	**-**	**4.00**	**-**	**4.00**
Code Compliance Manager	1.00	1.00	-	1.00	-	1.00
Code Enforcement Inspector	4.00	4.00	-	4.00	-	4.00
Department Specialist	1.00	1.00	-	1.00	-	1.00
Code Enforcement	**6.00**	**6.00**	**-**	**6.00**	**-**	**6.00**
Code Compliance Coordinator	1.00	1.00	-	1.00	-	1.00
Code Enforcement Inspector	1.00	1.00	-	1.00	-	1.00
Residential Rental Inspector	1.00	1.00	-	1.00	-	1.00
Rental Registration	**3.00**	**3.00**	**-**	**3.00**	**-**	**3.00**
Environmental and Neighborhood Services Total	**44.00**	**44.00**	**-**	**44.00**	**4.00**	**48.00**
Administrative Manager	0.50	0.50	-	0.50	-	0.50
Assistant Police Chief	2.00	2.00	-	2.00	-	2.00
Crime Analyst	1.00	1.00	-	1.00	-	1.00
Police Chief	1.00	1.00	-	1.00	-	1.00
Sr. Administrative Assistant	1.00	1.00	1.00	2.00	-	2.00
Police Administration	**5.50**	**5.50**	**1.00**	**6.50**	**-**	**6.50**
Administrative Assistant	1.00	1.00	-	1.00	-	1.00
Administrative Manager	0.50	0.50	-	0.50	-	0.50
Police Captain	1.00	1.00	-	1.00	-	1.00
Police Lieutenant	1.00	1.00	-	1.00	-	1.00
Police Officer	12.60	12.60	-	12.60	-	12.60
Police Sergeant	2.00	2.00	-	2.00	-	2.00
Support Services Bureau	**18.10**	**18.10**	**-**	**18.10**	**-**	**18.10**
Administrative Assistant	2.00	2.00	(1.00)	1.00	-	1.00
Crime Analyst	1.00	1.00	-	1.00	-	1.00
Police Captain	1.00	1.00	-	1.00	-	1.00
Police Lieutenant	1.00	1.00	-	1.00	-	1.00
Police Sergeant	2.00	2.00	-	2.00	-	2.00
Records Clerk	5.00	5.00	-	5.00	-	5.00
Records Manager	0.50	0.50	-	0.50	0.50	1.00
Professional Services	**12.50**	**12.50**	**(1.00)**	**11.50**	**0.50**	**12.00**
Administrative Assistant	1.00	1.00	-	1.00	-	1.00
Police Captain	1.00	1.00	-	1.00	-	1.00
Police Lieutenant	7.00	7.00	-	7.00	-	7.00
Police Officer	91.00	91.00	-	91.00	2.00	93.00
Police Sergeant	20.00	20.00	-	20.00	-	20.00
Patrol	**120.00**	**120.00**	**-**	**120.00**	**2.00**	**122.00**
Administrative Assistant	1.00	1.00	-	1.00	-	1.00
Asst. Victim Services Liaison - P/T	0.50	0.50	-	0.50	-	0.50
Crime Scene Technician	2.00	2.00	-	2.00	1.00	3.00
Police Captain	1.00	1.00	-	1.00	-	1.00
Police Lieutenant	1.00	1.00	-	1.00	-	1.00
Police Officer	22.00	22.00	-	22.00	-	22.00
Police Sergeant	4.00	4.00	-	4.00	-	4.00
Warrant Clerk	1.00	1.00	-	1.00	-	1.00
Criminal Investigations	**32.50**	**32.50**	**-**	**32.50**	**1.00**	**33.50**
Detention Officer	5.00	5.00	-	5.00	-	5.00
Police Sergeant	1.00	1.00	-	1.00	-	1.00
Detention Center	**6.00**	**6.00**	**-**	**6.00**	**-**	**6.00**

Position Title	FY18 Budget	FY19 Budget	FY19 Adjustment	FY20 Base Budget	FY20 Adjustment	FY20 Budget
PS Dispatch Shift Supervisor	6.00	6.00	-	6.00	-	6.00
PS Dispatcher PT	1.50	1.50	-	1.50	(1.50)	-
Public Safety Dispatch Director	1.00	1.00	-	1.00	-	1.00
Public Safety Dispatch Manager	2.00	2.00	-	2.00	-	2.00
Public Safety Dispatch Recruit	5.50	5.50	(1.00)	4.50	-	4.50
Public Safety Dispatcher (I &II)	19.00	19.00	1.00	20.00	-	20.00
Quality Assurance Supervisor	-	-	-	-	1.00	1.00
Public Safety Dispatch	**35.00**	**35.00**	**-**	**35.00**	**(0.50)**	**34.50**
Police & Public Safety Dispatch Total	**229.60**	**229.60**	**-**	**229.60**	**3.00**	**231.60**
Administrative Coordinator	1.00	1.00	-	1.00	-	1.00
Administrative Manager	1.00	1.00	-	1.00	-	1.00
Department Analyst		-	1.00	1.00	-	1.00
Fire Chief	1.00	1.00	-	1.00	-	1.00
Fire Administration	**3.00**	**3.00**	**1.00**	**4.00**	**-**	**4.00**
Assistant Fire Chief	1.00	1.00	-	1.00	-	1.00
Battalion Chief	3.00	3.00	-	3.00	-	3.00
Fire Captain	1.00	1.00	-	1.00	-	1.00
Fire Driver	21.00	21.00	-	21.00	-	21.00
Fire Lieutenant	23.00	23.00	-	23.00	-	23.00
Firefighter	42.00	42.00	4.00	46.00	-	46.00
Emergency Services	**91.00**	**91.00**	**4.00**	**95.00**	**-**	**95.00**
Battalion Chief EMS	1.00	1.00	-	1.00	-	1.00
Fire Captain	1.00	1.00	-	1.00	-	1.00
Firefighter	18.00	18.00	(4.00)	14.00	-	14.00
Emergency Medical Services	**20.00**	**20.00**	**(4.00)**	**16.00**	**-**	**16.00**
Administrative Assistant	1.00	1.00	-	1.00	-	1.00
Asst. Fire Chief	1.00	1.00	-	1.00	-	1.00
Asst. Fire Marshal	1.00	1.00	-	1.00	-	1.00
Fire Captain	1.00	1.00	-	1.00	-	1.00
Fire Inspector/Investigator	3.00	3.00	-	3.00	1.00	4.00
Fire Lieutenant	2.00	2.00	-	2.00	-	2.00
Prevention	**9.00**	**9.00**	**-**	**9.00**	**1.00**	**10.00**
Assistant Fire Chief	1.00	1.00	-	1.00	-	1.00
Emergency Mgmt Specialist	1.00	1.00	-	1.00	-	1.00
Sr. Administrative Assistant	1.00	1.00	-	1.00	-	1.00
Emergency Management	**3.00**	**3.00**	**-**	**3.00**	**-**	**3.00**
Administrative Assistant	1.00	1.00	-	1.00	-	1.00
Assistant Fire Chief	1.00	1.00	-	1.00	-	1.00
Battalion Chief Admin	1.00	1.00	-	1.00	-	1.00
Battalion Chief/Training	1.00	1.00	-	1.00	-	1.00
Fire Captain	1.00	1.00	-	1.00	-	1.00
Professional Development	**5.00**	**5.00**	**-**	**5.00**	**-**	**5.00**
Fire Total	**131.00**	**131.00**	**1.00**	**132.00**	**1.00**	**133.00**
GENERAL FUND	**670.85**	**670.85**	**5.50**	**676.35**	**29.00**	**705.35**
LESS PROGRAM EMPLOYEES	**(4.00)**	**(4.00)**	**-**	**(4.00)**	**2.00**	**(2.00)**
LESS TEMPORARY POSITIONS	**(1.25)**	**(1.25)**	**-**	**(1.25)**		**(1.25)**
GENERAL FUND NET FTE	**665.60**	**665.60**	**5.50**	**671.10**	**31.00**	**702.10**
Police Officer	0.40	0.40		0.40		0.40
Court Security	**0.40**	**0.40**	**-**	**0.40**	**-**	**0.40**
COURT SECURITY FUND	**0.40**	**0.40**	**-**	**0.40**	**-**	**0.40**
Destination Event Manager	1.00	1.00		1.00		1.00
SPECIAL EVENTS	**1.00**	**1.00**	**-**	**1.00**	**-**	**1.00**
Visitor Service Specialist (P/T)	1.00	1.00	-	1.00	-	1.00
Visitor Services Supervisor	1.00	1.00	-	1.00	-	1.00
Destination Event Coordinator (P/T)	-	-	-	-	0.50	0.50
Cultural Arts Manager	0.50	0.50	-	0.50	-	0.50
Convention & Visitors Bureau	**2.50**	**2.50**	**-**	**2.50**	**0.50**	**3.00**
Assistant Director of Economic Development	**-**	**-**	**0.50**	0.50	**-**	0.50
Visitor Services Manager	-	-		-		-
Tourism & Destination Services Administrator	1.00	1.00	(1.00)	-	-	-
Tourism & Visitor Services Manager	1.00	1.00	-	1.00	-	1.00
Tourism Program	**2.00**	**2.00**	**(0.50)**	**1.50**	**-**	**1.50**
TOURISM FUND	**4.50**	**4.50**	**(0.50)**	**4.00**	**0.50**	**4.50**
Records Manager	0.50	0.50	-	0.50	(0.50)	-
Safe Light Sugar Land	**0.50**	**0.50**	**-**	**0.50**	**(0.50)**	**-**
RED LIGHT CAMERA FUND	**0.50**	**0.50**	**-**	**0.50**	**(0.50)**	**-**
SPECIAL REVENUE FUNDS	**6.40**	**6.40**	**(0.50)**	**5.90**	**-**	**5.90**

Position Title	FY18 Budget	FY19 Budget	FY19 Adjustment	FY20 Base Budget	FY20 Adjustment	FY20 Budget
Administrative Manager	0.50	0.50	-	0.50	-	0.50
Assistant Director of Public Works	1.00	1.00	-	1.00	-	1.00
Contract Services Coordinator	1.00	1.00	-	1.00	-	1.00
Director of Public Works	0.50	0.50	-	0.50	-	0.50
Engineer I	-	-	1.00	1.00	-	1.00
Sr. Administrative Assistant	1.00	1.00	-	1.00	-	1.00
Utility Administration	**4.00**	**4.00**	**1.00**	**5.00**	**-**	**5.00**
Crew Chief	5.00	5.00	-	5.00	-	5.00
Facility Operations Manager	0.50	0.50	-	0.50	-	0.50
Field Operations Manager	1.00	1.00	-	1.00	-	1.00
Field Supervisor	1.00	1.00	-	1.00	-	1.00
General Maintenance Worker (I & II)	6.00	6.00	-	6.00	-	6.00
Water Distribution	**13.50**	**13.50**	**-**	**13.50**	**-**	**13.50**
Field Supervisor	1.50	1.50	-	1.50	-	1.50
I & C Technician	0.50	0.50	-	0.50	-	0.50
Lead Utilities Operator	2.00	2.00	-	2.00	-	2.00
Utilities Operator	3.50	3.50	-	3.50	-	3.50
Water Production	**7.50**	**7.50**	**-**	**7.50**	**-**	**7.50**
Crew Chief	3.00	3.00	-	3.00	-	3.00
Electrician	0.50	0.50	-	0.50	-	0.50
Field Supervisor	1.00	1.00	-	1.00	-	1.00
General Maintenance Worker (I & II)	6.00	6.00	-	6.00	-	6.00
Wastewater Collection	**10.50**	**10.50**	**-**	**10.50**	**-**	**10.50**
Crew Chief	1.00	1.00	-	1.00	-	1.00
Electrician	1.00	1.00	(1.00)	-	-	-
Facility Support Specialist	1.00	1.00	-	1.00	-	1.00
Field Supervisor	0.50	0.50	-	0.50	-	0.50
P&M Technician I	3.00	3.00	-	3.00	-	3.00
P&M Technician II	1.00	1.00	-	1.00	-	1.00
Utilities Operator	0.50	0.50	-	0.50	-	0.50
Wastewater Treatment	**8.00**	**8.00**	**(1.00)**	**7.00**	**-**	**7.00**
Crew Chief	2.00	2.00	-	2.00	-	2.00
Field Supervisor	1.00	1.00	-	1.00	-	1.00
General Maintenance Worker II	8.00	8.00	-	8.00	1.00	9.00
Customer Service	**11.00**	**11.00**	**-**	**11.00**	**1.00**	**12.00**
Lab Manager	1.00	1.00	-	1.00	-	1.00
Lab Technician	0.50	0.50	-	0.50	-	0.50
Pretreatment Coordinator	1.00	1.00	-	1.00	-	1.00
Water Quality Technician	3.00	3.00	-	3.00	-	3.00
Water Quality	**5.50**	**5.50**	**-**	**5.50**	**-**	**5.50**
Water Conservation Manager	1.00	1.00	-	1.00	-	1.00
Water Conservation	**1.00**	**1.00**	**-**	**1.00**	**-**	**1.00**
Electrician	0.50	0.50	-	0.50	-	0.50
I & C Technician	0.50	0.50	-	0.50	-	0.50
Lab Technician	0.50	0.50	-	0.50	-	0.50
Facility Operations Manager	0.50	0.50	-	0.50	-	0.50
Intergov'tl Relations Manager	-	-		-		-
General Maintenance Worker II	1.00	1.00	-	1.00	-	1.00
Lead Utilities Operator	2.00	2.00	-	2.00	-	2.00
Mechanic	1.00	1.00	-	1.00	-	1.00
Utilities Operator	3.00	3.00	2.00	5.00	-	5.00
Surface Water Chief Operator	1.00	1.00	-	1.00	-	1.00
Surface Water Plant Manager	1.00	1.00	-	1.00	-	1.00
Water Quality Technician	-	-	-	-	1.00	1.00
Water Resources Manager	1.00	1.00	-	1.00	-	1.00
Surface Water	**12.00**	**12.00**	**2.00**	**14.00**	**1.00**	**15.00**
Billing/Collection Spec. (I & II)	4.00	4.00	-	4.00	-	4.00
Billing Supervisor	1.00	1.00	-	1.00	-	1.00
Customer Service Rep	4.00	4.00	-	4.00	-	4.00
Collections & Customer SVC Sup (I & II)	1.00	1.00	-	1.00	-	1.00
Department Specialist	1.00	1.00	-	1.00	-	1.00
Treasury Manager	1.00	1.00	-	1.00	-	1.00
Treasury	**12.00**	**12.00**	**-**	**12.00**	**-**	**12.00**
UTILITY SYSTEM FUND	**85.00**	**85.00**	**2.00**	**87.00**	**2.00**	**89.00**

Position Title	FY18 Budget	FY19 Budget	FY19 Adjustment	FY20 Base Budget	FY20 Adjustment	FY20 Budget
Administrative Assistant	1.00	1.00	-	1.00	-	1.00
Administrative Manager	1.00	1.00	-	1.00	-	1.00
Airport Business Manager	1.00	1.00	-	1.00	-	1.00
Airport Development Manager	1.00	1.00	-	1.00	-	1.00
Airport Leasing Coordinator	1.00	1.00	-	1.00	-	1.00
Assistant Director of Aviation	1.00	1.00	-	1.00	-	1.00
Director of Aviation	1.00	1.00	-	1.00	-	1.00
Airport Administration	**7.00**	**7.00**	**-**	**7.00**	**-**	**7.00**
Airport Operations Agent	1.00	1.00	1.00	2.00	-	2.00
Airport Operations Manager	1.00	1.00	-	1.00	-	1.00
Airport Operations Specialist	1.00	1.00	(1.00)	-	-	-
Airfield Operations	**3.00**	**3.00**	**-**	**3.00**	**-**	**3.00**
Airport Services Rep - P/T	0.50	0.50	-	0.50	1.00	1.50
Airport Services Rep I	3.00	3.00	-	3.00	-	3.00
Airport Services Rep II	3.00	3.00	-	3.00	-	3.00
ASR Supervisor	1.00	1.00	-	1.00	-	1.00
Line Services Superintendent	1.00	1.00	-	1.00	-	1.00
Line Crew I	7.00	7.00	-	7.00	3.00	10.00
Line Crew II	3.00	3.00	-	3.00	-	3.00
Line Crew III	2.00	2.00	-	2.00	-	2.00
Line Services Manager	1.00	1.00	-	1.00	(1.00)	-
Line Supervisor	2.00	2.00	-	2.00	-	2.00
FBO Services	**23.50**	**23.50**	**-**	**23.50**	**3.00**	**26.50**
Café Attendant I	2.00	2.00	-	2.00	-	2.00
Café Supervisor	1.00	1.00	-	1.00	-	1.00
Café Select	**3.00**	**3.00**	**-**	**3.00**	**-**	**3.00**
Airfield & Facilities Manager	1.00	1.00	-	1.00	-	1.00
Airport Material Specialist	-	-	1.00	1.00		1.00
Crew Chief	2.00	2.00	-	2.00	-	2.00
Custodian - PT	1.50	1.50	-	1.50	-	1.50
General Maintenance Worker (I & II)	5.00	5.00	-	5.00	-	5.00
Grounds & Runway Technician	1.00	1.00	(1.00)	-		-
Maintenance & Operations	**10.50**	**10.50**	**-**	**10.50**	**-**	**10.50**
AIRPORT FUND	**47.00**	**47.00**	**-**	**47.00**	**3.00**	**50.00**
Environmental Manager	1.00	1.00	-	1.00	-	1.00
Environmental Coordinator	1.00	1.00	-	1.00	-	1.00
Environmental Services Inspector	1.50	1.50	-	1.50	-	1.50
Solid Waste	**3.50**	**3.50**	**-**	**3.50**	**-**	**3.50**
SOLID WASTE FUND	**3.50**	**3.50**	**-**	**3.50**	**-**	**3.50**
TOTAL ENTERPRISE FUNDS	**135.50**	**135.50**	**2.00**	**137.50**	**5.00**	**142.50**
TOTAL ALL FUNDS	**807.50**	**807.50**	**7.00**	**814.50**	**36.00**	**850.50**
Less Seasonal	(2.50)	(2.50)		(2.50)		(2.50)
TOTAL FULL TIME EQUIVALENT	**805.00**	**805.00**	**7.00**	**812.00**	**36.00**	**848.00**

Property Taxes

The City's property tax is levied each October 1st on the certified assessed value as of January 1st for all real and personal property. The appraisal of property is the responsibility of the Fort Bend Central Appraisal District. Appraisals may be challenged through various appeals and, if necessary, legal action. The City is permitted by the State of Texas Constitution to levy taxes up to $2.50 per $100 of assessed valuation for general government services including the payment of principal and interest on general obligation long-term debt.

The City owns and operates the Sugar Land Regional Airport and has a policy to transfer all taxes received on airport valuations to the Airport Enterprise Fund for operating expenses and development. The City also has a policy whereby the City rebates a portion of the property taxes collected from in-City MUDs back to the districts.

In 1998, TIRZ#1 was formed, which includes Sugar Land Town Square. Taxes assessed and collected by the participating entities (City, County, and LID #2) over and above the base value of the property upon creation of the TIRZ #1 ($5.5 million) are deposited to the benefit of the TIRZ to support improvements within the TIRZ #1. For FY20 the City expects to contribute $641,984 in property tax for TIRZ#1 at 100% participation.

TIRZ #3 – Imperial was formed in 2007. The purpose of TIRZ #3 is to facilitate a program of public improvements to allow the development and redevelopment of property as a master-planned and mixed-use community. Taxes assessed and collected by the participating entities (City and County) over and above the base value of the property upon creation of the TIRZ #3 ($5.6 million) are deposited to the benefit of the TIRZ. Included in the development is the preservation and/or reuse of certain historic structures at the Imperial Sugar site and the location of a museum to house Imperial Sugar artifacts. For FY20 the City expects to contribute $438,520 in property tax for TIRZ#3 at 50% participation.

TIRZ #4 – located at US59 and University Boulevard was formed in 2009. Taxes assessed and collected by the participating entities (City, County, Fort Bend MUD138, and Fort Bend MUD139) over and above the base value of the property upon creation of the TIRZ #4 ($21.5 million) are deposited to the benefit of the TIRZ. The purpose of the zone is to support development of employment, commercial, cultural arts, and an entertainment district within an urban-density mixed-use center. For FY20 the City expects to contribute $343,463 in property tax for TIRZ#4 at 50% participation.

Fiscal Year 2019

The total property tax collections for FY19 are projected to be $50,883,811 or 99.5% of the adjusted levy, including all three TIRZs. Revenues are distributed between operations and maintenance ($28,345,865), debt service ($21,310,600), TIRZ # 1 ($609,983), TIRZ #3 ($332,311), and TIRZ #4 ($285,051).

Fiscal Year 2020

The certified net assessed valuation of $16,171,509,959 for tax year 2019 is $70,663,611 or 0.44% greater than the 2018 adjusted tax roll, including values inside the TIRZs. Of the $16.2 billion in taxable value, $194.3 million is incremental value in TIRZ #1, $132.75 million in TIRZ #3, and $103.97 million in TIRZ #4. Taxes collected on the incremental value from each TIRZ will be allocated from the City. Net assessed residential value increased 0.29%, and net assessed commercial value increased by 4.36% over the 2019 adjusted tax roll, including new value. Based on the certified tax roll and the 2019 tax rate of $0.33200 per $100 of assessed value, the anticipated tax collections for FY20 are $53,420,966 at a 99.5% collection rate or $2,537,155 greater than FY19 projections including the three TIRZs. Based on the 99.5% collection rate, $52,258,291 will remain with the City and $1,431,122 will be conveyed to the three TIRZs.

The homestead exemption for tax year 2019 increases to 12%. The optional exemption for over-65 and disabled persons remains at $70,000.

The overall adopted tax rate for tax year 2019 is $0.33200. The allocation for tax year 2018 and 2019 tax rate is as follows:

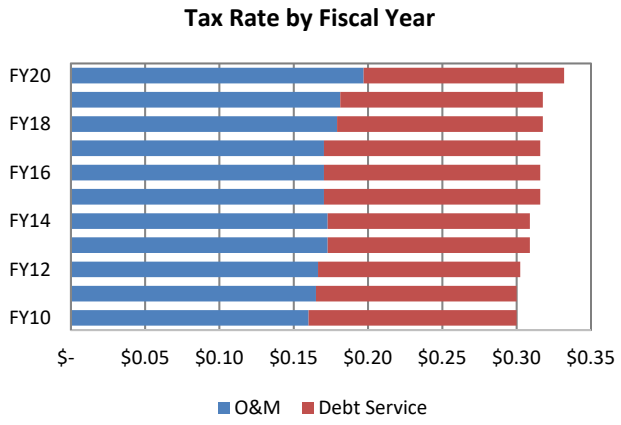
	2018	%	2019	%
M&O	$ 0.18131	57.08%	$ 0.19705	59.35%
Debt Service	0.13631	42.92%	0.13495	40.65%
Total	**0.31762**	**100.00%**	**0.332**	**100.00%**

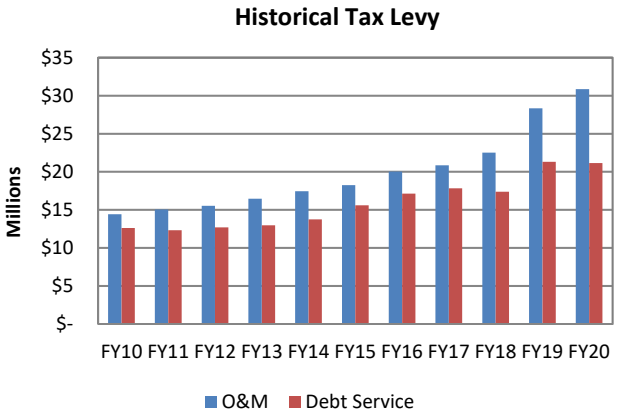
Texas truth-in-taxation laws require public notices, a public vote and public hearings for adoption of a tax rate that exceeds the effective tax rate. The effective tax rate is the tax rate that would generate the same tax revenues in tax year 2019 as the 2018 tax rate did in the prior year, based on the values of properties that are taxed in both years. The results of the effective tax rate calculations are as follows:

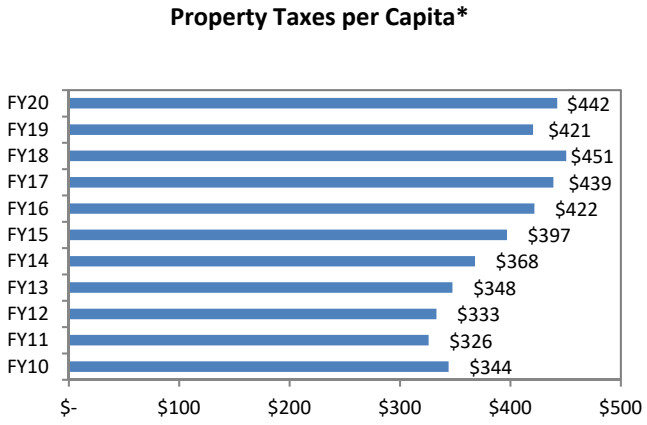
Effective Tax Rate	$0.31925
Rollback Rate	$0.33617

Based on the average residential value of $375,289 with a 12% homestead exemption at the adopted 2019 tax rate of $0.33200, the average tax bill is $1,096.

The charts below represent historical views of the City's tax rate and the allocation of the levy based on the tax rate.







In FY20 property taxes per capita, excluding TIRZ valuation, is approximately $442. Taxes per capita increased in FY20 due to increase of the city's property tax rate.

* Excludes TIRZ Valuation

CITY OF SUGAR LAND
TAX COLLECTIONS

	FY18 Adjusted Levy	FY19 Budget Certified Levy	FY19 Projections Adjusted Levy	FY20 Base Budget	FY20 Changes	FY20 Budget Certified Levy
REVENUES:						
City Levy	$39,888,309	$49,848,492	$49,905,994	$49,994,815	$2,263,477	$52,258,291
TIRZ #1	561,060	613,422	613,049	617,263	27,946	645,210
TIRZ #3	281,279	337,092	333,981	421,634	19,089	440,723
TIRZ #4	250,321	288,578	286,484	330,238	14,951	345,189
Total Tax Levy @ 100%	41,004,317	51,132,254	51,139,508	51,363,950	2,325,464	53,689,413
Collection Rate 99.5%	40,799,296	50,876,593	50,883,811	51,107,130	2,313,836	53,420,966
ALLOCATION:						
Maintenance	22,393,558	28,313,204	28,345,865	28,396,313	2,465,159	30,861,472
Debt	17,295,309	21,286,045	21,310,600	21,348,527	(213,000)	21,135,527
Total City Revenues	39,688,868	49,599,249	49,656,465	49,744,840	2,252,159	51,996,999
TIRZ #1	558,255	610,354	609,983	614,177	27,806	641,984
TIRZ #3	279,873	335,407	332,311	419,526	18,994	438,520
TIRZ #4	249,069	287,136	285,051	328,587	14,876	343,463
TOTAL TAX REVENUE	$40,776,064	$50,832,146	$50,883,811	$51,107,130	$2,313,836	$53,420,965

Tax Year	2017 Suppl.	2018 Certified	2018 Suppl #12	2019	2019	2019
Net Assessed Value	$12,909,866,273	$16,098,562,501	$16,100,846,348	$16,171,509,959		$16,171,509,959
TIRZ #1 Value @ 100%	(176,645,055)	(193,130,657)	(193,013,208)	(194,340,231)		(194,340,231)
TIRZ #3 Value @ 50%	(88,558,381)	(106,130,711)	(105,151,197)	(132,747,973)		(132,747,973)
TIRZ #4 Value @ 50%	(78,811,392)	(90,856,507)	(90,197,057)	(103,972,575)		(103,972,575)
Taxable to City	12,558,500,468	15,694,380,620	15,712,484,886	15,740,449,180	-	15,740,449,180
Tax Rate Per $100						
Maintenance	$ 0.17921	$ 0.18131	$ 0.18131	$ 0.18131	$ 0.01574	**$ 0.19705**
Debt	0.13841	0.13631	0.13631	0.13631	(0.00136)	**0.13495**
Total Tax Rate	$ 0.31762	$ 0.31762	$ 0.31762	$ 0.31762	$ 0.01438	**$ 0.33200**
Tax Rate Split:						
Maintenance	56.42%	57.08%	57.08%	57.08%		59.35%
Debt	43.58%	42.92%	42.92%	42.92%		40.65%
Total	100.00%	100.00%	100.00%	100.00%		100.00%
Certified Levy - 100%	$39,888,309	$49,848,492	$49,905,994	$49,994,815	$2,263,476	$52,258,291

CITY OF SUGAR LAND
FISCAL YEAR 2020 BUDGET
ANALYSIS OF CERTIFIED TAX ROLL

Tax Year	Supplement #12 2018 FY19	Certified 2019 FY20	% Change
No. of Items	50,441	51,011	1.13%
Residential Property:			
Land	$ 2,500,673,310	$ 2,555,852,857	2.21%
Improvements	10,448,924,861	10,423,783,762	-0.24%
Total Residential Property	12,949,598,171	12,979,636,619	0.23%
Commercial Property:			
Land	1,260,224,014	1,274,132,028	1.10%
Improvements	3,325,596,360	3,569,228,554	7.33%
Personal Property	1,553,614,858	1,613,103,536	3.83%
Total Commercial Property	6,139,435,232	6,456,464,118	5.16%
Agricultural Property	10,513,100	10,399,650	-1.08%
Automobiles	139,830,230	147,202,108	5.27%
Total Market Value	19,239,376,733	19,593,702,495	1.84%
Productivity Loss	(10,307,510)	(10,192,830)	-1.11%
Homestead CAP Adjustment	(39,169,165)	(31,918,787)	-18.51%
Exempt Properties	(1,156,169,607)	(1,256,056,116)	8.64%
Total Assessed Value	18,033,730,451	18,295,534,762	1.45%
Less:			
Homestead Exemptions	(1,068,072,054)	(1,260,898,731)	18.05%
Over 65 Exemptions	(587,639,988)	(582,895,545)	-0.81%
Disabled Persons Exemptions	(19,655,090)	(18,634,230)	-5.19%
Disabled Veterans Exemptions	(2,336,500)	(2,305,500)	-1.33%
Disabled Veterans 100%	(27,399,809)	(27,497,985)	0.36%
First Responder Surviving Spouse	(159,220)	(166,010)	4.26%
Abatements	(110,780,736)	(101,551,436)	-8.33%
Pollution	(5,002,910)	(4,628,480)	-7.48%
Personal Leased Vehicles	(110,115,890)	(123,616,210)	12.26%
Prorated Exempt Property	(1,703,387)	(1,426,460)	-16.26%
Solar	(6,540)	(389,453)	5854.93%
House Bill 366 Exemptions	(11,979)	(14,764)	23.24%
Total Exemptions	(1,932,884,103)	(2,124,024,803)	9.89%
Net Assessed Valuation (NAV)	16,100,846,348	16,171,509,959	0.44%
Less: TIRZ #1 Value @ 100%	(193,013,208)	(194,340,231)	0.69%
Less: TIRZ #3 Value @ 50%	(105,151,197)	(132,747,973)	26.24%
Less: TIRZ #4 Value @ 50%	(90,197,057)	(103,972,575)	15.27%
Taxable Valuation to City	**$ 15,712,484,886**	**$ 15,740,449,180**	0.18%

CITY OF SUGAR LAND
PRINCIPAL TAXPAYERS
2019 TOP TEN

	Taxpayer	Type of Business	2019 Taxable Assessed Valuation	Percentage of Total Net Assessed Valuation
1	LCFRE Sugar Land Town Square LLC	Mixed-Use Development	$ 129,882,616	0.80%
2	Schlumberger Tech Corp	Energy Technology	116,419,590	0.72%
3	Tramontina USA Inc	Manufacturing	90,430,340	0.56%
4	AmerisourceBergen Drug Corporation	Pharmacy/Medical	90,118,080	0.56%
5	Lakepointe Assets LLC	Real Estate/Engineering	90,000,000	0.56%
6	First Colony Mall LLC	Shopping Center	87,966,537	0.54%
7	Market Town Center Owner LLC	Shopping Center	66,359,542	0.41%
8	Sugar Creek/EPG LLC & Sugar Creek TIC Investors LLC	Real Estate	65,960,920	0.41%
9	API Realty LLC	Real Estate	64,699,570	0.40%
10	Houston Sugar Creek LLC	Energy Services	58,000,004	0.36%
	Other		15,311,672,760	94.68%
	Total Net Assessed Valuation - Certified Roll		16,171,509,959	100.00%

Debt Service Funds

The City has two debt service funds, a tax-exempt Debt Service Fund for the repayment of tax-exempt debt for certificates of obligation and general obligation bonds, and a taxable Debt Service Fund established for the repayment of taxable debt issued for the Smart Financial Centre at Sugar Land.

The Debt Service Funds account for the issuance of debt and provides for the payment of debt principal and interest as they come due. In the Debt Service Fund for tax-exempt debt, an ad valorem (property) tax rate and tax levy is required to be computed and levied to produce sufficient revenue to satisfy annual debt service requirements. The City has no general obligation legal debt limit other than a ceiling on the tax rate specified by the State of Texas. Under the rules of the Texas Attorney General, the City may issue general obligation debt in an amount no greater than that which can be serviced by a debt service tax rate of $1.50 per $100 assessed valuation based on 99% collection.

The City's tax - backed bonds are rated "AAA" by Fitch Ratings and Standard and Poor's.

The City's Financial Management Policy Statements designate that property taxes generated from the Airport are to be transferred to the Airport in support of development and operations. The City also has a policy to rebate 50% of City property taxes collected from properties within in-City MUDs back to the districts. Districts are to use the rebates to reduce their tax rates. The Debt Service Fund includes the debt service tax rate component of these agreements.

Debt Service Fund

Fiscal Year 2019

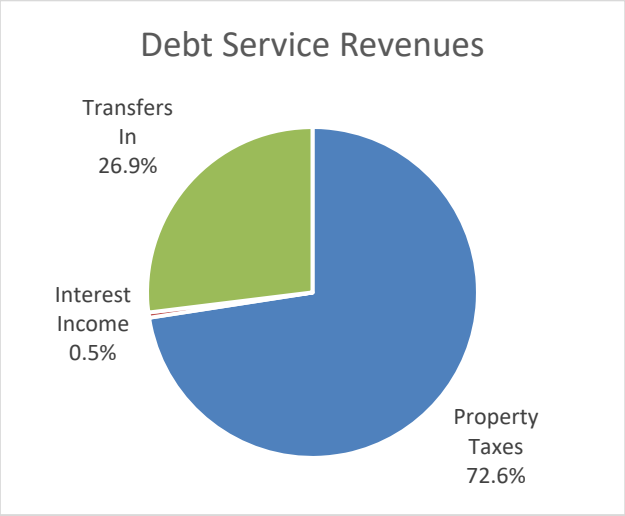
Revenues total $46,298,538, which includes $21,470,825 in current and delinquent property taxes, $13,715,005 in bond refunding proceeds, $1,216,141 in miscellaneous revenue, and $6,038 from district property taxes and fund balances. Other funding sources include transfers from other funds and interest income. Transfers from the Utility Fund and Tourism Fund support debt service related to activities supported by those funds. Transfers from CIP represent the funds needed from transportation fees to support debt issued for University Boulevard South.

Expenditures are projected at $43,847,452, which includes $26,947,808 in debt service payment, $187,837 for fiscal fees, $1,852,554 for rebates to in-City MUDs, $37,800 transfer to the Airport Fund for taxes collected on Airport values, and $19,370 to the Enclave at River Park PID for 50% of property taxes collected from properties in the PID. The fund balance at 9/30/19 is projected to be $8,074,149, which is $5,379,368 over the fund balance policy requirement of 10% of annual debt service.

Fiscal Year 2020

Total revenues are budgeted for $29,169,608. Funding from property taxes includes $21,135,527 in current property taxes and $28,000 in delinquent property taxes. Total property taxes of $21,163,527 represents 72.5% of funding sources. Property tax reflects a shift within the rollback rate from debt to operations to fund the Sugar Land Way priorities, and approximately one – cent increase in the debt service rate to support implementation of the remaining 2013 voter approved GO bonds for park projects, which is offset by a 2% increase in the homestead exemption.

Other funding sources include transfers from the Utility Fund, Riverstone transportation fees, Tourism Fund, Enclave at River Park PID for debt issued for the developer reimbursement and interest income.



The budget includes 100% recovery on water/wastewater debt assumed from MUDs through an inter-fund transfer. The FY20 transfer from the Utility Fund totals $5,909,317.

In 2002, the City issued $10.1 million in combination Tax and Hotel Occupancy Tax COs for a portion of the $19.3 million total City contribution to construction of a conference center in the Sugar Land Marriott. The certificates are backed by a pledge of Hotel Occupancy Taxes. This issue has been refunded several times, with the savings being passed on to the Tourism Fund. For FY20, $667,188 will be transferred for the conference center debt service. Additionally, $685,538 will also be transferred to cover the annual debt payment for debt issued in FY15 to fund a portion of the Smart Financial Centre at Sugar Land along with the adjacent plaza in TIRZ #4.

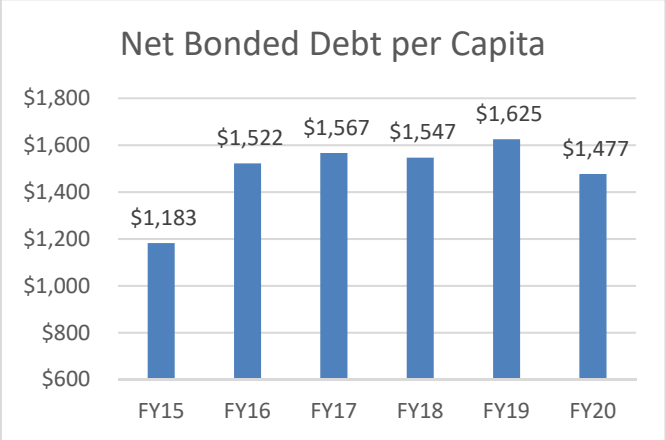
There are also transfers in from Riverstone transportation fees for $472,500 to support the debt issued for University Boulevard South and from the Enclave at River Park PID for $121,538 to support debt issued is 2019 to reimburse to the developer for infrastructure in the PID.

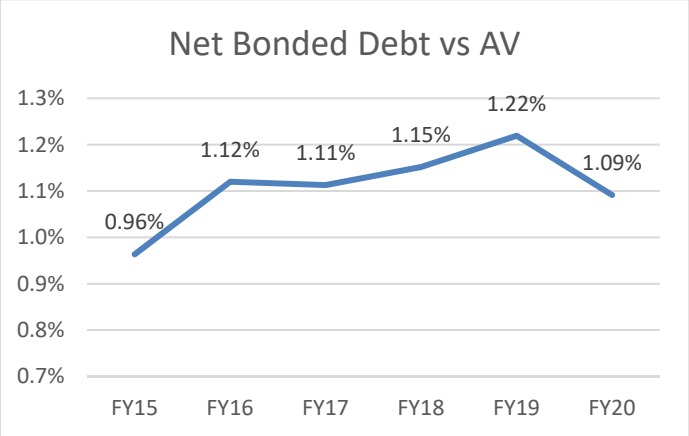
The debt service requirement on the current outstanding debt is $26,772,269 and for the issuance of $16 million in Certificates of Obligation and $10.26 million in 2013 voter approved GO bond, the budget includes $2,088,400 for anticipated debt service payments, for a total of $28,860,669. Paying agent fees are budgeted at $25,503.

Rebates to in-City MUDs and inter-fund transfers total $1,780,336 based on the anticipated 2019 tax rate allocation.

The budgeted ending fund balance at 9/30/20 is $6,577,249, which is $3,691,182 above the policy requirement of 10% of annual debt service requirements.

For FY20 the ratio of net bonded debt to taxable value is expected to decrease from 1.22% to 1.09%, which is a healthy ratio. The ratio is utilized by bond rating agencies to compare the City's ability to repay debt. Net bonded debt per capita is expected to decrease from $1,625 to $1,477, excluding anticipated new debt.





Debt Service Fund – Taxable Debt

One of the sources of funding for the Smart Financial Centre at Sugar Land is taxable Certificates of Obligation for $27 million. The taxable CO issue carries the City's AAA bond rating from Standard and Poor's and Fitch, and will not be repaid by property taxes. While the Smart Financial Centre at Sugar Land was under construction, the SLDC covered the debt service payments (interest only) for the 2015 and 2016 debt service payments. As the lease began in December 2016, lease payments from ACE now supports the debt payments and will eventually fund a debt service reserve equal to the last three years' debt payments. Payments will be made monthly according to the terms of the thirty-year lease.

Fiscal Year 2019

Total revenues are projected at $1,878,182. Lease revenue from ACE Sugar Land, LLC for the Smart Financial Centre at Sugar Land is projected at $1,867,962 and interest income of $10,220.

Total debt service payments due in fiscal year 2019 are $1,591,199. Fiscal fees are budgeted at $1,000.

The projected ending fund balance at 9/30/19 is $608,669.

Fiscal Year 2020

Total revenues are budgeted for $2,013,811. Lease revenue from ACE Sugar Land, LLC for the Smart Financial Centre at Sugar Land is budgeted at $2,004,811 and interest income of $9,000.

Total debt service payments due in fiscal year 2020 are $1,590,399. Payments are due in December and June. Fiscal fees are budgeted at $1,000.

The budgeted fund balance at 9/30/20 is $630,119.

CITY OF SUGAR LAND
DEBT SERVICE FUND
INCOME STATEMENT

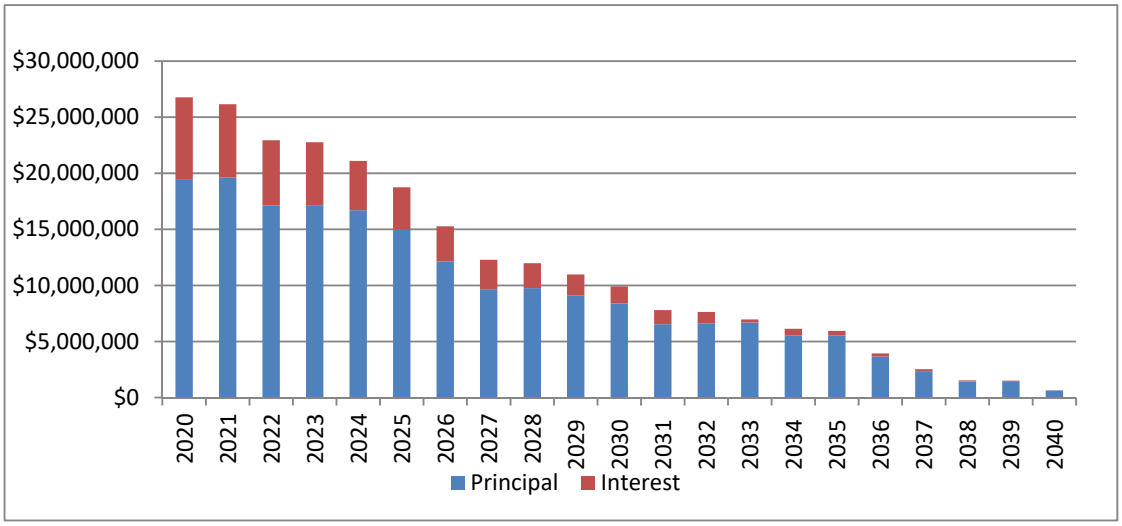
	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Current Property Tax	$ 17,326,947	$ 21,280,000	$ 21,333,000	$ 21,949,604	$ (814,077)	$ 21,135,527
Delinquent Property Taxes	6,698	54,000	137,825	28,000	-	28,000
District Property Taxes/Fund Balance	7,582,851	-	6,038	-	-	-
Interest on Investments	96,080	60,000	150,000	150,000	-	150,000
Miscellaneous	1	1,215,416	1,216,141	-	-	-
Refunding Bond Proceeds	-	13,715,000	13,715,005	-	-	-
Operating Revenues	25,012,577	36,324,416	36,558,009	22,127,604	(814,077)	21,313,527
Total Transfers In	4,077,656	9,521,299	9,740,529	7,856,081	-	7,856,081
Non-operating Revenues	4,077,656	9,521,299	9,740,529	7,856,081	-	7,856,081
Total Revenues	29,090,233	45,845,715	46,298,538	29,983,685	(814,077)	29,169,608
EXPENDITURES						
Current Outstanding & New Debt	26,684,296	27,814,259	26,947,808	28,860,669	-	28,860,669
Issuance Costs/Fiscal Fees/Other	17,098	147,783	187,837	25,503	-	25,503
Refunding Payment to Escrow	-	14,802,083	14,802,083	-	-	-
Total Debt Service	26,701,394	42,764,125	41,937,728	28,886,172	-	28,886,172
Rebates & Assignments	1,647,389	1,852,554	1,852,554	1,757,147	(42,241)	1,714,906
Transfers to Other Funds	44,530	57,170	57,170	65,430	-	65,430
Total Other Expenditures	1,691,918	1,909,724	1,909,724	1,822,577	(42,241)	1,780,336
Total Expenditures	28,393,312	44,673,849	43,847,452	30,708,749	(42,241)	30,666,508
Change in Fund Balance	696,921	1,171,866	2,451,086	(725,064)	(771,836)	(1,496,900)
Fund Balance - Beginning	4,926,142	5,623,063	5,623,063	8,074,149	-	8,074,149
Fund Balance - Ending	$ 5,623,063	$ 6,794,929	$ 8,074,149	$ 7,349,085	$ (771,836)	$ 6,577,249
Policy Requirement	$ 2,668,430	$ 2,781,426	$ 2,694,781	$ 2,886,067	$ -	$ 2,886,067
Over/(Under) Policy	2,954,634	4,013,503	5,379,368	4,463,018	-	3,691,182
Policy Requirement	10%	10%	10%	10%		10%

CITY OF SUGAR LAND
DEBT SERVICE FUND - TAXABLE CO'S
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Rent	$ 1,601,298	$ 1,901,286	$ 1,867,962	$ 2,004,811	$ -	$ 2,004,811
Interest Income	8,426	3,200	10,220	9,000	-	9,000
Operating Revenues	1,609,724	1,904,486	1,878,182	2,013,811	-	2,013,811
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	1,609,724	1,904,486	1,878,182	2,013,811	-	2,013,811
EXPENDITURES						
Current Outstanding & New Debt	1,591,199	1,591,199	1,591,199	1,590,399	-	1,590,399
Fiscal Fees/Other	750	1,000	1,000	1,000	-	1,000
Total Expenditures	1,591,949	1,592,199	1,592,199	1,591,399	-	1,591,399
Change in Fund Balance	17,775	312,287	285,983	422,412	-	422,412
Fund Balance - Beginning	622,872	622,873	622,873	908,856	-	908,856
Debt Service Reserve	-	(300,187)	(300,187)	(701,149)	-	(701,149)
Fund Balance - Ending	$ 640,647	$ 634,973	$ 608,669	$ 630,119	$ -	$ 630,119

CITY OF SUGAR LAND
DEBT SERVICE REQUIREMENTS TO MATURITY
TOTAL OF ALL DEBT OUTSTANDING*

FY Ending September 30	Principal	Interest	Total
2020	$ 19,480,406	$ 7,291,863	$ 26,772,269
2021	19,610,996	6,544,778	26,155,775
2022	17,110,000	5,834,463	22,944,463
2023	17,150,000	5,615,476	22,765,476
2024	16,705,000	4,400,563	21,105,563
2025	15,025,000	3,727,319	18,752,319
2026	12,145,000	3,124,838	15,269,838
2027	9,660,000	2,627,622	12,287,622
2028	9,755,000	2,228,762	11,983,762
2029	9,115,000	1,858,760	10,973,760
2030	8,385,000	1,527,282	9,912,282
2031	6,545,000	1,255,888	7,800,888
2032	6,615,000	1,023,369	7,638,369
2033	6,685,000	282,341	6,967,341
2034	5,535,000	602,606	6,137,606
2035	5,525,000	425,622	5,950,622
2036	3,660,000	276,694	3,936,694
2037	2,355,000	175,631	2,530,631
2038	1,430,000	107,819	1,537,819
2039	1,460,000	53,206	1,513,206
2040	640,000	12,800	652,800
TOTAL	$ 194,591,402	$ 48,997,699	$ 243,589,102



* Excludes anticipated new debt

CITY OF SUGAR LAND
DEBT SERVICE SCHEDULE OF REQUIREMENTS*
FISCAL YEAR 2020 BY ISSUE

Issue	Description		Principal	Interest	Total
2012	General Obligation Refunding Bonds, Series 2012	Refunding	$ 145,000	$ 6,825	$ 151,825
2012A	General Obligation Refunding Bonds, Series 2012A	Refunding	390,000	78,000	468,000
2013	Combined Tax & Revenue Cos, 2015	New	1,370,000	570,844	1,940,844
2014	Tax Notes	New	1,085,406	34,594	1,120,000
2014	Combined Tax & Revenue Cos, 2014	New	280,000	405,538	685,538
2014	General Obligation Refunding , Series 2014	Refunding	2,090,000	463,200	2,553,200
2015	Combined Tax & Revenue Cos, 2015	New	595,000	448,981	1,043,981
2015	General Obligation, Series 2015	New	520,000	368,219	888,219
2015	General Obligation Refunding , Series 2015	Refunding	825,000	373,475	1,198,475
2016	General Obligation, Series 2016	Refunding	1,375,000	902,600	2,277,600
2016	Certificates of Obligation, Series 2016	New	960,000	518,100	1,478,100
2016	General Obligation, Series 2016	New	380,000	177,850	557,850
2017	Certificates of Obligation, Series 2017	New	955,000	683,900	1,638,900
2018	General Obligation, Series 2019	Refunding	1,985,000	562,800	2,547,800
2018	Combined Tax & Revenue Certificates of Obligations	New	1,120,000	843,581	1,963,581
	Sub Total		14,075,406	6,438,507	20,513,913
2012	Unlimited Tax & Contract Revenue Refunding Bonds, Series 2012	MUD#21	415,000	18,525	433,525
2016	Unlimited Tax Refunding Bond, Series 2016	FB MUD #117	905,000	155,850	1,060,850
2015	Unlimited Tax Refunding Bond, Series 2015	FB MUD #109	305,000	131,800	436,800
2012	Unlimited Tax Refunding Bond, Series 2012	FB MUD #109	565,000	92,200	657,200
2012	Unlimited Tax Refunding Bond, Series 2012	FB MUD #106	1,045,000	69,325	1,114,325
2012	Unlimited Tax Refunding Bond, Series 2012	FB MUD #117	645,000	228,950	873,950
2011	Unlimited Tax Refunding Bond, Series 2011	FB MUD #112	495,000	111,500	606,500
2009	Unlimited Tax Refunding Bond, Series 2009	FB MUD #106	225,000	18,694	243,694
2009	Unlimited Tax Refunding Bond, Series 2009	FB MUD #111	805,000	26,513	831,513
	Sub-Total		5,405,000	853,356	6,258,356
Total Debt Requirement			$ 19,480,406	$ 7,291,863	$ 26,772,269

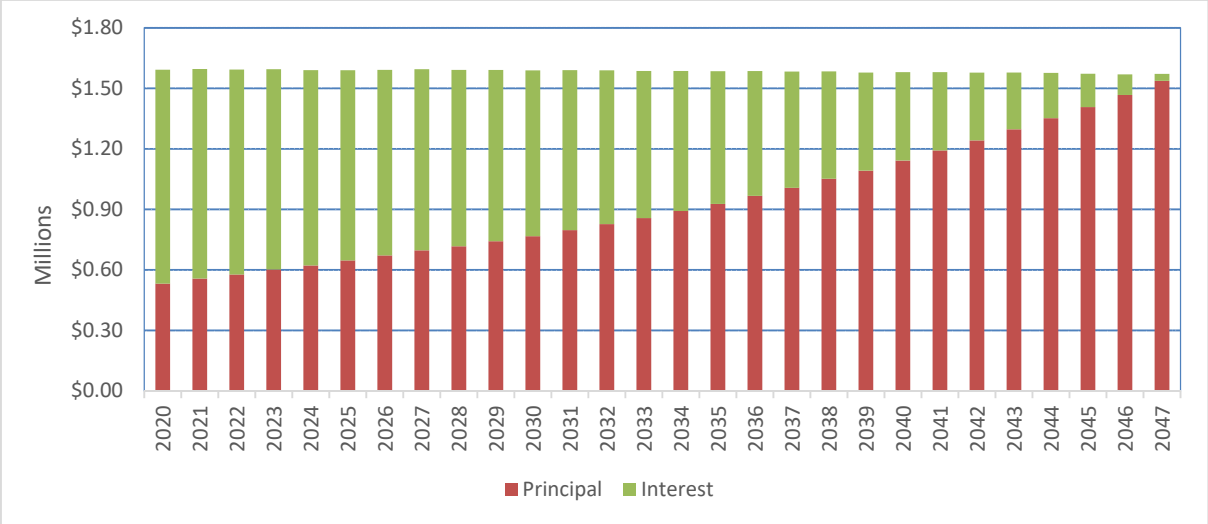
*** Excludes anticipated new debt**

CITY OF SUGAR LAND
DEBT SERVICE SCHEDULE OF REQUIREMENTS*
TO MATURITY BY ISSUE

Issue	Description		Principal	Interest	Total
2012	General Obligation Refunding Bonds, Series 2012	Refunding	$ 300,000	$ 9,150	$ 309,150
2012A	General Obligation Refunding Bonds, Series 2012A	Refunding	2,145,000	233,900	2,378,900
2013	Combined Tax & Revenue Cos, 2015	New	17,930,000	4,339,822	22,269,822
2014	Tax Notes	New	2,181,402	49,453	2,230,856
2014	General Obligation Refunding Bonds, Series 2014	Refunding	10,405,000	1,912,500	12,317,500
2014	Combined Tax & Revenue Cos, 2014	New	8,930,000	4,650,494	13,580,494
2015	Combined Tax & Revenue Cos, 2015	New	12,855,000	3,818,103	16,673,103
2015	General Obligation, Series 2015	New	11,120,000	3,121,809	14,241,809
2015	General Obligation Refunding Bonds, Series 2015	Refunding	9,070,000	1,765,075	10,835,075
2016	General Obligation, Series 2016	Refunding	21,195,000	4,341,600	25,536,600
2016	Certificates of Obligation, Series 2016	New	16,310,000	4,238,400	20,548,400
2016	General Obligation, Series 2016	New	6,435,000	1,619,325	8,054,325
2017	Certificates of Obligation, Series 2017	New	17,150,000	5,656,975	22,806,975
2018	Combined Tax & Revenue Cos, 2019	Refunding	19,960,000	7,543,078	27,503,078
2018	General Obligation, Series 2019	Refunding	14,425,000	2,687,314	17,112,314
	Sub Total		170,411,402	45,986,999	216,398,401
2012	Unlimited Tax & Contract Revenue Refunding Bonds, Series 2012	MUD#21	5,805,000	595,700	6,400,700
2016	Unlimited Tax Refunding Bond, Series 2016	FB MUD #117	5,805,000	595,700	6,400,700
2015	Unlimited Tax Refunding Bond, Series 2015	FB MUD #109	3,545,000	599,150	4,144,150
2012	Unlimited Tax Refunding Bond, Series 2012	FB MUD #109	2,305,000	231,000	2,536,000
2012	Unlimited Tax Refunding Bond, Series 2012	FB MUD #106	2,130,000	107,300	2,237,300
2012	Unlimited Tax Refunding Bond, Series 2012	FB MUD #117	5,885,000	1,066,950	6,951,950
2011	Unlimited Tax Refunding Bond, Series 2011	FB MUD #112	3,035,000	351,500	3,386,500
2009	Unlimited Tax Refunding Bond, Series 2009	FB MUD #106	460,000	28,388	488,388
2009	Unlimited Tax Refunding Bond, Series 2009	FB MUD #111	1,015,000	30,713	1,045,713
	Sub-Total		24,180,000	3,010,700	27,190,700
Total Debt Requirement			$ 194,591,402	$ 48,997,699	$ 243,589,101

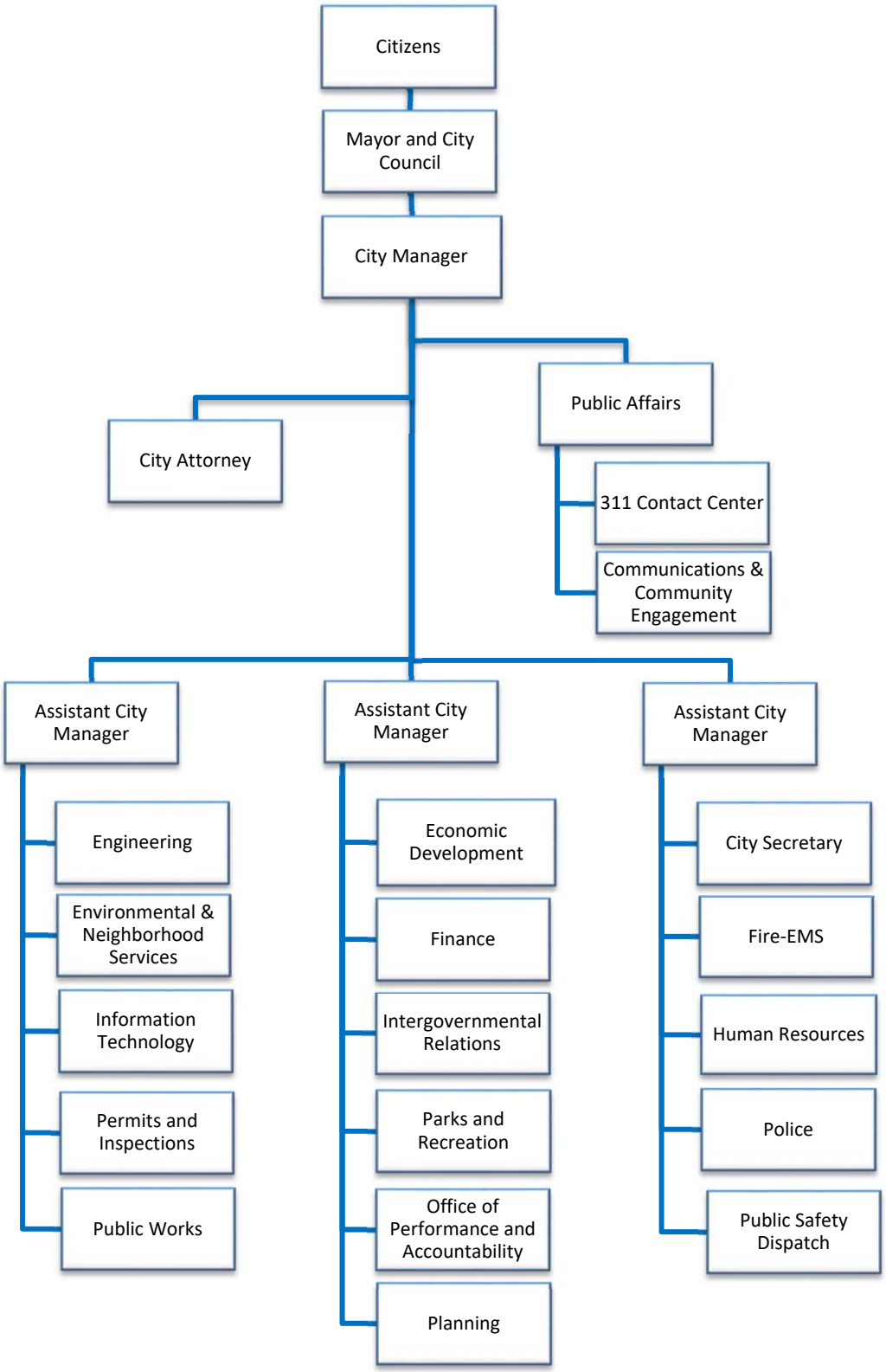
CITY OF SUGAR LAND
DEBT SERVICE REQUIREMENTS TO MATURITY
TOTAL OF ALL DEBT OUTSTANDING - TAXABLE CO'S

FY Ending September 30	Principal	Interest	Total
2020	$ 530,000	$ 1,060,399	$ 1,590,399
2021	555,000	1,038,699	1,593,699
2022	575,000	1,016,099	1,591,099
2023	600,000	992,599	1,592,599
2024	620,000	968,199	1,588,199
2025	645,000	942,899	1,587,899
2026	670,000	919,530	1,589,530
2027	695,000	897,768	1,592,768
2028	715,000	874,319	1,589,319
2029	740,000	849,029	1,589,029
2030	765,000	821,933	1,586,933
2031	795,000	793,065	1,588,065
2032	825,000	762,174	1,587,174
2033	855,000	729,090	1,584,090
2034	890,000	694,190	1,584,190
2035	925,000	657,890	1,582,890
2036	965,000	618,643	1,583,643
2037	1,005,000	576,288	1,581,288
2038	1,050,000	532,105	1,582,105
2039	1,090,000	486,095	1,576,095
2040	1,140,000	438,150	1,578,150
2041	1,190,000	388,055	1,578,055
2042	1,240,000	335,810	1,575,810
2043	1,295,000	281,308	1,576,308
2044	1,350,000	224,440	1,574,440
2045	1,405,000	165,208	1,570,208
2046	1,465,000	102,038	1,567,038
2047	1,535,000	34,538	1,569,538
TOTAL	$ 26,130,000	$ 18,200,560	$ 44,330,560



General Fund Organizational Chart

As of October 1, 2019



General Fund

The General Fund is used to account for all transactions not properly includable in other funds. The principal sources of revenue include property taxes, sales and franchise taxes, licenses and permits, fines and forfeitures, and charges for services. Expenditures include general administration, finance, public works, parks and recreation, community development, environmental and neighborhood services, and public safety. Budgetary fund balance reflects audited fund balance with adjustments for accrued sales and franchise taxes to properly reflect funds available for appropriation during the year.

Fiscal Year 2019

Projected Revenues Total revenues are projected to be $95,032,664, higher than the current budget. Sales tax is projected to come in at $40,389,440 which is $3,039,440 higher than budget, due to one-time payments received during the year and increases to recurring collections that were not budgeted in accordance with the Financial Management Policy Statements. Intergovernmental revenues of $1,791,006 include an estimated reimbursement from FEMA of $1,104,687 for expenses related to Hurricane Harvey response in August 2017. Revenues are expected to come in higher overall compared to the current budget, with a decrease in Permits and Inspections compared to budgeted revenue. Interest income is estimated at $662,000 which is significantly higher than budget due to higher interest rates obtained on investments.

Projected Expenditures

Total expenditures are projected to be $94,720,028. General Fund departmental expenditures in Finance and Parks & Recreation are expected to end the year at budget. Environmental & Neighborhood Services is expected to come in less than the current budget, while General Government, Public Works, Community Development, Police and Fire-EMS are anticipated to come in higher than budget. During the year, the budget was amended to fund several one-time expenditures that were identified as needs. Funds were available from FY18 ending fund balance which came in higher than planned.

Projected Fund Balance

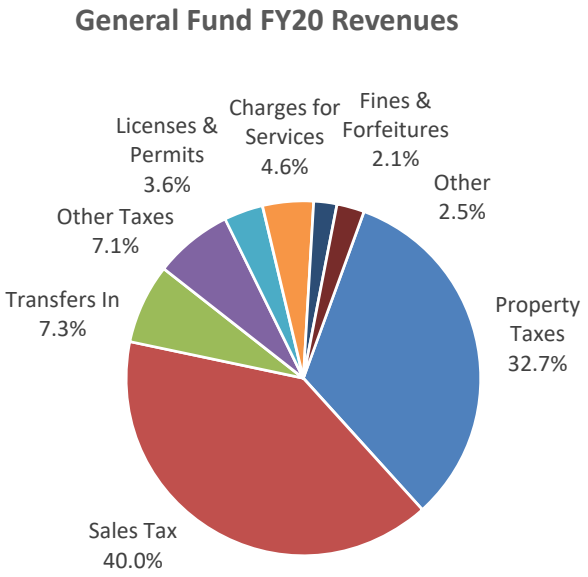
The fund balance is projected to be $27,953,256 as of September 30, 2019. This fund balance is $6,550,416 over the policy requirement, which is 25% of recurring budgeted expenditures.

Fiscal Year 2020

Budgeted Revenues

FY20 budgeted revenues total $94,549,105. The chart on the right shows a breakdown of General Fund revenues by type.

Sales tax revenue of $37,842,134 represents the largest portion of General Fund operating revenues at 40.0%. Sales tax is highly dependent on economic conditions; in accordance with the Financial Management Policy Statements, sales tax for FY20 is budgeted based on FY19 recurring projections with no growth. The budget also incorporates a decrease in revenue from an expiring incentive agreement, which is offset by a corresponding decrease in incentive grant payments.



Property tax revenue from the operations and maintenance tax rate of $0.19705 is budgeted at $30,946,472 and reflects a shift in the tax rate within the rollback tax rate to support additions to the budget for the Sugar Land Way. The total tax rate for Tax Year 2019 is $0.33200 per $100 of assessed value.

A total of $6,883,694 are transfers into to the General Fund. These transfers are from the Utility System, Solid Waste, and Airport Funds as reimbursements for overhead costs as determined by a cost allocation model. A transfer from the Sugar Land Development and Sugar Land 4B Corporations reimburse cost for Economic Development staff and activities, as well as for managing capital projects funded by the Corporations.

Other taxes total $6,755,243 and are made up of mixed beverage taxes and franchise payments the City receives for use of the City's right-of-way by utility providers. The budget anticipates a decrease of $267,632 in revenue due to the impact of the 86th Texas Legislature, which allows companies who provide both cable and telecommunications services to not pay the lower of the two franchise fees to the City. Licenses and Permits revenue is estimated at $3,360,657, which includes recommended user fee increases based on CPI and other factors. Charges for services is budgeted at $4,392,958 and include facility rentals, animal adoptions, EMS billing, ETJ fire fees and other user fees. Fees for EMS transport are estimated at $2,126,619 after a recommended increase and account for 48.4% of charges for services. Remaining revenue totals $4,367,947 and is made up of fines and forfeitures, interest income, intergovernmental and other miscellaneous revenues.

Budgeted Expenditures

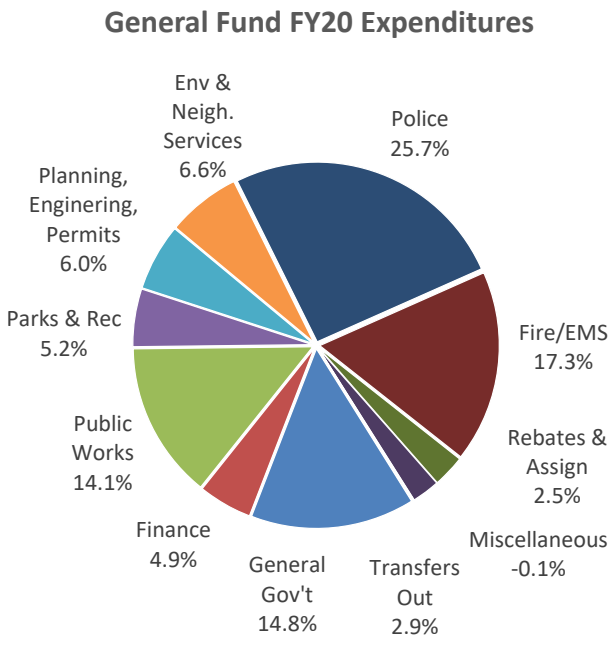
General Fund FY20 budgeted expenditures total $100,125,995. Of this amount, $94,796,397 is for departmental operating expenditures and $5,329,598 is for non-departmental expenditures including transfers, rebates & assignments, and miscellaneous items.

The base budget of $94,605,469 funds current personnel & benefits costs, including an estimated 7% increase in the City's cost for FY20. The base budget includes $1,314,353 for increases such as electricity, contractual obligations, maintenance agreements, property and liability insurance, and the recurring increase to infrastructure rehabilitation.

The budget includes $5,520,526 in additions, which consists of $2,854,482 in recurring and $2,666,044 in one-time expenditures.

Recurring expenditures include $1,102,041 for new positions.

Seventeen (17) new positions are tied to insourcing of ROW landscape maintenance and beautification and are offset by a reduction in contracted services.



The City has historically contracted to the private sector for landscape beautification and tractor mowing of over 665 acres of right-of-way and easements. In the last 3 years the City has experienced significant increases in cost. Ongoing concerns with commitment of contractors providing these services and performance to the City's standards led to the evaluation of insourcing these services as an alternative to the current service delivery methods. The recommendation of this evaluation is to bring the service in-house to be provided by City employees and equipment. This insourcing is expected to be accomplished

with the addition of four crews with three (3) GM workers, and a Crew Chief for each crew, and an Irrigation Foreman. Reallocation of two current staff members for supervision and management of the program means that with the addition of 17 positions and an initial one-time capital outlay of $320,000, the program will transition to in-house delivery effective April 1, 2020 and result in savings to the City which are essential in the long term financial sustainability of the service.

Other new positions include two Sr. Facility Technicians, one Fleet Services Clerk, one Animal Services Field Supervisor and a Stormwater Coordinator to improve service levels, all within Environmental & Neighborhood Services. The Police Department has three positions- a Bailiff for increased municipal court security, a Police Officer for traffic safety and a Crime Scene Technician. Other additions include a GIS Analyst, Court Collections Specialist, Street/Drainage Operations Manager, ITS Operations Manager, Dispatch Quality Assurance Supervisor and Fire Inspector for increased code enforcement efforts. Additions in Fleet Services and Public Safety Dispatch are offset by elimination of 2.5 existing part-time and temporary positions.

The budget adds $1,048,718 in recurring funding for infrastructure rehabilitation, $121,000 for vehicle repair and maintenance costs. Other recurring additions of $582,723 includes budgeted expenditures for printed materials for public education efforts, Stormwater management plan implementation, outside legal counsel, additional police body cameras, electricity and maintenance contract increases.

The budget includes one-time funding totaling $2,666,044. This funds $461,037 for infrastructure rehabilitation, $350,000 for a comprehensive plan update, $330,000 for Fire-EMS personal protective equipment, $320,000 for ROW insourcing as described above, $100,000 for a citywide technology connectivity study, $175,000 for a comprehensive user fee study, $35,000 for a public safety compensation study, $100,000 for a city-wide technology connectivity study, $85,000 for the crime prevention camera system, $76,250 for Taser replacement, an increase to the centralized contingency of $225,013, and a transfer to the Employee Benefits Fund to increase the reserve for self-funded claims of $151,239. Other one-time funding of $257,505 includes additional police body cameras, outside legal counsel, special events strategy management, Stormwater management plan and Council chamber technology.

Budgeted Fund Balance

The ending fund balance of $22,376,366 is $734,190 greater than the fund balance policy requirement, which is 25% of recurring budgeted expenditures. The FY20 budget is anticipated to have $5,576,890 in revenues under expenditures due to a drawdown of fund balance for one-time expenditures in accordance with the Financial Management Policy Statements.

CITY OF SUGAR LAND
GENERAL FUND
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Property Taxes	$ 22,659,218	$ 28,385,000	$ 28,385,000	$ 29,280,824	$ 1,665,648	$ 30,946,472
Sales Tax	40,120,678	37,350,000	40,389,440	37,842,134	-	37,842,134
Other Taxes	6,351,623	6,269,479	6,537,959	7,022,875	(267,632)	6,755,243
Licenses & Permits	3,394,457	3,508,672	3,250,585	3,360,657	-	3,360,657
Charges for Services	3,958,678	3,925,090	4,042,436	4,392,958	-	4,392,958
Fines & Forfeitures	1,723,330	1,654,300	1,774,565	1,995,000	-	1,995,000
Other	652,074	814,000	814,000	801,000	-	801,000
Intergovernmental	796,766	650,262	1,791,006	981,947	-	981,947
Interest Income	351,269	287,800	662,000	590,000	-	590,000
Operating Revenues	80,008,094	82,844,603	87,646,991	86,267,395	1,398,016	87,665,411
Non-operating Revenues	12,985,113	7,746,388	7,385,673	7,835,799	(952,105)	6,883,694
Total Revenues	92,993,207	90,590,991	95,032,664	94,103,194	445,911	94,549,105
EXPENDITURES						
General Government	12,651,445	13,712,537	13,810,031	14,224,909	588,993	14,813,902
Finance	4,008,564	4,647,664	4,647,664	4,595,735	264,105	4,859,840
Public Works	10,551,818	12,198,942	12,398,942	12,215,202	1,913,043	14,128,245
Parks & Recreation	4,666,845	5,087,022	5,087,022	4,969,965	243,279	5,213,244
Community Development	5,189,693	5,679,393	5,695,393	5,649,635	380,500	6,030,135
Environmental & Neighborhood SVC	5,137,252	6,591,854	6,391,854	5,977,686	668,700	6,646,386
Police Department	22,610,474	24,148,686	24,149,743	25,070,791	695,719	25,766,510
Fire Department	15,055,847	16,477,451	16,517,358	16,681,023	657,112	17,338,135
Departmental Expenditures	79,871,939	88,543,549	88,698,007	89,384,946	5,411,451	94,796,397
Transfers to other Funds	3,565,600	3,324,600	3,324,600	3,188,698	(282,761)	2,905,937
Miscellaneous	1,168,274	(362,101)	(96,509)	(305,408)	225,013	(80,395)
Rebates & Assignments	2,425,389	2,756,070	2,793,930	2,337,233	166,823	2,504,056
Non-departmental Expenditures	7,159,263	5,718,569	6,022,021	5,220,523	109,075	5,329,598
Total Expenditures	87,031,202	94,262,118	94,720,028	94,605,469	5,520,526	100,125,995
Revenues Over/(Under) Expenditures	5,962,005	(3,671,127)	312,636	(502,275)	(5,074,615)	(5,576,890)
Fund Balance - Beginning	29,093,454	35,055,459	35,055,459	35,368,095	-	35,368,095
Accrued Sales/Franchise Taxes	(7,414,839)	(7,414,839)	(7,414,839)	(7,414,839)	-	(7,414,839)
Fund Balance - Ending	$ 27,640,620	$ 23,969,493	$ 27,953,256	$ 27,450,981	$ (5,074,615)	$ 22,376,366
Ending Fund Balance- % of Oper Exp		28%	33%	32%		26%
Fund Balance - Requirement		$ 21,287,613	$ 21,402,840	$ 21,236,761		$ 21,642,176
Over / (Under) Policy		2,681,881	6,550,416	6,214,220		734,190

GENERAL FUND

SCHEDULE OF REVENUES

Description	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
CURRENT TAXES	$ 22,471,904	$ 28,314,000	$ 28,314,000	$ 29,195,824	$ 1,665,648	$ 30,861,472
DELINQUENT TAXES	18,227	71,000	71,000	50,000	-	50,000
PENALTY & INTEREST	156,454	-	-	25,000	-	25,000
SPECIAL INVENTORY/OVERAGE	12,633	-	-	10,000	-	10,000
Property Taxes	**22,659,218**	**28,385,000**	**28,385,000**	**29,280,824**	**1,665,648**	**30,946,472**
SALES TAXES	40,120,678	37,350,000	40,389,440	37,842,134	-	37,842,134
Sales Tax	**40,120,678**	**37,350,000**	**40,389,440**	**37,842,134**	**-**	**37,842,134**
MIXED DRINK TAX	648,252	638,500	638,500	638,500	-	638,500
ELECTRIC FRANCHISE	3,733,769	3,827,579	3,904,044	4,388,960	-	4,388,960
GAS FRANCHISE	387,518	241,400	393,000	393,000	-	393,000
FRANCHISE TELECOMM.	196,609	214,000	214,000	214,000	-	214,000
MISC. FRANCHISE FEES	287,693	247,000	287,415	287,415	(238,305)	49,110
CABLE TV FRANCHISE	1,097,782	1,101,000	1,101,000	1,101,000	(29,327)	1,071,673
Other Taxes	**6,351,623**	**6,269,479**	**6,537,959**	**7,022,875**	**(267,632)**	**6,755,243**
BUILDING PERMITS	1,702,787	1,746,400	1,676,312	1,701,457	-	1,701,457
INFRASTRUCTURE REVIEW	95,485	98,600	98,600	100,375	-	100,375
LAND DISTURBANCE FEE	888	900	4,921	5,010	-	5,010
RENTAL INSPECTION LICENSE	324,320	356,181	328,598	334,513	-	334,513
RENTAL REINSPECTION FEE	2,216	6,083	4,269	4,346	-	4,346
BLDG PERMITS - ELECTRICAL PERMITS	211,388	209,509	206,027	226,978	-	226,978
IRRIGATION PERMITS	33,570	50,536	16,062	21,116	-	21,116
HEALTH PERMITS	364,843	376,747	376,747	383,528	-	383,528
BLDG PERMITS - HVAC PERMITS	265,214	235,595	185,533	209,093	-	209,093
LIQUOR PERMITS	34,840	43,500	16,029	16,318	-	16,318
BLDG PERMITS - PLUMBING PERMITS	162,537	152,053	152,053	167,258	-	167,258
MOWING LIENS	5,923	14,200	14,200	14,200	-	14,200
PLAT FEES	41,111	67,700	17,805	18,125	-	18,125
REINSPECTION FEES	21,627	18,600	29,595	30,128	-	30,128
SIGN PERMITS	27,798	23,598	23,598	25,958	-	25,958
FLOOD ZONE DEVEL PERMIT	1,100	2,600	2,600	2,860	-	2,860
CONTRACTOR REGISTRATION	37,080	45,962	37,224	37,894	-	37,894
R-O-W PERMIT	7,898	1,700	3,301	3,360	-	3,360
SOLICITOR PERMITS	8,177	8,208	5,703	5,806	-	5,806
SITE PLAN FEES	17,332	20,700	20,700	21,073	-	21,073
ZONING & CONDITIONAL USE	19,972	22,300	14,530	14,792	-	14,792
LATE FEES/LICENSE&PERMITS	1,554	-	-	-	-	-
PERMIT PENALTIES	6,802	7,000	16,178	16,469	-	16,469
Licenses & Permits	**3,394,457**	**3,508,672**	**3,250,585**	**3,360,657**	**-**	**3,360,657**
REIMBURSEMENTS	229,501	395,100	404,700	254,700	-	254,700
ROYALTIES	195	-	-	-	-	-
STREET LIGHT CHARGES	8,435	15,300	15,300	15,575	-	15,575
ANIMAL ADOPTION FEES	51,930	45,000	37,500	37,500	-	37,500
ANIMAL IMPOUNDMENT FEES	570	800	682	682	-	682
POOL ADMISSIONS	10,098	7,500	7,500	7,635	-	7,635
SWIM LESSIONS	-	1,500	1,500	1,527	-	1,527
FACILITY USAGE CARDS	64,267	60,600	60,600	61,691	-	61,691
POOL RENTAL	1,181	-	-	-	-	-
P&R BUILDING RENTALS	116,542	104,200	104,200	106,076	-	106,076
COMM. EVENTS-RECREATION	2,055	2,300	9,000	2,462	-	2,462
ATHLETIC LEAGUES	28,055	27,000	27,000	27,486	-	27,486
PAVILION RENTALS	51,045	45,000	45,000	45,810	-	45,810
CAMP PROGRAMS	123,405	136,500	136,500	138,957	-	138,957
LIGHT FEES	38,932	42,000	42,000	42,756	-	42,756
LEISURE CLASSES	89,492	86,900	79,459	80,889	-	80,889
ATHLETIC FIELD RENTAL	11,822	12,000	12,000	12,216	-	12,216
SENIOR PROGRAMS	4,755	11,800	11,800	12,012	-	12,012
PARKS VENDING MACHINE	-	400	400	407	-	407

GENERAL FUND

SCHEDULE OF REVENUES

Description	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
ACCIDENT REPORTS	8,234	10,600	7,114	7,242	-	7,242
CASH OVER & SHORT	(66)	-	-	-	-	-
FALSE ALARM FEES	73,800	65,300	65,300	66,475	-	66,475
REPRODUCTION COPIES	9,809	6,400	6,400	6,611	-	6,611
FINGER PRINTING	7,412	7,500	6,411	7,615	-	7,615
EMS BILLING	1,636,978	1,666,634	1,773,399	2,126,619	-	2,126,619
FIRE PROTECTION FEES	1,247,194	1,000,000	1,000,000	1,145,204	-	1,145,204
FIRE ALARM PERMITS	31,641	37,000	43,909	44,575	-	44,575
OTHER FIRE CODE PERMITS	111,397	137,756	144,762	140,236	-	140,236
Charges for Services	**3,958,678**	**3,925,090**	**4,042,436**	**4,392,958**	**-**	**4,392,958**
ADMINISTRATIVE COURT FEES	71,080	60,000	60,000	75,000	-	75,000
DPS FEES - CITY PORTION	9,365	8,700	8,700	10,000	-	10,000
CHILD SAFETY FINES	147,580	118,000	150,000	150,000	-	150,000
MUNICIPAL COURT FINES	1,302,839	1,291,000	1,347,265	1,541,000	-	1,541,000
JUDICIAL EFFICIENCY	12,048	10,000	12,000	12,000	-	12,000
CMV FINES	37,053	34,600	34,600	45,000	-	45,000
WARRANT FEES	131,455	120,000	150,000	150,000	-	150,000
COURT CONVENIENCE FEE	11,910	12,000	12,000	12,000	-	12,000
Fines & Forfeitures	**1,723,330**	**1,654,300**	**1,774,565**	**1,995,000**	**-**	**1,995,000**
DONATIONS	102,674	208,100	208,100	208,100	-	208,100
DISSOLUTION	(156,251)	-	-	-	-	-
MISCELLANEOUS	175,351	79,900	79,900	79,900	-	79,900
PROPERTY INS.RECOVERY	493,305	500,000	500,000	500,000	-	500,000
SALE OF CAPITAL PROPERTY	5,902	13,000	13,000	-	-	-
UNCLAIMED & NON-CAPITAL	31,093	-	-	-	-	-
NON-CAPITAL ASSETS	-	13,000	13,000	13,000	-	13,000
Other	**652,074**	**814,000**	**814,000**	**801,000**	**-**	**801,000**
LEOSE FUNDS	9,413	9,400	10,457	9,400	-	9,400
CONSOLIDATED GRANTS	90,476	74,903	74,903	60,959	-	60,959
FEDERAL FUNDS	243,601	5,100	1,109,787	5,100	-	5,100
STATE FUNDS	16,254	7,700	7,700	7,700	-	7,700
TIRZ FUND 111	72,642	78,262	78,262	78,370	-	78,370
TRANSFER FROM TIRZ 3	5,366	9,835	9,835	20,106	-	20,106
TRANSFER FROM TIRZ 4	50,500	701	35,701	25,808	-	25,808
FROM CU SL4B FUND 114	308,513	314,361	314,361	699,504	-	699,504
FEMA	-	150,000	150,000	30,000	-	30,000
Intergovernmental	**796,766**	**650,262**	**1,791,006**	**981,947**	**-**	**981,947**
INTEREST ON INVESTMENTS	437,189	215,800	590,000	590,000	-	590,000
UNREALIZ GAIN/LOSS-INVEST	(85,919)	72,000	72,000	-	-	-
Interest Income	**351,269**	**287,800**	**662,000**	**590,000**	**-**	**590,000**
ADMINISTRATIVE FEES	5,577,224	6,494,536	6,494,536	6,583,694	-	6,583,694
TRANSFER FROM UTILITIES	750,000	-	-	-	-	-
TRANSFER FROM SOLID WASTE	300,000	300,000	300,000	300,000	-	300,000
TRF FR DEBT REDUCTION 074 GTWOOD	2,695,636	-	-	-	-	-
TRF FR DEBT REDUCTION 079 NT	2,695,636	-	-	-	-	-
TRF FR RED LIGHT FUND 073	966,617	951,852	591,137	952,105	(952,105)	-
Transfers In	**12,985,113**	**7,746,388**	**7,385,673**	**7,835,799**	**(952,105)**	**6,883,694**
GRAND TOTAL	**$ 92,993,207**	**$ 90,590,991**	**$ 95,032,664**	**$ 94,103,194**	**$ 445,911**	**$ 94,549,105**

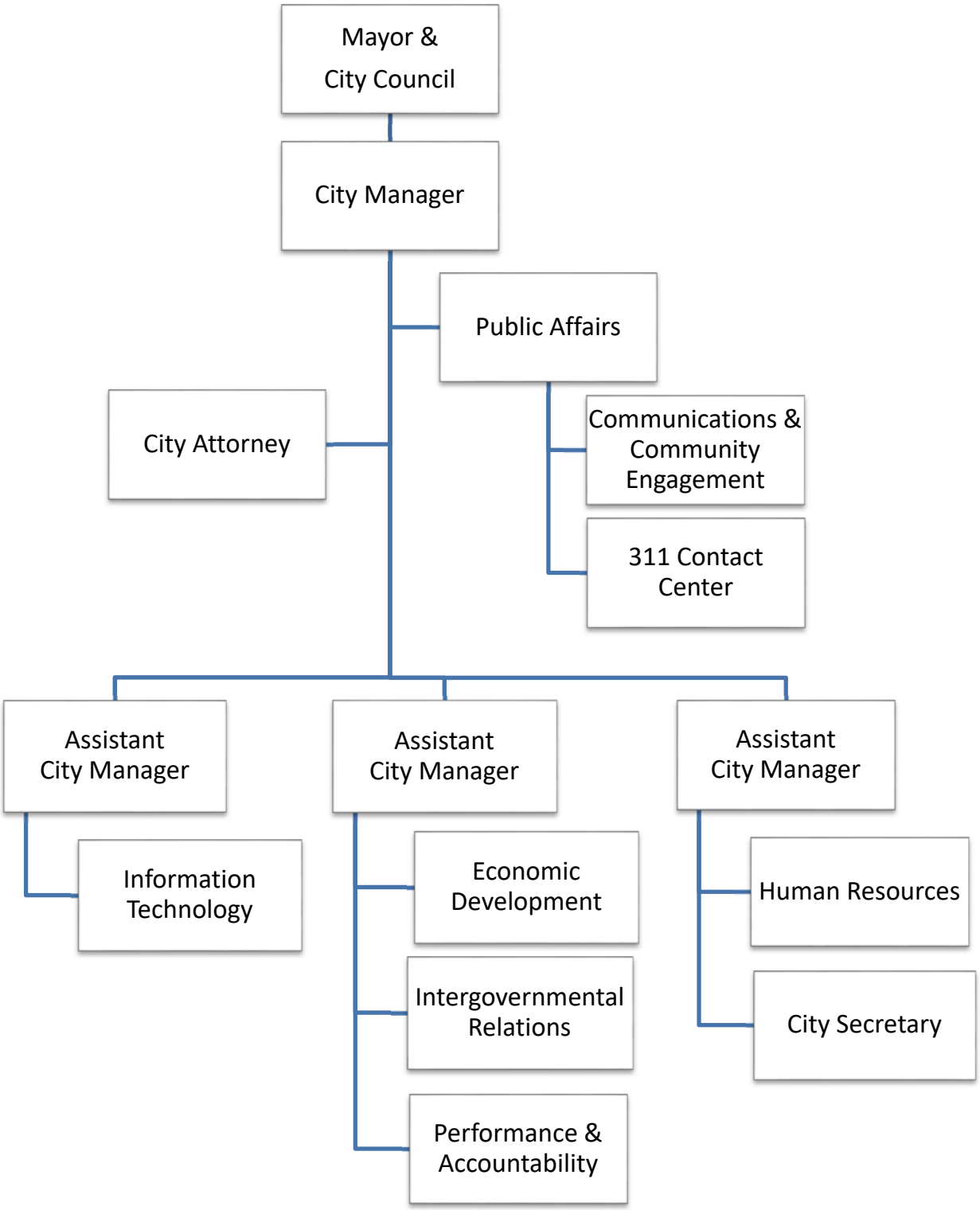
GENERAL FUND
SUMMARY OF EXPENDITURES

Description	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Mayor & City Council	$ 227,473	$ 237,151	$ 237,151	$ 235,709	$ -	$ 235,709
City Manager	993,465	894,318	894,318	1,353,604	45,000	1,398,604
Assistant City Managers	1,293,819	1,269,786	1,269,786	1,344,435	-	1,344,435
City Secretary	841,192	890,407	938,901	871,057	19,121	890,178
Ofc. of Communications & Community Engagement	1,429,399	1,078,710	1,081,710	1,315,272	50,020	1,365,292
311 Contact Center	362,273	444,189	444,189	444,189	-	444,189
Human Resources	1,390,705	1,608,197	1,654,197	1,488,910	205,000	1,693,910
City Attorney	926,418	1,038,314	1,038,314	998,673	93,665	1,092,338
Information Technology	3,782,726	4,354,526	4,354,526	4,644,153	176,187	4,820,340
Office of Performance & Accountability	561,826	730,484	730,484	501,942	-	501,942
Economic Development	647,055	934,726	934,726	790,132	-	790,132
Office of Intergovernmental Relations	195,094	231,729	231,729	236,833	-	236,833
General Government	**12,651,445**	**13,712,537**	**13,810,031**	**14,224,909**	**588,993**	**14,813,902**
Finance Administration	821,176	1,028,108	1,028,108	1,047,226	175,000	1,222,226
Budget Office	476,766	531,025	531,025	490,491	-	490,491
Accounting	1,240,397	1,268,083	1,268,083	1,336,404	-	1,336,404
Purchasing	536,515	595,290	595,290	625,231	-	625,231
Municipal Court	933,709	1,225,158	1,225,158	1,096,383	89,105	1,185,488
Finance	**4,008,564**	**4,647,664**	**4,647,664**	**4,595,735**	**264,105**	**4,859,840**
Public Works Administration	567,556	613,623	613,623	479,839	50	479,889
Street & Drainage Maintenance	3,530,568	4,370,490	4,570,490	4,255,476	1,401,094	5,656,570
ROW Maintenance	1,846,893	2,320,247	2,320,247	2,489,558	320,500	2,810,058
Traffic Operations	4,606,800	4,894,582	4,894,582	4,990,329	191,399	5,181,728
Public Works	**10,551,818**	**12,198,942**	**12,398,942**	**12,215,202**	**1,913,043**	**14,128,245**
Parks Administration	639,121	700,327	706,327	677,637	-	677,637
Development & Maintenance	2,464,978	2,616,211	2,610,211	2,726,382	193,279	2,919,661
Special Events	369,236	617,648	617,648	379,694	50,000	429,694
Recreation	1,193,510	1,152,836	1,152,836	1,186,252	-	1,186,252
Parks & Recreation	**4,666,845**	**5,087,022**	**5,087,022**	**4,969,965**	**243,279**	**5,213,244**
Community Development Administration	169,857	178,626	178,626	195,881	-	195,881
Permits & Inspections	1,353,052	1,437,766	1,437,766	1,470,052	3,100	1,473,152
Planning & Development	518,087	630,702	630,702	580,904	-	580,904
Transportation & Long Range Planning	480,126	513,246	513,246	477,379	375,000	852,379
City Engineer	2,668,571	2,919,053	2,935,053	2,925,419	2,400	2,927,819
Community Development	**5,189,693**	**5,679,393**	**5,695,393**	**5,649,635**	**380,500**	**6,030,135**
ENS Administration	357,683	419,746	419,746	469,178	-	469,178
Community Outreach	288	-	-	-	-	-
Fleet Services	717,052	761,191	761,191	850,985	8,792	859,777
Facilities Management	2,147,403	3,277,509	3,082,009	2,483,613	344,918	2,828,531
Animal Services	874,176	1,006,894	1,002,394	1,035,977	100,181	1,136,158
Stormwater Management	146,998	139,230	139,230	96,922	208,824	305,746
Food Inspection	274,736	327,011	327,011	325,679	5,175	330,854
Code Enforcement	412,813	426,196	426,196	451,341	210	451,551
Rental Registration	206,104	234,077	234,077	263,991	600	264,591
Environmental & Neighborhood SVC	**5,137,252**	**6,591,854**	**6,391,854**	**5,977,686**	**668,700**	**6,646,386**
Police Administration	854,137	907,332	907,332	987,557	85,000	1,072,557
Support Services Bureau	2,438,199	2,541,369	2,545,406	2,484,962	54,900	2,539,862
Professional services	1,152,216	1,343,718	1,335,709	1,286,644	161,707	1,448,351
TCLEOSE Training	7	18,492	18,492	10,458	-	10,458
Patrol	11,918,061	12,449,292	12,449,292	13,193,993	235,719	13,429,712
Criminal Investigations	3,313,805	3,558,394	3,559,838	3,721,106	86,952	3,808,058
Detention Center	424,721	436,733	437,753	454,517	-	454,517
SWAT	22,610	22,435	25,000	25,000	-	25,000
Public Safety Dispatch	2,486,720	2,870,921	2,870,921	2,906,554	71,441	2,977,995
Police Department	**22,610,474**	**24,148,686**	**24,149,743**	**25,070,791**	**695,719**	**25,766,510**

Description	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Fire Administration	401,371	420,409	420,409	519,909	-	519,909
Emergency Services	10,663,748	11,354,303	11,362,357	14,546,199	477,100	15,023,299
Emergency Medical Services	2,014,072	2,214,873	2,219,373	-	-	-
Haz Mat	44,615	22,539	44,539	-	-	-
Prevention	966,044	1,215,621	1,215,621	1,223,928	179,312	1,403,240
Emergency Management	377,003	498,478	503,831	390,987	700	391,687
Professional Development	588,995	751,228	751,228	-	-	-
Fire Department	**15,055,847**	**16,477,451**	**16,517,358**	**16,681,023**	**657,112**	**17,338,135**
Total Operating Expenditures	**79,871,939**	**88,543,549**	**88,698,007**	**89,384,946**	**5,411,451**	**94,796,397**
Transfers to other Funds	3,565,600	3,324,600	3,324,600	3,188,698	(282,761)	2,905,937
Miscellaneous	1,168,274	(362,101)	(96,509)	(305,408)	225,013	(80,395)
Rebates & Assignments	2,425,389	2,756,070	2,793,930	2,337,233	166,823	2,504,056
Debt Service	-	-	-	-	-	-
Total Non-Operating	**7,159,263**	**5,718,569**	**6,022,021**	**5,220,523**	**109,075**	**5,329,598**
Total Expenditures	**87,031,202**	**94,262,118**	**94,720,028**	**94,605,469**	**5,520,526**	**100,125,995**
Category Summary						
Salary & Benefits	60,023,452	65,104,515	65,079,515	68,265,838	1,084,052	69,349,890
Supplies	2,622,740	2,984,945	3,058,355	5,098,631	1,693,184	6,791,815
Professional Services	7,623,072	8,199,181	8,304,452	7,663,759	1,094,627	8,758,386
Repairs & Maintenance	7,065,929	9,658,227	9,646,797	5,946,674	576,044	6,522,718
Purchased Services	1,841,823	2,413,202	2,440,058	2,157,705	245,520	2,403,225
Capital Items/Other	694,924	183,479	168,830	252,339	718,024	970,363
Total Category Expenditures	**79,871,939**	**88,543,549**	**88,698,007**	**89,384,946**	**5,411,451**	**94,796,397**
Total Non-Operating	**7,159,263**	**5,718,569**	**6,022,021**	**5,220,523**	**109,075**	**5,329,598**
Total Expenditures	**$ 87,031,202**	**$ 94,262,118**	**$ 94,720,028**	**$ 94,605,469**	**$ 5,520,526**	**$ 100,125,995**

General Government

As of October 1, 2019



Mayor and City Council

Services Provided

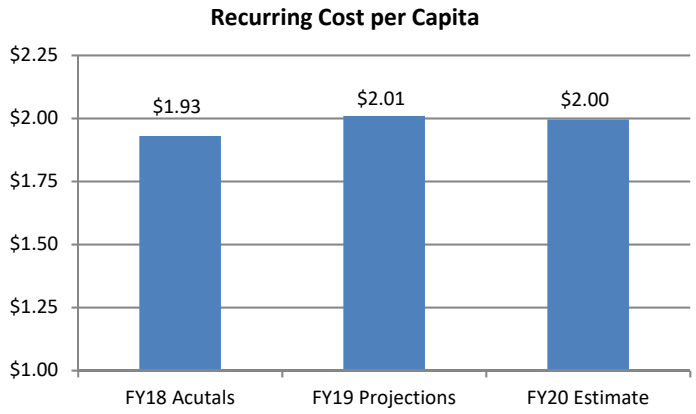
The **Mayor and City Council** provide direction to the City Manager and staff to achieve service level objectives. The long-range vision of the City is established by adopting goals, objectives, and strategies. Two regular City Council meetings are held each month on the first and third Tuesday, as well as a workshop on the fourth Tuesday of the month. The Mayor and City Council adopt policies and may modify policy recommendations from the City Manager. The annual budget and five-year CIP, filed by the City Manager, is reviewed by the Mayor and City Council through a series of workshops and public hearings and is adopted by ordinance per the City's charter requirements.

FY20 Requests

There are no additions to the Mayor and City Council FY20 budget.

Performance Measures: Responsible City Government

The City Council measure for "cost-effective delivery of City services" is a recurring cost per capita, the fiscal year estimate is based on total population.



Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 156,540	$ 164,146	$ 164,146	$ 161,104	$ -	$ 161,104
Supplies	1,311	8,274	10,274	10,274	-	10,274
Professional Services	41,745	26,200	28,200	29,800	-	29,800
Repairs & Maintenance	-	-	-	-	-	-
Purchased Services	27,877	38,531	34,531	34,531	-	34,531
Capital/Other	-	-	-	-	-	-
Category Totals	**$ 227,473**	**$ 237,151**	**$ 237,151**	**$ 235,709**	**$ -**	**$ 235,709**

City Manager

Services Provided

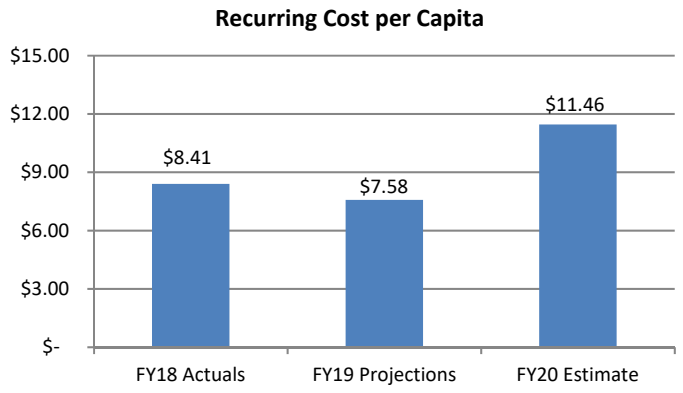
The **City Manager** is appointed by City Council and serves as Chief Executive Officer of the City. The City Manager is responsible for making recommendations to City Council, filing the annual budget, five-year CIP, strategic project work plan and five-year financial forecast, and providing leadership and direction to City staff to achieve City Council goals and objectives. On a day-to-day basis, however, the City Manager focuses on "Responsible City Government," as evidenced by the emphasis on implementing City Council direction, managing the City organization through the appointment and removal of employees, and encouraging citizen engagement and education.

FY20 Requests

A total of $45,000 in one-time donations from the Legacy Foundation.

Performance Measures: Responsible City Government

The City Council measure for "cost-effective delivery of City services" is recurring cost per capita.



Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 931,482	$ 814,684	$ 814,684	$ 1,297,970	$ -	$ 1,297,970
Supplies	11,969	17,133	22,653	26,653	-	26,653
Professional Services	8,674	3,430	2,210	2,210	-	2,210
Repairs & Maintenance	-	-	-	-	-	-
Purchased Services	38,656	59,071	54,771	26,771	-	26,771
Capital/Other	2,685	-	-	-	45,000	45,000
Category Totals	**$ 993,465**	**$ 894,318**	**$ 894,318**	**$ 1,353,604**	**$ 45,000**	**$ 1,398,604**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Additions	FY20 Budget
City Manager	11.00	11.00	-	11.00	-	11.00
FTE Count Totals	**11.00**	**11.00**	**-**	**11.00**	**-**	**11.00**

Assistant City Managers

Services Provided

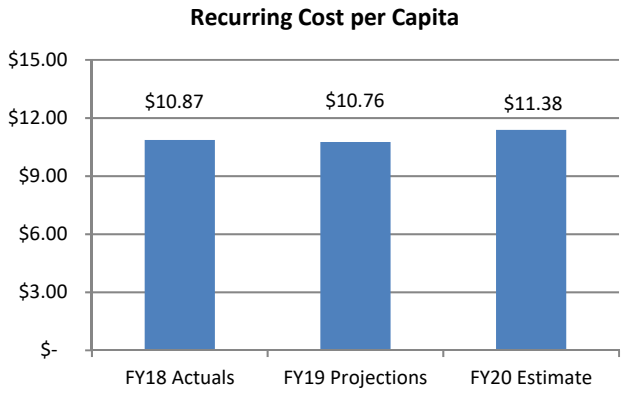
The **Assistant City Managers** provide executive oversight, guidance, and support to respective departments to ensure the priorities of the City are understood and achieved. The Assistant City Managers serve on behalf of the City Manager in managing projects, assignments, and representing the organization and the community. The Assistant City Managers also act in place of the City Manager in his absence.

FY20 Requests

There are no additions to the Assistant City Managers' FY20 budget.

Performance Measures: Responsible City Government

The City Council measure for "cost-effective delivery of City services" is a recurring cost per capita.



Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 1,192,319	$ 1,121,007	$ 1,121,007	$ 1,256,027	$ -	$ 1,256,027
Supplies	8,686	16,175	16,175	18,178	-	18,178
Professional Services	34,755	71,566	71,566	10,000	-	10,000
Repairs & Maintenance	-	1,675	1,675	-	-	-
Purchased Services	45,390	59,363	59,363	60,230	-	60,230
Capital/Other	12,670	-	-	-	-	-
Category Totals	**$ 1,293,819**	**$ 1,269,786**	**$ 1,269,786**	**$ 1,344,435**	**$ -**	**$ 1,344,435**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Additions	FY20 Budget
Assistant City Managers	9.00	9.00	(2.00)	7.00	-	7.00
FTE Count Totals	**9.00**	**9.00**	**(2.00)**	**7.00**	**-**	**7.00**

City Secretary

Mission Statement

Act as stewards of open and accountable government, committed to uphold statutory principles, serve as guardians of the municipal legislative processes and official information, practice integrity, and provide excellent service that respects the uniqueness and diversity of the City organization and the community.

Services Provided

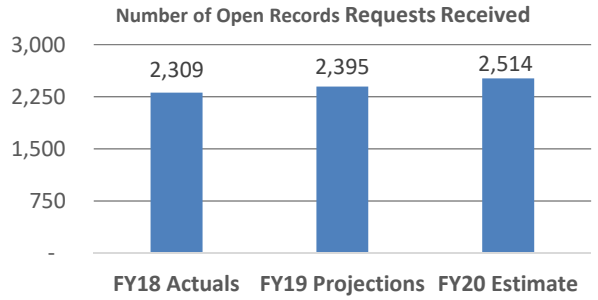
The Office of the **City Secretary** is responsible for three primary functions: legislative service, records management, and public information services. Legislative services include managing and coordinating all public meetings, elections, ordinance codification, contract execution, legal notice publications, crafting recognitions and proclamations, policy adoption, and board and commission appointments. For records management, the department maintains a centralized records center archive, an electronic document management system, and a database for vehicle registration and property documents. The department also facilitates record disposition. Public information services provided by the department include response to open records requests, and standardized guidelines for City Hall displays and meeting presentations.

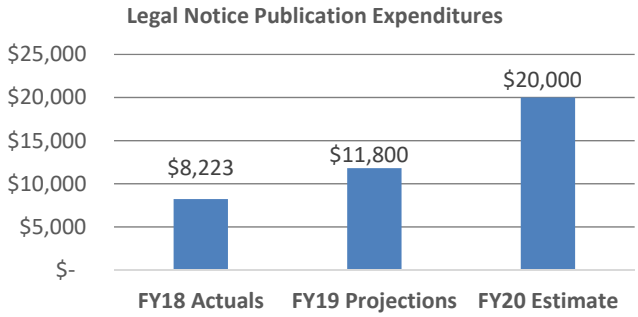
FY20 Requests

A total of $19,121 in recurring funding is included in the **City Secretary's** FY20 budget for software licenses.

Performance Measures: Responsible City Government

The City Council measure for "Customer Response Management" is the number of open records requests received by the department. In accordance with state law, historical and budgeted expenditures for publication of legal notices are shown in the charts below.





Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 701,408	$ 695,206	$ 695,206	$ 698,656	$ -	$ 698,656
Supplies	61,613	72,804	48,659	47,558	-	47,558
Professional Services	20,449	35,813	110,598	24,325	-	24,325
Repairs & Maintenance	3,745	6,899	4,753	753	-	753
Purchased Services	44,696	79,685	79,685	95,465	19,121	114,586
Capital/Other	9,281	-	-	4,300	-	4,300
Category Totals	**$ 841,192**	**$ 890,407**	**$ 938,901**	**$ 871,057**	**$ 19,121**	**$ 890,178**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Additions	FY20 Budget
City Secretary	7.00	7.00	-	7.00	-	7.00
FTE Count Totals	**7.00**	**7.00**	**-**	**7.00**	**-**	**7.00**

Communications & Community Engagement

Mission Statement

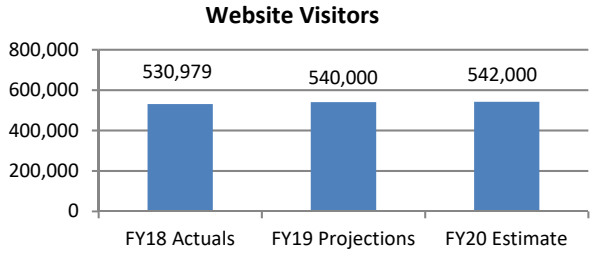
The Office of Communications & Community Engagement seeks to (a) clearly and accurately communicate information regarding key City services, programs, messages and values; (b) foster an engaged and informed citizenry; (c) protect the safety and welfare of our citizens; (d) provide leadership in further strengthening and promoting Sugar Land's "brand" as a benchmark for superior municipal government service through all City communication tools including publications, website, social media, municipal television, media relations, and emergency communications; (e) serve as a resource to City departments for delivery of their specific communication needs; and (f) enhance the quality of life in the community with a commitment to excellence in connecting residents with city resources and citizen programs.

Services Provided

The **Communications** team is responsible for providing accurate, responsive and timely information to citizens and the public through a variety of communication tools including publications, website, SLTV16, social media, media relations, public safety and emergency communications; also facilitate and serve as a resource to City departments to manage their individual communication needs effectively and efficiently. The **Community Engagement** team is responsible for connecting, communicating, and engaging with the residents of the City of Sugar Land. They manage the 'Serve Sugar Land' volunteer program in addition to numerous citizen engagement opportunities; as well as, provide resources for residents to register concerns and receive information, serving as a portal for resident contact.

Performance Measures: Responsible City Government

The City Council measures for "Easy access to city government" are citizen satisfaction with City publications, website and municipal television (SLTV16), and number of website visitors.



FY20 Requests

There are $50,020 in recurring additions to **Communications and Community Engagement** FY20 budget. This includes $50,000 for printed material and $20 for vehicle repair and maintenance.

Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 816,089	$ 786,949	$ 786,949	$ 1,035,361	$ -	$ 1,035,361
Supplies	48,739	70,794	71,294	60,284	-	60,284
Professional Services	41,095	55,350	47,350	63,800	-	63,800
Repairs & Maintenance	3,740	430	430	430	20	450
Purchased Services	56,961	52,687	55,687	35,397	50,000	85,397
Capital/Other	462,775	112,500	120,000	120,000	-	120,000
Category Totals	**$ 1,429,399**	**$ 1,078,710**	**$ 1,081,710**	**$ 1,315,272**	**$ 50,020**	**$ 1,365,292**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Additions	FY20 Budget
Communications & Community Engagement	9.00	9.00	2.00	11.00	-	11.00
FTE Count Totals	**9.00**	**9.00**	**2.00**	**11.00**	**-**	**11.00**

311 Contact Center

Mission Statement

The 311 Contact Center provides superior customer service to the residents and visitors of the City of Sugar Land by answering general inquiry questions and processing requests for city services swiftly and accurately.

Services Provided

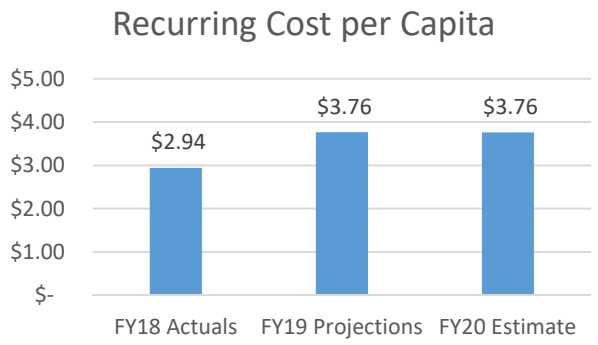
Utilizing automated call distribution software, inquiries are routed to 311 Ambassadors to respond and document in the city's citizen relationship management (CRM) software. The Contact Center creates a single point of contact for residents and visitors, provides enhanced reporting and analytics, and enables departments to focus on their core mission.

FY20 Requests

There are no additions to the 311 Contact Center's FY20 budget.

Performance Measures: Responsible City Government

The City Council measure for "cost-effective delivery of City Services" is recurring cost per capita.



Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 292,657	$ 352,059	$ 352,059	$ 374,357	$ -	$ 374,357
Supplies	15,103	7,720	7,720	4,876	-	4,876
Professional Services	7,108	27,345	27,345	20,300	-	20,300
Repairs & Maintenance	300	-	-	-	-	-
Purchased Services	31,515	57,065	57,065	44,656	-	44,656
Capital/Other	15,589	-	-	-	-	-
Category Totals	**$ 362,273**	**$ 444,189**	**$ 444,189**	**$ 444,189**	**$ -**	**$ 444,189**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Additions	FY20 Budget
311 Contact Center	7.20	7.20	-	7.20	-	7.20
FTE Count Totals	**7.20**	**7.20**	**-**	**7.20**	**-**	**7.20**

Human Resources

Mission Statement

Serve managers and employees by providing excellent human resources systems and risk management programs to help them be a "Champion Workforce," helping the organization achieve excellence in delivering public services and impacting the organization's financial resources through cost effective/efficient government.

Services Provided

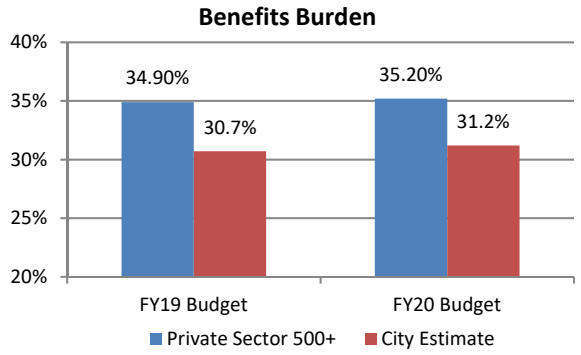
Human Resources is responsible for recruitment, total compensation, organization development, health and wellness, leave administration, employee policies and procedures, and employee recognition for all City departments. **Risk Management** oversees the City's insurance program for workers' compensation, property, auto, crime, and all lines of liabilities, as well as the review of contractual insurance requirements, claims management, and the safety and loss prevention program.

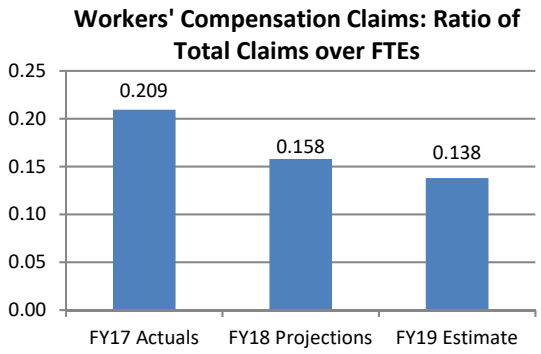
FY20 Requests

A total of $205,000 is added to Human Resources' FY20 budget, which includes $35,000 for a public safety compensation study, $20,000 for public safety assessment centers and $150,000 for public safety physical validation testing.

Performance Measures: Responsible City Government

The "Benefits Burden" is the ratio of the cost of defined benefits to total compensation, and by City policy, the Burden will be no greater than the private sector. The "Workers' Compensation Claims" performance measure is the ratio of total claims over the number of employees, and the target is to reduce on-the-job injuries, illnesses and exposures.





Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 1,139,461	$ 1,189,607	$ 1,189,607	$ 1,158,807	$ -	$ 1,158,807
Supplies	80,185	91,626	87,162	90,664	-	90,664
Professional Services	42,803	152,495	198,495	60,160	185,000	245,160
Repairs & Maintenance	3,733	600	600	903	-	903
Purchased Services	124,522	173,869	178,333	178,376	20,000	198,376
Capital/Other	-	-	-	-	-	-
Category Totals	**$ 1,390,705**	**$ 1,608,197**	**$ 1,654,197**	**$ 1,488,910**	**$ 205,000**	**$ 1,693,910**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Additions	FY20 Budget
Human Resources	11.00	11.00	-	11.00	-	11.00
FTE Count Totals	**11.00**	**11.00**	**-**	**11.00**	**-**	**11.00**

City Attorney

Mission Statement

The City Attorney's Office seeks to provide legal services to the City Council, boards and commissions, management, and employees that are timely; understandable and accessible to the client; achieve the City's goals within the boundaries of the law; based on the Department's independent judgment of the law; and protect the legal interests of the City as a municipal corporation.

Services Provided

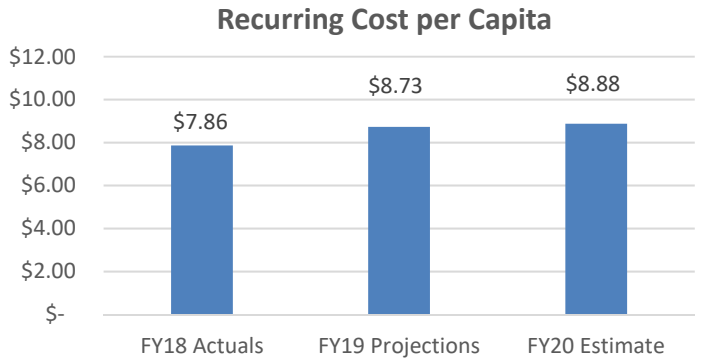
The **City Attorney's Office** provides legal services to the City and the City's development corporations. These services include contract review, ordinance preparation, policy review, open records review, and prosecution of violations of State law and City ordinances in Municipal Court.

FY20 Requests

A total of $93,665 is added to the **City Attorney's** FY20 budget, which includes $75,000 for outside legal counsel and $18,665 for office renovation and a work station at the Municipal Court for a second prosecutor, which was added in FY19 to address increased case load and open records requests.

Performance Measures: Responsible City Government

The City Council measure for "cost-effective delivery of City services" is recurring cost per capita.



Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 760,451	$ 783,219	$ 783,219	$ 921,815	$ -	$ 921,815
Supplies	7,849	13,331	13,331	6,200	-	6,200
Professional Services	144,648	220,303	220,303	42,066	75,000	117,066
Repairs & Maintenance	1,479	-	-	-	11,950	11,950
Purchased Services	11,992	13,206	13,206	18,556	-	18,556
Capital/Other	-	8,255	8,255	10,036	6,715	16,751
Category Totals	**$ 926,418**	**$ 1,038,314**	**$ 1,038,314**	**$ 998,673**	**$ 93,665**	**$ 1,092,338**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Additions	FY20 Budget
City Attorney	6.00	6.00	1.00	7.00	-	7.00
FTE Count Totals	**6.00**	**6.00**	**1.00**	**7.00**	**-**	**7.00**

Information Technology

Mission Statement

The mission of the Information Technology (IT) department is to provide guidance in an effective, strategic, and fiscally responsible manner for all technology applications by: maintaining a thorough knowledge of operating systems, applications, and hardware; providing a secure infrastructure, that promotes the integrity of the electronic data that is collected, stored, and retrieved; and proactively evaluate departmental needs to position them for successful delivery of service while providing efficient, effective, reliable, timely and courteous service to all users.

Services Provided

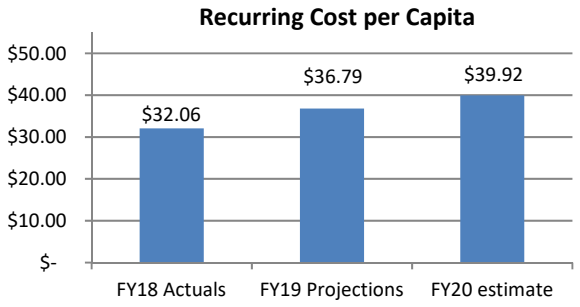
The **IT Department** provides City-wide support to all departments by maintaining the integrity of computer and communications infrastructure of the City. This includes City-wide coordination for advanced systems in Public Safety, Telecommunications, and Geographic Information System (GIS). A primary function of the department is end-user support for all City employees in their use of technology, which involves inventories, configuration, installation, and maintenance of desktop systems. The department is also responsible for project management from City-wide technology projects to application development.

FY20 Requests

A total of $176,187 is included in IT's FY20 budget, which includes the cost for a G.I.S. Analyst, $100,000 for a citywide connectivity study, and $5,760 for equipment & supplies. A key city wide project being implemented in FY20 is a new Enterprise Resource Planning System.

Performance Measures: Responsible City Government

The City Council measure for "cost-effective delivery of city services" is recurring cost per capita.



Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 2,044,981	$ 2,242,610	$ 2,242,610	$ 2,472,550	$ 70,427	$ 2,542,977
Supplies	38,729	14,341	20,411	17,021	785	17,806
Professional Services	380,326	341,477	341,477	394,201	100,000	494,201
Repairs & Maintenance	1,199,401	1,603,142	1,593,072	1,613,741	200	1,613,941
Purchased Services	116,015	140,370	144,370	146,640	660	147,300
Capital/Other	3,274	12,586	12,586	-	4,115	4,115
Category Totals	**$ 3,782,726**	**$ 4,354,526**	**$ 4,354,526**	**$ 4,644,153**	**$ 176,187**	**$ 4,820,340**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Additions	FY20 Budget
Information Technology	23.00	23.00	1.00	24.00	1.00	25.00
FTE Count Totals	**23.00**	**23.00**	**1.00**	**24.00**	**1.00**	**25.00**

Office of Performance & Accountability

Mission Statement

Office of Performance and Accountability (OPA) is a team of innovative, big-picture thinkers who work on cutting edge initiatives that benefit the entire organization with a unique focus on continuous improvement, efficiency, and accountability. These include performance measures, goal measures, business plans, service delivery plans, and organizational assessments.

Services Provided

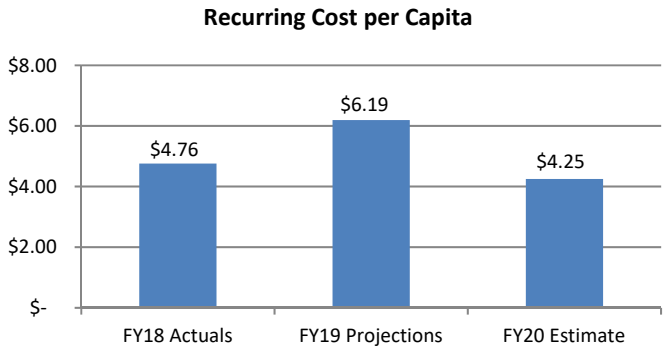
The Office of Performance and Accountability oversees the City Council goal measures program and the implementation of an organization wide performance measurement system. OPA is also responsible for conducting organizational (departmental) assessments, process improvement initiatives and manages the City-wide business plan process. The goal of these programs is to enhance accountability, efficiency and effectiveness with departments and offices.

FY20 Requests

There are no additions to Performance and Accountability's FY20 budget.

Performance Measures: Responsible City Government

The City Council measure for "cost-effective delivery of city services" is recurring cost per capita. The city received recognition from ICMA for Distinction in Performance Management in September 2019.



Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 479,083	$ 625,083	$ 625,083	$ 466,541	$ -	$ 466,541
Supplies	1,644	2,480	1,480	2,350	-	2,350
Professional Services	68,411	94,280	94,280	21,113	-	21,113
Repairs & Maintenance	-	-	-	-	-	-
Purchased Services	11,465	8,641	9,641	11,938	-	11,938
Capital/Other	1,223	-	-	-	-	-
Category Totals	**$ 561,826**	**$ 730,484**	**$ 730,484**	**$ 501,942**	**$ -**	**$ 501,942**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Additions	FY20 Budget
Office of Perf. & Accountability	4.00	4.00	1.00	5.00	-	5.00
FTE Count Totals	**4.00**	**4.00**	**1.00**	**5.00**	**-**	**5.00**

Economic Development

Mission Statement

The mission of the Economic Development Department is to facilitate the creation of a sustainable business environment that promotes a consistent, quality economy that enhances the standard of living for our residents and to provide the necessary financial resources for the City of Sugar Land through an expanded and diversified tax base.

Services Provided

The **Economic Development** program is responsible for several services including targeted business recruitment, business retention, expansion, and development; business incentives, and revenue enhancement and diversification. Marketing on the regional and national level is conducted along with retail activity analysis. Administration of funds, agreements, and project management services are also fulfilled under the leadership of City Council, City administration, and associated boards and committees.

FY20 Requests

There are no additions to **Economic Development** FY20 budget. The departments operating funds are contained within the Sugar Land Development Corporation and Sugar Land 4B Corporation budgets.

Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 620,704	$ 875,726	$ 875,726	$ 755,132	$ -	$ 755,132
Supplies	360	-	-	-	-	-
Professional Services	22,545	54,000	54,000	35,000	-	35,000
Repairs & Maintenance	-	-	-	-	-	-
Purchased Services	3,446	5,000	5,000	-	-	-
Capital/Other	-	-	-	-	-	-
Category Totals	**$ 647,055**	**$ 934,726**	**$ 934,726**	**$ 790,132**	**$ -**	**$ 790,132**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Additions	FY20 Budget
Economic Development	6.50	6.50	1.50	8.00	-	8.00
FTE Count Totals	**6.50**	**6.50**	**1.50**	**8.00**	**-**	**8.00**

Intergovernmental Relations

Mission Statement

The mission of the City of Sugar Land's Office of Intergovernmental Relations is to ensure the City's interests are protected and enhanced through active involvement in the legislative process and strong intergovernmental relationships.

Services Provided

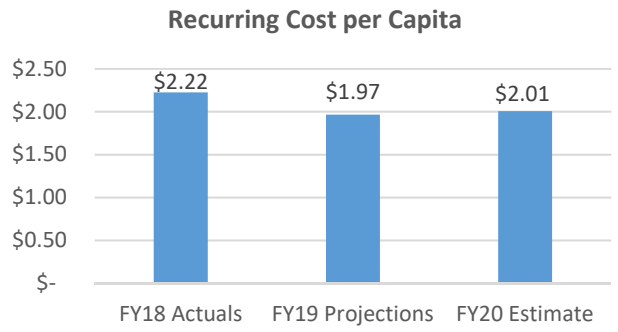
The Office of Intergovernmental Relations is responsible for regional, local, state and federal intergovernmental relations, including the development of legislative agendas, coordination of information and monitoring of relationships through the ambassador program. The Office is also responsible for maintaining relationships with private utility providers within the City. The entire vision as adopted by the City Council guides the City's intergovernmental relations program specifically guided by the following statement under Goal K – Community Pride in Sugar Land: "City working in partnership with residents, community organizations, businesses and other government entities."

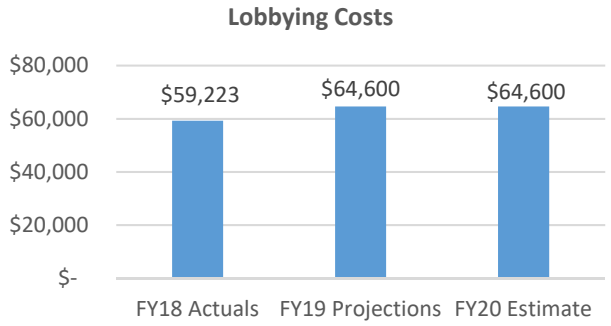
FY20 Requests

There are no additions to the Office of **Intergovernmental Relations** FY20 budget.

Performance Measures: Responsible City Government

The City Council measure for "cost-effective delivery of City services" is recurring cost per capita. In accordance with state law, historical & budgeted expenditures for lobbying are shown in the chart below.



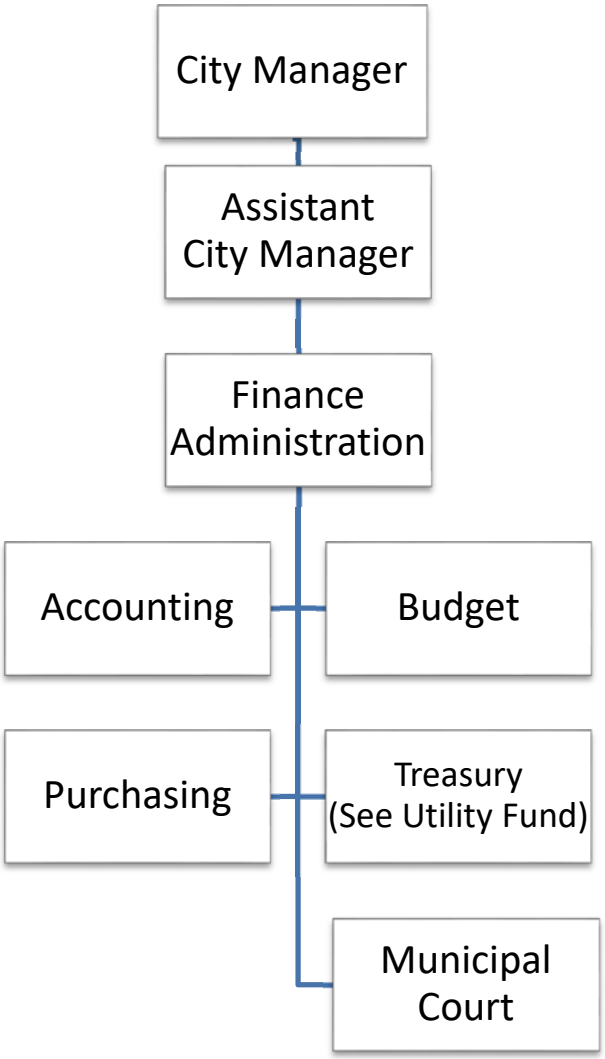


Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 129,989	$ 132,779	$ 132,779	$ 137,883	$ -	$ 137,883
Supplies	1,424	1,500	1,500	13,500	-	13,500
Professional Services	59,593	87,800	87,800	75,800	-	75,800
Repairs & Maintenance	-	-	-	-	-	-
Purchased Services	4,087	9,650	9,650	9,650	-	9,650
Capital/Other	-	-	-	-	-	-
Category Totals	**$ 195,094**	**$ 231,729**	**$ 231,729**	**$ 236,833**	**$ -**	**$ 236,833**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Additions	FY20 Budget
Intergovernmental Relations	1.00	1.00	-	1.00	-	1.00
FTE Count Totals	**1.00**	**1.00**	**-**	**1.00**	**-**	**1.00**

Finance

As of October 1, 2019



Finance

Mission Statement

The mission of the Finance Department is to use available resources, ethical principles, and professional practices to deliver superior and responsive financial services to City customers while maximizing effectiveness and minimizing costs in the areas of Finance Administration, Budget, Accounting, Purchasing, and Municipal Court.

Programs of Service

The Finance Department is made up of Finance Administration, Budget, Accounting, Purchasing, and Municipal Court. **Finance Administration** is responsible for reviewing and implementing financial policies and managing the City's debt issuance and investment of public funds. **Budget** oversees the budget process and provides assistance to departments regarding budgeting and financial analysis. **Accounting** provides payroll, accounts payable, capital assets, grant management, general ledger, internal controls and administrative services. **Purchasing** oversees competitive purchasing, verifies insurance for contracts, City auction management, purchasing training, and emergency management/resource management. **Municipal Court** is responsible for providing arraignments and trials, warrant servicing, accurate reporting and customer service.

FY20 Requests

A total of $264,105 was added to Finance's FY20 Budget. This includes $175,000 for a user fee analysis, and $89,105 to Municipal Court, which includes the cost for a Collections Specialist.

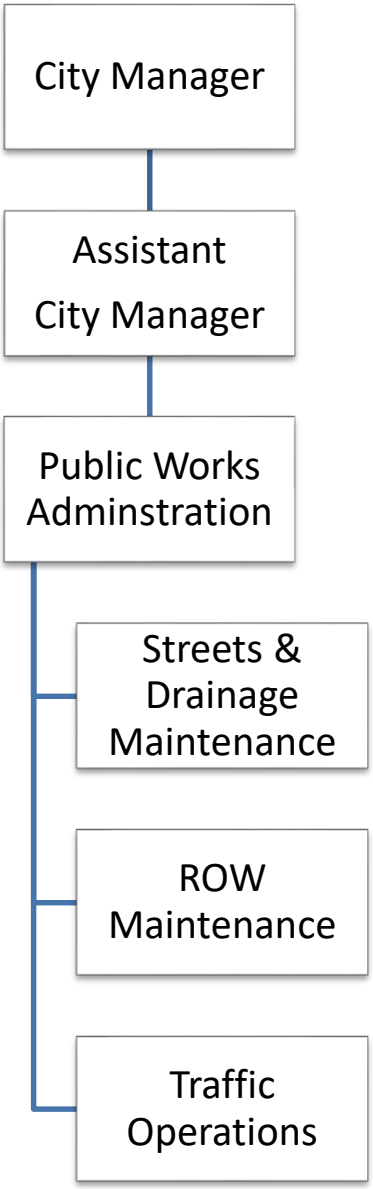
Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 3,150,543	$ 3,576,777	$ 3,576,777	$ 3,530,022	$ 52,990	$ 3,583,012
Supplies	38,630	38,749	42,038	45,293	5,730	51,023
Professional Services	665,052	806,863	801,363	799,015	181,100	980,115
Repairs & Maintenance	2,379	1,650	2,050	2,050	3,250	5,300
Purchased Services	149,700	223,625	225,436	219,355	300	219,655
Capital/Other	2,260	-	-	-	20,735	20,735
Category Totals	**$ 4,008,564**	**$ 4,647,664**	**$ 4,647,664**	**$ 4,595,735**	**$ 264,105**	**$ 4,859,840**

Summary by Type	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Finance Administration	$ 821,176	$ 1,028,108	$ 1,028,108	$ 1,047,226	$ 175,000	$ 1,222,226
Budget Office	476,766	531,025	531,025	490,491	-	490,491
Accounting	1,240,397	1,268,083	1,268,083	1,336,404	-	1,336,404
Purchasing	536,515	595,290	595,290	625,231	-	625,231
Municipal Court	933,709	1,225,158	1,225,158	1,096,383	89,105	1,185,488
Category Totals	**$ 4,008,564**	**$ 4,647,664**	**$ 4,647,664**	**$ 4,595,735**	**$ 264,105**	**$ 4,859,840**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Additions	FY20 Budget
Finance Administration	3.00	3.00	-	3.00	-	3.00
Budget Office	5.00	5.00	-	5.00	-	5.00
Accounting	12.50	12.50	-	12.50	-	12.50
Purchasing	7.00	7.00	-	7.00	-	7.00
Municipal Court	12.00	12.00	-	12.00	1.00	13.00
FTE Count Totals	**39.50**	**39.50**	**-**	**39.50**	**1.00**	**40.50**

Public Works

As of October 1, 2019



Public Works

Mission Statement

The Public Works Department will strive to enhance the quality of life for all residents by providing safe, reliable and effective services consistent with the stated goals of the City.

Services Provided

The Public Works Department is responsible for the repair, and operations and maintenance of the City's public streets, traffic control devices, sidewalks, bridges, drainage system, and water conservation. The Department administers a number of contracts with private sector firms for a range of goods and services that play an important role in effectively maintaining the City's infrastructure and providing essential services.

Programs of Service

The **Administration** program manages components common to all divisions such as customer service, emergency management, the safety program, public education, personnel management, infrastructure data capture, asset management and event assistance. The **Street & Drainage** Maintenance program is responsible for the administration and operation of public streets, sidewalks, and bridges along with maintenance of sewer lines and open ditches. **Right of Way** maintenance manages the turf, landscape and irrigation in the City's Right of Way, along with the City's Bike and Pedestrian Master Plan and enforcement of the City's Tree Ordinance. The **Traffic Program** is responsible for the engineering, maintenance, and operation of all traffic control and traffic calming devices within the City limits, and includes maintenance and monitoring of traffic signals, school zones, regulatory signs, street name signs and public information signs located on all City streets, and the railroad wayside horn system. The **Water Conservation Program** is overseen by Public Works but housed in the Water Utilities Fund.

FY20 Requests

A total of $1,913,043 in additions are included in **Public Works'** FY20 budget. **Right of Way Maintenance** added 17 positions for insourcing landscape with a reallocation of existing budget from various landscape contracts. **Traffic Operations** added an ITS Operations Manager and **Streets & Drainage Maintenance** added an Operations Manager.

Streets & Drainage Maintenance has a total of $1,401,094 in additions, including $1,191,000 for infrastructure rehab, $40,000 for flood gauges, and $22,000 for vehicle repair and maintenance. **ROW Maintenance** has one-time additions of $320,000 for landscape insourcing and $500 for vehicle repair and maintenance. Recurring funding for ROW landscape insourcing comes from existing budgeted funding for contracted services and will result in ongoing savings to the City once fully implemented. FY20 budget reflects the transition year with 5 months of contracted services and 7 months of insourced services. **Traffic Operations** has additions totaling $191,399, which includes the cost for an ITS Operations Manager, $100,000 for sign maintenance, and $1,700 for miscellaneous.

Performance Measures: Traffic Corridor Performance

The City of Sugar Land's most vital vehicular travel corridors support commercial enterprise and quality of life. Shorter travel times help improve both commercial enterprise and quality of life.

Levels of Service	Scale
A: ≥86%	Highest Possible Level of Service
B: 68% - 85%	
C: 51% - 67%	
D: 41% - 50%	
E: 31% - 40%	
F: ≤30%	Lowest Possible Level of Service
% = % of posted speed (avg. speed achieved/posted speed limit)	

Traffic - Corridor US Highway 90 Performance

AM B / NOON B / PM C

Q2-19

Traffic - Corridor State Highway 6 Performance

AM B / NOON C / PM D

Q2-19

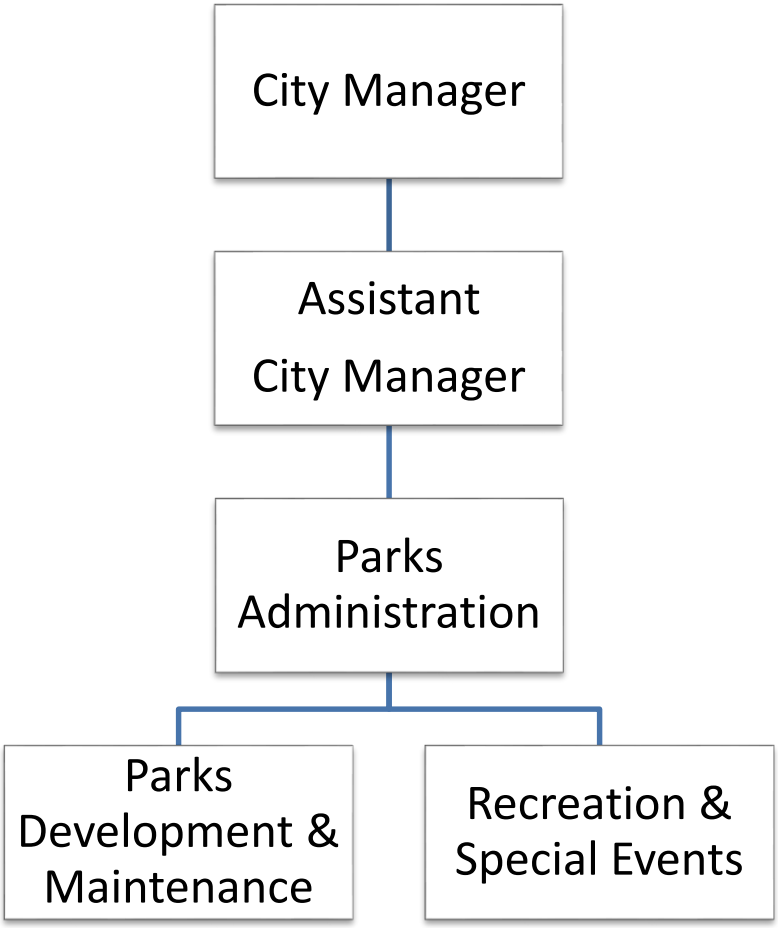
Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 2,859,388	$ 3,333,572	$ 3,333,572	$ 3,884,668	$ 216,793	$ 4,101,461
Supplies	319,343	473,791	463,592	2,219,924	1,161,250	3,381,174
Professional Services	3,743,725	3,869,864	3,902,087	3,991,969	700	3,992,669
Repairs & Maintenance	3,494,182	4,391,852	4,591,852	1,908,441	171,550	2,079,991
Purchased Services	115,573	106,589	106,089	109,367	800	110,167
Capital/Other	19,608	23,274	1,750	100,833	361,950	462,783
Category Totals	**$ 10,551,818**	**$ 12,198,942**	**$ 12,398,942**	**$ 12,215,202**	**$ 1,913,043**	**$ 14,128,245**

Summary by Type	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Public Works Administration	$ 567,556	$ 613,623	$ 613,623	$ 479,839	$ 50	$ 479,889
Street & Drainage Maintenance	3,530,568	4,370,490	4,570,490	4,255,476	1,401,094	5,656,570
ROW Maintenance	1,846,893	2,320,247	2,320,247	2,489,558	320,500	2,810,058
Traffic Operations	4,606,800	4,894,582	4,894,582	4,990,329	191,399	5,181,728
Category Totals	**$ 10,551,818**	**$ 12,198,942**	**$ 12,398,942**	**$ 12,215,202**	**$ 1,913,043**	**$ 14,128,245**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Additions	FY20 Budget
Public Works Administration	4.00	4.00	(1.00)	3.00	-	3.00
Street & Drainage Maintenance	22.00	22.00	-	22.00	-	22.00
ROW Maintenance	3.00	3.00	-	3.00	17.00	20.00
Traffic Operations	14.00	14.00	-	14.00	1.00	15.00
FTE Count Totals	**43.00**	**43.00**	**(1.00)**	**42.00**	**18.00**	**60.00**

Parks & Recreation

As of October 1, 2019



Parks & Recreation

Mission Statement

The mission of the Parks & Recreation Department is to create and maintain unparalleled recreational opportunities through unique, high quality parks and public spaces that enhance the community.

Services Provided

The Parks & Recreation Department is responsible for planning, developing, implementing and managing parks, recreation and leisure services.

Programs of Service

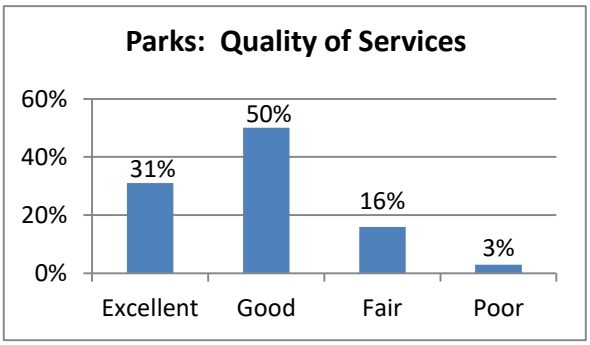
Administration is responsible for implementing the programs, policies and services established under the leadership of City Council, City administration, and associated advisory boards of the City. **Development & Maintenance** is responsible for the planning, design, construction of park facilities, park area landscape, pest control, custodial services and repairs. **Recreation & Special Events** creates, manages and delivers City-hosted events and cultural activities, oversees leisure classes, youth sports associations, senior activities, contractual operation of the municipal pool including swim lessons, life guards, and swim team usage.

FY20 Requests

A total of $243,279 was added to Parks and Recreation FY20 budget. One-time additions total $61,037, which includes $11,037 for rehabilitation projects and $50,000 for special events management. Recurring additions total $182,242, which includes $32,700 for landscape, electrical, and other miscellaneous supplies, and $18,500 for vehicle repair and maintenance. The remaining $131,042, includes $96,042 in operations and maintenance for a landscape contract, $20,000 for on-call tree trimming, and $15,000 for parking lot striping, irrigation, and general facility repair contracts.

Performance Measures: Well Planned Community & Great Place to Live

The performance measure for a "Well Planned Community & Great Place" to Live is based on the most recent citizen survey.



Parks & Recreation

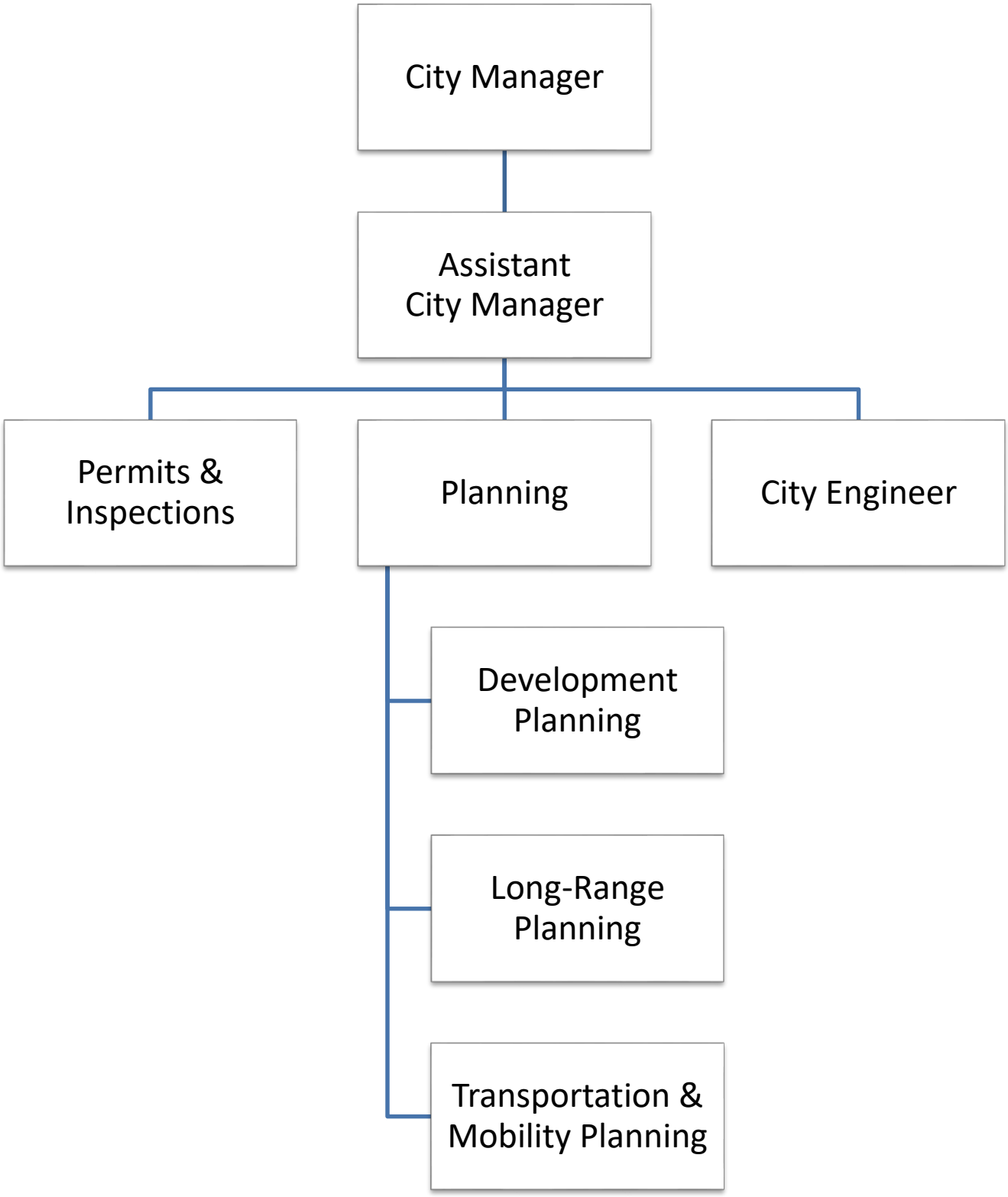
Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 2,461,362	$ 2,659,765	$ 2,659,765	$ 2,666,045	$ -	$ 2,666,045
Supplies	274,331	263,779	272,864	431,792	32,700	464,492
Professional Services	650,382	558,900	558,764	574,201	-	574,201
Repairs & Maintenance	876,187	998,258	998,258	924,784	160,579	1,085,363
Purchased Services	394,294	591,268	582,319	363,143	50,000	413,143
Capital/Other	10,289	15,052	15,052	10,000	-	10,000
Category Totals	**$ 4,666,845**	**$ 5,087,022**	**$ 5,087,022**	**$ 4,969,965**	**$ 243,279**	**$ 5,213,244**

Summary by Type	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Parks Administration	639,121	706,327	706,327	677,637	-	677,637
Development & Maintenance	2,464,978	2,610,211	2,610,211	2,726,382	193,279	2,919,661
Special Events	369,236	617,648	617,648	379,694	50,000	429,694
Recreation	1,193,510	1,152,836	1,152,836	1,186,252	-	1,186,252
Category Totals	**$ 4,666,845**	**$ 5,087,022**	**$ 5,087,022**	**$ 4,969,965**	**$ 243,279**	**$ 5,213,244**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Additions	FY20 Budget
Parks Administration	6.00	6.00	(1.00)	5.00	-	5.00
Parks Development	15.50	15.50	-	15.50	-	15.50
Special Events	3.00	3.00	-	3.00	-	3.00
Recreation	14.30	14.30	1.00	15.30	-	15.30
FTE Count Totals	**38.80**	**38.80**	**-**	**38.80**	**-**	**38.80**

Community Development

As of October 1, 2019



Permits & Inspections

Mission Statement

The **Permits and Inspections Department** is committed to the public's safety, enhances quality of life by providing plan review, permit and inspection services that ensure code compliance in the development and redevelopment of buildings and their components.

Services Provided

The **Permits & Inspections Department** provides assistance for all issues relating to permitting of residential and commercial construction and enforces building code compliance through plan review and inspections. The permits processed allow certified plan examiners and/or inspectors to check the proposed and completed work for building code standards. The City adopted building codes are intended to safeguard the public health, safety and general welfare through structural strength, means of egress facilities, stability, sanitation, adequate light and ventilation, energy conservation, and safety to life and property from fire and other hazards attributed to the built environment and to provide safety to fire fighters and emergency responders during emergency operations.

Programs of Service

The **Permits & Inspections** Department provides extensive customer service to homeowners, contractors and business owners. This technical assistance is provided via walk-in customers, phone requests and questions, and faxed-in permit requests. The Permits and Inspections Department answers technical questions and provides guidance for all aspects of plan review (both at the Permit Technician desk and with the Plan Reviewers), issuing of permits (including taking the payments) and inspections (inspectors are licensed through the State and International Code Council to be able to perform multi-disciplined inspections) of residential and commercial buildings based upon the regulatory authority of City Council adopted building codes.

FY20 Requests

A total of $3,100 was added to the budget for vehicle repair and maintenance.

Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 1,282,082	$ 1,339,286	$ 1,339,286	$ 1,371,572	$ -	$ 1,371,572
Supplies	20,141	26,699	26,699	26,699	-	26,699
Professional Services	11,160	13,742	13,742	13,742	-	13,742
Repairs & Maintenance	1,845	3,564	3,564	3,564	3,100	6,664
Purchased Services	37,823	54,475	54,475	54,475	-	54,475
Capital/Other	-	-	-	-	-	-
Category Totals	**$ 1,353,052**	**$ 1,437,766**	**$ 1,437,766**	**$ 1,470,052**	**$ 3,100**	**$ 1,473,152**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Additions	FY20 Budget
Permits & Inspections	16.25	16.25	-	16.25	-	16.25
FTE Count Totals	**16.25**	**16.25**	**-**	**16.25**	**-**	**16.25**

Planning

Mission Statement

The **Planning Department** ensures a well-planned City that is safe, beautiful and livable. This is accomplished by facilitating the development and implementation of long-range plans and policies such as the City's comprehensive plan and master plans, shaping the city's physical environment through diligent enforcement of codes and standards and ensuring development quality for the City.

Services Provided

The **Development Planning** program is responsible for administrating development review for applications such as subdivision plats, site plans, general land plans, rezoning and conditional use permit cases, variances, special exceptions, and appeals. The **Long-Range Planning** program provides comprehensive plan and master plans development and maintenance, land use planning, regional land use activities, demographics and development agreements tracking and monitoring, and annexation planning. The department is also involved in the city's transportation and mobility planning efforts by providing leadership in strategically implementing the City's transportation and mobility related policy goals. The department manages master plan updates citywide.

Programs of Service

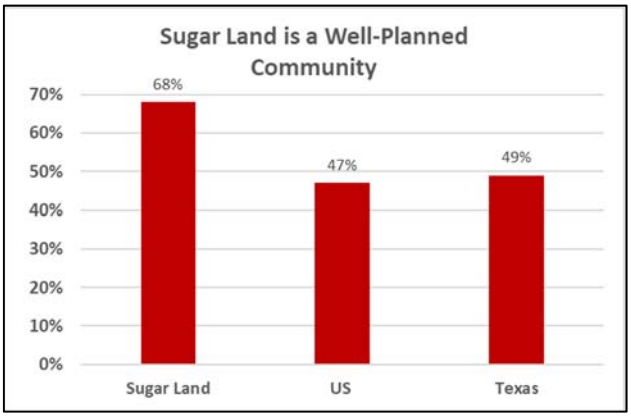
Development Planning reviews plats, site plans, and rezoning applications to ensure compliance with City development policies, codes and planning. **Long Range Planning** leads the City's efforts to plan for the long range needs of the City including development and maintenance of the City's comprehensive plan and master plans, annexation planning and implementation, and land use planning.

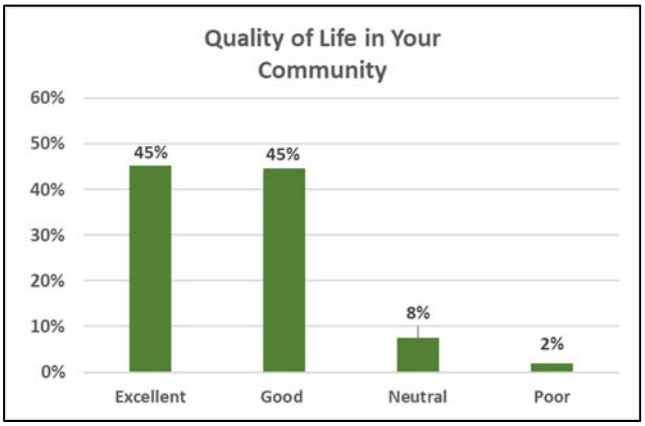
FY20 Requests

There is $375,000 in one-time funding, which includes $350,000 for a comprehensive mobility plan, and $25,000 for the implementation of the city's land use plan.

Performance Measures: Well Planned Community & Livable Neighborhoods

The City measure for "Predictable, compatible land uses through zoning and comprehensive planning" is the percent of citizens who agree that Sugar Land is a well-planned community. The most recent survey results are shown below.





Planning

Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 1,010,781	$ 1,126,551	$ 1,126,551	$ 1,110,876	$ -	$ 1,110,876
Supplies	11,652	13,546	13,546	13,909	-	13,909
Professional Services	111,810	116,740	116,740	78,455	375,000	453,455
Repairs & Maintenance	543	3,000	3,000	3,000	-	3,000
Purchased Services	33,285	62,167	62,167	47,354	-	47,354
Capital/Other	-	570	570	570	-	570
Category Totals	**$ 1,168,071**	**$ 1,322,574**	**$ 1,322,574**	**$ 1,254,164**	**$ 375,000**	**$ 1,629,164**

Summary by Type	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Community Development	$ 169,857	$ 178,626	$ 178,626	$ 195,881	$ -	$ 195,881
Planning & Development	518,087	630,702	630,702	580,904	-	580,904
Transportation & Long Range	480,126	513,246	513,246	477,379	375,000	852,379
Category Totals	**$ 1,168,071**	**$ 1,322,574**	**$ 1,322,574**	**$ 1,254,164**	**$ 375,000**	**$ 1,629,164**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Additions	FY20 Budget
Community Development Admin	1.00	1.00	-	1.00	-	1.00
Planning & Development	6.00	6.00	-	6.00	-	6.00
Transp & Long Range Planning	4.00	4.00	-	4.00	-	4.00
FTE Count Totals	**11.00**	**11.00**	**-**	**11.00**	**-**	**11.00**

Engineering

Mission Statement

As the engineering authority for the City, the **Engineering Department** provides expertise and regulatory guidance for all planning, design and construction of CIP and development projects within our jurisdiction, and manages and maintains master plans as required through the comprehensive plan. The Engineering Department develops business processes and control mechanisms, including coordination with outside agencies, to ensure projects are on-time and within budget with complete and accurate reporting. The Engineering Department is committed to maintaining a high level of professionalism through open lines of communication and transparency while delivering superior customer service.

Services Provided

The **Engineering Department** provides centralized support to owner and stakeholder departments for development of the CIP and design and construction of capital projects and external services dealing with public infrastructure related to development improvements, floodplain regulations and adherence to City regulations, development code and engineering design standards. In addition, the department manages all real estate services and active transportation projects. These services are focused on consistency and efficiency for success and rely on sound communication throughout the department in order to accomplish the large amount of work that is part of these services.

FY20 Requests

There is $2,400 in a recurring addition for vehicle repair and maintenance cost.

Performance Measures: Well Planned Community

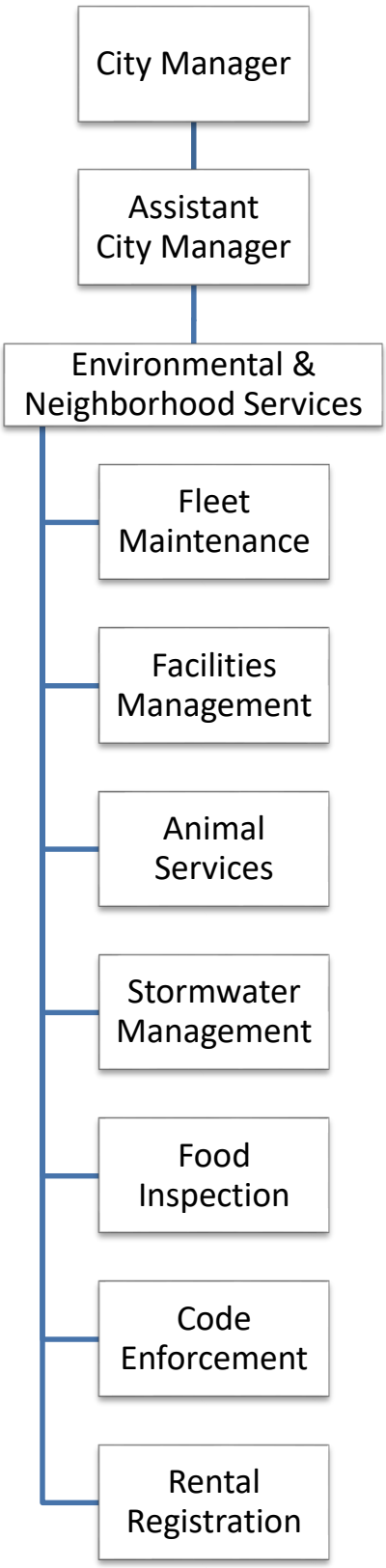
The department strives to meet the City Council's goal of a "Well Planned Community." According to the most recent Citizen Survey, "93% agree with the statement: 'Sugar Land is a well-planned community that ensures compatible land use for residential, office, and retail purposes.'"

Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 2,341,083	$ 2,537,504	$ 2,537,504	$ 2,710,055	$ -	$ 2,710,055
Supplies	29,094	35,480	35,480	35,647	-	35,647
Professional Services	261,536	289,072	289,072	127,720	-	127,720
Repairs & Maintenance	4,377	9,450	9,450	9,450	2,400	11,850
Purchased Services	27,149	47,547	47,547	42,547	-	42,547
Capital/Other	5,332	-	-	-	-	-
Category Totals	**$ 2,668,571**	**$ 2,919,053**	**$ 2,919,053**	**$ 2,925,419**	**$ 2,400**	**$ 2,927,819**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Additions	FY20 Budget
City Engineer	23.00	23.00	1.00	24.00	-	24.00
FTE Count Totals	**23.00**	**23.00**	**1.00**	**24.00**	**-**	**24.00**

Environmental & Neighborhood Services

As of October 1, 2019



Environmental & Neighborhood Services

Mission Statement

To enhance the quality of life for all residents by providing safe, reliable and effective services consistent with the stated goals of the City and to realize the City's vision of a safe, beautiful, well-planned community by supporting growth and maintaining existing development through fair and consistent regulation and coordination, coupled with excellent customer service.

Services Provided

Environmental & Neighborhood Services is responsible for Animal Services, Code Enforcement, Facilities Management, Fleet Maintenance, Food Inspections, Rental Registration, Solid Waste and Stormwater Management. The department administers a number of contracts with private sector firms for a range of goods and services that play an important role in effectively maintaining City facilities and providing essential services.

Programs of Service

Fleet Maintenance maintains over 400 vehicles, fire apparatus, EMS vehicles and small pieces of machinery. **Facilities Management** manages a maintenance and improvement program, retires assets, provides immediate repairs, and engages in special projects and new vertical construction projects. **Animal Services** operates the City's animal shelter and enforces animal-related City ordinances. **Stormwater Management** is responsible for developing and implementing the City's Stormwater Management Program and providing water quality guidelines for storm water discharge as required by federal and state agencies. The **Food Inspection** program is responsible for the permitting and inspection of temporary, mobile and permanent food establishments in order to ensure they are safe, sanitary and in compliance with applicable codes and regulations. **Code Enforcement** works to protect the health, safety and welfare of residents through enforcement of the City's Codes and Ordinances**.** The **Rental Registration** ensures approximately 3,784 active rental properties are conforming to property maintenance standards and are safe for occupancy.

FY20 Requests

There are a total of $721,689 additions to **Environmental & Neighborhood Services'** FY20 budget. Four full-time positions are being added.

Fleet Maintenance has a total of $8,792 in additions, which includes $4,927 for laptops and monitors, $2,000 for vehicle repair and maintenance, and $1,865 for miscellaneous. **Facilities Management** has a total of $344,918 in additions, including the cost for two Senior Facility Technicians, $113,755 for infrastructure rehabilitation, $71,900 for two vehicles, $5,600 for fuel, $3,500 for training and certification, $2,350 for uniforms, $2,000 for vehicle repair and maintenance, and $940 for miscellaneous.

Animal Services has a total of $100,181 in additions, including the cost for a Field Supervisor, $11,231 for equipment and supplies, and $7,835 for miscellaneous. **Stormwater Management** has a total of $208,824 in additions, which includes the cost for a Stormwater Coordinator, $40,000 for Stormwater Plan Implementation, $19,582 for office equipment and supplies, $18,500 for marketing and education, $13,000 for printing and outreach material, and $9,955 for miscellaneous.

Environmental & Neighborhood Services

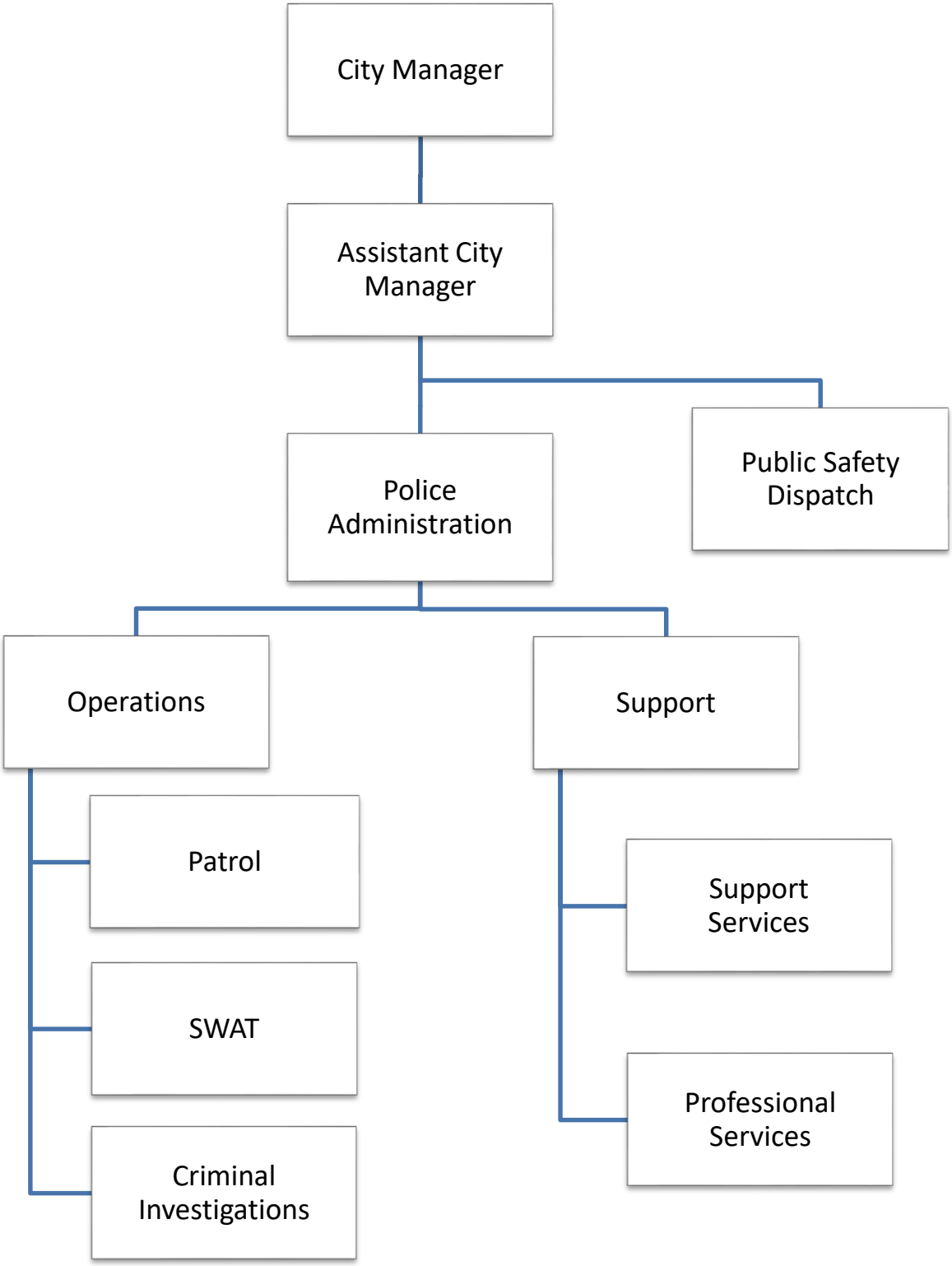
Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 2,919,899	$ 3,239,814	$ 3,239,814	$ 3,494,113	$ 298,025	$ 3,792,138
Supplies	290,645	482,177	396,585	637,089	47,651	684,740
Professional Services	942,587	905,970	904,987	905,163	54,047	959,210
Repairs & Maintenance	782,296	1,738,180	1,626,163	711,940	121,050	832,990
Purchased Services	194,288	221,213	224,305	229,381	28,589	257,970
Capital/Other	7,537	4,500	-	-	119,338	119,338
Category Totals	**$ 5,137,252**	**$ 6,591,854**	**$ 6,391,854**	**$ 5,977,686**	**$ 668,700**	**$ 6,646,386**

Summary by Type	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
ENS Administration	$ 357,683	$ 419,746	$ 419,746	$ 469,178	$ -	$ 469,178
Community Outreach	288	-	-	-	-	-
Fleet Services	717,052	761,191	761,191	850,985	8,792	859,777
Facilities Management	2,147,403	3,277,509	3,082,009	2,483,613	344,918	2,828,531
Animal Services	874,176	1,006,894	1,002,394	1,035,977	100,181	1,136,158
Stormwater Management	146,998	139,230	139,230	96,922	208,824	305,746
Food Inspection	274,736	327,011	327,011	325,679	5,175	330,854
Code Enforcement	412,813	426,196	426,196	451,341	210	451,551
Rental Registration	206,104	234,077	234,077	263,991	600	264,591
Category Totals	**$ 5,137,252**	**$ 6,591,854**	**$ 6,391,854**	**$ 5,977,686**	**$ 668,700**	**$ 6,646,386**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Additions	FY20 Budget
ENS Administration	3.00	3.00	-	3.00	-	3.00
Fleet Services	9.00	9.00	-	9.00	-	9.00
Facilities Management	8.00	8.00	-	8.00	2.00	10.00
Animal Services	10.50	10.50	-	10.50	1.00	11.50
Stormwater Management	0.50	0.50	-	0.50	1.00	1.50
Food Inspection	4.00	4.00	-	4.00	-	4.00
Code Enforcement	6.00	6.00	-	6.00	-	6.00
Rental Registration	3.00	3.00	-	3.00	-	3.00
FTE Count Totals	**44.00**	**44.00**	**-**	**44.00**	**4.00**	**48.00**

Police Department & Public Safety Dispatch

As of October 1, 2019



Police Department

Mission Statement

The **Sugar Land Police Department** places an emphasis on quality law enforcement, crime prevention, and community policing. The overall goal of the organization is to develop partnerships and joint problem-solving techniques with the community that will increase the safety and quality of life for residents and visitors.

Services Provided

The **Sugar Land Police Department** provides quality police services in an active and efficient manner to the citizens of Sugar Land, daily business population, pass-through commuters, shoppers, and visitors. The Police Department operates under the Beat Accountability System, which keeps officers close to one area. The City is divided into five beats, with officers assigned to each area partnering with residents to increase safety in the community.

Programs of Service

The **Administration** program is responsible for community relations, beat accountability, financial management, accreditation, policy establishment and compliance, internal affairs, and overall administration of the department.

The **Patrol** Division is composed of five Units. *Patrol*, through Beat Management, provides response to calls for service, preventative patrol, general traffic enforcement, directed assignments, traffic and DWI investigations, new personnel training, court testimony, bicycle patrol, lobby officer, honor guard, and security at public meetings. *Traffic Unit,* motorcycles and specially marked vehicles, focuses on traffic safety, enforcement, and accident prevention and investigation. *Impact Team,* using marked and unmarked vehicles, focuses on specific crime trends as identified through crime analysis. *Parks Unit* primary responsibility is the patrol of the City's parks, focusing on safety and serving as liaison with the Parks Department. *Special Response Team (SRT*) is a part-time unit which plans, trains and is equipped for responding to situations of civil unrest. Special Weapons and Tactics (S.W.A.T.) is part of a multi-jurisdictional taskforce that serves felony warrants, responses to hostage/barricaded situations, surveillance and other tactical call-outs beyond normal patrol functions.

The **Criminal Investigations** Division includes detectives and investigators who provide follow-up investigative techniques including conducting interviews, video analysis, digital forensics and corroborates evidence to solve cases. The Division also has several specialized units. The Crime Scene Unit is comprised of personnel who conduct crime scene investigation, laboratory analyses, property/evidence management, and ANSI National Accreditation Board (ANAB) crime lab accreditation management. The Special Crimes Unit conducts gang, vice, and other special investigations. Personnel are assigned to the Fort Bend County Narcotics Task Force, the FBI's Joint Terrorism Task Force, and the Houston Metro Internet Crimes Against Children's Task Force. Personnel also serve in the department's Crime Victim's Assistance program and case coordination.

The Support Services Division is composed of three Units. The *Training Unit* is responsible for in-service training, recruiting, and the firearms range. The *Crime Prevention Unit* includes community outreach programs, the volunteer CAST Team, and various problem solving initiatives. The *Detention and Warrants Unit* is responsible for the booking and housing of detainees, service of warrants, and court security.

The Professional Services Division has several units: *Records*, which is responsible for processing, maintaining, and securing the official records of the Police Department and providing primary call taker/receptionist for the department. *Fleet & Equipment Services*, which is responsible for maintaining the department's fleet vehicles as well as all police related uniforms and equipment. CALEA accreditation management, Social Media, Sugar Land Citizens Police Academy Alumni Association liaison, and crime analysis are part of the division's responsibilities.

Police Department

FY20 Requests

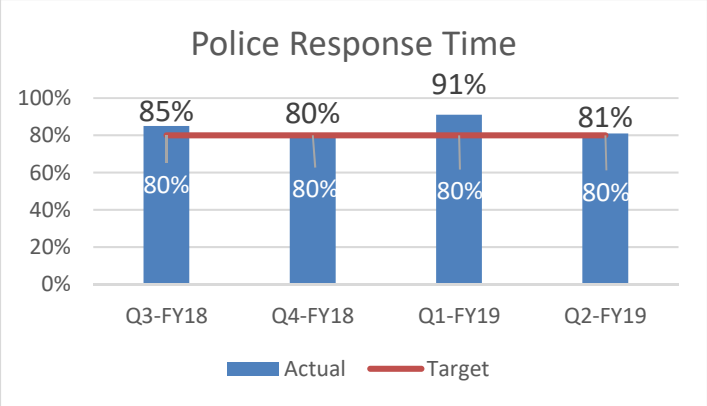
A total of $624,278 in additions are included in **Police's** FY20 Budget. **Patrol** is adding two positions; a Traffic Officer and Court Bailiff. **Criminal Investigations** is adding a Crime Scene Technician.

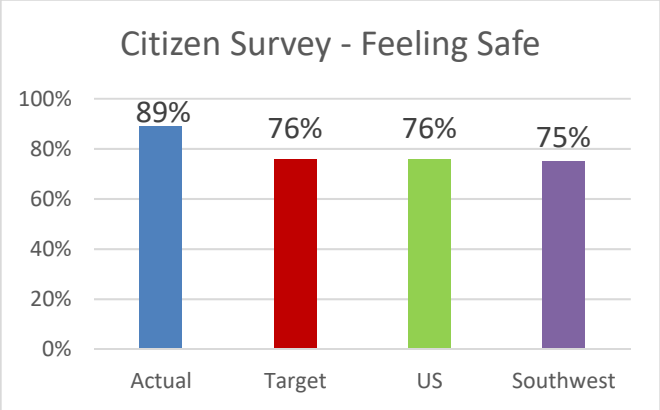
Police Administration has a total of $85,000 in additions for a crime prevention camera system. **Support Services Bureau** has a total of $54,900 for vehicle repair and maintenance. **Patrol** has a total of $235,719 in total additions, including the cost of the Traffic Officer and Court Bailiff, and $4,100 for miscellaneous. **Criminal Investigations** has a total of $86,952 in additions, including the cost for a Crime Scene Technician, and miscellaneous. **Professional Services** has a total of $161,707 in additions, including funding for 0.5 position previously supported by the Red Light Camera Fund, $76,250 for Tasers, and $35,157 for body cameras.

Performance Measures: Safest City in America

The City Council measure for "Rapid, Effective, and Coordinated Response to an Emergency for Police" is response time to a Priority I emergency. The target is 80% of responses within a target of 7 minutes.

The City Council measure "Police work highly visible with people feeling safe and confident in the response" is the citizen's response to the latest citizen satisfaction survey.





Police Department

Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 18,716,337	$ 19,796,043	$ 19,796,043	$ 20,709,915	$ 275,538	$ 20,985,453
Supplies	719,593	763,557	768,057	746,658	97,406	844,064
Professional Services	115,581	130,315	130,384	125,380	86,630	212,010
Repairs & Maintenance	313,089	315,314	315,574	316,967	97,710	414,677
Purchased Services	220,993	268,382	264,610	258,717	8,550	267,267
Capital/Other	38,162	4,154	4,154	6,600	58,444	65,044
Category Totals	**$ 20,123,755**	**$ 21,277,765**	**$ 21,278,822**	**$ 22,164,237**	**$ 624,278**	**$ 22,788,515**

Summary by Type	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Police Administration	$ 854,137	$ 907,332	$ 907,332	$ 987,557	$ 85,000	$ 1,072,557
Support Services Bureau	2,438,199	2,541,369	2,545,406	2,484,962	54,900	2,539,862
Professional Services	1,152,216	1,343,718	1,335,709	1,286,644	161,707	1,448,351
TCLEOSE Training	7	18,492	18,492	10,458	-	10,458
Patrol	11,918,061	12,449,292	12,449,292	13,193,993	235,719	13,429,712
Criminal Investigations	3,313,805	3,558,394	3,559,838	3,721,106	86,952	3,808,058
Detention Center	424,721	436,733	437,753	454,517	-	454,517
SWAT	22,610	22,435	25,000	25,000	-	25,000
Category Totals	**$ 20,123,755**	**$ 21,277,765**	**$ 21,278,822**	**$ 22,164,237**	**$ 624,278**	**$ 22,788,515**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Additions	FY20 Budget
Police Administration	5.50	5.50	1.00	6.50	-	6.50
Support Services Bureau	18.10	18.10	-	18.10	-	18.10
Professional Services	12.50	12.50	(1.00)	11.50	0.50	12.00
Patrol	120.00	120.00	-	120.00	2.00	122.00
Criminal Investigations	32.50	32.50	-	32.50	1.00	33.50
Detention Center	6.00	6.00	-	6.00	-	6.00
FTE Count Totals	**194.60**	**194.60**	**-**	**194.60**	**3.50**	**198.10**

Public Safety Dispatch

Mission Statement

The mission of Sugar Land Public Safety Dispatch is to provide support to the city's public safety operations through a specialized communications network. Our collective goal is to provide superior service to the citizens and visitors of the city by increasing their safety, as well as to our internal customers, by providing quick and accurate information.

Services Provided

The Sugar Land Public Safety Dispatch Center is the public safety answering point for the City of Sugar Land. The center answers 911 and other emergency and non-emergency calls and requests for assistance and ensures that each one is processed accurately and timely. The Dispatch Center is housed in the Police Department and provides dispatching to both the Police and Fire/EMS Departments.

Programs of Service

Public Safety Dispatch answers calls routed through emergency and non-emergency phone systems and processes the calls to determine the service needed. After gathering information from the caller, the nature of the call is determined and the appropriate field responders are dispatched via radios and computers. All Dispatchers/Call Takers are trained in Emergency Medical Dispatch protocols and Fire Service Dispatch protocols and licensed as Law Enforcement Telecommunicators by the State of Texas.

FY20 Requests

A total of $71,441 is added to the **Public Safety Dispatch's** FY20 budget for one F.T.E. for a Quality Assurance Supervisor, offset by the elimination of three part-time positions.

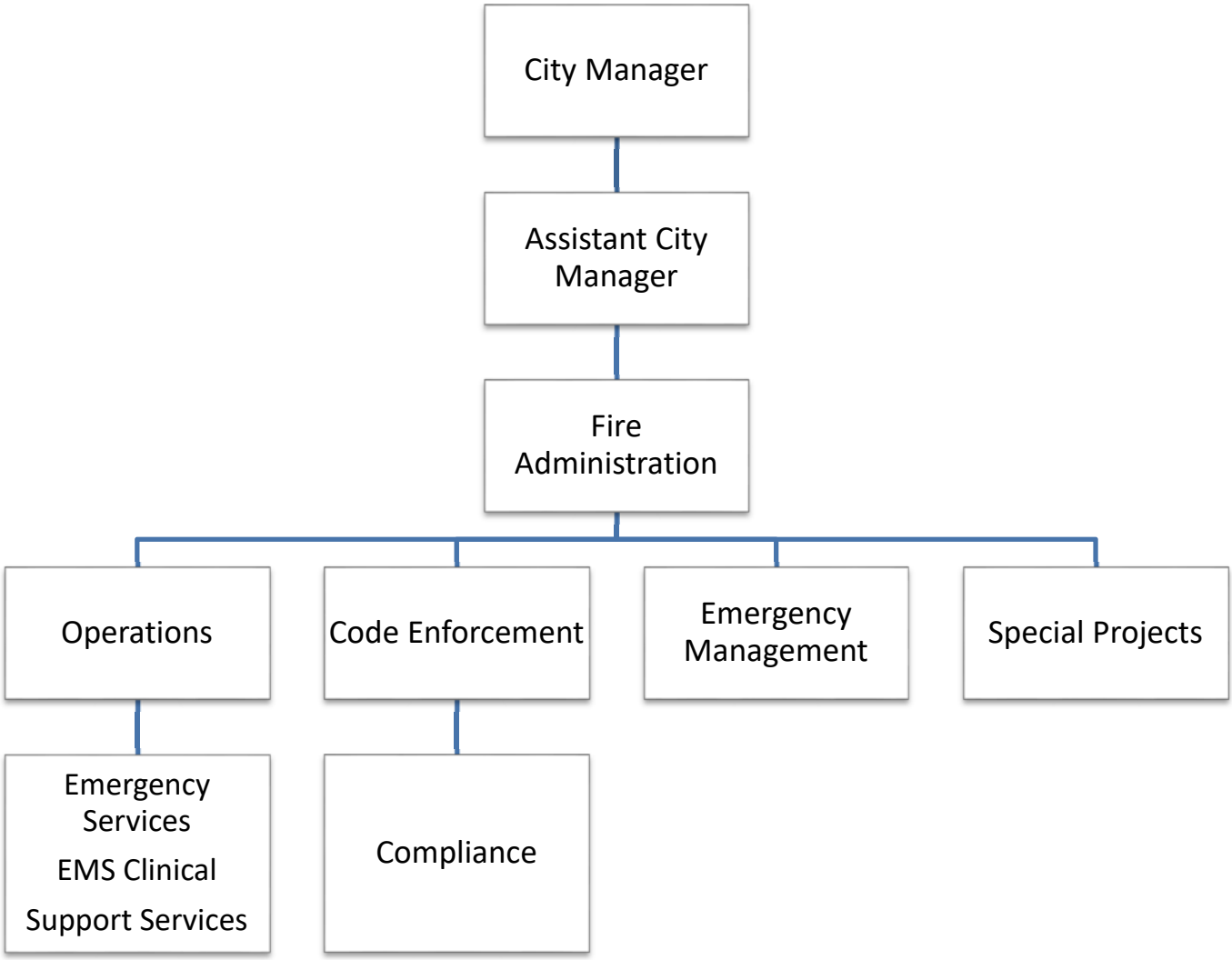
Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 2,336,541	$ 2,720,610	$ 2,720,610	$ 2,775,243	$ 71,441	$ 2,846,684
Supplies	9,094	15,400	15,400	13,806	-	13,806
Professional Services	60,990	51,245	51,245	33,245	-	33,245
Repairs & Maintenance	22,749	51,700	51,700	51,700	-	51,700
Purchased Services	57,345	31,966	31,966	32,560	-	32,560
Capital/Other	-	-	-	-	-	-
Category Totals	**$ 2,486,720**	**$ 2,870,921**	**$ 2,870,921**	**$ 2,906,554**	**$ 71,441**	**$ 2,977,995**

Summary by Type	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Public Safety Dispatch	$ 2,486,720	$ 2,870,921	$ 2,870,921	$ 2,906,554	$ 71,441	$ 2,977,995
Category Totals	**$ 2,486,720**	**$ 2,870,921**	**$ 2,870,921**	**$ 2,906,554**	**$ 71,441**	**$ 2,977,995**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Additions	FY20 Budget
Public Safety Dispatch	35.00	35.00	-	35.00	(0.50)	34.50
FTE Count Totals	**35.00**	**35.00**	**-**	**35.00**	**(0.50)**	**34.50**

Fire-EMS

As of October 1, 2019



Fire-EMS

Mission Statement

The Mission of the Fire-EMS Department is to offer excellent service by collaborating, acting with integrity and exhibiting trust, creating a safe place to live, work, and play.

Services Provided

Fire-EMS provides core emergency services, including fire and emergency medical services to the citizens of Sugar Land, daily business population, commuters, shoppers, and visitors. Fire-EMS operates out of seven fire stations four of them have ambulances to serve residents and businesses and utilizes mutual aid agreements as needed.

Programs of Service

Administration is responsible for strategic planning, intergovernmental relations, human resources management, and overall administration of the department. **Operations** includes Emergency Services that provides fire suppression, technical rescue, aircraft rescue, firefighting, hazardous materials response, and aquatic rescues; emergency medical treatment and ambulance transport to those in need of urgent medical care within the city limits or through mutual aid agreements. Also included is EMS Clinical which provides training, quality assurance, quality control and EMS assistance to Operations. Support Services provides equipment, supplies, training, community engagement to a variety of public outreach programs including home safety surveys, smoke alarm programs, and a citizens' fire academy to promote fire safety awareness in homes and businesses in Sugar Land. **Code Enforcement** includes Prevention/Investigation provides fire protection engineering, fire code enforcement, and fire investigations to determine the cause and origin of fires. Code Compliance ensures the Department and City operates under all required laws, mandates and ensures licenses, fees, certifications are maintained for a myriad of agencies the Department operates under. **Emergency Management** is responsible for the all-hazards emergency management plan for the City. Emergency Management provides emergency preparedness, emergency response and emergency recovery services. **Special Projects** is responsible for forming committees, establishing scopes, researching, developing, disseminating, proposing and if necessary, implementing, budgeting final results.

FY20 Requests

A total of $657,112 in additions are included in **Fire-EMS's** FY20 budget. The **Prevention Program** is adding one Fire Inspector/Investigator for increased code enforcement efforts.

Emergency Services has a total of $475,800 in additions, including $330,000 for bunker gear replacement, $50,000 for EMS/Honor guard and ISO training, $42,000 for one auto load stretcher, and $2,000 for vehicle repair and maintenance. **Prevention** has additions totaling $179,312, which includes the cost for a Fire Inspector/Investigator and miscellaneous**.**

Fire-EMS

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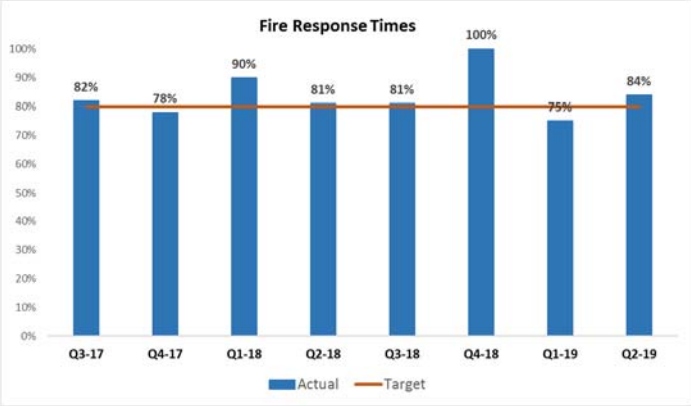
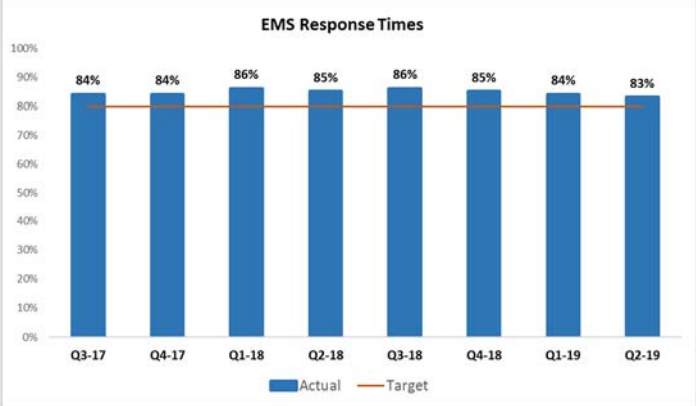
Performance Measures: Safest City in America

The City Council measure for "Rapid, effective, and coordinated response to an emergency for Fire and EMS", which is the response time to an emergency. The target is 80% of all responses to all Emergency Calls within 8 minutes and 30 seconds.





Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 13,680,271	$ 14,966,518	$ 14,966,518	$ 15,277,126	$ 98,838	$ 15,375,964
Supplies	632,605	695,436	723,435	638,846	347,662	986,508
Professional Services	188,096	231,411	236,444	236,094	37,150	273,244
Repairs & Maintenance	355,884	444,656	444,656	398,951	4,235	403,186
Purchased Services	94,750	136,842	139,842	130,006	67,500	197,506
Capital/Other	104,240	2,588	6,463	-	101,727	101,727
Category Totals	**$ 15,055,847**	**$ 16,477,451**	**$ 16,517,358**	**$ 16,681,023**	**$ 657,112**	**$ 17,338,135**

Summary by Type	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Fire Administration	401,371	420,409	420,409	519,909	-	519,909
Emergency Services	10,663,748	11,354,303	11,362,357	11,647,818	475,800	12,123,618
Emergency Medical Services	2,014,072	2,214,873	2,219,373	2,154,849	-	2,154,849
Haz Mat	44,615	22,539	44,539	44,539	-	44,539
Prevention	966,044	1,215,621	1,215,621	1,223,928	179,312	1,403,240
Emergency Management	377,003	498,478	503,831	390,987	700	391,687
Professional Development	588,995	751,228	751,228	698,993	1,300	700,293
Category Totals	**$ 15,055,847**	**$ 16,477,451**	**$ 16,517,358**	**$ 16,681,023**	**$ 657,112**	**$ 17,338,135**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Additions	FY20 Budget
Fire Administration	3.00	3.00	1.00	4.00	-	4.00
Emergency Services	91.00	91.00	4.00	95.00	-	95.00
Emergency Medical Services	20.00	20.00	(4.00)	16.00	-	16.00
Prevention	9.00	9.00	-	9.00	1.00	10.00
Emergency Management	3.00	3.00	-	3.00	-	3.00
Professional Development	5.00	5.00	-	5.00	-	5.00
FTE Count Totals	**131.00**	**131.00**	**1.00**	**132.00**	**1.00**	**133.00**

Non-Departmental

Services Provided

Non-departmental is used to account for expenditures and transfers that are not assigned to any specific department.

Transfers

Inter-fund transfers are budgeted in non-departmental. Transfers are made to the Fleet and High Tech replacement funds for the replacement of vehicles and technology equipment, and the Airport fund for property taxes paid on airport property as per policy. A one-time transfer of $151,239 is budgeted for the Employee Benefits Fund for an increase in the reserve, a recurring increase of $66,000 for Fleet Replacement contributions, and a reduction of $500,000 in transfers to the CIP Fund, due to the elimination of the Photographic Traffic Signal Enforcement Fund.

Rebates and Assignments

The City has seven in-City MUDs eligible for a rebate of a percentage of the City taxes collected from property within the district. There is a recurring increase for MUD rebates totaling $127,149, for the change in tax rate split based on anticipated MUD values.

Miscellaneous

Miscellaneous includes payments for property insurance premiums and deductibles, salary savings, contingency funds, and other miscellaneous expenditures. Miscellaneous expenditures increase for $225,013 includes contingency funding and property and liability insurance premiums.

Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Transfers to other Funds	$ 3,565,600	$ 3,324,600	$ 3,324,600	$ 3,113,001	$ (282,761)	$ 2,830,240
Miscellaneous	1,168,274	(362,101)	(195,186)	(310,823)	225,013	(85,810)
Rebates & Assignments	2,425,389	2,756,070	2,793,930	2,337,233	127,149	2,464,382
Category Totals	**$ 7,159,263**	**$ 5,718,569**	**$ 5,923,344**	**$ 5,139,411**	**$ 69,401**	**$ 5,208,812**

Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of specific revenues that are legally restricted to expenditures for specified purposes. The City has ten Special Revenue Funds budgeted for Fiscal Year 2020. Four funds will be closed out at the end of FY19 as they are no longer required.

Court Security Fund

The City collects a $3 fee from each defendant found guilty of a misdemeanor. Pursuant to Article 102.017 of the Texas Code of Criminal Procedure, revenues generated from this fee must be deposited into a special revenue fund. The money collected may be used only to fund court security and includes such items as metal detectors, surveillance equipment, security personnel, security hardware, security training, or other security measures.

Fiscal Year 2019

Revenues are projected to be $49,500, which includes security fees of $49,146 and interest income of $354. Operating expenditures total $37,612, which represents 40% of personnel costs for the Court Bailiff salary and benefits. Fund balance at 9/30/19 is projected to be $31,648.

Fiscal Year 2020

Revenues budgeted total $51,350, which includes security fees of $51,000 and $350 in interest income. Operating expenditures of $40,500 represent 40% of personnel costs for the Court Bailiff. The remaining 60% of the Court Bailiff's position is funded in the General Fund. Ending fund balance at 9/30/20 is estimated to be $42,498.

Court Technology Fund

The City collects a $4 fee from each defendant found guilty of a misdemeanor under Article 102.0172 of the Texas Code of Criminal Procedure. Revenues generated from the fee can only be used to fund court technology such as computer equipment, imaging systems, electronic kiosks, docket management systems, or electronic ticket writers.

Fiscal Year 2019

Revenues are projected to be $72,661, which includes technology fees of $65,528 and $664 for interest income. Operating expenditures total $75,403, and includes funds for annual maintenance contracts for the court software. Fund balance at 9/30/19 is projected to be $22,689.

Fiscal Year 2020

Revenues budgeted total $68,675, which includes $68,000 for technology fees, and $675 in interest income. Budgeted expenditures total $64,138, which is for the annual maintenance contracts for court software. Fund balance at 9/30/20 is estimated to be $27,226.

Community Development Block Grant

The U.S. Department of Housing and Urban Development provides eligible metropolitan cities and urban counties (called "entitlement communities") with annual direct grants that can be used to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, primarily to benefit low and moderate income persons. Under the Community Development Block Grant (CDBG) guidelines, up to 15% of the block grant may be spent on public services and up to 20% may be spent on administration. The Community Development Block Grant ends in FY19 with the completion of program year 2018 funding. In FY20 the City is joining Fort Bend County to administer a county-wide CDBG program.

Fiscal Year 2019

Revenues projected total $383,731, which represents funds received from the CDBG program. Operating expenditures total $383,731 and include $55,000 for professional services, $49,780 for other contractual services, and $278,951 for capital project funding for the restroom at Mayfield Park. Fund balance at 9/30/19 is projected to be zero.

Tourism Fund

The Tourism Fund accounts for revenues realized from the collection of Hotel Occupancy Taxes. By law, cities with populations of less than 125,000 must spend at least 1% of hotel tax rate or 1/7 of the budget on advertising, no more than 15% on art programs and a maximum of 50% on historical preservation. Hotels submit an occupancy tax based on 7% of total room receipts to the City within 30 days of each quarter.

Sugar Land is home to nine hotels, with a total of 1,386 rooms. Hotel taxes from the Sugar Land Marriott are used to pay the debt service on the Certificates of Obligation that were issued by the City to finance the Sugar Land Conference Center, which is leased and operated by the Sugar Land Town Square Marriott. The fund also supports the Certificates of Obligation issued in 2014 for the Smart Financial Centre at Sugar Land, and TIRZ #4 Plaza.

Fiscal Year 2019

Projected revenues total $2,379,374 with $2,337,690 in occupancy tax, $10,684 in miscellaneous revenue and $31,000 in interest income. Projected expenditures total $2,502.267, which includes $767,923 for the Tourism Program, $220,789 for the operation of the visitor center and $30,240 for the cultural and public arts programs. The transfers out include the transfer to the Debt Service Fund to cover the debt for the Marriott conference center and the Smart Financial Centre at Sugar Land, and the transfer to CIP to fund Public Arts project. Fund balance at 9/30/19 is projected to be $1,143,848.

Fiscal Year 2020

Budgeted revenues are $2,474,347 with $2,403,875 in hotel occupancy tax, $40,472 in miscellaneous revenue and $30,000 in interest income. Expenditures total $2,733,269 and includes $927,512 for the Tourism Program, $303,579 for the operation of the visitor center, and $48,000 for the cultural and public arts programs. A part-time position for a Destination Events Coordinator was added to the Tourism Program. The transfers out for $1,453,628 include the transfer to the Debt Service Fund to cover the debt for the Marriott conference center, and the Smart Financial Centre at Sugar Land and TIRZ #4 Plaza, transfer to CIP to fund Public Art projects, and transfers to the Special Events and Employee Benefits Funds.

Fund balance at 9/30/20 is estimated to be $884,926, which is $644,538 over the policy requirement, which is 10% of the budgeted hotel occupancy tax.

State Seizures Fund

State seizure funds are deposited into a special fund and may only be used for law enforcement purposes, such as salaries and overtime pay for officers, training for officers, specialized investigative equipment and supplies, and items used by officers in direct law enforcement duties. Seizure funds are acquired through the sale of seized property that was used in commission of a crime. Sugar Land receives a percentage of the sale of property seized by Sugar Land Police or the Fort Bend County Narcotics Task Force.

Fiscal Year 2019

Projected revenues are $7,587 with $3,787 from Fort Bend County Narcotics Task Force and $3,800 in interest income. There are no projected expenditures. Fund balance at 9/30/19 is projected to be $201,625.

Fiscal Year 2020

Budgeted revenues are $400 for interest income. Revenue from the Narcotics Task Force is irregular and generally not budgeted. There are no expenditures budgeted for FY20. Fund balance at 9/30/20 is estimated to be $202,025.

Federal Seizures Fund

When the City receives equitably shared property from federal agencies, it is deposited in the Federal Seizure Fund. The use of the fund is not as limited as the shared property that was forfeited as a result of a particular federal violation, e.g. use of the funds for drug enforcement. The funds can be used for law enforcement investigations and other law enforcement related activities as allowed.

Fiscal Year 2019

Projected revenues are $710 for interest income. Expenditures are projected to be zero. Fund balance at 9/30/19 is projected to be $35,000.

Fiscal Year 2020

Budgeted revenues are $775 for interest income. There are no expenditures budgeted for FY20. Fund balance at 9/30/20 is estimated to be $35,775.

Law Enforcement Fund

Chapter 683 of the Texas Transportation Code provides that any vehicle abandoned on public property within the City may be taken into custody and after efforts to contact the owner have failed, the vehicle may be auctioned. If still unclaimed by the owner of the vehicle, all proceeds from the sale, up to $1,000, must be set aside to cover the costs of dealing with future vehicle abandonment, but proceeds in excess of $1,000 may be considered general revenues and used to fund department activities. The revenue in this fund represents such proceeds and may be used to fund Police Department activities.

Fiscal Year 2019

Budgeted revenues are projected to be $95 for interest income. There are no projected expenditures. Fund balance at 9/30/19 is projected to be $4,692.

Fiscal Year 2020

Budgeted revenues of $100 for interest income. There are no expenditures budgeted for FY20. Fund balance at 9/30/20 is estimated to be $4,792.

Photographic Traffic Signal Enforcement

The 80th legislature included SB1119 that amended the transportation code to allow photographic enforcement of traffic violations. The act provides for civil penalties that may be imposed on the owner of a vehicle identified by a camera in violation of a traffic control signal. The act requires the City to deposit revenue generated into a special fund. Any revenue generated net of costs required to operate, install, and maintain the photographic traffic signal enforcement equipment, reviewing violations, processing payment and administrative hearings, is to be shared with the State. The City's share of net revenue is limited to fund traffic safety programs including pedestrian safety, public safety, intersection improvements and traffic enforcement. This program ended on June 2, 2019 due to the passing of House Bill 1631 by the 86th legislature. The fund will be closed out in FY19.

Fiscal Year 2019

Projected revenues total $1,816,097 and include $13,358 from interest income, and $1,802,739 from civil fines collected through June 2, 2019. No additional fines will be collected or received and no refunds will be issued for fines already paid.

Operating expenditures total $630,639 including $136,041 for administrative personnel cost and $494,598 for operations and maintenance. Net revenue of $1,182,090 is to be split 50/50 with the State. The City's portion is being transferred to the General Fund in FY19 in support of traffic safety programs. Fund balance at 9/30/19 is projected to be zero.

Greatwood Debt Reduction Fund

Greatwood was fully incorporated into the City on December 12, 2017 and this fund has been closed out in FY19.

Fiscal Year 2019

Projected operating revenues total $11,434 for interest income. Expenditures for FY19 is a transfer to debt service fund for $590,842, which will be used for debt service payment assumed through the annexation in accordance with the Strategic Partnership Agreement (SPA). The ending fund balance at 9/30/19 is projected at zero.

Tara Plantation Debt Reduction Fund

Tara Plantation is a participant in the Groundwater Reduction Plan (GRP). The GRP participation agreement imposed a 20% out-of-city service fee for services received from the City. In anticipation of future approval of a SPA, these fees are being deposited into the Tara Plantation Debt Reduction Fund. These fees will be reserved for use in accordance with a future SPA, which will determine mutually agreed upon uses.

Fiscal Year 2019

Operating revenues are projected at $43,362, which includes $36,888 in out-of-city service fees and $6,474 in interest income. There are no budgeted expenditures. Fund balance at 9/30/19 is projected to be $379,526.

Fiscal Year 2020

Revenues budgeted total $43,288 and include $36,888 for out-of-city service fees and $6,400 for interest income. There are no budgeted expenditures. Fund balance at 9/30/20 is estimated to be $422,814.

New Territory Debt Reduction Fund

New Territory was fully incorporated into the City on December 12, 2017 and this fund has been closed out in FY19.

Fiscal Year 2019

Projected operating revenues total $24,588 for interest income. Expenditures in FY19 is a transfer to the Debt Service Fund for $995,822, which will be used for debt service payment for debt assumed through annexation, in accordance with the SPA. The ending fund balance at 9/30/19 is projected to be zero.

Riverstone Debt Reduction Fund

Fort Bend Municipal Utility District No. 128 has an SPA with the City that states that any out-of-city service fees paid by the District for raw water or re-use water will be deposited into a debt reduction fund. All revenues deposited in the fund will be reserved for future retirement of debt upon the City's annexation of the District, repairs and maintenance of public infrastructure within the Tract, offset direct costs of City services to the Tract, and other direct costs incurred by the City because of annexation of the District.

Fiscal Year 2019

Revenues projected total $142,775 and include $131,175 for out-of-city service fees and $11,600 for interest income. There are no budgeted expenditures for FY19. Projected ending fund balance at 9/30/19 is $735,579.

Fiscal Year 2020

Revenues budgeted total $143,175 and include $131,175 for out-of-city service fees and $12,000 for interest income. There are no budgeted expenditures for FY20. Budgeted ending fund balance at 9/30/20 is $878,754.

Enclave at River Park PID

Authorized under the Public Improvement District Assessment Act (Chapter 372 of LGC). Enclave at River Park PID allows the City to levy and collect an assessment on property within the PID for reimbursement of expenses associated with improvement projects which include: water, wastewater, or drainage facility construction/improvements; street and sidewalk construction/improvements; park and recreation establishment/improvements; acquisition of property; and administration/operational expenses. The 2018 assessment was $970 and the 2019 assessment will be $740. Debt to finance developer reimbursement will be paid over a 15-year schedule. The City contributes 50% of property taxes collected from properties within the PID in the prior year. PID assessments are set annually by the City Council after a public notice and public hearing process. The developer reimbursement was paid in January 2019.

Fiscal Year 2019

Revenues projected total $180,858 and include $132,133 for PID assessment, $4,275 for interest income, and $44,450 for transfers in from the General Fund and Debt Service Fund for prior year property tax revenues. Expenditures total $615,561, which includes transfer to other funds for $119,562, $489,950 in reimbursements for development, and $6,049 for developer reimbursement audit. Projected ending fund balance at 9/30/19 is $64,663.

Fiscal Year 2020

Revenues budgeted total $164,674 and include $100,014 for PID assessment, $4,500 for interest income, and $60,160 for transfers in from the General Fund and Debt Service Fund. Expenditures total $165,519, which includes transfer to the Debt Service and Utility Funds of $165,419 to support debt service associated with bonds issued to fund the developer reimbursement, and $100 for miscellaneous expenses. Budgeted ending fund balance at 9/30/20 is $63,818.

Special Events Fund

The Special Events fund accounts for City Services such as fire, traffic, and police, that are activated due to a special event being conducted in the City. A special event is a unique activity, occurring for a limited or fixed duration, and having an impact to public property. Additionally, the Special Events fund accounts for the rental fees collected for the Crown Festival Park and Brazos River Park. Both facilities were approved by Sugar Land voters in November 2013 as part of a general obligation bond proposition. Specifically, the Crown Festival Park has been designed to contain festival grounds that could accommodate large-scale events like the annual Fourth of July celebration, cultural offerings, and possibly commercial entertainment events that could benefit the local economy.

Fiscal Year 2019

Revenues projected total $87,858 and includes $26,904 in rental fees and special event permit fees from Crown Festival Park and Brazos River Park, $100 in interest income, and $60,854 for transfers in from the Tourism Fund. Expenditures total $81,281 for personnel costs for the Destination Event Manager. Projected ending fund balance at 9/30/19 is $16,001.

Fiscal Year 2020

Revenues budgeted total $77,900 and includes $27,800 in rental fees and special event permit fees from Crown Festival Park, Brazos River Park, and other events, $100 in interest income, and $50,000 for transfers in from the Tourism Fund, which supports the personnel cost. Expenditures total $88,779, for personnel. Budgeted ending fund balance at 9/30/20 is $5,122.

CITY OF SUGAR LAND
SPECIAL REVENUE FUND - COURT SECURITY FUND
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Security Fees	$ 40,030	$ 36,193	$ 49,146	$ 51,000	$ -	$ 51,000
Interest Income	175	125	354	350	-	350
Total Revenues	40,205	36,318	49,500	51,350	-	51,350
EXPENDITURES						
Personnel	36,546	37,612	37,612	40,500	-	40,500
Operations & Maintenance	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Total Expenditures	36,546	37,612	37,612	40,500	-	40,500
Revenues Over/(Under) Expenditu	3,659	(1,294)	11,888	10,850	-	10,850
Fund Balance - Beginning	16,102	19,760	19,760	31,648	-	31,648
Fund Balance - Ending	$ 19,760	$ 18,466	$ 31,648	$ 42,498	$ -	$ 42,498

CITY OF SUGAR LAND
SPECIAL REVENUE FUND - COURT TECHNOLOGY FUND
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Technology Fees	$ 53,361	$ 48,263	$ 65,528	$ 68,000	$ -	$ 68,000
Interest Income	678	508	664	675	-	675
Miscellaneous	-	-	-	-	-	-
Transfers in	-	6,469	6,469	-	-	-
Total Revenues	54,039	55,240	72,661	68,675	-	68,675
EXPENDITURES						
Personnel Costs	-	-	-	-	-	-
Operations & Maintenance	52,873	75,403	75,403	64,138	-	64,138
Capital	-	-	-	-	-	-
Total Operating Expenditures	52,873	75,403	75,403	64,138	-	64,138
Transfers to Other Funds	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
Total Non-Operating Expenditures	-	-	-	-	-	-
Total Expenditures	52,873	75,403	75,403	64,138	-	64,138
Revenues Over/(Under) Expenditures	1,166	(20,163)	(2,742)	4,537	-	4,537
Fund Balance - Beginning	24,265	25,431	25,431	22,689	-	22,689
Fund Balance - Ending	$ 25,431	$ 5,268	$ 22,689	$ 27,226	$ -	$ 27,226

CITY OF SUGAR LAND

SPECIAL REVENUE FUND - COMMUNITY DEVELOPMENT BLOCK GRANT

INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
CDBG	$ 247,261	$ 383,731	$ 383,731	$ -	$ -	$ -
Interest Income	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
Total Revenues	247,261	383,731	383,731	-	-	-
EXPENDITURES						
Professional Services	50,163	55,000	55,000	-	-	-
Other Contractual	206,023	49,780	49,780	-	-	-
Capital	(8,925)	278,951	278,951	-	-	-
Total Expenditures	247,261	383,731	383,731	-	-	-
Revenues Over/(Under) Expend	-	-	-	-	-	-
Fund Balance - Beginning	-	-	-	-	-	-
Fund Balance - Ending	$ -	$ -	$ -	$ -	$ -	$ -

CITY OF SUGAR LAND
SPECIAL REVENUE FUND - TOURISM
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Hotel/Motel Occupancy Tax	$ 2,707,936	$ 2,643,700	$ 2,337,690	$ 2,403,875	$ -	$ 2,403,875
Interest Income	19,158	9,100	31,000	30,000	-	30,000
Miscellaneous	14,044	2,500	10,684	40,472	-	40,472
Total Revenues	2,741,138	2,655,300	2,379,374	2,474,347	-	2,474,347
EXPENDITURES						
Tourism Program	628,425	970,984	767,923	882,280	45,232	927,512
Visitor Center	225,986	219,258	220,789	222,389	81,190	303,579
Cultural/Public Arts	60,100	56,091	30,240	48,000	-	48,000
Total Operating Expenditures	914,510	1,246,333	1,018,952	1,152,669	126,422	1,279,091
Transfer Out - Debt Service Fund	1,406,064	1,400,151	1,372,461	1,352,726	-	1,352,726
Transfer Out - Public Arts CIP	25,000	50,000	50,000	50,000	-	50,000
Transfer Out - Destination Events	-	60,854	60,854	50,000	-	50,000
Transfer Out - Others	3,382	-	-	-	902	902
Miscellaneous	-	-	-	-	550	550
Total Non-Operating Expenditures	1,434,446	1,511,005	1,483,315	1,452,726	1,452	1,454,178
Total Expenditures	2,348,956	2,757,338	2,502,267	2,605,395	127,874	2,733,269
Revenues Over/(Under) Expenditures	392,181	(102,038)	(122,893)	(131,048)	(127,874)	(258,922)
Fund Balance - Beginning	1,402,100	1,794,282	1,794,282	1,671,389	-	1,671,389
GAAP Adjustments	(638,806)	(527,541)	(527,541)	(527,541)	-	(527,541)
Fund Balance - Ending	$ 1,155,475	$ 1,164,703	$ 1,143,848	$ 1,012,800	$ (127,874)	$ 884,926
Fund Balance Policy (10% of Budgeted HOT)		$ 264,370	$ 233,769	$ 240,388		$ 240,388
Over/Under Policy		900,333	910,079	772,412		644,538

CITY OF SUGAR LAND
SPECIAL REVENUE FUNDS - STATE SEIZURES
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Other Income	$ 169,390	$ 350	$ 3,787	$ -	$ -	$ -
Interest Income	1,820	-	3,800	400	-	400
Transfers In	-	-	-	-	-	-
Total Revenues	171,210	350	7,587	400	-	400
EXPENDITURES						
Maintenance and Operations	114,987	-	-	-	-	-
Transfers to other funds	-	-	-	-	-	-
Total Expenditures	114,987	-	-	-	-	-
Revenues Over/(Under) Expenditures	56,224	350	7,587	400	-	400
Fund Balance - Beginning	137,814	194,038	194,038	201,625	-	201,625
Fund Balance - Ending	$ 194,038	$ 194,388	$ 201,625	$ 202,025	$ -	$ 202,025

CITY OF SUGAR LAND
SPECIAL REVENUE FUNDS - FEDERAL SEIZURES
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Other Income	$ 714	$ -	$ -	$ -	$ -	$ -
Interest Income	439	300	710	775	-	775
Transfers In	-	-	-	-	-	-
Total Revenues	1,154	300	710	775	-	775
EXPENDITURES						
Maintenance and Operations	-	-	-	-	-	-
Transfers to other funds	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-
Revenues Over/(Under) Expenditures	1,154	300	710	775	-	775
Fund Balance - Beginning	33,136	34,290	34,290	35,000	-	35,000
Fund Balance - Ending	$ 34,290	$ 34,590	$ 35,000	$ 35,775	$ -	$ 35,775

CITY OF SUGAR LAND
SPECIAL REVENUE FUNDS - LAW ENFORCEMENT
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Other Income	$ -	$ -	$ -	$ -	$ -	$ -
Interest Income	60	40	95	100	-	100
Transfers In	-	-	-	-	-	-
Total Revenues	60	40	95	100	-	100
EXPENDITURES						
Maintenance and Operations	-	-	-	-	-	-
Transfers to other funds	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-
Revenues Over/(Under) Expenditures	60	40	95	100	-	100
Fund Balance - Beginning	4,537	4,597	4,597	4,692	-	4,692
Fund Balance - Ending	$ 4,597	$ 4,637	$ 4,692	$ 4,792	$ -	$ 4,792

CITY OF SUGAR LAND
SPECIAL REVENUE FUND - PHOTOGRAPHIC TRAFFIC SIGNAL ENFORCEMENT
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Civil Fines	$ 2,863,697	$ 2,923,696	$ 1,802,739	$ -	$ -	$ -
Interest Income	14,403	1,100	13,358	-	-	-
Total Revenues	2,878,100	2,924,796	1,816,097	-	-	-
EXPENDITURES						
Personnel Costs	211,279	247,713	136,041	-	-	-
Operations & Maintenance	710,257	772,873	494,598	-	-	-
Total Operating Expenditures	921,536	1,020,586	630,639	-	-	-
State Share	966,617	952,105	591,137	-	-	-
Transfers Out	966,617	952,105	591,137	-	-	-
Total Non-Operating Expenditures	1,933,234	1,904,210	1,182,274	-	-	-
Total Expenditures	2,854,770	2,924,796	1,812,913	-	-	-
Revenues Over/(Under) Expenditures	23,330	-	3,184	-	-	-
Fund Balance - Beginning	(26,514)	(3,184)	(3,184)	-	-	-
Fund Balance - Ending	$ (3,184)	$ (3,184)	$ 0	$ -	$ -	$ -

CITY OF SUGAR LAND
SPECIAL REVENUE FUND - SPA DEBT REDUCTION FUND GREATWOOD
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Out of City Service Fees	$ 16,629	$ -	$ -	$ -	$ -	$ -
Interest Income	44,310	-	11,434	-	-	-
MUD Fund Balances	74,022	-	-	-	-	-
Transfers In	-	-	-	-	-	-
Total Revenues	134,961	-	11,434	-	-	-
EXPENDITURES						
Operations & Maintenance	-	-	-	-	-	-
Transfers to Other Funds	2,695,636	579,407	590,842	-	-	-
Total Expenditures	2,695,636	579,407	590,842	-	-	-
Revenues Over/(Under) Expenditures	(2,560,675)	(579,407)	(579,408)	-	-	-
Fund Balance - Beginning	3,140,083	579,408	579,408	-	-	-
Fund Balance - Ending	$ 579,408	$ 1	$ -	$ -	$ -	$ -

CITY OF SUGAR LAND

SPECIAL REVENUE FUND - SPA DEBT REDUCTION FUND - TARA PLANTATION

INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Out of City Service Fees	$ 42,989	$ 48,584	$ 36,888	$ 36,888	$ -	$ 36,888
Interest Income	4,460	2,500	6,474	6,400	-	6,400
Transfers In			-	-	-	-
Total Revenues	47,449	51,084	43,362	43,288	-	43,288
EXPENDITURES						
Operations & Maintenance	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-
Revenues Over/(Under) Expenditu	47,449	51,084	43,362	43,288	-	43,288
Fund Balance - Beginning	288,715	336,164	336,164	379,526	-	379,526
Fund Balance - Ending	$ 336,164	$ 387,248	$ 379,526	$ 422,814	$ -	$ 422,814

CITY OF SUGAR LAND

SPECIAL REVENUE FUND - SPA DEBT REDUCTION FUND - NEW TERRITORY

INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Out of City Service Fees	$ 3,277	$ -	$ -	$ -	$ -	$ -
Interest Income	49,503	-	24,588	-	-	-
MUD Fund Balances	36,827	-	-	-	-	-
Total Revenues	89,607	-	24,588	-	-	-
EXPENDITURES						
Operations & Maintenance	-	-	-	-	-	-
Transfers to Other Funds	2,695,636	971,234	995,822	-	-	-
Total Expenditures	2,695,636	971,234	995,822	-	-	-
Revenues Over/(Under) Expendit	(2,606,029)	(971,234)	(971,234)	-	-	-
Fund Balance - Beginning	3,577,263	971,234	971,234			
Fund Balance - Ending	$ 971,234	$ 0	$ (0)	$ -	$ -	$ -

CITY OF SUGAR LAND
SPECIAL REVENUE FUND - SPA DEBT REDUCTION FUND - RIVERSTONE
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Out of City Service Fees	$ 185,379	$ 164,432	$ 131,175	$ 131,175	$ -	$ 131,175
Interest Income	6,848	3,000	11,600	12,000	-	12,000
Transfers In	-	-	-	-	-	-
Total Revenues	192,227	167,432	142,775	143,175	-	143,175
EXPENDITURES						
Operations & Maintenance	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-
Revenues Over/(Under) Expenditures	192,227	167,432	142,775	143,175	-	143,175
Fund Balance - Beginning	400,577	592,804	592,804	735,579	-	735,579
Fund Balance - Ending	$ 592,804	$ 760,236	$ 735,579	$ 878,754	$ -	$ 878,754

CITY OF SUGAR LAND
SPECIAL REVENUE FUND - ENCLAVE AT RIVER PARK PID
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
PID Assessment Fees	$ 137,284	$ 132,133	$ 132,133	$ 100,014	$ -	$ 100,014
Interest Income	7,286	1,000	4,275	4,500	-	4,500
Transfers In	22,993	44,450	44,450	60,160	-	60,160
Total Revenues	167,563	177,583	180,858	164,674	-	164,674
EXPENDITURES						
Reimbursements	-	490,000	489,950	-	-	-
Miscellaneous	-	1,000	6,049	100	-	100
Transfers to Other Funds	-	179,000	119,562	165,419	-	165,419
Total Expenditures	-	670,000	615,561	165,519	-	165,519
Revenues Over/(Under) Expenditures	167,563	(492,417)	(434,703)	(845)	-	(845)
Fund Balance - Beginning	331,803	499,366	499,366	64,663	-	64,663
Fund Balance - Ending	$ 499,366	$ 6,949	$ 64,663	$ 63,818	$ -	$ 63,818

CITY OF SUGAR LAND
SPECIAL REVENUE FUND - SPECIAL EVENTS
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Rental Fees	$ 26,143	$ 20,103	$ 26,904	$ 27,800	$ -	$ 27,800
Interest Income	-	-	100	100	-	100
Miscellaneous	-	-	-	-	-	-
Transfers In	59,052	60,854	60,854	50,000	-	50,000
Total Revenues	85,195	80,957	87,858	77,900	-	77,900
EXPENDITURES						
Personnel Costs	78,766	81,281	81,281	88,779	-	88,779
Operations & Maintenance	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Total Operating Expenditures	78,766	81,281	81,281	88,779	-	88,779
Transfers to Other Funds	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
Total Non-Operating Expenditures	-	-	-	-	-	-
Total Expenditures	78,766	81,281	81,281	88,779	-	88,779
Revenues Over/(Under) Expenditures	6,429	(324)	6,577	(10,879)	-	(10,879)
Fund Balance - Beginning	2,995	9,424	9,424	16,001	-	16,001
Fund Balance - Ending	$ 9,424	$ 9,100	$ 16,001	$ 5,122	$ -	$ 5,122

Capital Projects Fund

Capital Project Funds account for the acquisition and construction of major capital activities. Funding is provided by debt issuance, Sugar Land Development Corporation, Sugar Land 4B Corporation, Airport revenues, Utility revenues, Tourism Fund, and donations.

Capital Improvement Process

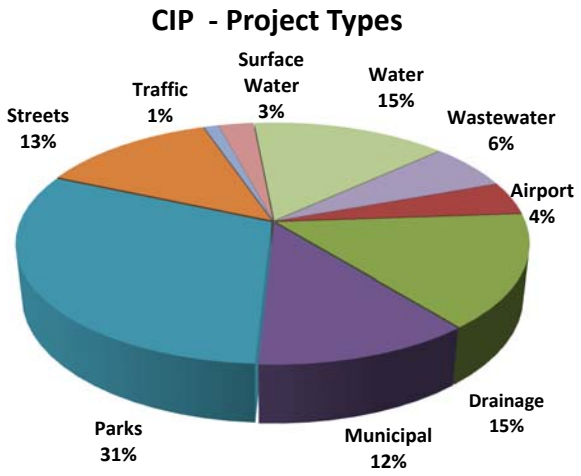
Section 6.03 of the City Charter states that the City shall file a multi-year capital improvement program and a current year capital budget. Annually, City staff prepares and files a five-year Capital Improvement Program (CIP). The CIP identifies needed capital improvements and financing for those improvements. The first year of the plan is incorporated into the annual budget to appropriate funds for the specific projects.

The five-year Capital Improvement Program (CIP) for FY20-FY24 totals $263.81 million including approximately $90 million of FY21-23 GO Bond program projects for consideration by voters in November. Progress and funding for those projects are subject to voter approval. Cost estimates for years two through five of the five-year CIP are for planning purposes only and are used in conjunction with the long-range financial plan of the City to determine potential project funding sources or to adjust project timing based on affordability. Estimates are based on the best information available, and ultimate project budgets may vary from estimates.

Funding sources and levels are identified and developed through the Budget Office. The first draft of the five-year CIP is prepared without fiscal constraints. The CIP is reviewed by the departments, Planning and Zoning Commission, the Sugar Land Development Corporation (SLDC), Sugar Land 4B Corporation (SL4B), and the City Manager. The City Council reviews the list of proposed projects without respect to dollar amounts or timing. A final draft of the fiscally constrained five-year CIP is then prepared and filed with the annual budget for Council consideration and approval. Upon City Council adoption, the five-year CIP document is reproduced and distributed for implementation of the program.

Fiscal Year 2019

The FY19 capital project budget totaled $28,321,056. Many projects included in FY19 are still in progress as most capital projects are multi-year projects.



Fiscal Year 2020

FY20 capital projects total $40,524,175. Parks projects make up the majority of the distribution at 31%, followed by Water and Drainage projects with a total of 30%. Streets projects are at 13%, Municipal at 12%, while Surface Water, Airport, Traffic and Wastewater combine for 14% of the approved project budgets for the FY20 CIP.

Parks projects total $12,455,925 and includes the completion of First Colony Trail, Brazos River Park – Mid-Lake, and Ditch H Trail. These projects are being funded with FY13 General Obligation Bonds. Additional projects include: Cullinan Park Improvements-Phase II and Joint Participation in CIP.

Drainage projects total $6,200,000 and include: Settlers Park Drainage Improvements, Brazos River Erosion Land Acquisition, Riverbend Arch Siphon Pipe Rehabilitation, Riverbend Spillway Rehabilitation, and Sugar Creek Golf Course Drainage Pipe Rehabilitation.

Municipal projects total $4,870,000 and include: Public Safety Training Facility, Enterprise Resource Planning (ERP) Implementation-Phase II, High Site Communications Improvements, Major Facilities Rehabilitation, Senior Center Study, and Public Arts Projects.

Airport projects total $1,800,000 for the construction of the Parallel Taxiway Relocation and Hangars ALD # and ALD #11.

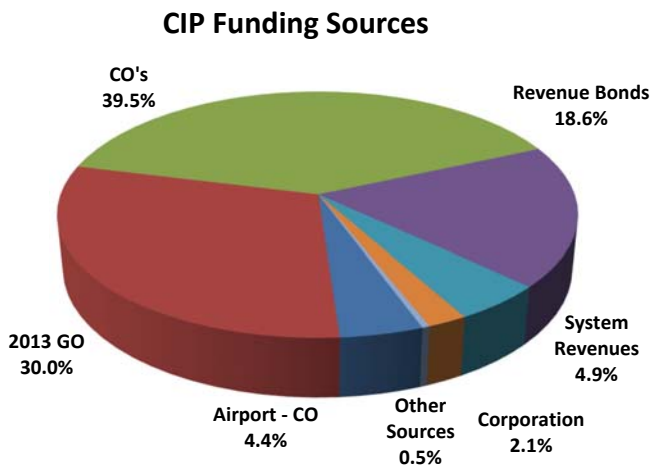
Streets projects total $5,350,000 and include: Bridge and Major Street Rehabilitation, and the design for Owens Road.

Traffic projects total $450,000 and include: Landscape Replacement for Major Roadways and Enhancement and Traffic Evaluation and Safety Improvements.

Surface Water projects total $1,065,250 and include: Preliminary Engineering Design for the expansion of the Surface Water Treatment Plant, a Study for a Surface Water Transmission Line to New Territory, and Recoating for the Surface Water Treatment Plant Yard Pipe and Aerial Crossings.

Wastewater projects total $2,537,000 and include: Collection Systems and Lift Stations Rehabilitation, and Wastewater Treatment Plant Improvements.

Water projects total $5,946,000 and include: Rehabilitation for Wells, Distribution System Water Main, Ground Storage Tank, and Ground Water Plant. Additional projects are SCADA Improvements and Utilities Costs for Drainage Projects.



Total Funding for the FY20 CIP is $40,524,175. This includes Airport Certificates of Obligation for $1,800,000, 2013 General Obligation Bonds for $12,155,925 (with $1,900,925 already issued), Certificates of Obligations for $16,000,000, Revenue Bonds for $7,548,250, and $2,000,000 from System Revenues. Sugar Land Development Corporation will fund $150,000, Sugar Land 4B Corporation $720,000, and the Tourism Fund $50,000. The Cullinan Foundation will fund $100,000 for Park Improvements, and $10,000 from the National Endowment for the Arts Grant. Interest income is budgeted at $360,000. If a project has an operation and maintenance cost (O&M), the O&M impact has been identified and the annual cost calculated. However, there are no identified operational impacts associated with the implementation of the current year Capital Improvement Program. The amounts are included in the five-year forecast to measure the impact on the long-range financial capacity of each operating fund.

CITY OF SUGAR LAND
CAPITAL PROJECTS FUNDS
SUMMARY SCHEDULE OF REVENUES AND EXPENDITURES

	General CIP	Grants and Other Sources	Development Corporations	Utility CIP	Airport CIP	Total Capital Projects
Revenues						
Bond Proceeds	$ 26,255,000	$ -	$ -	$ 7,548,250	$ 1,800,000	$ 35,603,250
Transfers In	1,393,637	150,000	860,000	2,000,000	-	4,403,637
Transportation Fees	472,500	-	-	-	-	472,500
Donations	10,000	-	-	-	-	10,000
Interest Income	185,000	-	-	175,000	-	360,000
Total Revenues	**28,316,137**	**150,000**	**860,000**	**9,723,250**	**1,800,000**	**40,849,387**
Expenditures						
Airport	-	-	-	-	1,800,000	1,800,000
Drainage	6,200,000	-	-	-	-	6,200,000
Municipal	4,360,000	50,000	310,000	-	-	4,720,000
Parks	12,155,925	100,000	200,000	-	-	12,455,925
Streets	5,200,000	-	150,000	-	-	5,350,000
Traffic	250,000	-	200,000	-	-	450,000
Surface Water	-	-	-	1,065,250	-	1,065,250
Water	-	-	-	5,946,000	-	5,946,000
Wastewater	-	-	-	2,537,000	-	2,537,000
Total CIP Expenditures	22,615,925	150,000	860,000	9,548,250	1,800,000	40,524,175
Issuance Costs	400,000	-	-	-	-	400,000
Other Non-operating	-	-	-	-	-	-
Transfers Out	1,866,137	-	-	-	-	1,866,137
Non-operating Expenditures	2,266,137	-	-	-	-	2,266,137
Total Expenditures	**30,432,062**	**150,000**	**860,000**	**9,548,250**	**1,800,000**	**42,790,312**
Revenues Over/(Under) Expenditures	(2,115,925)	-	-	175,000	-	(1,940,925)
Fund Balance - Beginning	5,794,526	-	-	10,117,150	143,054	16,054,730
Reserved Funds- Transportation Fees	(1,342,018)					(1,342,018)
Fund Balance - Ending	**$ 2,336,583**	**$ -**	**$ -**	**$ 10,292,150**	**$ 143,054**	**$ 12,771,787**

CITY OF SUGAR LAND
SUMMARY OF CAPITAL PROJECTS
FISCAL YEAR 2020

Project #	Project Name	Project Description
Airport Projects		
AP1201	Parallel Taxiway Relocation and Hangars ALD #4 and ALD#11	Construction of a new replacement hangar for the existing airport corporate one hangar and office space.
Airport Total		
Drainage Projects		
DR1903	Settlers Park Drainage Improvements	Replacement of existing stormwater pipes along Greenfield Dr with new 60-in and 72-in reinforced concrete pipe (RCP) and replacement of the outfall into FBC LID No. 2, Ditch C. Also, replacement of stormwater pipes along Sleepy Hollow Dr and Mesquite Dr with 36-in and 48-in RCP. Project will reduce the street ponding depth and duration in the Settlers Park neighborhood area.
DR2001	Brazos River Erosion Land Acquisition	Purchase of 12.6 acres of land to provide connectivity to the Brazos River Park and west of Hwy 99/Grand Parkway and adjacent to the City's existing park property.
DR2002	Riverbend Arch Siphon Pipe Rehabilitation	Add slip lining to the aging pipe to restore structural integrity and replace the broken slope paving.
DR2003	Riverbend Country Club Spillway	Mitigate the existing bulkhead and repair the bottom of the receiving channel to prevent future scouring.
DR2004	Sugar Creek Golf Course Drainage Pipe Rehabilitation	Rehabilitation of approximately 1,200 ft of 54-inch storm sewer pipe with slip lining.
Drainage Total		
Municipal Projects		
MU1901	Public Safety Training Facility	Develop an infrastructure package including roads and utilities for the Police and Fire Department training grounds. Review existing drainage conditions, and establish grades for road work and future pad sights for training, including preparation for a fire training prop and access to accommodate a fire engine. The prop will require road access, water, electrical, concrete pad, a canopy shade structure, and fencing.
MU1906	ERP Implementation-Phase II	An organizational project to update the City's current Enterprise Resource Planning (ERP) software. The ERP is the central application for all City business. This includes integrating critical City functions.
MU2001	Major Facilities Rehabilitation	Project Includes major roof and mechanical replacements as well as other end of life appurtenances.
MU2002	Public Arts Project	Public Arts project identified each year through development of the annual work plan that achieve the goals of the Public Art Plan (adopted in Dec 2016).
MU2003	Senior Center Study	Study to address the growing needs of the existing T.E. Harman Senior Center. The research considerations include site location opportunities and constraints, building square footage requirements, parking requirements, and operations. The project scope will include capacity and function analysis, case studies, location preferences and site testing, preliminary architecture and site design and associated cost estimate.
MU2004	High Site Communication Improvements	Upgrade the 3-Tier network and switch out the hardware to provide long term functioning of the network that drives the Intelligent Transportation System (ITS) for Traffic Operations, the License Plate Recognition (LPR) for Police, and the Supervisory Control and Data Acquisition (SCADA) for water and wastewater infrastructure operations.
Municipal Total		
Parks Projects		
PK1506	First Colony Trail	To connect the Trail Network in First Colony and from Austin Parkway and Lexington Blvd to Woodstream. There are two pedestrian bridges one at Woodstream across North Ditch A and one at Mesquite Park across Ditch C. In addition, two additional pedestrian bridges, one at First Colony Middle School across Ditch C and the other at Sweetwater across Ditch A.
PK1606	Brazos River Park PH II	Design and construction of a connector road between Memorial Park and the Brazos River Park.
PK1702	Ditch H Trail	Design and construction of Ditch H trail. Design addresses issues such as drainage, road crossings, and levee improvement district concerns. Trails will be the primary connection from Imperial Connector to US 59 and from US 59 to Sweetwater Blvd.
PK2001	Cullinan Park Improvements - PH II	The Phase II project will potentially include a Nature Play Area and a Loop Trail around White Lake, which was awarded funding from the Texas Parks and Wildlife grant. The Cullinan Park Conservancy will determine the next project to move forward pending the funding.
PK2002	Joint Participation in CIP	Provide funds for joint participation in CIP projects between the City and citizen-based organizations that benefit the general public. Project takes advantage of partnering opportunities to enhance and preserve the quality of life for City residents.
Parks Total		

Transfers from Operating Funds				Bond Proceeds		Miscellaneous	Total
General Fund	Water Utilities & Surface Water Funds	Airport Revenues	SLDC / SL4B Corp/Tourism	GO / CO	Revenue	Grants / FB Other Sources	FY20 CIP Budget
				1,800,000			1,800,000
-	**-**	**-**	**-**	**1,800,000**	**-**	**-**	**1,800,000**
				5,000,000			5,000,000
				100,000			100,000
				450,000			450,000
				100,000			100,000
				550,000			550,000
-	**-**	**-**	**-**	**6,200,000**	**-**	**-**	**6,200,000**
							-
				810,000			810,000
				1,560,000			1,560,000
				1,250,000			1,250,000
			260,000			10,000	270,000
			100,000				100,000
				730,000			730,000
-	**-**	**-**	**360,000**	**4,350,000**	**-**	**10,000**	**4,720,000**
				1,550,000			1,550,000
				3,585,423			3,585,423
				7,020,502			7,020,502
						100,000	100,000
			200,000				200,000
-	**-**	**-**	**200,000**	**12,155,925**	**-**	**100,000**	**12,455,925**

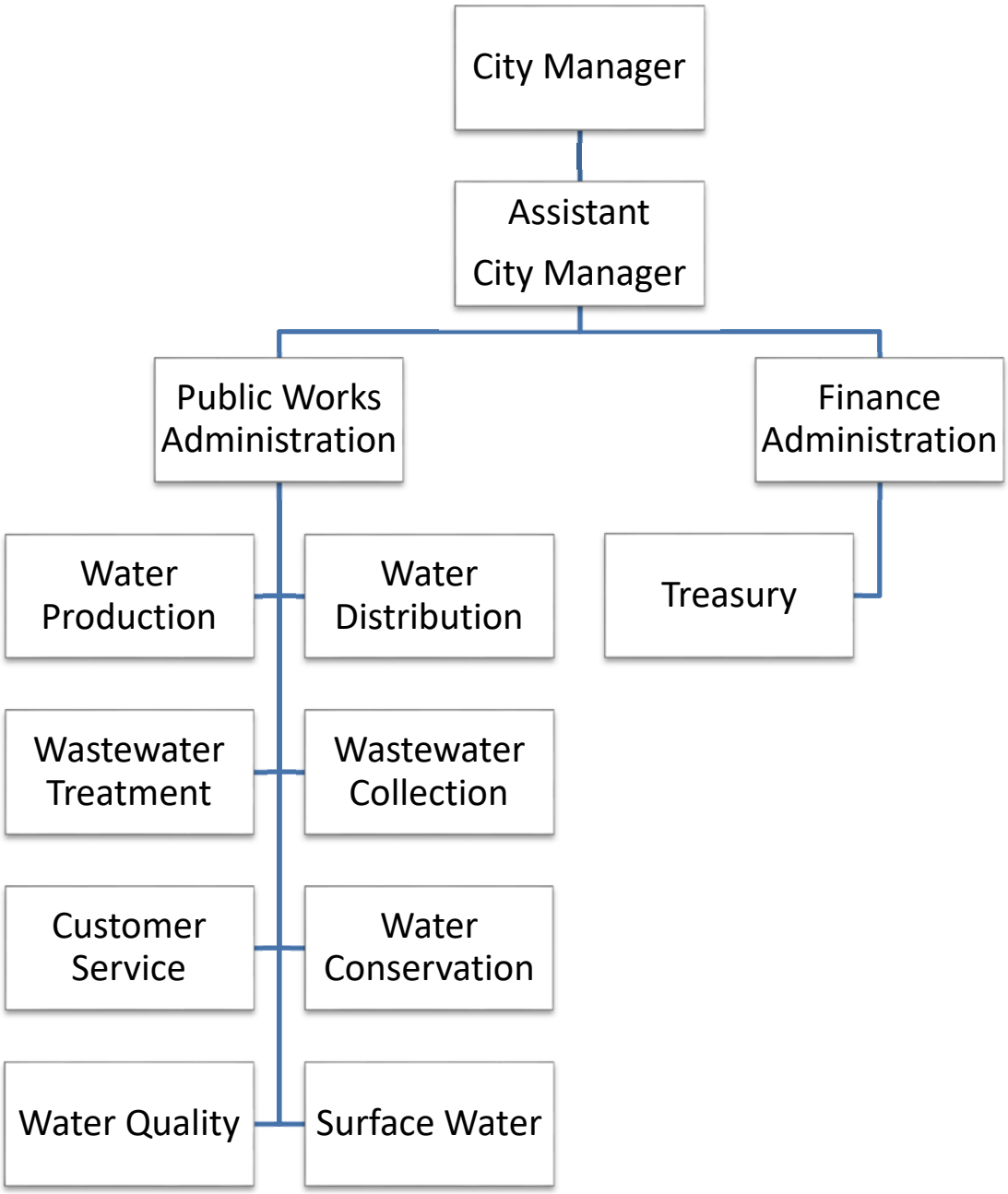
CITY OF SUGAR LAND
SUMMARY OF CAPITAL PROJECTS
FISCAL YEAR 2020

Project #	Project Name	Project Description
Streets Projects		
ST2001	Bridge Rehabilitation	Maintenance repairs to the Sweetwater westbound bridge over Alcorn Bayou. Maintenance will include partial depth repair of concrete deck, reconstruct sidewalk, replace existing wing walls and backfill approaches.
ST2002	Major Street Rehabilitation	Annual street pavement rehabilitation program as identified by the Pavement Management and Maintenance Program (PMMP). This project includes Lexington Blvd (from SH 6 to Williams Trace Blvd), Pinecroft, Palm Royal, 7th Street (Bournewood to Woodlake) , Dulles Avenue (Lexington Bld to East Avenue) and other associated areas.
ST2003	Owens Road - Mobility Bond Project	Design and construction of a 2-lane, boulevard section with curb and gutter, storm sewer. Section will accommodate future widening to 4-lanes. Also improvements to the intersection and traffic signal at US90A, upgrade the railroad crossing and construct and outfall/overflow channel.
Streets Total		
Surface Water Projects		
SW2001	Surface Water Treatment Plant Expansion	Preliminary Engineering (PER) and design of the Surface Water Treatment Plant expansion from its current rated capacity of 10.85 MGD to 22 MGD.
SW2002	Surface Water Transmission Line to New Territory GWT/Route	Conduct an engineering assessment to identify the required size of the transmission line, most feasible route and any easement needs.
SW2003	Surface Water Treatment Plant Yard Pipe and Aerial Crossings Recoating	Recoating of above ground piping at the Surface Water Treatment Plant (SWTP) as well as three (3) aerial crossings along the surface water transmission system.
Surface Water Total		
Traffic Projects		
TR2001	Landscape Replacement for Major Roadway and Enhancement Projects	Reconstruction of landscape beds along major routes through Sugar Land to improve the streetscape treatments of areas directly adjacent to interstate and state highways. Routes will include US 59/I-69, US 90A, SH6, which are classified as Imperial and Highway 6 routes according to the Beautification Policy.
TR2002	Traffic Evaluation and Safety Improvements	Program addresses relatively low cost safety and operation improvements typically at intersections identified through traffic analysis, reported concerns, or studies. Improvements can vary from geometric improvements to technology upgrades.
Traffic Total		
Wastewater Projects		
WW2001	Collection Systems (Project E)	Final project of the detailed evaluation and design for system deficiencies identified in the Asset Management Program and areas that experience sanitary sewer overflows (SSO's) during heavy storm events. Rehabilitate and replacement of wastewater collection system infrastructure that has reached the end of its useful life.
WW2002	Lift Station Rehabilitation	The lift stations are recommended for rehabilitation due to aging infrastructure, reliability concerns, extreme wet well deterioration, and pump and control panel wear. Lift stations will be identified from the lift station assessment efforts.
WW2003	Wastewater Treatment Plants Improvements	Replacement of equipment and improvements to Wastewater Treatment Plants for key components identified through operations of the plants.
Wastewater Total		
Water Projects		
WA1905	SH99 and US90A Waterline Relocation	Relocation of the City's existing 12-inch waterline and fire hydrants.
WA2001	Well Rehabilitation	Design and construction of scheduled maintenance of water wells for one of the 23 City water wells. Maintenance of water wells includes pulling of pumps from wells and cleaning well screens. Repairs required for the wells and pumps are determined when the wells are pulled.
WA2002	Distribution System Water Main Rehabilitation Program	The bi-ennial projects include design and construction of distribution system waterlines to replace aged and high maintenance existing waterlines. Design in one year, construction in the next.
WA2003	Ground Storage Tank Rehabilitation	Annual funding for refurbishment of existing ground storage water tanks at a site to be determined and prioritized by scheduled evaluation and assessment. Work includes structural repairs and modifications as needed, blasting and proper removal of old coatings and repainting.
WA2004	Ground Water Plant Rehabilitation	Annual investment in the ground water plants. Work includes: improvements to booster pumps, on site facilities, hydro-pneumatic tanks, yard piping, site grading and drainage. The first year of the program includes improvements to the Greatwood and New Territory water treatment plants. Improvements were identified through the conditions assessment completed prior to annexation.
WA2005	SCADA Improvements	Annual program to maintain the Supervisory Control and Data Acquisition (SCADA) system for the city's utilities. Allows for the continuation of necessary repairs to failed parts of the system.
WA2007	Utilities Costs for Drainage Projects	Project will address utility improvements associated with various drainage projects for FY20.
Water Total		
Grand Total		

Transfers from Operating Funds				Bond Proceeds		Miscellaneous	Total
General Fund	Water Utilities & Surface Water Funds	Airport Revenues	SLDC / SL4B Corp/Tourism	GO / CO	Revenue	Grants / FB Other Sources	FY20 CIP Budget
				200,000			200,000
				5,000,000			5,000,000
			150,000	-			150,000
-	**-**	**-**	**150,000**	**5,200,000**	**-**	**-**	**5,350,000**
					605,250		605,250
					160,000		160,000
					300,000		300,000
-	**-**	**-**	**-**	**-**	**1,065,250**	**-**	**1,065,250**
				250,000			250,000
			200,000	-			200,000
-	**-**	**-**	**200,000**	**250,000**	**-**	**-**	**450,000**
					567,000		567,000
	1,000,000				620,000		1,620,000
					350,000		350,000
-	**1,000,000**	**-**	**-**	**-**	**1,537,000**	**-**	**2,537,000**
					350,000		350,000
	1,000,000				270,000		1,270,000
					300,000		300,000
					1,200,000		1,200,000
					1,100,000		1,100,000
					76,000		76,000
					1,650,000		1,650,000
-	**1,000,000**	**-**	**-**	**-**	**4,946,000**	**-**	**5,946,000**
$ -	**$ 2,000,000**	**$ -**	**$ 910,000**	**$ 29,955,925**	**$ 7,548,250**	**$ 110,000**	**$ 40,524,175**

Utility System Fund Organizational Chart

As of October 1, 2019



Utility System Fund

The City's water and wastewater utilities are financed and operated in a manner similar to private business enterprises, where costs of providing the services to the public are financed primarily through user charges.

Surface Water accounts for all operating activities related to the City's Groundwater Reduction Plan, and required conversion to surface water, which is funded through a GRP fee per 1,000 gallons of water produced. The City has already met the mandated 30% reduction in groundwater usage and is preparing to meet the next mandate, which is 60% reduction by 2025. Customers outside the City limits pay a 20% out-of-City service charge over the monthly fees; service charges from Tara Plantation are credited to the debt reduction fund based on Strategic Partnership Agreements (SPA).

Fiscal Year 2019

FY19 total revenues are estimated to be $62,114,807. Charges for services are projected at $31,952,082. Surface water fees billed to residents are estimated at $11,774,015. Interest income is projected at $445,796. Non-operating revenues consist of 2019 bond proceeds of $14,048,090, transfers of $869,015 from connection fees, $30,217 in PID reimbursements, and the final payment on the inter-fund loan of $1,500,000 from the Airport and SLDC.

On May 17, 2016 the City Council approved resolution 16-19, authorizing the City to enter into an inter fund loan agreement with the Surface Water Fund to cash flow the purchase price of the Central Prison Unit property, with a total principal amount of $3,000,000. This agreement included principal payments, plus interest which would accrue annually at 1%. The first loan payment was made on September 30, 2018 and the final loan payment will be made on September 30, 2019. The Airport is responsible for $2,000,000 in principal repayments, plus accrued interest, and the SLDC is responsible for repayment to the Capital Projects Fund of $1,000,000 in principal payments, plus accrued interest.

Operating expenditures are projected at $24,989,243. Due to higher than normal rainfall, **Water Production** and **Wastewater Treatment** saw a decrease in electricity charges. **Water Conservation** also showed savings in public relations and professional services. In **Surface Water** there was a decrease in chemicals for $200,000 and an increase in raw water cost by $812,641. The City has been presented with an opportunity to secure long-term guaranteed water rights from the Brazos River Authority (BRA) and Gulf Coast Water Authority (CGWA). The FY19 projections include funds for these additional water rights of $812,641 that will be due in FY19. All other departmental expenditures are projected to remain at the budget amount.

Non-operating expenditures total $42,916,005 and include debt service payments of $17,420,656, transfers out of $10,656,132, including $6,086,153 to support annexed MUD Utility debt, contingency of $523,206, CIP transfers of $13,766,300, and miscellaneous expenditures of $549,711, consisting of rehabilitation funds and insurance premiums and deductibles.

Ending cash equivalent balance at 9/30/19 is projected to be $12,868,869. The fund is projected to have a 51% operating reserve, which is above of the 25% established by policy. The fund has a budgeted debt service reserve of $8,942,393 at fiscal year-end.

Fiscal Year 2020

FY20 total revenues are estimated to be $63,317,699. Total revenues for charges for services are budgeted at $34,975,597, Surface water fees are budgeted at $18,505,323, interest income at $425,789, tap fees at $212,414, and miscellaneous of $738,426 made up of penalties, collection charges, delinquency fees, lease agreements, reimbursements, and other miscellaneous charges. Bond proceeds are budgeted at $7,548,250 for FY20 CIP projects.

Transfers in include $868,019 from connection fees to cover FY20 debt service requirements for connection fee projects and $43,881 in reimbursements from the Enclave @ River Park PID for debt service on the developer reimbursement. The FY20 budget anticipates a 5% increase to water and wastewater rates and a 10% increase to surface water and GRP rates. The City has not raised rates since 2014 and in order to build capacity for the next mandated reduction of 60% groundwater usage, a series of increases is needed over the next few years.

Operating expenditures total $25,030,515. FY20 one-time additions total $788,824 and include a risk and resilience assessment of the City's water system, a master plan update, two water quality data management systems, a Utility and Surface Water rate study, large meter repair costs, automatic water line flushers, vehicles for two new positions, and additional funds for sewer system maintenance.

FY20 recurring additions total $1,458,294 and includes the addition of a Water Quality Technician and General Maintenance Worker, manhole and valve rehabilitation and repairs, reagents for water quality testing, and additional water costs for BRA and GCWA funding for increased cost of water rights as well as the additional water rights secured from the BRA and CGWA, which are guaranteed rights to water sufficient to meet the City's long-term water needs.

Non-operating expenditures total $39,274,788. Debt service payments are budgeted at $17,410,560 for existing debt and new debt on the planned CIP debt issuance. Transfer to CIP fund is estimated to be $9,548,250. Transfers out to other funds total $11,139,164, and include transfers to the Fleet and High-Tech Replacement, General Fund for overhead costs, Debt Service for MUD debt service, and Employee Benefit Funds. Contingency is budgeted at $780,902 and miscellaneous at $395,912, which includes insurance premiums and deductibles and compensation plan adjustments.

The Utility System has a total debt service reserve of $7,302,551. The cash equivalents balance on 9/30/20 is estimated to be $13,521,107, which is a 54% of operating reserve.

Financial Analysis

Financial ratios are used to analyze the financial position and operating results of the funds. A comparison based on FY19 projections and the FY20 budget is shown below:

	FY19 Projections	FY20 Budget
Cash Reserve Ratio	51%	54%
Direct Bond Coverage	1.19	1.71

The targeted minimum cash reserve ratio is 25% of operating expenses. The direct bond coverage minimum is 1.25 times the average annual debt service requirements. The FY20 cash reserve ratio is budgeted at 54%. Rates will be adjusted annually as necessary to ensure cash reserves and bond coverage requirements are maintained.

Rating agencies monitor the All-In Bond coverage, which includes non-revenue debt. The financial strength of the utility system is recognized by the rating agencies. Fitch and Standard & Poor's both assigned an AA+ rating to the outstanding revenue bonds.

CITY OF SUGAR LAND
ENTERPRISE FUND - UTILITY SYSTEM
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Charges for Services	$ 32,513,641	$ 35,151,469	$ 31,952,082	$ 34,975,597	$ -	$ 34,975,597
Surface Water Fees	14,725,628	15,272,133	11,774,015	18,505,323	-	18,505,323
Tap Fees	215,410	212,413	222,935	212,414	-	212,414
Interest Income	402,232	125,789	445,796	425,789	-	425,789
Dissolution	1,551,436	-	-	-	-	-
Miscellaneous	1,351,641	638,863	1,272,657	738,426	-	738,426
Operating Revenues	50,759,988	51,400,667	45,667,485	54,857,549	-	54,857,549
Bond Proceeds	86,453,538	14,048,090	14,048,090	7,548,250	-	7,548,250
Inter-Fund Loan Repayment	1,500,000	1,500,000	1,500,000	-	-	-
Transfers In - PID	-	30,217	30,217	43,881	-	43,881
Transfers In - Connection Fees	581,947	869,015	869,015	868,019	-	868,019
Non-operating Revenues	88,535,485	16,447,322	16,447,322	8,460,150	-	8,460,150
Total Revenues	139,295,473	67,847,989	62,114,807	63,317,699	-	63,317,699
EXPENDITURES						
Utility Administration	3,575,967	1,604,883	1,604,883	746,405	-	746,405
Water Distribution	3,407,454	2,324,084	2,324,084	2,564,924	169,562	2,734,486
Water Production	2,674,195	2,923,711	2,809,027	2,921,439	169,388	3,090,827
Wastewater Collection	1,088,328	1,654,339	1,654,339	1,371,713	157,000	1,528,713
Wastewater Treatment	5,063,908	6,006,538	5,687,486	5,324,201	1,380	5,325,581
Customer Service	911,556	1,642,332	1,642,332	1,058,280	87,335	1,145,615
Water Quality	528,713	603,911	603,911	633,243	-	633,243
Water Conservation	231,830	346,963	246,963	295,432	-	295,432
Treasury	2,100,006	1,602,974	1,602,974	1,623,345	-	1,623,345
Surface Water	5,699,394	6,271,469	6,813,244	6,264,038	1,642,830	7,906,868
Total Operating Expenditures	25,281,350	24,981,204	24,989,243	22,803,021	2,227,494	25,030,515
Debt Service	15,777,815	17,420,656	17,420,656	17,410,560	-	17,410,560
Payment to Escrow Account	86,921,410	-	-	-	-	-
Transfers Out	7,634,774	10,656,132	10,656,132	11,119,540	19,624	11,139,164
Miscellaneous	375,642	549,711	549,711	395,912	-	395,912
Contingency	-	523,206	523,206	780,902	-	780,902
CIP Transfers	2,175,700	13,766,300	13,766,300	9,548,250	-	9,548,250
Total Non-Operating Expenditures	112,885,341	42,916,005	42,916,005	39,255,164	19,624	39,274,788
Total Expenditures	138,166,691	67,897,209	67,905,248	62,058,185	2,247,118	64,305,303
Revenues Over/(Under) Expenditures	1,128,782	(49,220)	(5,790,441)	1,259,514	(2,247,118)	(987,604)
Fund Balance - Beginning	26,472,921	27,601,703	27,601,703	21,811,262	-	21,811,262
Reserve - Debt Service	(9,225,107)	(8,942,393)	(8,942,393)	(7,302,551)	-	(7,302,551)
Fund Balance - Ending	$ 18,376,596	$ 18,610,090	$ 12,868,869	$ 15,768,225	$ (2,247,118)	$ 13,521,107
Bond Coverage	1.61	1.52	1.19	1.84		1.71
Target	1.25	1.25	1.25	1.25		1.25
Operating Reserves	73%	74%	51%	69%		54%
Target	25%	25%	25%	25%		25%

Water Utilities Department

Mission Statement

The **Water Utilities Department** takes pride in maintaining a tradition of producing ample superior quality water, recognized as the best tasting water in the US by the American Water Works Association in 2019, vigilantly maintaining water and wastewater infrastructure, and providing responsive and efficient customer-oriented service in a cost-effective and innovative manner emphasizing responsible environmental stewardship and compliance with all regulatory requirements.

Services Provided

The **Water Utilities Department** is responsible for the long-range planning, administration and operation of the City's water and wastewater systems including regulatory compliance for all mandated EPA and TCEQ programs. The Department is also responsible for all operating and capital improvement activities related to the City's Groundwater Reduction Plan (GRP), which is funded through a fee per 1,000 gallons of water produced by all GRP participants.

Programs of Service

Utilities Administration sets departmental goals and strategies, provides organizational direction and control to accomplish those goals and manages long range planning to ensure there is adequate system capacity for growth. The **Water Distribution** program is responsible for ensuring that water produced is delivered to meet customer expectations including maintaining and repairing water lines, meters and fire hydrants. **Water Production** is responsible for producing, treating and supplying quality water that complies with all federal and state water quality standards and with sufficient water pressure to meet customer needs and fire flow requirements in an emergency. **Wastewater Collection** operates, maintains, and repairs sanitary sewer collection lines and manholes to meet or exceed all state and federal guidelines. The **Wastewater Treatment** program is responsible for transporting and treating wastewater to a quality that meets federal and state water quality standards, and operating, maintaining and repairing sanitary sewer lift stations and wastewater treatment plants. The **Customer Service** program responds to all requests for service 24 hours a day 7 days a week and reads all water meters monthly. The **Water Quality** program monitors the safety and quality of drinking water through water testing and compliance monitoring and handles backflow prevention, grease trap inspections, and the mandated wastewater industrial pretreatment programs. The **Water Conservation** program is responsible for water education, conservation and communication and is managed through the Public Works Department Environmental Services Division. The **Treasury** program, managed through the Finance Department, provides centralized collection of City funds for utility and other billings, as well as daily receipts from other operating departments and receipts from outside payments including property tax payments received from Fort Bend County. Treasury also bills for utilities, alarms, airport rentals, and other miscellaneous receivables for all city departments. **Surface Water** is responsible for all planning and implementation of the City's Groundwater Reduction Plan. Based on the mandated groundwater reduction, the program is also responsible for coordinating the identification, pursuit, acquisition and implementation of alternatives to groundwater sources, including but not limited to surface water, effluent reuse, conservation, and direct reuse projects.

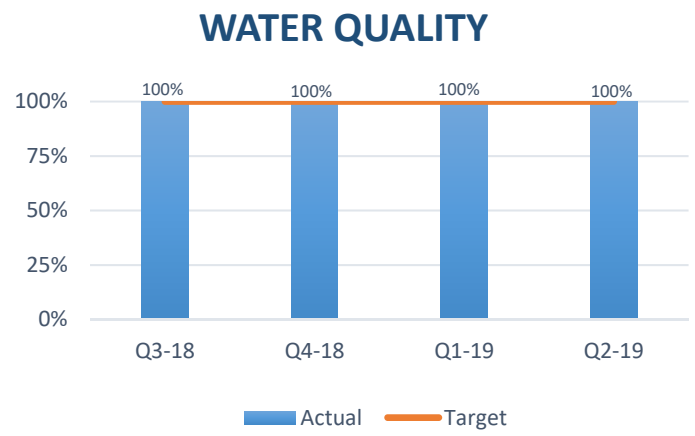
FY20 Budget Requests

A total of $ 2,227,494 in additions are included in the **Utility System Fund** FY20 budget. **Customer Service** is adding a General Maintenance Worker and **Surface Water**, a Water Quality Technician.

Water Distribution has a total of $169,562 in additions, including $104,062 for valve rehab and repairs, $37,000 for large meter repairs, and $28,500 for auto flushers. **Water Production** has additions of $169,388, including $150,000 for a water/wastewater master plan update to include the ETJ area south of the Brazos River, and $19,388 for SL1000 chemical keys to test water quality. **Wastewater Collection** has additions of $157,000, including $130,000 for manhole repairs, and

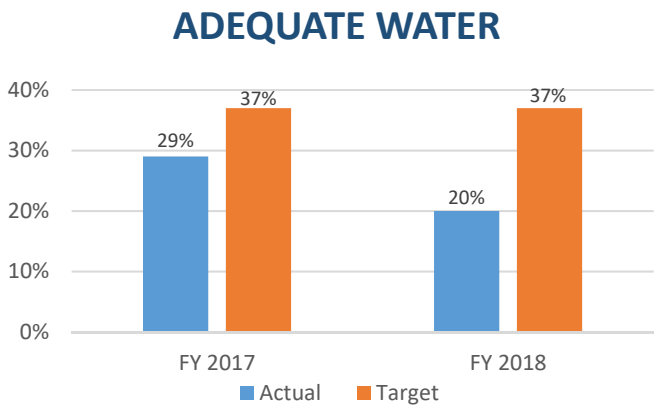
$27,000 for CCTV and PACP scoring systems. **Wastewater Treatment** has additions of $1,380 for a CIP reuse fee. **Customer Service** has additions of $87,335, including the cost of a new General Maintenance Worker, and $32,700 for a new vehicle. **Surface Water** has additions of $1,642,830, including the cost of a new Water Quality Technician, $1,082,808 for the Brazos River Authority operating system and the Gulf Coast Water Authority, $250,000 for a AWIA Risk Study, $158,500 for LIMS/WIMS data management tools, $60,000 for a utility rate study, and $1,175 for miscellaneous.

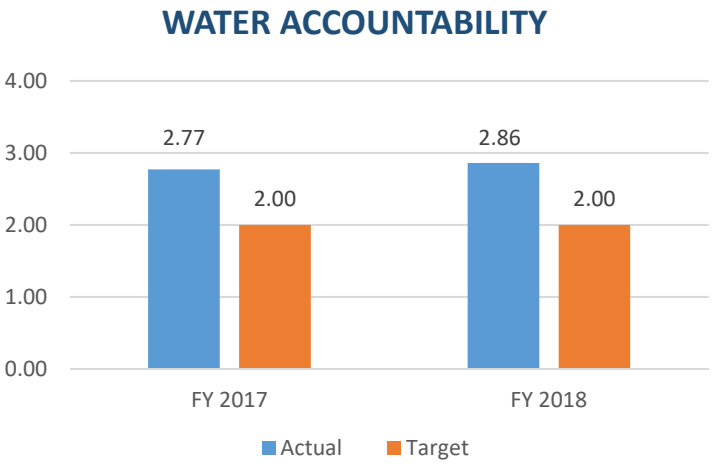
Performance Measures: Well Planned Community



The City Council Goal Measures for the Utility System are Water Quality, Adequate Water and Water Accountability. Water Quality is reported as a percentage of time the City meets all health related drinking water standards. The City measures its compliance relative to primary maximum contaminate levels and treatment techniques. The indicator is calculated on a rolling annual basis.

Adequate water is expressed as a percentage, and demonstrates an assessment of current water demand compared to available water supplies.





Water Accountability addresses the systems water loss. Even the most well maintain and managed systems will experience some unavoidable leakage, the International Water Association support the use of an Infrastructure Leakage Index (ILI). This index is the ratio of water loss to water leaks as compared to unavoidable water loss. It is accepted within the industry that a score of 1.00-2.00 is exceptional; whereas the majority of utilities operate between a 2.00 and a 4.00. Utilities above a 4.00 need to consider more immediate updates to their water distribution system.

Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 5,716,269	$ 6,420,657	$ 6,420,657	$ 6,788,717	$ 107,406	$ 6,896,123
Supplies	4,925,153	3,211,305	2,991,478	3,239,557	48,888	3,288,445
Professional Services	7,913,550	7,612,126	7,855,065	6,152,872	1,778,270	7,931,142
Repairs & Maintenance	5,736,416	6,627,474	6,608,060	5,576,410	38,380	5,614,790
Purchased Services	975,651	1,109,642	1,113,983	1,045,465	186,950	1,232,415
Capital/Other	14,312	-	-	-	67,600	67,600
Category Totals	**$ 25,281,350**	**$ 24,981,204**	**$ 24,989,243**	**$ 22,803,021**	**$ 2,227,494**	**$ 25,030,515**

Summary by Type	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Utility Administration	$ 3,575,967	$ 1,604,883	$ 1,604,883	$ 746,405	$ -	$ 746,405
Water Distribution	3,407,454	2,324,084	2,324,084	2,564,924	169,562	2,734,486
Water Production	2,674,195	2,923,711	2,809,027	2,921,439	169,388	3,090,827
Wastewater Collection	1,088,328	1,654,339	1,654,339	1,371,713	157,000	1,528,713
Wastewater Treatment	5,063,908	6,006,538	5,687,486	5,324,201	1,380	5,325,581
Customer Service	911,556	1,642,332	1,642,332	1,058,280	87,335	1,145,615
Water Quality	528,713	603,911	603,911	633,243	-	633,243
Water Conservation	231,830	346,963	246,963	295,432	-	295,432
Treasury	2,100,006	1,602,974	1,602,974	1,623,345	-	1,623,345
Surface Water	5,699,394	6,271,469	6,813,244	6,264,038	1,642,830	7,906,868
Category Totals	**$ 25,281,350**	**$ 24,981,204**	**$ 24,989,243**	**$ 22,803,021**	**$ 2,227,494**	**$ 25,030,515**

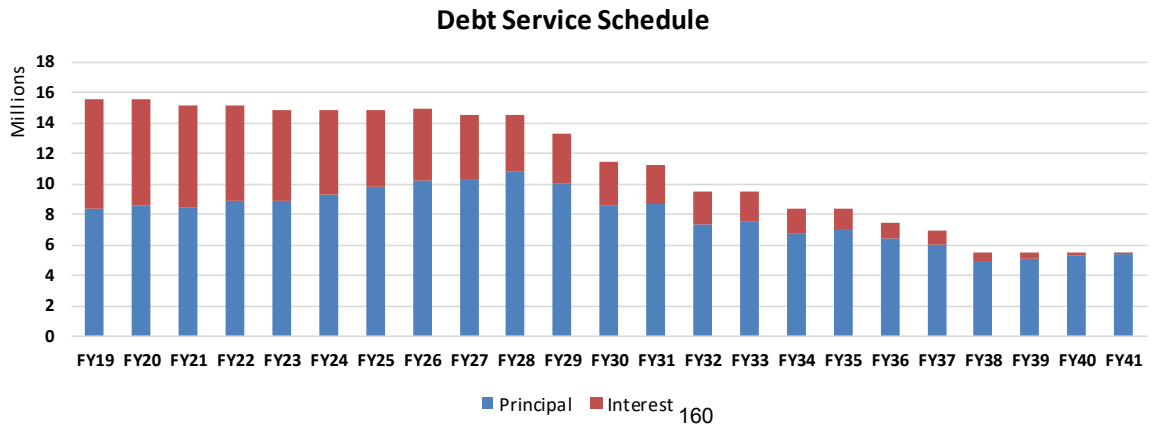
FTE Count	FY18 Actuals	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Changes	FY20 Budget
Utility Administration	4.00	4.00	1.00	5.00	-	5.00
Water Distribution	13.50	13.50	-	13.50	-	13.50
Water Production	7.50	7.50	-	7.50	-	7.50
Wastewater Collection	10.50	10.50	-	10.50	-	10.50
Wastewater Treatment	8.00	8.00	(1.00)	7.00	-	7.00
Customer Service	11.00	11.00	-	11.00	1.00	12.00
Water Quality	5.50	5.50	-	5.50	-	5.50
Water Conservation	1.00	1.00	-	1.00	-	1.00
Treasury	12.00	12.00	-	12.00	-	12.00
Surface Water	12.00	12.00	2.00	14.00	1.00	15.00
Category Totals	**85.00**	**85.00**	**2.00**	**87.00**	**2.00**	**89.00**

ENTERPRISE FUND - WATER/SURFACE WATER UTILITY SYSTEM
TOTAL DEBT SERVICE OUTSTANDING*

Due During FY Ending September 30	Principal	Interest	Total
FY19	8,325,000	7,179,238	15,504,238
FY20	8,620,000	6,895,163	15,515,163
FY21	8,490,000	6,610,663	15,100,663
FY22	8,840,000	6,289,438	15,129,438
FY23	8,910,000	5,916,938	14,826,938
FY24	9,340,000	5,509,288	14,849,288
FY25	9,775,000	5,106,288	14,881,288
FY26	10,225,000	4,657,850	14,882,850
FY27	10,335,000	4,187,225	14,522,225
FY28	10,780,000	3,739,126	14,519,126
FY29	10,060,000	3,278,663	13,338,663
FY30	8,570,000	2,852,913	11,422,913
FY31	8,680,000	2,511,888	11,191,888
FY32	7,300,000	2,176,338	9,476,338
FY33	7,585,000	1,897,425	9,482,425
FY34	6,750,000	1,606,713	8,356,713
FY35	7,010,000	1,348,119	8,358,119
FY36	6,390,000	1,079,544	7,469,544
FY37	6,060,000	829,444	6,889,444
FY38	4,905,000	589,819	5,494,819
FY39	5,080,000	412,344	5,492,344
FY40	5,245,000	251,016	5,496,016
FY41	5,410,000	84,531	5,494,531
TOTAL	**$ 182,685,000**	**$ 75,009,967**	**$ 257,694,967**

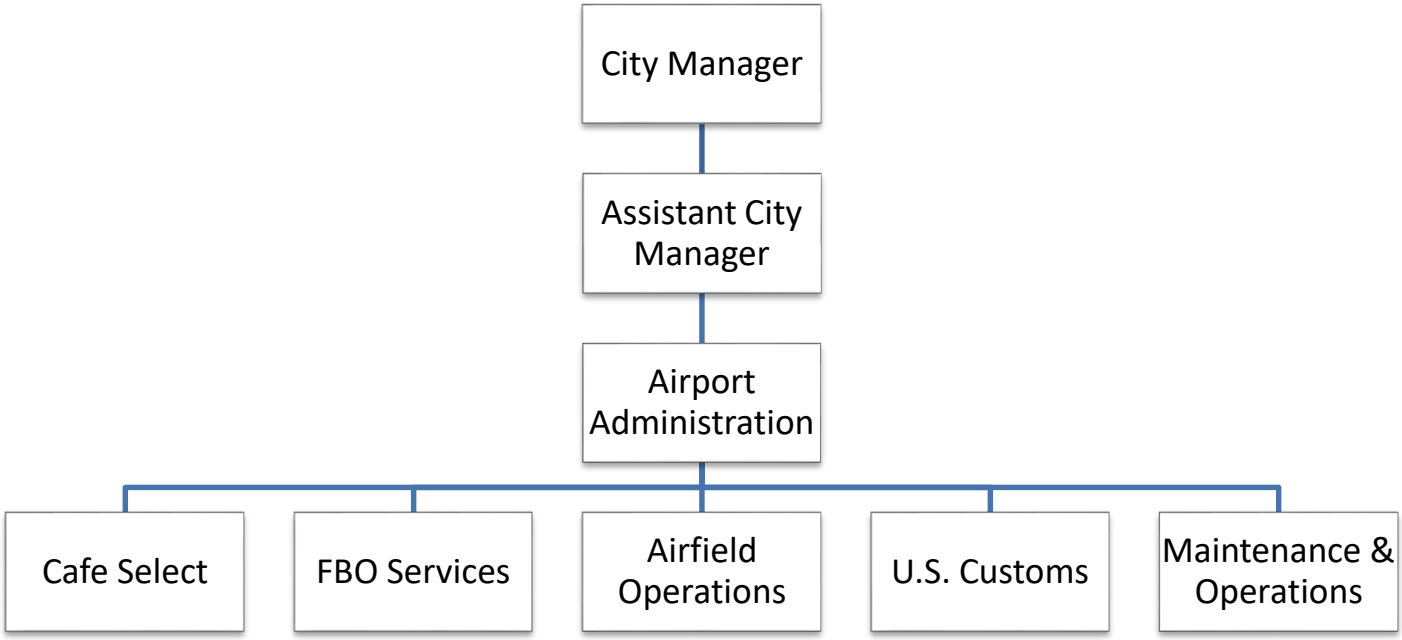
* Does not include anticipated issuance of new debt.

Series	Amount Outstanding	Maturity
Combination Tax & Revenue Certificates of Obligation, Series 2011	$ 4,465,000	FY20
Waterworks & Sewer System Revenue Bonds, Series 2012	16,855,000	FY31
Waterworks & Sewer System Revenue Refunding Bonds, Series 2012A	4,940,000	FY30
Waterworks & Sewer System Revenue Bonds, Series 2013	12,630,000	FY33
Waterworks & Sewer System Revenue and Refunding Bonds, Series 2015	13,665,000	FY35
Combination Tax and Revenue Certificates of Obligation, Series 2016	1,515,000	FY36
Waterworks & Sewer System Revenue and Refunding Bonds, Series 2016	31,280,000	FY36
Waterworks & Sewer System Revenue Bonds, Series 2017	19,140,000	FY37
General Obligation Refunding Bonds, Series 2017	78,195,000	FY41
Total	**$ 182,685,000**	



Airport Fund Organizational Chart

As of October 1, 2019



Airport Fund

Sugar Land Regional Airport, which is owned and operated by the City, is a self-supporting enterprise funded by user charges. The Airport is home to several aircraft and expects to sell an average of 277,000 gallons of aviation fuel per month during FY20. The City serves as a fixed based operator by providing fuel and general aviation customer services. Operations are primarily supported by a markup on fuel sold by the airport and hangar and ramp fees.

Fiscal Year 2019

Total revenues for FY19 are projected to be $15,961,493. Projected operating revenues total $15,773,993, which includes $13,207,416 in fuel sales, $1,493,732 in hangar leases, $105,225 in interest income and $967,620 in miscellaneous revenues from rental cars, ramp fees and other fees. Non-operating revenues are projected to total $187,500 and consist of transfers in for $137,500 and grants for $50,000.

Total expenses for FY19 are projected to be $18,793,022. Operating expenses, which include Administration, Airfield Operations, FBO Services, Café Select, US Customs and Maintenance and Operations Programs, are projected to be $13,195,441. Non-operating expenses are projected to total $5,597,581 and include transfers for capital projects, administrative overhead, debt service payments, and the final of inter-fund loan payment to the Utility Fund for the Westside land acquisition. On May 17, 2016 the City Council approved resolution 16-19, authorizing the City to enter into an inter fund loan agreement with the Surface Water Fund, now combined with the Utility Fund, to cash flow the purchase price of the Central Prison Unit property, with a total principal amount of $3,000,000. This agreement included principal payments, plus interest which accrued annually at 1%. The first loan payment was made on September 30, 2018 and the final loan payment was made on September 30, 2019. The Airport is responsible for $2,000,000 in principal repayments, plus accrued interest, and the SLDC is responsible for repayment of $1,000,000 in principal payments, plus accrued interest. Ending cash equivalent balance at 9/30/19 is projected to be $2,305,452.

Fiscal Year 2020

Total revenues for FY20 are budgeted at $17,984,940. Revenues from fuel sales are budgeted at $13,387,437, a 1.36% increase over FY19 projections. Gallons sold are also estimated to increase by 1.0% higher than FY19 projections. Non-operating revenues in FY20 are budgeted at $2,025,920, which includes grant proceeds of $50,000, operating transfers in of $139,920, and $1,836,000 in bond proceeds for capital projects budgeted in FY20. Operating transfers in include estimated property taxes to be collected on taxable value at the Airport from the General and Debt Service Funds, and a transfer from the Sugar Land Development Corporation for international marketing efforts.

Total operating expenses are budgeted at $13,953,494, which include the Administration, Airfield Operations, FBO Services, Café Select, U.S. Customs, and Maintenance and Operations Programs. Expenses are increasing by $832,356 over the base budget largely due to one-time capital items, repair and maintenance of airport facilities and recurring additions for new personnel. Recurring additions total $154,861 for new personnel in FBO Services, uniforms for these positions, and funding for increasing maintenance costs. One-time additions of $677,495 include a runway condition evaluation, a 4x4 utility vehicle, an additional ground power unit, an emergency generator replacement, renovations to airport facilities, and repairs and maintenance.

Total non-operating expenses are estimated at $4,494,309, which includes the transfer out of bond proceeds for CIP projects, overhead reimbursement to the General Fund, debt service payments on new and outstanding Airport bonds, contributions to the Internal Service Funds, and other miscellaneous expenditures. Ending cash equivalent balance at 9/30/20 is expected to be $1,706,582.

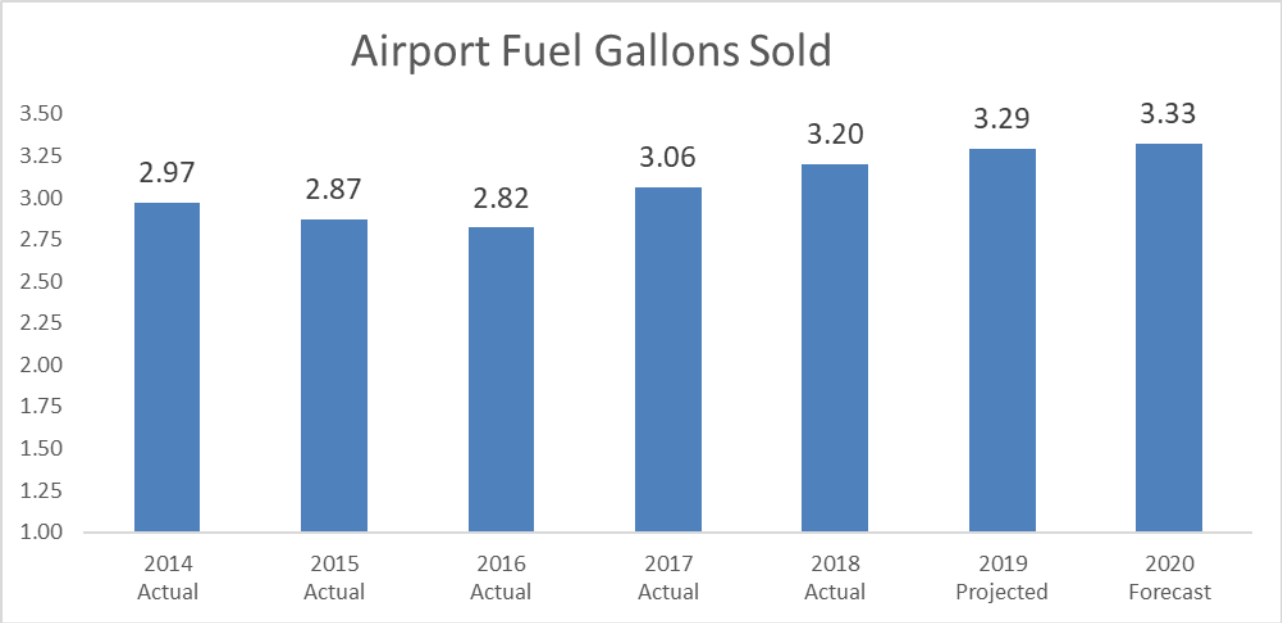
Financial Analysis

As the Airport is intended to be financially independent and self-supporting, financial ratios are used to analyze financial position and operating results. A comparison based on FY19 projections and FY20 budget amounts is shown below.

	FY19 Projections	FY20 Budget
Cash Reserve Ratio	44%	31%
Direct Bond Coverage	2.00	1.91

Cash reserve ratios for both FY19 projections and FY20 budget are above the targeted minimum of 25% of expenses net of fuel for resale. The bond coverage ratio is above the target of 1.25 times for both FY19 projections and FY20 budget.

The graph below shows gallons of fuel sold. Projected total gallons of fuel sold in FY19 are 3.29 million gallons and the FY20 forecast is 3.33 million gallons based on current trends. The aviation community has recognized Sugar Land as a great place to land and base their aircraft, not only for the convenience as a gateway to the greater Houston area, but also for the highest level of customer service. The markup for JetA and AvGas is planned to increase by eight cents in FY20.



CITY OF SUGAR LAND
ENTERPRISE FUND - AIRPORT
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Fuel Sales	$ 13,048,560	$ 12,751,102	$ 13,207,416	$ 13,387,437	$ -	$ 13,387,437
Hangar Leases	1,471,355	1,425,800	1,493,732	1,535,322	-	1,535,322
Miscellaneous Revenues	927,357	872,600	967,620	936,261	-	936,261
Interest Income	95,237	40,000	105,225	100,000	-	100,000
Operating Revenues	15,542,509	15,089,502	15,773,993	15,959,020	-	15,959,020
Transfers In	131,259	137,390	137,500	139,920	-	139,920
Grant Proceeds	72,500	50,000	50,000	50,000	-	50,000
TxDot Grant Reimbursement	-	2,340,000	-	-	-	-
Bond Proceeds	-	-	-	-	1,836,000	1,836,000
Non-operating Revenues	203,759	2,527,390	187,500	189,920	1,836,000	2,025,920
Total Revenues	15,746,268	17,616,892	15,961,493	16,148,940	1,836,000	17,984,940
EXPENDITURES						
Airport Administration	894,987	1,037,423	1,037,423	1,084,522	150,000	1,234,522
Airfield Operations	364,331	362,702	362,702	296,473	30,000	326,473
FBO Services	9,669,366	9,824,110	10,098,878	10,166,901	211,861	10,378,762
Café Select	243,338	263,197	263,197	271,471	-	271,471
U.S. Customs	219,374	239,148	239,148	210,198	154,195	364,393
Maintenance and Operations	1,181,895	1,194,093	1,194,093	1,091,573	286,300	1,377,873
Total Operating Expenditures	12,573,291	12,920,673	13,195,441	13,121,138	832,356	13,953,494
Debt Service	1,259,097	1,258,623	1,258,623	1,373,704	-	1,373,704
Miscellaneous	112,111	169,951	169,951	177,251	36,000	213,251
Inter-Fund Loan	1,020,000	1,010,000	1,010,000	-	-	-
Transfers Out - Non-Bond CIP	25,992	2,010,000	2,010,000	-	-	-
Transfers Out - Bond CIP	-	-	-	-	1,800,000	1,800,000
Operating Transfers Out	1,004,598	1,149,007	1,149,007	1,096,753	10,601	1,107,354
Total Non-Operating Expenditures	3,421,798	5,597,581	5,597,581	2,647,708	1,846,601	4,494,309
Total Expenditures	15,995,089	18,518,254	18,793,022	15,768,846	2,678,957	18,447,803
Revenues Over/(Under) Expenditures	(248,821)	(901,362)	(2,831,529)	380,094	(842,957)	(462,863)
Fund Balance - Beginning	6,244,783	5,995,962	5,995,962	3,164,433	-	3,164,433
Debt Service Reserve	(991,626)	(858,981)	(858,981)	(994,988)	-	(994,988)
Fund Balance - Ending	$ 5,004,336	$ 4,235,619	$ 2,305,452	$ 2,549,539	$ (842,957)	$ 1,706,582
CASH EQ. RESERVE RATIO (25% min)		82%	44%	55%		31%
BOND COVERAGE (1.25x min)		1.70	2.00	2.51		1.91
FUEL GALLONS SOLD	3,203,339	3,181,500	3,237,334	3,269,707		3,269,707

ENTERPRISE FUND - AIRPORT
SCHEDULE OF REVENUES

Description	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Aviation Fuel Sales	$ 13,048,560	$ 12,751,102	$ 13,207,416	$ 13,387,437	$ -	$ 13,387,437
Fuel Sales	**13,048,560**	**12,751,102**	**13,207,416**	**13,387,437**	**-**	**13,387,437**
Short Term Land Lease	35,400	35,000	35,400	35,400	-	35,400
Long Term Land Lease	203,133	192,000	205,698	248,484	-	248,484
Corporate Hangar (I) Lease	215,649	204,000	258,000	252,000	-	252,000
Corporate Hangar (II) Lease	120,696	120,000	120,696	120,696	-	120,696
Northwest (I) Hangar Lease	57,907	60,000	45,090	49,200	-	49,200
Northwest (II) Hangar Lease	15,300	14,400	15,300	15,300	-	15,300
Leased Premises	25,693	25,200	27,772	28,466	-	28,466
Tie Downs	7,776	7,200	7,776	7,776	-	7,776
T - Hangar Rental	789,801	768,000	778,000	778,000	-	778,000
Hangar Leases	**1,471,355**	**1,425,800**	**1,493,732**	**1,535,322**	**-**	**1,535,322**
Café Revenue	76,951	77,000	73,397	73,397	-	73,397
Parking Revenues	5,253	3,600	5,393	6,111	-	6,111
Rental Cars	423,513	360,000	446,862	400,000	-	400,000
Ramp Fees	218,965	228,000	233,633	247,018	-	247,018
Gift Shop	367	400	400	400	-	400
Jet Fuel Additive - Prist	6,511	-	6,000	6,000	-	6,000
Catering Commission	5,635	6,000	6,453	4,953	-	4,953
Royalties - Mineral	198	-	-	-	-	-
Call Out Fees	6,790	8,400	3,525	3,525	-	3,525
Sale of Property	103	-	-	-	-	-
Aircraft Maintenance	619	1,200	337	337	-	337
Miscellaneous	182,454	188,000	191,620	194,520	-	194,520
Miscellaneous Revenues	**927,357**	**872,600**	**967,620**	**936,261**	**-**	**936,261**
Interest	95,237	40,000	95,000	100,000	-	100,000
Interest Income	**95,237**	**40,000**	**95,000**	**100,000**	**-**	**100,000**
From General Fund	45,847	49,700	49,700	49,700	-	49,700
From SLDC	50,000	50,000	50,000	50,000	-	50,000
From Debt Service	35,413	37,690	37,800	40,220	-	40,220
Transfers In	**131,259**	**137,390**	**137,500**	**139,920**	**-**	**139,920**
State Funds	50,000	50,000	50,000	50,000	-	50,000
Federal Funds	22,500	2,340,000	2,340,000	540,000	-	540,000
Grant Proceeds	**72,500**	**2,390,000**	**2,390,000**	**590,000**	**-**	**590,000**
Bond Proceeds	-	-	-	-	1,836,000	1,836,000
Bond Proceeds Total	**-**	**-**	**-**	**-**	**1,836,000**	**1,836,000**
Total Revenues	**$ 15,746,268**	**$ 17,616,892**	**$ 18,291,268**	**$ 16,688,940**	**$ 1,836,000**	**$ 18,524,940**

Airport

Mission Statement

The mission of Sugar Land Regional Airport is to be the safest, best planned, and most recognized premier reliever airport within the Houston Metropolitan area. This is accomplished through a thoughtful marketing plan that communicates the Airport is an upscale destination, providing a lasting impression through superior services, containing a multitude of facilities and state of the art technology, while proving itself to be both a valued neighbor and financially successful.

Services Provided

The Sugar Land Regional Airport is a first class corporate aviation enterprise servicing private, corporate, and international clients. While servicing new markets worldwide, customers travel from every corner of the globe to do business in Sugar Land, and the surrounding region. The Fixed Based Operator (FBO), also known as GlobalSelect, provides concierge services to cater to the needs of pilots and passengers alike. The combination of award winning facilities, U.S. Customs services, a general aviation center, and multi-year designation as a top rated FBO in the Americas, ensures that the Airport will continue as a leader among its competition and peers.

Programs of Service

Airport Administration is responsible for the overall management, planning, marketing and outreach efforts of the airport along with contract administration and CIP project completion. Lease management of airport property is also fulfilled by this program. **Airfield Operations** is responsible for assessing and coordinating all airport activities to ensure Sugar Land Regional Airport is in compliance with all Federal, State and Local Regulations. Acting as the **Fixed Base Operator** (FBO) under the name "GlobalSelect," staff provides line services including aircraft refueling and marshalling services. Customer service is provided to handle customer invoices and customer requests for hotel reservations, food, rental car requests, and catering orders. **US Customs** provides passenger and luggage inspection for international arrivals, and oversees the FBO in handling and the disposal of international garbage to maintain federal compliances. **Maintenance & Operations** oversees buildings, ground, and custodial maintenance of airport facilities. **Café Select** provides first-class customer service and amenities to the airport's customers by providing food and beverages.

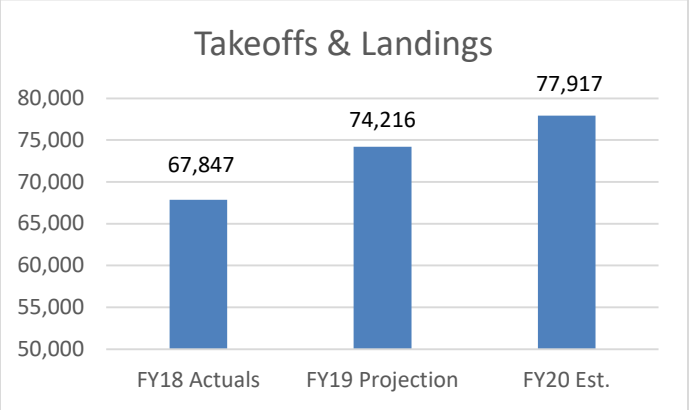
FY20 Requests

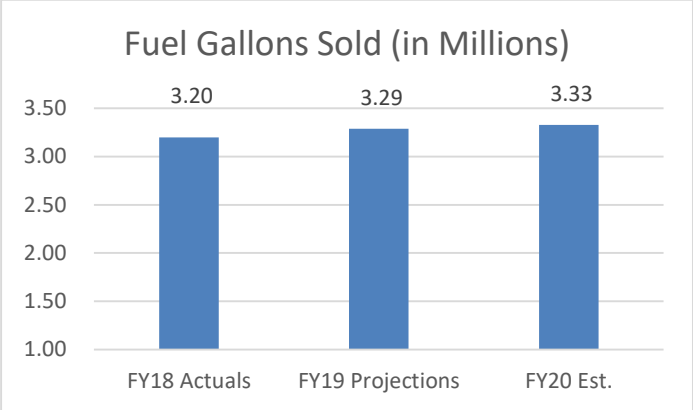
A total of $154,861 in recurring additions are added to Airport's FY20 budget. This includes $136,861 for 3.00 new FTEs in FBO Services, consisting of (2.00) Line Crew I positions and two part-time Airport Service Representatives, equivalent to (0.5) FTE each. Recurring additions also includes $15,000 to support the increasing repair and maintenance costs of Airport equipment and $3,000 for uniforms for the new positions.

In addition, a total of $677,495 in one-time expenditures for a runway condition evaluation, a 4x4 utility vehicle, an additional ground power unit, renovations to the crew suite and US Customs & Border Protection building, emergency generator replacement for the air traffic control tower, airfield and roadway concrete repair, taxiway and ramp asphalt overlay, and the asbestos mitigation and demolition of hangar 108.

Airport

Performance Measures: Strong Local Economy





A key airport measure of activity is take-offs and landings, or operations. As the number of operations increase, additional demands are placed on FBO staff to provide service to customers.

The Airport is self-supporting, bringing in most of its revenue from sales of aviation fuel. The number of gallons sold is tracked monthly to identify trends. Annual Fuel Gallons Sold is a good indicator of growth in activity levels at the Airport.

Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 2,803,096	$ 3,247,784	$ 3,247,784	$ 3,308,170	$ 136,861	$ 3,445,031
Supplies	8,176,240	8,004,430	8,285,198	8,394,500	3,000	8,397,500
Professional Services	654,007	643,961	661,392	627,291	165,000	792,291
Repairs & Maintenance	539,571	570,377	586,007	395,578	418,495	814,073
Purchased Services	264,657	343,992	341,992	345,599	-	345,599
Capital/Other	135,719	110,129	73,068	50,000	109,000	159,000
Category Totals	**$ 12,573,291**	**$ 12,920,673**	**$ 13,195,441**	**$ 13,121,138**	**$ 832,356**	**$ 13,953,494**

Summary by Type	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Airport Administration	$ 894,987	$ 1,037,423	$ 1,037,423	$ 1,084,522	$ 150,000	$ 1,234,522
Airfield Operations	364,331	362,702	362,702	296,473	30,000	326,473
FBO Services	9,669,366	9,824,110	10,098,878	10,166,901	211,861	10,378,762
Café Select	243,338	263,197	263,197	271,471	-	271,471
U.S. Customs	219,374	239,148	239,148	210,198	154,195	364,393
Maintenance and Operations	1,181,895	1,194,093	1,194,093	1,091,573	286,300	1,377,873
Category Totals	**$ 12,573,291**	**$ 12,920,673**	**$ 13,195,441**	**$ 13,121,138**	**$ 832,356**	**$ 13,953,494**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Changes	FY20 Budget
Airport Administration	7.00	7.00	-	7.00	-	7.00
Airfield Operations	3.00	3.00	-	3.00	-	3.00
FBO Services	23.50	23.50	-	23.50	3.00	26.50
Café Select	3.00	3.00	-	3.00	-	3.00
Maintenance and Operations	10.50	10.50	-	10.50	-	10.50
Category Totals	**47.00**	**47.00**	**-**	**47.00**	**3.00**	**50.00**

ENTERPRISE FUND - AIRPORT

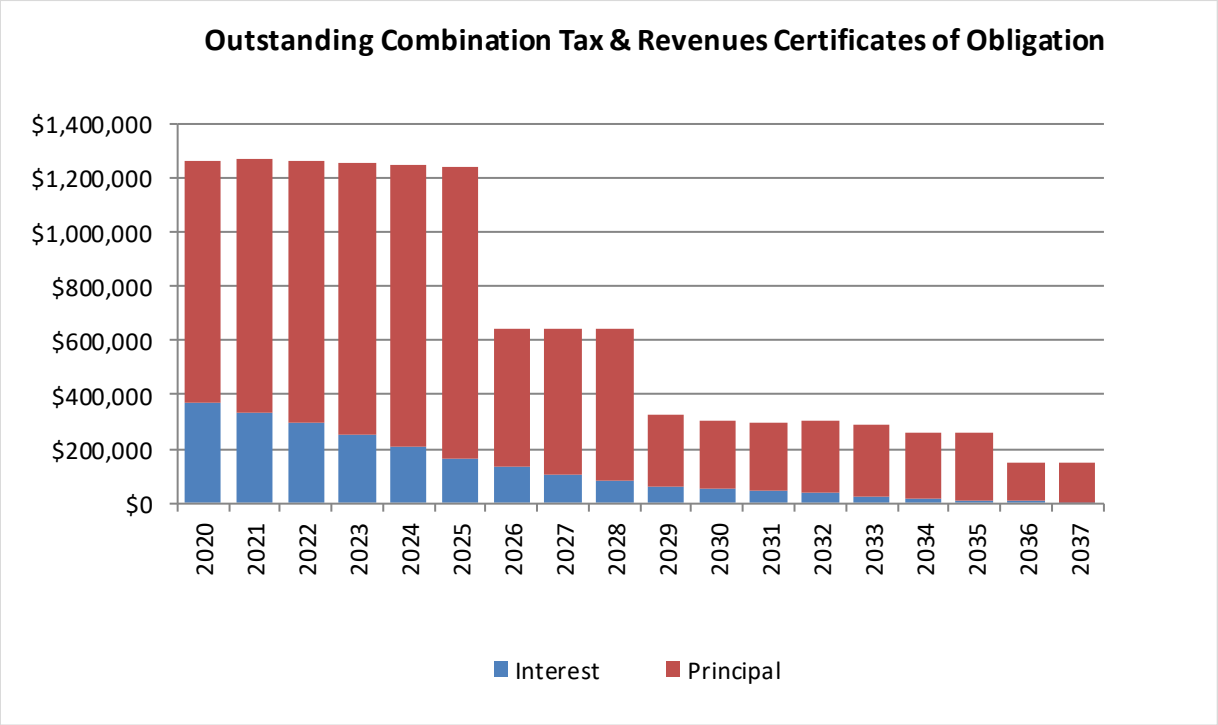
GENERAL OBLIGATION AND CERTIFICATES OF OBLIGATION

TOTAL DEBT SERVICE OUTSTANDING *

Fiscal Year	Principal	Interest	Total
2020	$ 890,000	$ 368,036	$ 1,258,036
2021	935,000	331,279	1,266,279
2022	970,000	294,217	1,264,217
2023	1,000,000	255,673	1,255,673
2024	1,035,000	212,073	1,247,073
2025	1,075,000	166,748	1,241,748
2026	510,000	131,601	641,601
2027	535,000	106,939	641,939
2028	560,000	81,611	641,611
2029	260,000	63,814	323,814
2030	250,000	54,223	304,223
2031	255,000	45,193	300,193
2032	265,000	36,469	301,469
2033	265,000	28,103	293,103
2034	240,000	20,219	260,219
2035	250,000	12,728	262,728
2036	140,000	6,719	146,719
2037	145,000	2,266	147,266
TOTAL	$ 9,580,000	$ 2,217,910	$ 11,797,910

* Does not include anticipated issuance of new debt

Series	Outstanding	Maturity
2012A	$ 3,255,000	2025
2013	530,000	2033
2015	1,430,000	2035
2015	2,240,000	2028
2016	200,000	2029
2017	1,925,000	2037
TOTAL	$ 9,580,000	



Solid Waste Fund Organizational Chart

As of October 1, 2019

Solid Waste Fund

The Solid Waste Enterprise Fund is used to account for residential solid waste removal. This fund is supported through user charges.

Republic Services will provide solid waste services within the City, excluding Greatwood, where solid waste services are provided by Best Trash. The current rate for residential solid waste services is $18.91 per household per month. Effective January 1, 2020, a 2.5% CPI adjustment will result in a new monthly rate of $19.38.

Residents receive automated garbage collection twice per week, automated recycling collection once per week, bulky waste collection once per month and an on-call collection service. A green waste program ensures grass clippings, leaves, brush, and tree limbs are recycled into mulch or compost instead of being sent to a landfill.

Fiscal Year 2019

Total revenues for FY19 are projected to be $8,632,075 and include $7,911,310 from collection and recycling fees, $661,157 from franchise fees, $12,700 in commercial license fees, $39,608 in reimbursements, $1,500 from recycling programs, and $5,800 for interest income.

Total expenses are projected to be $8,577,646, which includes personnel, contracted services, and general operating costs. Personnel expenses total $262,339 for contract monitoring and program administration. The estimated annual cost for solid waste and curbside recycling programs contracted with Republic Services and Best Trash is $7,717,742. General operations & maintenance costs are projected to be $100,447. The education program is projected at $14,592 and miscellaneous expenditures are projected to be $70,000 for contingency. The Solid Waste Fund transfers total $412,526 for administrative overhead allocation and to the pavement rehabilitation program.

The estimated ending cash equivalents balance at 9/30/2019 is projected to be $527,935.

Fiscal Year 2020

Total revenues for FY20 are budgeted at $8,832,424. Total budgeted revenue from residential collection and recycling fees is $8,139,312. The City does not bill for Commercial Services; businesses contract and pay Republic directly. Other revenues include $671,412 from franchise fees, $13,200 in commercial license fees, $1,500 from recycling programs, and $7,000 in interest income.

Total expenses are $8,786,947 and include $260,960 in personnel expenses for contract monitoring and program administration, $7,954,321 for the solid waste contracts, $14,557 for the education program, $68,618 in operation and maintenance costs, and $70,000 in contingency. Transfers out total $418,491 and include transfers to the Fleet Replacement Fund for $9,048, $408,654 to the General Fund to support pavement rehabilitation efforts and administrative overhead allocation, and $789 to the Benefits Fund.

The estimated ending cash equivalents balance as of 9/30/2020 is estimated to be $573,412.

CITY OF SUGAR LAND
ENTERPRISE FUND - SOLID WASTE
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Solid Waste Collections	$ 7,244,192	$ 7,911,310	$ 7,911,310	$ 8,139,312	$ -	$ 8,139,312
Franchise Fees	644,161	661,157	661,157	671,412	-	671,412
Commercial SW License	11,244	9,400	12,700	13,200	-	13,200
Miscellaneous	444,071	33,564	39,608	-	-	-
Recycling Programs	2,197	1,500	1,500	1,500	-	1,500
Interest Income	2,623	200	5,800	7,000	-	7,000
Total Revenues	8,348,487	8,617,131	8,632,075	8,832,424	-	8,832,424
EXPENDITURES						
Contractual Services	7,339,122	7,717,742	7,717,742	7,954,321	-	7,954,321
Salary & Benefits	248,714	262,339	262,339	260,960	-	260,960
Education Programs	24,143	14,592	14,592	14,557	-	14,557
Operations & Maintenance	215,253	103,338	100,447	68,618	-	68,618
Total Operating Expenditures	7,827,233	8,098,011	8,095,120	8,298,456	-	8,298,456
Miscellaneous	19,522	67,109	70,000	70,000	-	70,000
Transfers Out	415,237	412,526	412,526	417,702	789	418,491
Total Non-Operating Expenditures	434,759	479,635	482,526	487,702	789	488,491
Total Expenditures	8,261,992	8,577,646	8,577,646	8,786,158	789	8,786,947
Revenues Over/(Under) Expenditures	86,495	39,485	54,429	46,266	(789)	45,477
Fund Balance - Beginning	387,011	473,506	473,506	527,935	-	527,935
Fund Balance - Ending	$ 473,506	$ 512,991	$ 527,935	$ 574,201	$ (789)	$ 573,412

Solid Waste

Services Provided

Solid Waste programs are primarily supported through user charges. Services include residential solid waste pickup and curbside recycling.

Programs of Service

The **Solid Waste** program provides commercial monitoring, residential solid waste collections, facilitates a recycling program, provides emergency response for debris collection, and engages the community with education and outreach activities.

FY20 Requests

There were no additions to the Solid Waste FY20 budget.

Performance Measures: Responsible City Government Services

The key measure for the Solid Waste Fund is the number of households serviced as the City outsources residential solid waste collection. As the number of households increases, additional demands are placed on the contractor. At the end of FY20 it is estimated that 35,269 households will be served.

Summary by Category	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Salary & Benefits	$ 248,714	$ 262,339	$ 262,339	$ 260,960	$ -	$ 260,960
Supplies	29,797	22,819	22,819	22,756	-	22,756
Professional Services	7,506,458	7,765,986	7,763,095	7,962,828	-	7,962,828
Repairs & Maintenance	5,862	12,690	12,690	11,490	-	11,490
Purchased Services	34,608	34,177	34,177	40,422	-	40,422
Capital/Other	1,793	-	-	-	-	-
Category Totals	**$ 7,827,233**	**$ 8,098,011**	**$ 8,095,120**	**$ 8,298,456**	**$ -**	**$ 8,298,456**

Summary by Type	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Contractual Services	$ 7,339,122	$ 7,717,742	$ 7,717,742	$ 7,954,321	$ -	$ 7,954,321
Salary & Benefits	248,714	262,339	262,339	260,960	-	260,960
Education Programs	24,143	14,592	14,592	14,557	-	14,557
Operations & Maintenance	215,253	103,338	100,447	68,618	-	68,618
Category Totals	**$ 7,827,233**	**$ 8,098,011**	**$ 8,095,120**	**$ 8,298,456**	**$ -**	**$ 8,298,456**

FTE Count	FY18 Budget	FY19 Budget	FY19 Adjustments	FY20 Base Budget	FY20 Changes	FY20 Budget
Solid Waste	2.50	3.50	-	3.50	-	3.50
Category Totals	**2.50**	**3.50**	**-**	**3.50**	**-**	**3.50**

Internal Service Funds

Internal Service Funds are used to account for the financing of goods or services provided by one fund or department to another fund or department on a cost reimbursement basis. The City of Sugar Land currently has three internal service funds: Employee Benefits, Fleet Replacement, and High Technology Replacement.

Employee Benefits Fund

This fund accounts for all financial resources associated with employee benefits, excluding workers' compensation and retirement. The City provides health and dental benefits for full-time employees. Part-time employees are not eligible for coverage. Employees choosing dependent coverage reimburse the City for premiums through payroll deductions. Additional coverage includes, but is not limited to, short-term disability, voluntary life, dependent life insurance, and vision. Prepaid legal services and cancer insurance are also available to purchase. Revenues and expenditures for optional coverage are pass-through only, therefore, are not included in the City contribution. The City also pays 100% of long-term disability, accidental death and dismemberment, and provides a $50,000 life insurance policy for all full-time employees. The City has managed a self-funded medical plan since 2012 to help manage costs and maintain stability in premiums.

Fiscal Year 2019

The total projected revenues are $13,477,730. FY19 contributions from the City, employees, and retirees are estimated to total $11,160,085. Miscellaneous revenues of $2,312,607 include $2,107,217 for health, pharmacy and other reimbursements, including an aggregate stop-loss reimbursement for plan year 2018. Interest income is projected at $5,038.

Projected expenses total $13,101,878 and include insurance premiums, claim payments, administrative fees, and unemployment compensation. The projected cash equivalents balance at 9/30/19 is $526,941.

Fiscal Year 2020

FY20 total revenues are budgeted at $13,778,051, and include $12,000,036 in contributions from the City and employees, interest income of $5,500, transfers in of $183,155, and miscellaneous of $1,589,360, consisting of stop-loss reimbursements, COBRA contributions, and the reimbursement for the wellness program. The budget anticipates a 7% increase in the City contribution will cover expected claims for current participants and new FTEs proposed in the FY20 budget.

FY20 total expenses are budgeted at $13,822,695. This includes claims payment and other premiums for $13,137,670, and other expenses for $685,025. This year, the reserve for self-insurance increased from $1,450,000 to $1,745,656. The budgeted ending cash equivalents balance at 9/30/20 is $186,641.

Fleet Replacement Fund

This fund accounts for vehicle replacement under the City's Fleet Replacement Policy, SS-102. Each year during the budget process an inventory is compiled of all fleet equipment. The list is reviewed and rated by Fleet Maintenance. Each vehicle or piece of equipment is assigned a code that reflects its working condition. Fleet Maintenance prepares a list of vehicles recommended for replacement based on the criteria in the policy and Purchasing provides estimated replacement prices. The vehicles on the recommended list may not be the actual vehicles replaced in the upcoming budget year due to the constant changing of vehicle conditions. Annual contributions are funded through operating transfers from the participating funds based on purchase price and useful life of each vehicle. Fire trucks and ambulances are excluded from this fund. The fund balance policy for the Fleet Replacement Fund is to maintain a fund balance of at least 10% of the estimated value of the inventory. Vehicles are added to the inventory list in the

fiscal year purchased and begin contributing to the Fleet Replacement Fund the following fiscal year to ensure adequate funds are available when replacement is due.

Fiscal Year 2019

The projected contributions, auction proceeds, and other revenues total $1,831,194. Expenses for purchase of vehicles, and related equipment total $1,699,172, leaving a projected ending cash equivalent balance at 9/30/19 of $3,069,782.

Fiscal Year 2020

Total revenues are budgeted at $2,159,121 and include contributions from participating funds of $1,816,621 and insurance reimbursement, sale of property and interest income totaling $342,500. This includes insurance proceeds for vehicles that are totaled and replaced prior to their planned replacement date.

Total expenditures are budgeted at $2,656,713, for the replacement of 57 vehicles. Also included are make-ready funds to place vehicles in operation, such as decal work, the installation of electronic equipment, and a contingency of 10% to ensure adequate funds are available. The budget also includes funds for unexpected replacements due to insurance totaling. The budgeted ending cash equivalents balance at 9/30/20 is $2,572,190.

High-Technology Replacement Fund

This fund provides centralized accounting and management for the City's high-tech equipment, which includes computers, radar and telecommunications equipment. The fund is managed under the City's policy on Technology Equipment Replacement, IT-101. This fund operates in the same manner as the Fleet Replacement Fund and has a policy to maintain a fund balance of at least 10% of the estimated value of the inventory. The Information Technology staff assigns condition codes and after review and approval, the replacement list is compiled and scheduled through the annual budget process. Contributions to the fund are based on the purchase cost of the equipment.

Fiscal Year 2019

Projected revenues for FY19 total $1,341,493, and expenditures are projected at $1,508,328. Expenditures include computers, printers, servers, routers, installations, and public safety radios. The projected ending cash equivalent balance at 9/30/19 is $2,474,577.

Fiscal Year 2020

Budgeted revenues total $1,345,218 and include transfers from other funds, interest income, and sale of property. Contributions to the fund include payments for equipment replacement according to the schedule identified in the High Technology Replacement policy. Total expenditures for equipment and contractual services are budgeted at $1,798,119. The budgeted ending cash equivalent balance at 9/30/20 is $2,021,676.

CITY OF SUGAR LAND
INTERNAL SERVICE FUND - EMPLOYEE BENEFITS
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Contributions	$ 10,084,952	$ 10,695,013	$ 11,160,085	$ 11,684,885	$ 315,151	$ 12,000,036
Miscellaneous	2,119,501	915,787	2,312,607	1,589,360	-	1,589,360
Interest Income	5,156	5,500	5,038	5,500	-	5,500
Transfers in	813,200	-	-	183,155	-	183,155
Total Revenues	13,022,809	11,616,300	13,477,730	13,462,900	315,151	13,778,051
EXPENDITURES						
Premiums & Claims	12,674,531	10,886,517	12,401,944	12,822,519	315,151	13,137,670
Other	311,340	722,388	699,934	685,025	-	685,025
Total Operating Expenditures	12,985,872	11,608,905	13,101,878	13,507,544	315,151	13,822,695
Total Non-Operating Expenditures	-	-	-	-	-	-
Total Expenditures	12,985,872	11,608,905	13,101,878	13,507,544	315,151	13,822,695
Revenues Over/(Under) Expenditures	36,938	7,395	375,852	(44,644)	-	(44,644)
Fund Balance - Beginning	2,814,151	1,601,089	1,601,089	1,976,941	-	1,976,941
Reserve for Self Insurance	(1,250,000)	(1,450,000)	(1,450,000)	(1,745,656)	-	(1,745,656)
Fund Balance - Ending	$ 1,601,089	$ 158,484	$ 526,941	$ 186,641	$ -	$ 186,641

CITY OF SUGAR LAND

INTERNAL SERVICE FUND - FLEET REPLACEMENT FUND

INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Sale of Property	$ 158,604	$ 77,500	$ 85,000	$ 142,500	$ -	$ 142,500
Interest Income	29,548	26,634	60,000	60,000	-	60,000
Transfers From Other Funds	1,709,418	1,635,644	1,635,644	1,750,621	66,000	1,816,621
Miscellaneous	-	140,000	50,550	140,000	-	140,000
Total Revenues	1,897,570	1,879,778	1,831,194	2,093,121	66,000	2,159,121
EXPENDITURES						
Vehicles & Contractual Service	1,109,568	1,680,377	1,699,172	2,656,713	-	2,656,713
Total Expenditures	1,109,568	1,680,377	1,699,172	2,656,713	-	2,656,713
Revenues Over/(Under) Expenditures	788,002	199,401	132,022	(563,592)	66,000	(497,592)
Fund Balance - Beginning	2,149,758	2,937,760	2,937,760	3,069,782	-	3,069,782
Fund Balance - Ending	$ 2,937,760	$ 3,137,161	$ 3,069,782	$ 2,506,190	$ 66,000	$ 2,572,190

CITY OF SUGAR LAND

INTERNAL SERVICE FUND - HIGH-TECH REPLACEMENT FUND

INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Sale of Capital Property	$ 706	$ 1,445	$ 1,445	$ 2,170	$ -	$ 2,170
Interest Income	22,083	20,426	50,000	53,000	-	53,000
Transfers in	1,284,564	1,290,048	1,290,048	1,290,048	-	1,290,048
Total Revenues	1,307,353	1,311,919	1,341,493	1,345,218	-	1,345,218
EXPENDITURES						
Equipment & Contractual Services	708,507	1,241,653	1,508,328	1,798,119	-	1,798,119
Total Expenditures	708,507	1,241,653	1,508,328	1,798,119	-	1,798,119
Revenues Over/(Under) Expenditures	598,846	70,266	(166,835)	(452,901)	-	(452,901)
Fund Balance - Beginning	2,042,566	2,641,412	2,641,412	2,474,577	-	2,474,577
Fund Balance - Ending	$ 2,641,412	$ 2,711,678	$ 2,474,577	$ 2,021,676	$ -	$ 2,021,676

Component Units

The City of Sugar Land has five entities that are considered component units of the City and is included in the City's CAFR. They are the Sugar Land Development Corporation (SLDC), the Sugar Land 4B Corporation (SL4B), the Tax Increment Reinvestment Zone (TIRZ) #1 that covers the Town Square area, TIRZ #3 that covers the Imperial site, and TIRZ #4 that covers property in Telfair near the intersection of U.S. Highway 59 and University Boulevard. The SLDC and the SL4B are the only component units included in the City's budget as their budget is approved by City Council. A component unit is defined as a legally separate organization for which the elected officials of the primary government (the City) are financially accountable. The SLDC and SL4B are the only components units included in the City's budget. The TIRZ budgets are not part of the City's budget and are not included in this document.

The SLDC was created in 1993 by the City under the Texas Development Corporation Act of 1979 and the SL4B was created in 1995. The role of the SLDC is to provide guidance and funding for the operations of the City's economic development program and provide business incentives to support and promote the growth and diversification of the City's economic base through various programs run through the Economic Development Department. The function of the SL4B is to provide guidance and funding for quality of life projects such as parks and aesthetics, and support economic development efforts through the City's economic development program. The City Council must approve the budget and any bond issues for the Corporations.

The Corporations are financed by sales taxes of a quarter cent for each Corporation, which was approved by the voters. The SLDC is a type A sales tax corporation and the SL4B is a type B sales tax corporation. State law allows the City to collect this sales tax to assist in the promotion, enhancement, and development on behalf of the City. The Boards of Directors are appointed by and serve at the discretion of the City Council. In the event of dissolution, net assets of the Corporations shall be conveyed to the City.

The Tax Increment Reinvestment Zone #1 (TIRZ#1) represents the property improvements on 32 acres located at the Sugar Land Town Square development at the southeast corner of U.S. Highway 59 and State Highway 6. The City of Sugar Land, Fort Bend County, and LID#2 are the entities participating in TIRZ#1.

The Tax Increment Reinvestment Zone #3 (TIRZ#3) represents the property improvements on approximately 839 acres including the former Imperial Sugar property north of U.S. Highway 90A and the former prison property north of U.S. Highway 90A and east of State Highway 6, with the exclusion of the parcel retained by TxDOT. The City of Sugar Land and Fort Bend County are the entities participating in TIRZ#3. The purpose of TIRZ#3 is to generate revenues for the costs of public infrastructure, recreational facilities, historic preservation, re-use of Imperial property, museums, and other eligible expenses.

The Tax Increment Reinvestment Zone #4 (TIRZ#4) represents the property improvements on approximately 700 acres located at the intersection of U.S. Highway 59 and University Boulevard. The City of Sugar Land, Fort Bend County, Fort Bend MUD 138 and Fort Bend MUD 139 are the entities participating in TIRZ#4. The purpose of TIRZ#4 is to fund certain infrastructure costs for entertainment, office and higher density retail development proposed within its boundaries.

Sugar Land Development Corporation

Fiscal Year 2019

Total revenues are projected to be $8,156,128, which includes sales tax of $6,731,573, interest income of $150,000, incentives reimbursement of $60,232, participation rent from the Smart Financial Centre at Sugar Land of $64,323 and an assignment from TIRZ#1 for $1,150,000.

Expenditures are projected at $8,478,745 and include economic development program costs of $853,643. These expenditures include items such as business recruitment, travel and training, dues and memberships, professional services for marketing efforts, research and advertising. Contractual services are estimated at $15,290. Economic development incentive projections total $1,101,000. The Corporation projects to pay $4,110,621 for debt service. Capital project reimbursements are estimated to be $1,405,000, which includes $900,000 for non-bond CIP projects and $505,000 to repay the final portion of the inter-fund loan for the Central Prison Unit land acquisition. On May 17, 2016 the City Council approved resolution 16-19, authorizing the City to enter into an inter fund loan agreement with the Surface Water Fund to cash flow the purchase price of the Central Prison Unit property, with a total principal amount of $3,000,000. This agreement included principal payments, plus interest which would accrue annually at 1%. The first loan payment was made on September 30, 2018 and the final loan payment will be made on September 30, 2019. The Airport is responsible for $2,000,000 in principal repayments, plus accrued interest, and the SLDC is responsible for repayment to the Capital Projects Fund of $1,000,000 in principal payments, plus accrued interest. Transfers to other funds in the amount of $593,191 includes $50,000 to the Airport Fund for international marketing, and $543,191 to the General Fund for cost allocation overhead and reimbursement of staff salaries.

Projected available funding at 9/30/19 is $3,834,918. The fund balance is $2,901,168 higher than the policy requirement of $933,750, which constitutes 15% of budgeted sales tax.

Fiscal Year 2020

Revenues are budgeted at $7,707,022. Sales tax is estimated at $6,307,022, interest income at $150,000, and an assignment at $1,250,000 from TIRZ#1 that supports the debt service requirement on the sales tax revenue bonds issued for Town Square infrastructure.

Budgeted expenditures total $8,628,065. Economic development program expenditures total $597,017, and include items such as business recruitment, travel and training, dues and memberships, professional services for marketing efforts, research and advertising. Contractual services are budgeted at $52,790. The budget includes $1,700,000 for economic development incentives and $1,543,637 for capital project reimbursements, which includes $150,000 for Owens Road mobility bond project and $1,393,637 for University Boulevard (Stadium Drive), which was a prior year CIP project. The Corporation has debt service payments of $4,088,984 for outstanding issues. Transfers to other funds total $645,637 and include $595,637 to the General Fund for economic development staff reimbursement and support services and $50,000 to the Sugar Land Regional Airport for international marketing.

Estimated available funding at 9/30/20 is $2,965,964. The Corporation has a bond coverage ratio of 1.59, which is above the 1.25 minimum. The ending fund balance is $2,019,911 over the policy requirement of $946,053, which is 15% of the budgeted sales tax.

Sugar Land 4B Corporation

Fiscal Year 2019

Total revenues are projected to be $7,105,133. This includes sales tax for $6,731,573, interest income of $140,460, TIRZ#1 assignment of $153,100 and miscellaneous revenue of $80,000 from the Sugar Land Skeeters.

Total expenditures are projected to be $6,232,077. Economic Development program costs are projected to be $536,998 and contractual services are estimated at $212,200. Transfers to Capital Projects are projected to be $1,110,000. Debt Service payments are estimated at $3,341,344. Transfers to other funds are $631,535, which includes the reimbursement to the City for support staff and CIP management fee.

Projected available funding at 9/30/19 is $4,331,099. The fund balance is projected to be $3,397,349 higher than policy requirements of $933,750, which constitutes 15% of budgeted sales tax.

Fiscal Year 2020

Total revenues are projected to be $6,683,908. Sales tax is estimated at $6,307,022. Other revenues include interest income of $140,000, TIRZ#1 assignment of $156,886 and miscellaneous revenue of $80,000, which is from the lease payment for off-site parking at Constellation Field.

Expenditures are budgeted at $9,924,999. Economic Development Program expenditures total $561,620, and contractual services total $12,200. Capital projects funding is budgeted at $710,000, which includes Joint Participation in CIP, Public Arts Project, Senior Center Study, and Landscape Replacement for Major Roadway and Enhancement Projects. Reserve for Opportunities is budgeted at $3,800,000. Debt Service is budgeted at $3,354,175 and transfers to other funds are at $699,504, which includes a reimbursement to the General Fund for Economic Development staff and CIP management fee.

Estimated available funding at 9/30/20 is $1,268,073. The Corporation has a bond coverage ratio of 1.92, which is above the 1.25 minimum. The ending fund balance is $322,019 over the policy requirement of $946,053, which is 15% of the budgeted sales tax.

Tax Increment Reinvestment Zone #1

Fiscal Year 2019

Revenues for FY19 are projected to be $1,689,160, $67,818 higher than anticipated in the original budget. The budget for incremental taxes was based on the 2018 certified tax roll. Property taxes allocated from the City, Fort Bend County and LID#2 total $1,684,760 and interest income is projected at $4,400.

Expenditures are projected to be $1,634,239 and include $250,000 for marketing events in Town Square put on by the Town Square Property Owners Association. Assignments totaling $1,303,100 were made to Sugar Land Development Corporation and Sugar Land 4B Corporation toward repayment of debt issued in December 2005 for developer reimbursements in Town Square. The projected ending fund balance at 9/30/19 is $97,669.

Fiscal Year 2020

Revenues are budgeted to be $1,718,941, which includes property taxes for $1,716,941 and interest income for $2,000. Property taxes are based on the added value from 2019 certified tax roll for the TIRZ#1, proposed 2019 City, County and LID #2 proposed tax rates at a 99.5% collection rate for each participating entity.

Operating expenditures are estimated to be $261,266, which includes $250,000 for marketing events in Town Square, and $11,266 for insurance, banking fees, auditing services, and administrative services from City staff. Non-operating expenditures include $70,000 for Town Square Plaza events and anticipated assignment of revenues to the SLDC for $1,250,000 and SL4B for $156,886. The assignments will support a portion of the debt service requirements on sales tax revenue bonds issued in December 2005 to reimburse the developer for Town Square infrastructure and expansion of the Texas Garage. The estimated ending fund balance at 9/30/20 is $78,458. TIRZ#1 has no minimum fund policy balance requirement.

Tax Increment Reinvestment Zone #3

Fiscal Year 2019

Revenues for FY19 are projected to be $756,377. The budget for incremental taxes was based on the 2018 certified tax roll. Property taxes allocated from the City and County total $755,457 and interest income is projected at $920.

Expenditures are projected to be $757,084 for administrative support, legal services, and an assignment of $741,249 to Imperial Redevelopment District. Fund balance at 9/30/19 is projected to be $39,709.

Fiscal Year 2020

Revenues are budgeted to be $977,217, which includes City and County property taxes for $976,967 and interest income for $250. Property taxes are based on the added value from 2019 certified tax roll for the TIRZ#3, 2019 adopted City and County tax rates are budgeted at a 99.5% collection rate for each participating entity.

Operating expenditures are estimated to be $1,007,217 for administrative support, legal and an assignment of $957,673 to Imperial Redevelopment District. The fund balance at 9/30/20 is estimated to be $9,709. TIRZ#3 has no minimum fund policy balance requirement.

Tax Increment Reinvestment Zone #4

Fiscal Year 2019

Revenues for FY19 are projected to be $880,650. Property taxes allocated from the City, County, and MUDs total $842,650 and interest income is projected at $38,000. Expenditures are projected to be $85,701 for administrative support and legal services. The projected ending fund balance at 9/30/19 is $3,075,314.

Fiscal Year 2020

Revenues are budgeted to be $1,052,218, which includes City, County, and MUDs property taxes for $992,218 and interest income for $60,000. Operating expenditures are estimated to be $75,808 for administrative support and legal services. The estimated ending fund balance at 9/30/20 is $4,051,724. TIRZ#4 has no minimum fund policy balance requirement.

CITY OF SUGAR LAND
SUGAR LAND DEVELOPMENT CORPORATION
INCOME STATEMENT

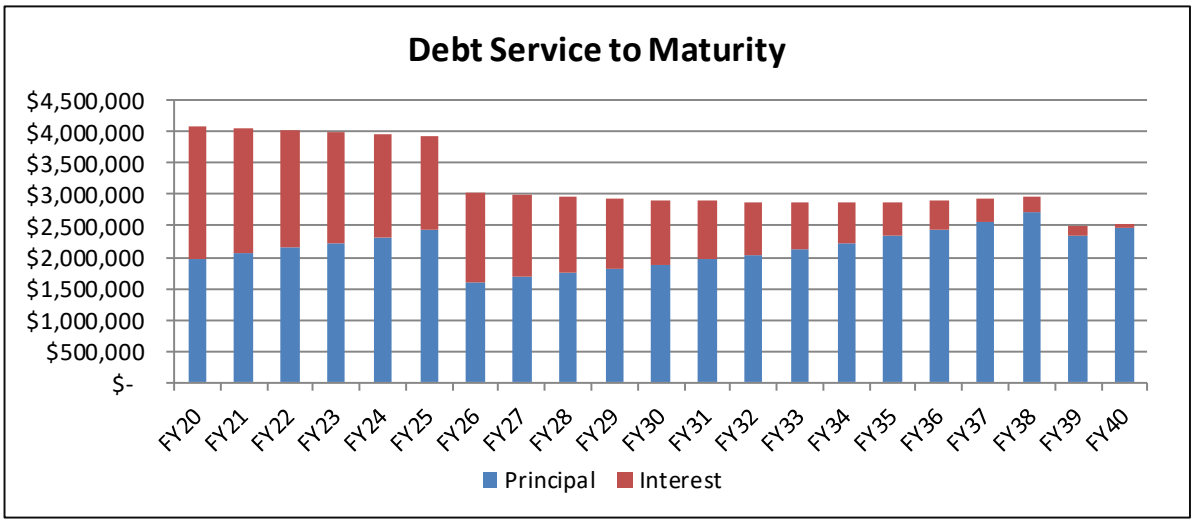
	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Sales Tax	$ 6,686,780	$ 6,225,000	$ 6,731,573	$ 6,307,022	$ -	$ 6,307,022
Interest Income	120,418	75,000	150,000	150,000	-	150,000
Miscellaneous	317,777	-	124,555	-	-	-
TIRZ#1	1,050,000	1,150,000	1,150,000	1,250,000	-	1,250,000
Operating Revenues	8,174,974	7,450,000	8,156,128	7,707,022	-	7,707,022
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	8,174,974	7,450,000	8,156,128	7,707,022	-	7,707,022
EXPENDITURES						
Economic Development Program	313,775	854,551	853,643	597,017	-	597,017
Economic Development Incentives	657,383	1,850,000	1,101,000	1,700,000	-	1,700,000
Contractual Services	14,990	15,290	15,290	52,790	-	52,790
Total Operating Expenditures	986,148	2,719,841	1,969,933	2,349,807	-	2,349,807
Debt Service	4,149,296	4,110,621	4,110,621	4,088,984	-	4,088,984
Reserve for Opportunities	-	400,000	400,000	-	-	-
Capital Projects Reimbursement	925,043	1,405,000	1,405,000	1,543,637	-	1,543,637
Transfers to Other Funds	429,231	593,191	593,191	645,637	-	645,637
Total Non-Operating Expenditures	5,503,570	6,508,812	6,508,812	6,278,258	-	6,278,258
Total Expenditures	6,489,717	9,228,653	8,478,745	8,628,065	-	8,628,065
Revenues Over/(Under) Expenditures	1,685,257	(1,778,653)	(322,617)	(921,043)	-	(921,043)
Fund Balance - Beginning	7,660,981	9,346,237	9,346,237	9,023,620	-	9,023,620
Accrued Sales Tax	(991,868)	(1,144,311)	(1,144,311)	(1,144,311)	-	(1,144,311)
Debt Service Reserve	(4,049,053)	(4,044,391)	(4,044,391)	(3,992,302)	-	(3,992,302)
Fund Balance - Ending	$ 4,305,317	$ 2,378,882	$ 3,834,918	$ 2,965,964	$ -	$ 2,965,964
Min. Fund Balance (15% of Budgeted Sales Tax)	$ 1,003,017	$ 933,750	$ 933,750	$ 946,053	$ -	$ 946,053
Over/Under Policy	3,302,300	1,445,132	2,901,168	2,019,911	-	2,019,911
Bond Coverage Ratio (>1.25x)	1.66	1.54	1.67	1.59	-	1.59

COMPONENT UNIT
SUGAR LAND DEVELOPMENT CORPORATION
DEBT SERVICE REQUIREMENTS TO MATURITY

	Principal	Interest	Total
FY20	$ 1,980,000	$ 2,108,984	$ 4,088,984
FY21	2,055,000	1,998,721	4,053,721
FY22	2,140,000	1,884,090	4,024,090
FY23	2,225,000	1,768,821	3,993,821
FY24	2,315,000	1,644,571	3,959,571
FY25	2,420,000	1,512,268	3,932,268
FY26	1,610,000	1,402,659	3,012,659
FY27	1,675,000	1,311,318	2,986,318
FY28	1,740,000	1,216,346	2,956,346
FY29	1,815,000	1,122,215	2,937,215
FY30	1,885,000	1,028,807	2,913,807
FY31	1,965,000	933,457	2,898,457
FY32	2,045,000	835,944	2,880,944
FY33	2,135,000	734,110	2,869,110
FY34	2,225,000	639,431	2,864,431
FY35	2,330,000	552,075	2,882,075
FY36	2,450,000	457,600	2,907,600
FY37	2,575,000	355,478	2,930,478
FY38	2,705,000	248,172	2,953,172
FY39	2,355,000	146,100	2,501,100
FY40	2,475,000	49,500	2,524,500
	$ 45,120,000	$ 21,950,666	$ 67,070,666

Outstanding Debt Issues

Series	Principal	Matures
2013	$ 6,015,000	FY38
2014R	4,735,000	FY25
2014	34,370,000	FY40
Total	$ 45,120,000	



SUGAR LAND DEVELOPMENT CORPORATION
SUMMARY OF CAPITAL PROJECTS
FISCAL YEAR 2020

	Project #	Project Title	FY20	Description
MUNICIPAL	ST2003	Owens Road - Mobility Bond Project	$ 150,000	Design and construction of a 2-lane, boulevard section with curb and gutter, storm sewer. Section will accomodate future widening to 4-lanes. This project also includes improvements to the intersection and traffic signal at US90A, and upgrades the railroad crossing and outfall/overflow channel.
		Total	**$ 150,000**	

CITY OF SUGAR LAND
SUGAR LAND 4B CORPORATION
INCOME STATEMENT

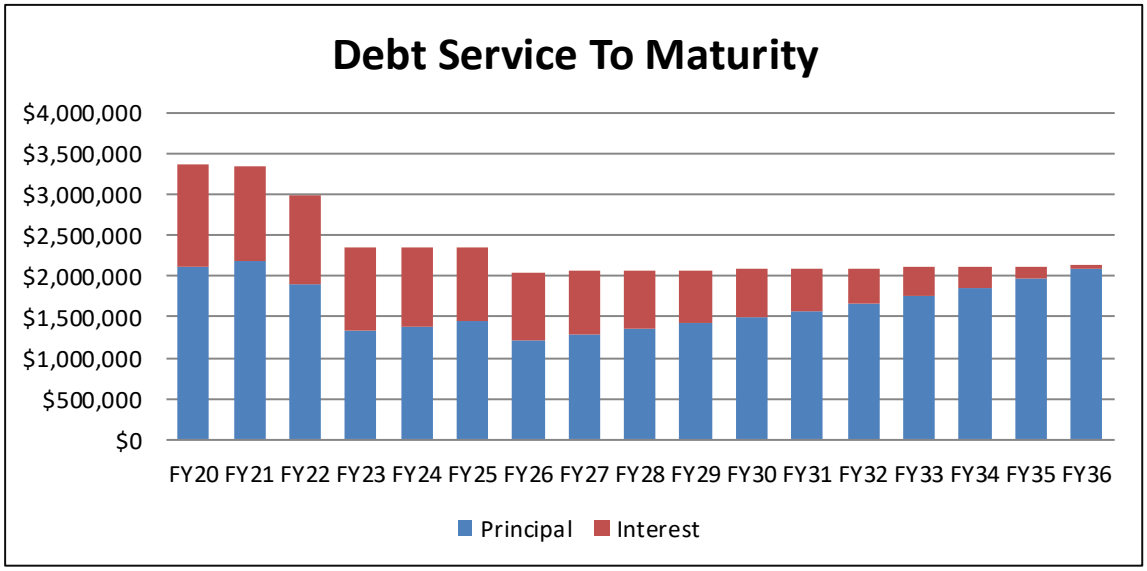
	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Sales Tax	$ 6,686,780	$ 6,225,000	$ 6,731,573	$ 6,307,022	$ -	$ 6,307,022
Interest Income	124,387	112,000	140,460	140,000	-	140,000
TIRZ#1	156,156	153,100	153,100	156,886	-	156,886
Miscellaneous	80,000	80,000	80,000	80,000	-	80,000
Operating Revenues	7,047,323	6,570,100	7,105,133	6,683,908	-	6,683,908
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	7,047,323	6,570,100	7,105,133	6,683,908	-	6,683,908
EXPENDITURES						
Economic Development Program	177,390	636,998	536,998	561,620	-	561,620
Contractual Services	8,389	112,200	212,200	12,200	-	12,200
Total Operating Expenditures	185,780	749,198	749,198	573,820	-	573,820
Debt Service	3,348,781	3,341,344	3,341,344	3,354,175	-	3,354,175
Incentives	-	-	-	37,500	750,000	787,500
Reserve for Opportunities	-	1,800,000	400,000	3,800,000	-	3,800,000
Transfers to Capital Projects	4,576,418	1,110,000	1,110,000	710,000	-	710,000
Transfers to Other Funds	610,093	631,535	631,535	699,504	-	699,504
Total Non-Operating Expenditures	5,186,511	6,882,879	5,482,879	8,601,179	750,000	9,351,179
Total Expenditures	8,721,071	7,632,077	6,232,077	9,174,999	750,000	9,924,999
Revenues Over/(Under) Expenditures	(1,673,749)	(1,061,977)	873,056	(2,491,091)	(750,000)	(3,241,091)
Fund Balance - Beginning	9,265,667	7,591,919	7,591,919	8,464,975	-	8,464,975
Accrued Sales Tax	(991,868)	(1,144,311)	(1,144,311)	(1,144,311)	-	(1,144,311)
Debt Service Reserve	(3,122,646)	(2,989,565)	(2,989,565)	(2,811,500)	-	(2,811,500)
Fund Balance - Ending	$ 3,477,405	$ 2,396,066	$ 4,331,099	$ 2,018,073	$ (750,000)	$ 1,268,073
Minimum Fund Balance (15% of Sales Tax)	$ 1,003,017	$ 933,750	$ 933,750	$ 946,053		$ 946,053
Over/Under Policy	2,474,388	1,462,316	3,397,349	1,072,019		322,019
Bond Coverage Ratio (>1.25x)	2.04	1.89	2.05	1.92		1.92

COMPONENT UNIT
SUGAR LAND 4B CORPORATION
DEBT SERVICE REQUIREMENTS TO MATURITY

	Principal	Interest	Total
FY20	$ 2,115,000	$ 1,239,175	$ 3,354,175
FY21	2,195,000	1,156,850	3,351,850
FY22	1,900,000	1,076,631	2,976,631
FY23	1,330,000	1,011,694	2,341,694
FY24	1,390,000	953,169	2,343,169
FY25	1,460,000	888,863	2,348,863
FY26	1,225,000	828,269	2,053,269
FY27	1,290,000	771,681	2,061,681
FY28	1,355,000	712,169	2,067,169
FY29	1,425,000	648,728	2,073,728
FY30	1,500,000	580,150	2,080,150
FY31	1,580,000	506,013	2,086,013
FY32	1,670,000	425,750	2,095,750
FY33	1,765,000	339,875	2,104,875
FY34	1,865,000	249,125	2,114,125
FY35	1,970,000	153,250	2,123,250
FY36	2,080,000	52,000	2,132,000
	$ 28,115,000	$ 11,593,391	$ 39,708,391

Outstanding Debt Issues

Series	Principal	Matures
2005	$ 1,545,000	FY25
2010	2,535,000	FY22
2011	24,035,000	FY36
	$ 28,115,000	



SUGAR LAND 4B CORPORATION
SUMMARY OF CAPITAL PROJECTS
FISCAL YEAR 2020

	Project #	Project Title	FY20	Description
MUNICIPAL	MU2002	Public Arts Project	$ 210,000	Public art projects identified each year through development of the annual work plan that achieve the goals of the Public Art Plan (Adopted Dec 2016).
	MU2003	Senior Center Study	100,000	Study to address the growing needs of the existing T.E. Harman Senior Center. Study will include site location opportunities and constraints, building square footage needs, parking requirements, and operations. Also includes capacity/function analysis, case studies, location preferences, site testing, preliminary architecture/site design and associated cost estimate.
PARKS	PK2002	Joint Participation in CIP	200,000	Provide funds for joint participation in CIP projects between the City and citizen-based organizations that benefit the general public. Project takes advantage of partnering opportunities to enhance and preserve the quality of life for City residents.
TRAFFIC	TR2001	Landscape Replacement for Major Roadway and Enhancement Projects	200,000	Reconstruction of landscape beds along major routes through Sugar Land to improve the streetscape treatments of areas directly adjacent to interstate and state highways. Routes will include US 59/I-69, US 90A, SH6, which are classified as Imperial and Highway 6 routes according to the Beautification Policy.
		Total	**$ 710,000**	

CITY OF SUGAR LAND
TAX INCREMENT REINVESTMENT ZONE No. 1
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Property Taxes	$ 1,546,935	$ 1,620,342	$ 1,684,760	$ 1,716,941	$ -	$ 1,716,941
Interest Income	6,680	1,000	4,400	2,000	-	2,000
Miscellaneous	-	-	-	-	-	-
Total Revenues	1,553,615	1,621,342	1,689,160	1,718,941	-	1,718,941
EXPENDITURES						
Insurance	1,855	1,877	1,877	1,896	-	1,896
Town Square POA Events	250,000	250,000	250,000	250,000	-	250,000
Contractual Services	1,000	1,481	1,000	1,000	-	1,000
Support Services Reimb	2,642	8,262	8,262	8,370	-	8,370
Other	-	-	-	-	-	-
Operating Expenditures	255,497	261,620	261,139	261,266	-	261,266
Plaza Events - Transfer to General Fund	70,000	70,000	70,000	70,000	-	70,000
Assignment to SLDC	1,050,000	1,150,000	1,150,000	1,250,000	-	1,250,000
Assignment to SL4B	156,156	153,100	153,100	156,886	-	156,886
Non-Operating Expenditures	1,276,156	1,373,100	1,373,100	1,476,886	-	1,476,886
Total Expenditures	1,531,653	1,634,720	1,634,239	1,738,152	-	1,738,152
Revenues Over/(Under) Expenditures	21,962	(13,378)	54,921	(19,211)	-	(19,211)
Fund Balance - Beginning	20,786	42,748	42,748	97,669	-	97,669
Fund Balance - Ending	$ 42,748	$ 29,370	$ 97,669	$ 78,458	$ -	$ 78,458

CITY OF SUGAR LAND
TAX INCREMENT REINVESTMENT ZONE No. 3
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Incremental Property Taxes - County	$ 361,634	$ 431,522	$ 422,963	$ 544,257	$ -	$ 544,257
Incremental Property Taxes - City	262,934	329,657	332,494	432,710	-	432,710
Interest Income	290	50	920	250	-	250
Total Revenues	624,859	761,229	756,377	977,217	-	977,217
EXPENDITURES						
Legal Services	32,463	30,000	6,000	30,000	-	30,000
Admin Services	5,366	9,835	9,835	19,544	-	19,544
Assignment to IRD- TIRZ Revenue Fund	612,339	746,004	741,249	957,673	-	957,673
Total Expenditures	650,168	785,839	757,084	1,007,217	-	1,007,217
Revenues Over/(Under) Expenditures	(25,310)	(24,610)	(707)	(30,000)	-	(30,000)
Fund Balance - Beginning	65,725	40,416	40,416	39,709	-	39,709
Fund Balance - Ending	$ 40,415	$ 15,806	$ 39,709	$ 9,709	$ -	$ 9,709

CITY OF SUGAR LAND
TAX INCREMENT REINVESTMENT ZONE No. 4
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Incremental Property Taxes- City	$ 230,688	$ 287,136	$ 287,136	$ 343,463	$ -	$ 343,463
Incremental Property Taxes- FB County	241,014	287,932	287,932	344,815	-	344,815
Incremental Property Taxes- FB MUD 138	141,912	191,874	191,874	223,029	-	223,029
Incremental Property Taxes- FB MUD 139	83,955	75,708	75,708	80,911	-	80,911
Interest Income	29,722	10,000	38,000	60,000	-	60,000
Total Revenues	727,291	852,650	880,650	1,052,218	-	1,052,218
EXPENDITURES						
Support Services- Legal Services	-	50,000	50,000	50,000	-	50,000
Support Services- Admin Support	50,500	35,701	35,701	25,808	-	25,808
Total Expenditures	50,500	85,701	85,701	75,808	-	75,808
Revenues Over/(Under) Expenditures	676,791	766,949	794,949	976,410	-	976,410
Fund Balance - Beginning	1,603,574	2,280,365	2,280,365	3,075,314	-	3,075,314
Fund Balance - Ending	$ 2,280,365	$ 3,047,314	$ 3,075,314	$ 4,051,724	$ -	$ 4,051,724

Five-Year Forecast

The City's Financial Management Policy Statements (FMPS) specify that a long-range forecast is to be prepared annually for the City's major operating funds. This forecast is based on the guidelines provided by the policy statements; reasonable assumptions can be made regarding future actions based on these policies, which provides a more meaningful forecast to elected officials as they provide direction to City management. The forecast provides management a fiscally constrained plan that funds the operations of the City and the Five-Year CIP requirements. It provides an opportunity to look into the future and advise elected officials regarding anticipated events and strategies to handle the financial implications of decisions.

The forecast outcome is highly dependent on several key assumptions that are based on information available at the time of preparation. A change in one or more of these assumptions can significantly alter the outcome of the forecast, which could have a tremendous impact on the City's tax rate and capacity for future needs. Based on these assumptions, the forecast shows the following:

- With a shift of existing tax revenue in FY20, the forecast maintains 3.5% annual growth from tax revenues within the voter authorization limits set by Senate Bill 2 passed by the 86th Texas Legislature
- Service levels funded in FY20 can be sustained through the forecast
- Maintain General Fund dependence on sales tax to fund operations below 45%
- Meet all fund balance and structural balance requirements
- Meet current and future debt service needs
- Support CO's for general capital projects in FY20
- Complete the remaining 2013 voter approved park bonds with less than one cent increase on the tax rate
- Fund an approximately $90 million three-year GO bond package with capacity from declining debt service requirements and a three cent increase to the tax rate
- Approximately 30% increases are needed to Utility rates over the next five years to:
  - Support enterprise fund capital projects and implementation of the Integrated Water Resources Plan
  - Prepare the City to meet the 60% groundwater reduction mandate by 2025
- Set aside funds for continued economic development efforts through Reserves for Opportunities

The financial forecast is updated annually as part of the budget process to ensure that the City can continue to meet challenges, fulfill obligations, and assess long-range implications of approved operating, capital budgets and policies. The five-year financial forecast of the major funds indicates the City is in sound financial health, can maintain current service levels, and meet current and anticipated debt obligations.

Forecast Assumptions

The calculations in this forecast and the analysis of results obtained are based on the following assumptions.

Revenues

Property Taxes

Fiscal Year 2020 property taxes are budgeted at $52.11 million with $30.86 million going to operations and maintenance in the General Fund and $21.14 million for the Debt Service Fund. Taxable value after TIRZ participation is estimated at $15.74 billion after the City Council increased the homestead exemption to 12% in June 2019. General Fund tax revenues assumed to grow based on the voter approved tax rate, which is a 3.5% increase in revenue for operations and maintenance, plus revenue from new value to the tax roll. No growth is assumed in Debt Service tax revenues except for an anticipated three cent increase in FY21 that is needed to

support a proposed GO bond package that will be considered by voters in November 2019. The three cent tax impact is assumed with no growth to current taxable values or new value- to project the maximum anticipated tax rate impact for taxpayers resulting from the GO bond package.

Sales Tax

Based on the Financial Management Policy Statements, no growth in sales tax is built in to the FY20 budget and out year sales tax growth is assumed at 1.8% for recurring sales tax in FY21 based on the 2019 CPI increase and 3% annual recurring increase for FY22 to FY24.

Interest Earnings

Interest earnings for each fund are estimated based on available fund balances and the current rate of return trend.

Self - Supporting Debt Service Requirements

Tourism Fund: Hotel occupancy tax is pledged toward repayment of existing debt issued for the Conference Center at Town Square and the Smart Financial Centre at Sugar Land. The forecast assumes a transfer to the Debt Service Fund in an amount equal to each year's debt service requirement.

The Utility Fund transfers to the Debt Service Fund an amount equal to 100% of the annual debt service requirement for water/wastewater debt assumed from annexed and dissolved MUDs. All MUD debt will be paid off by FY26, and the transfer for debt service declines as the debt service requirement declines.

Enclave at River Park PID fund transfers to the Debt Service Fund to support Certificates of Obligation issued in 2019 for a developer reimbursement for street & drainage infrastructure. The transfer is funded from assessments levied on homeowners within the PID.

Transportation Fees were paid by developers in Riverstone for $1,750 per lot when the development was platted. These fees are held in a reserve account in the Capital Projects Fund and are transferred to the Debt Service Fund in an amount equal to the debt service on the developer's share of University Blvd South construction.

Transfer from	FY20	FY21	FY22	FY23	FY24
Tourism Fund	$ 1,352,726	$ 1,343,807	$ 1,342,343	$ 1,344,078	$ 1,344,214
Utility Fund- MUD Debt	5,909,317	5,738,228	4,687,433	4,598,355	4,173,735
Enclave at River Park PID	121,538	118,163	114,413	105,788	102,288
Riverstone Transportation Fees	472,500	472,500	472,500	472,500	243,809

Issuance of New Debt

The forecast builds in debt service payments based on the timing of each anticipated issuance of debt. Debt payments are budgeted beginning in the year of issuance and are built based on a twenty-year maturity schedule, with at least 50% of principal paid off in the first 10 years, consistent with Financial Management Policy Statement direction.

Debt Type	FY20	FY21	FY22	FY23	FY24
Tax Backed CO's	$ 16,000,000	$	$	$	$
2013 GO Bonds	10,260,000				
Airport CO's	1,800,000	950,000			
Utility Revenue Bonds	7,548,250	10,618,700	24,002,900	70,423,000	8,170,000

General Obligation Bonds to be considered by voters in November 2019 will be issued over a three-year period to support projects as recommended by City Council based on projects approved by voters. The forecast assumes the issuance of approximately $30 million per year in fiscal years 2021-2023.

Water Consumption

Revenues in the Utility System Fund are based on the average annual billed consumption, based on average annual rainfall and groundwater pumpage estimates from all GRP participants. Rate increases are built into the forecast with 5% in water/wastewater rates in FY20 and 10% in surface water rates. Over the forecast rates will need to be increased further, a rate study will be conducted in FY20 to recommend the increases and best rate structure to support the fund to meet upcoming capital and operating needs.

Airport Fuel Sales

Fuel sales are built into the forecast based on estimated fuel prices and mark up. Volume of fuel is estimated to grow 1% annually. Total sales include Jet-A and AvGas.

Fuel Sales	FY20	FY21	FY22	FY23	FY24
Millions of Gallons	3.325	3.358	3.392	3.426	3.460

Expenditures

Operating Expenditures

Throughout the forecast, personnel costs increase by 3% annually. Operations and maintenance costs grow by an average of 2% per year for the Utility Fund, and 1% per year for the General Fund and Airport Fund.

Property Tax Rebates

The City makes rebates to in-city MUDs based on 50% of the City's property tax revenue from within each district based on utility agreements and development agreements. The rebates must be utilized by the districts to reduce their tax rates. Rebates are grown consistent with property tax revenue in the forecast: 3.5% for the General Fund and no growth in the Debt Service Fund except for the anticipated 3 cent tax increase needed to support the 2019 GO bond projects if approved by voters.

Forecast Analysis

General Fund

The General Fund encompasses the majority of the City's services. Resources to the fund are generated through property and sales taxes, franchise fees, fines, charges for services and miscellaneous income. Expenditures from the fund support municipal services such as Public Safety, Parks, Finance, Community Development, Environmental & Neighborhood Services and Public Works. The forecast includes additions to operating expenditures for rehabilitation projects. Savings from insourcing ROW landscape maintenance and beautification are realized in FY21 and continue through the forecast, resulting in a positive impact from the recommended shift from contracted services, which would likely continue to escalate costs in future years.

Infrastructure rehabilitation is funded at $3 million in recurring funding and $0.5 million in one-time funding in FY20 and increases to nearly $4 million in recurring funding by the end of the forecast. One time funds can be utilized to supplement rehabilitation funding on an annual basis when available.

Additional recurring expenditures are limited in the out - years based on the structural balance. Outside of personnel and O&M growth assumptions, the forecast indicates that no additional recurring funds can be added within the anticipated revenue streams. Additional revenues from user fees, property taxes or other sources will be necessary to support future additions to the budget if desired by future City Councils.

Overall, the General Fund is in a stable financial position throughout the forecast. The forecast shows a slight drop below policy requirement in FY21-22 but returns above policy in FY23. With conservative revenue estimates and

controlled expenditures, the City generally ends each fiscal year better than anticipated and will easily be able to stay above the policy requirement.

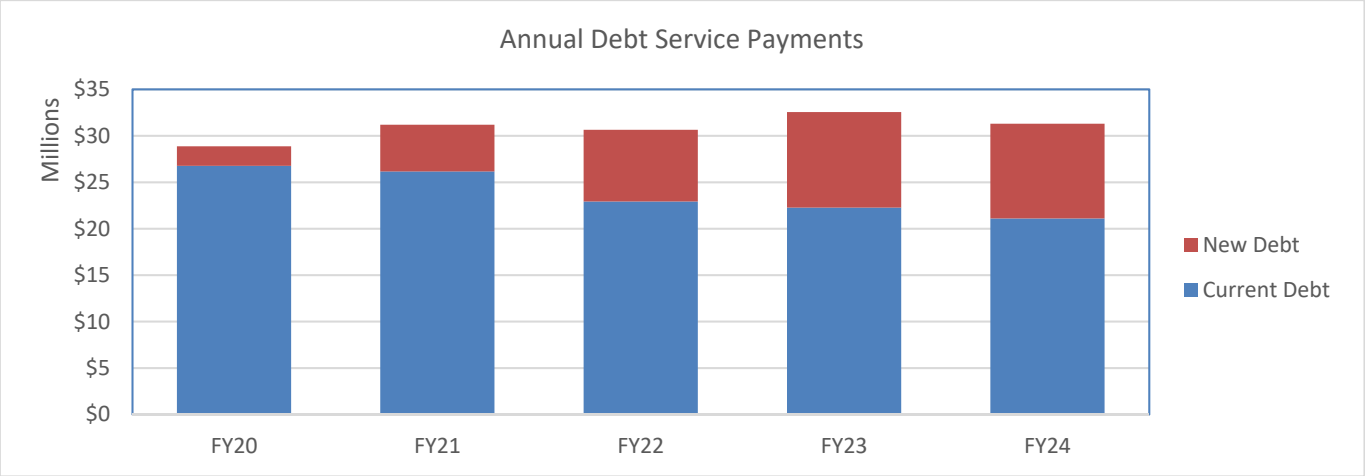
Debt Service Funds

The City has two debt service funds, a tax-exempt Debt Service Fund for the repayment of tax-exempt debt for Certificates of Obligation and General Obligation Bonds, and a taxable Debt Service Fund established for the repayment of taxable Certificates of Obligation issued for the Smart Financial Centre at Sugar Land.

Debt Service Fund

The Debt Service Fund maintains the policy requirement throughout the five-year forecast. Transfers in from other funds are shown in accordance with the debt schedules that are supported by those revenue streams. Based on the assumptions described the fund can support debt service payments on outstanding debt issues plus the planned issuance of CO's and GO's in FY20. The forecast does not assume any growth in tax revenues other than the three-cent tax increase that is needed to support approximately half of $90 million in GO bonds that voters will consider in November 2019.

The chart shows annual debt service requirements for existing and anticipated bond issues:



Debt Service Fund – Taxable Debt

This fund records the taxable debt issued for the Smart Financial Centre at Sugar Land. Property tax is not used to cover the debt service payment. Lease payments will be made monthly according to the terms of the thirty-year lease. In accordance with the operating lease, beginning in January 2019, lease payments increase to 125% of annual debt service payments. The fund begins to accumulate a debt service reserve that will equal the last three years' debt service payments. Until the reserve is fully funded with cash, a letter of credit has been secured by ACE Sugar Land, LLC to cover their obligation.

Utility System Fund

The Utility System Fund is an enterprise fund providing for the administration, billing and collection activities, and operation and maintenance of the City's water, surface water and wastewater system. Ground Water Reduction Program (GRP) Participants pay a fee per thousand gallons of groundwater pumped. GRP Participants in the City include Tara Plantation, Royal Lake Estates, private well owners, homeowner associations, and Texas Department of Corrections within the City limits. Participants outside of the City limits pay a 20% out-of-City service charge on GRP fees.

Services are financed primarily through utility user fees. Strategies used in the generation of the Utility financial plan are aimed to ensure the fund is self-supporting and that capital improvement funding is adequate to maintain or expand the City's infrastructure. Based on the forecast, the fund meets all reserve and bond coverage requirements.

Users of the utility system generate revenues through service charges to support operations of the water, wastewater and surface water systems, along with all related debt service payments, infrastructure rehabilitation and operating transfers. Revenues are dependent on the number of users in the system as well as weather experienced during the year. The forecast assumes average rainfall for each year; however, variation from the average can have a significant impact on water demand and subsequent revenues. Rate increases totaling approximately 30% over five years are assumed throughout the forecast to support debt service and operating expense increases. Rates need to be increased in advance of capital projects to build up operating revenue available for debt service in advance of bond issues. With significant capital investment necessary in the utility system, implementation of these rate increases are critical for the financial health of the system.

Revenue bonds for the forecast total $120.7 million that are planned to be issued for capital improvement projects in support of the Integrated Water Resources Plan and preparation of meeting the mandated 60% reduction in groundwater usage by 2025. The debt service reserve is $7.3 million from FY20 to FY24 based on revenue bond reserve requirements.

The fund is expected to exceed cash reserves and bond coverage requirements throughout the forecast.

Airport Fund

The Sugar Land Regional Airport is a user fee supported business enterprise fund. The City has been able to attract and maintain quality corporate customers due to the location and amenities offered by the Airport. The Airport is continuing improvements to enhance its image among the business users of airport services and to attract new customers. The Airport is able to fund capital improvements, provide services, and make debt service payments on outstanding debt issues, and meet its reserve and bond coverage requirements.

Total revenues for the airport are expected to increase over the next five years based on increasing fuel sales, hangar leases and other revenues. The markup for JetA and AvGas is planned to increase by eight cents in FY20 and is built into the forecast. The airport is scheduled to receive reimbursement from TxDOT Aviation in FY23 and FY24 totaling $2.88 million in support of 95 acres of land purchased from the Central Prison Unit in 2016 for the airport.

Airport operating expenses are projected to increase in the forecast at an average of 1.0% over the five-year period, excluding fuel expenditures and credit card fees, which have offsetting revenues. FY20 and FY21 capital projects for the airport are planned to be financed through Certificates of Obligation that will be serviced by the Airport Fund. Bonds are planned to be sold in FY21 for projects in both years. Capital projects in FY22-24 can be supported through airport revenues.

Tourism Fund

The purpose of the fund is to promote tourism in the City and state statutes restrict the use of funds. The City's Hotel Occupancy Tax is the source of revenues in the fund, which is based on 7% of room revenue.

For FY20, the Tourism Fund will support the debt service for the Smart Financial Centre at Sugar Land and adjacent plaza as well as support staffing for the Special Events Fund. The Tourism Fund will contribute $50,000 to the Public Art CIP project in FY20 and $250,000 over the forecast period in total.

Hotel occupancy tax revenues are projected to increase 16.4% from FY20 to FY24 based on anticipated growth from existing hotels and new hotel tax revenue from the Hampton Inn beginning in FY21. The City has pledged hotel tax

revenues to the Debt Service Fund to pay for the debt service on the Conference Center and in support of debt issued for the Smart Financial Centre and TIRZ #4 plaza. This arrangement confirms the City's commitment to the principle that hotel taxes should pay for the debt and not property taxes.

Expenditures in the fund are used to finance marketing and destination development for the City, according to limits imposed by state statutes. Over the forecast period, an estimated $4.77 million will be spent on tourism programs and marketing, $1.5 million on the visitor center and $249,843 for cultural and public arts.

The fund will transfer $6.7 million to the Debt Service Fund to support existing debt service payments for the conference center and Smart Financial Centre at Sugar Land. The fund is anticipated to exceed the fund balance policy requirement throughout the forecast.

Five-Year Capital Improvement Program

The City's Five-Year CIP totals $263.8 million for FY20-FY24. The Five Year CIP has been prepared based on available funding and includes approximately $90 million FY21-23 GO bond program projects. The GO bond projects are shown in FY22 in the Five Year CIP but the actual timing of the projects will be determined by City Council based on the results of propositions that are approved by voters.

Funding for CIP projects are derived from various sources including utility revenue bonds, certificates of obligation, general obligation bonds, economic development sales taxes, airport revenues, hotel occupancy taxes, and donations. Major projects in the Five-Year CIP include drainage, municipal, streets, traffic, water, wastewater and surface water. A summary by project type and the funding totals are shown below.

PROJECT TYPE	2020-2024 TOTAL		SOURCE OF FUNDS	2020-2024 TOTAL
Airport	$3,762,928		CO's / Airport	$16,000,000
Drainage	53,800,000		Tax Backed CO's	3,352,428
Municipal	41,060,000		2013 GO Bonds	12,155,925
Parks	14,255,925		Future GO Bonds	90,760,000
Streets	18,930,000		Utility Revenue Bonds	120,762,850
Traffic	72,794,850		SLDC	3,470,000
Surface Water	1,250,000		SL4B	3,150,000
Wastewater	28,358,000		Tourism	250,000
Water	29,610,000		Airport Revenues	410,500
			System Revenues	10,000,000
			Donations	3,500,000
TOTAL	**$263,821,703**		**TOTAL**	**$ 263,821,703**

If a CIP project has an operations and maintenance impact, that cost has to be considered along with the project cost. Once the O&M impact has been identified the annual cost is calculated and built into the respective operating fund's five-year forecast in order to give policy makers an idea of the financial impact of the CIP project.

Sugar Land Development Corporation (SLDC)

The SLDC is financed through a quarter cent sales tax approved by the voters in 1993, and its primary goal is to promote economic development of the City. Sales tax and interest income are the primary revenue sources for the Corporation, along with an assignment from TIRZ #1 for the repayment of debt issued to fund Town Square infrastructure. A reimbursement from TIRZ #3 is due for roadway infrastructure. The reimbursement is due in 2021 in accordance with the third amendment to the Imperial Redevelopment Agreement, but is shown in FY24 of the forecast to be conservative. Once the development achieves $400 million in assessed valuation, the reimbursement is triggered. The amount of the reimbursement is estimated with accrued interest.

Expenditures over the forecast total $48.18 million. Expenditures include staffing reimbursement to the City, support service contracts, and the economic development program for marketing and business recruitment. The Corporation has annual debt service of approximately $4 million each year. The forecast allocates $8.5 million over the five years toward Economic Development direct incentives. Additionally, a sales tax incentive grant is budgeted for improvements competed to the First Colony Mall Lifestyle Center. A total of $8.07 million has been identified as reserve for opportunity funding in the five-year forecast. The Corporation is planned to support design and construction of Owens Rd from FY20 to FY23, as funds are needed from cash. In FY20 the Corporation will reimburse the City for $1.367 million for Phase I construction of University Blvd North Extension (S. Stadium Dr) in accordance with the funding resolution previously approved by the Corporation.

The fund is able to maintain a fund balance in excess of the 15% of budgeted sales tax policy requirement for the duration of the forecast.

Sugar Land 4B Corporation (SL4B)

The SL4B is financed by a quarter cent sales tax authorized by voters in 1995. Uses of 4B funds are restricted by law, but are less restricted than the use of SLDC funds. Sales tax is the primary revenue source for the Corporation, along with an assignment of revenues from TIRZ #1 toward repayment of debt issued for the Texas Garage in Sugar Land Town Square. The TIRZ#1 supports 53% of debt service on the garage spaces, which is the prorated balance after the 2009 payment from Planned Community Developers is applied to outstanding principal. There is also a reimbursement from TIRZ#3 for roadway infrastructure. The reimbursement is due in 2021 in accordance with the third amendment to the Imperial Redevelopment Agreement but is shown in FY24 to be conservative. Once the development achieves $400 million in assessed valuation, the reimbursement will be due. The amount of the reimbursement is estimated with accrued interest.

In FY20 the Corporation will reimburse the developer of Sugar Land Town Square $750,000 for improvements completed in the plaza. Additionally, a sales tax incentive grant is budgeted for improvements completed to the First Colony Mall Lifestyle Center. In the forecast the SL4B contributes $3.15 million for capital improvements, including the Joint Participation in CIP, Public Art Projects, Senior Center Study and landscape replacement for major roadway and enhancement projects. The Corporation has three outstanding debt issues that mature in 2036. The annual debt service payment is $3.35 million in FY20-21, $2.98 million in FY22, and $2.34 million in FY23-24. A total of $22.17 million has been identified as reserve for opportunity funding in the five-year forecast including the TIRZ #3 reimbursement funds.

SL4B meets its reserve and bond coverage requirements and is able to maintain a fund balance in excess of the 15% of budgeted sales tax receipts policy requirement during the forecast.

CITY OF SUGAR LAND
GENERAL FUND
FIVE-YEAR FINANCIAL FORECAST

	FY19 Projections	FY20 Budget	FY21 Forecast	FY22 Forecast	FY23 Forecast	FY24 Forecast
REVENUES						
Property Taxes	$ 28,385,000	$ 30,946,472	$ 32,506,000	$ 33,641,485	$ 34,816,708	$ 36,033,060
Sales Tax	40,389,440	37,842,134	39,023,292	40,178,991	41,369,361	42,595,442
Other Taxes	6,537,959	6,755,243	6,945,000	7,140,000	7,340,000	7,547,000
Licenses & Permits	3,250,585	3,360,657	3,443,000	3,527,000	3,613,000	3,701,000
Charges for Services	4,042,436	4,392,958	5,170,000	5,489,000	5,707,000	5,935,000
Fines & Forfeitures	1,774,565	1,995,000	2,164,000	2,346,000	2,451,000	2,522,000
Other	814,000	801,000	823,000	845,000	869,000	893,000
Intergovernmental	1,791,006	981,947	1,004,100	1,028,100	1,052,100	1,077,100
Interest Income	662,000	590,000	596,000	602,000	608,000	614,000
Operating Revenues	87,646,991	87,665,411	91,674,392	94,797,576	97,826,169	100,917,602
Transfers In	7,385,673	6,883,694	7,213,000	7,559,000	7,922,000	8,303,000
Non-operating Revenues	7,385,673	6,883,694	7,213,000	7,559,000	7,922,000	8,303,000
Total Revenues	95,032,664	94,549,105	98,887,392	102,356,576	105,748,169	109,220,602
EXPENDITURES						
General Government	13,810,031	14,813,902	14,784,000	15,141,000	15,509,000	15,884,000
Finance	4,647,664	4,859,840	4,762,000	4,877,000	4,995,000	5,115,000
Public Works	12,398,942	14,128,245	13,589,000	13,970,000	14,734,000	15,191,000
Parks & Recreation	5,087,022	5,213,244	5,307,000	5,466,000	5,396,000	5,678,000
Community Development	5,695,393	6,030,135	5,792,000	5,932,000	6,077,000	6,225,000
Environmental & Neighborhood SVC	6,391,854	6,646,386	6,609,000	6,767,000	6,955,000	7,118,000
Police Department	24,149,743	25,766,510	26,127,000	26,767,000	27,422,000	28,092,000
Fire Department	16,517,358	17,338,135	17,255,000	17,678,000	18,112,000	18,556,000
Departmental Expenditures	88,698,007	94,796,397	94,225,000	96,598,000	99,200,000	101,859,000
Transfers to other Funds	3,324,600	2,905,937	2,849,000	2,943,000	3,040,000	3,138,000
Miscellaneous	(96,509)	(80,395)	(340,659)	(377,659)	(415,659)	(455,659)
Rebates & Assignments	2,793,930	2,504,056	2,560,456	2,637,270	2,716,388	2,797,879
Non-departmental Expenditures	6,022,021	5,329,598	5,068,797	5,202,611	5,340,729	5,480,220
Total Expenditures	94,720,028	100,125,995	99,293,797	101,800,611	104,540,729	107,339,220
Revenues Over/(Under) Expenditures	312,636	(5,576,890)	(406,404)	555,966	1,207,441	1,881,382
Fund Balance - Beginning	35,055,459	35,368,095	29,791,205	29,384,801	29,940,767	31,148,207
Accrued Sales/Franchise Taxes	(7,414,839)	(7,414,839)	(7,414,839)	(7,414,839)	(7,414,839)	(7,414,839)
Fund Balance - Ending	$ 27,953,256	$ 22,376,366	$ 21,969,962	$ 22,525,928	$ 23,733,368	$ 25,614,750
Ending Fund Balance- % of Oper Exp	33%	26%	25%	25%	25%	27%
Fund Balance - Requirement	$ 21,402,840	$ 21,642,176	$ 22,235,306	$ 22,775,424	$ 23,329,835	$ 23,896,085
Over / (Under) Policy	6,550,416	734,190	(265,344)	(249,496)	403,533	1,718,665

CITY OF SUGAR LAND
DEBT SERVICE FUND
FIVE-YEAR FORECAST

	FY19 Projections	FY20 Budget	FY21 Forecast	FY22 Forecast	FY23 Forecast	FY24 Forecast
REVENUES						
Current Property Tax	$ 21,333,000	$ 21,135,527	$ 25,889,400	$ 25,889,400	$ 25,923,600	$ 25,923,600
Delinquent Property Taxes	137,825	28,000	32,000	32,000	32,000	32,000
District Property Taxes/Fund Balance	6,038	-	-	-	-	-
Interest on Investments	150,000	150,000	150,000	150,000	150,000	150,000
Miscellaneous	1,216,141	-	-	-	-	-
Refunding Bond Proceeds	13,715,005	-	-	-	-	-
Operating Revenues	36,558,009	21,313,527	26,071,400	26,071,400	26,105,600	26,105,600
Total Transfers In	9,740,529	7,856,081	7,672,698	6,616,689	6,520,721	5,864,046
Non-operating Revenues	9,740,529	7,856,081	7,672,698	6,616,689	6,520,721	5,864,046
Total Revenues	46,298,538	29,169,608	33,744,098	32,688,089	32,626,321	31,969,646
EXPENDITURES						
Current Outstanding & New Debt	26,947,808	28,860,669	31,200,867	30,647,498	32,552,036	31,292,923
Issuance Costs/Fiscal Fees/Other	187,837	25,503	25,758	26,015	26,275	26,538
Refunding Payment to Escrow	14,802,083	-	-	-	-	-
Total Debt Service	41,937,728	28,886,172	31,226,624	30,673,513	32,578,311	31,319,461
Rebates & Assignments	1,852,554	1,714,906	2,088,262	2,088,262	2,088,262	2,088,262
Transfers to Other Funds	57,170	65,430	71,720	71,720	71,720	71,720
Total Other Expenditures	1,909,724	1,780,336	2,159,982	2,159,982	2,159,982	2,159,982
Total Expenditures	43,847,452	30,666,508	33,386,606	32,833,495	34,738,293	33,479,442
Change in Fund Balance	2,451,086	(1,496,900)	357,492	(145,405)	(2,111,971)	(1,509,797)
Fund Balance - Beginning	5,623,063	8,074,149	6,577,249	6,934,741	6,789,336	4,677,365
Fund Balance - Ending	$ 8,074,149	$ 6,577,249	$ 6,934,741	$ 6,789,336	$ 4,677,365	$ 3,167,568
Policy Requirement	$ 2,694,781	$ 2,886,067	$ 3,120,087	$ 3,064,750	$ 3,255,204	$ 3,129,292
Over/(Under) Policy	5,379,368	3,691,182	3,814,655	3,724,586	1,422,161	38,276
Policy Requirement	10%	10%	10%	10%	10%	10%

CITY OF SUGAR LAND
DEBT SERVICE FUND - TAXABLE CO'S
FIVE-YEAR FINANCIAL FORECAST

	FY19 Projections	FY20 Budget	FY21 Forecast	FY22 Forecast	FY23 Forecast	FY24 Forecast
REVENUES						
Rent	$ 1,867,962	$ 2,004,811	$ 2,003,936	$ 2,005,123	$ 2,001,998	$ 2,000,936
Interest Income	10,220	9,000	9,000	9,000	9,000	9,000
Operating Revenues	1,878,182	2,013,811	2,012,936	2,014,123	2,010,998	2,009,936
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	1,878,182	2,013,811	2,012,936	2,014,123	2,010,998	2,009,936
EXPENDITURES						
Current Outstanding & New Debt	1,591,199	1,590,399	1,593,699	1,591,099	1,592,599	1,588,199
Fiscal Fees/Other	1,000	1,000	1,010	1,020	1,030	1,040
Total Expenditures	1,592,199	1,591,399	1,594,709	1,592,119	1,593,629	1,589,239
Change in Fund Balance	285,983	422,412	418,227	422,004	417,369	420,697
Fund Balance - Beginning	622,873	908,856	1,331,268	1,749,495	2,171,499	2,588,869
Debt Service Reserve	(300,187)	(701,149)	(1,101,937)	(1,502,961)	(1,903,361)	(2,303,548)
Fund Balance - Ending	$ 608,669	$ 630,119	$ 647,558	$ 668,538	$ 685,508	$ 706,018

CITY OF SUGAR LAND
ENTERPRISE FUND - UTILITY SYSTEM
FIVE-YEAR FINANCIAL FORECAST

	FY19 Projections	FY20 Budget	FY21 Forecast	FY22 Forecast	FY23 Forecast	FY24 Forecast
REVENUES						
Charges for Services	$ 31,952,082	$ 34,975,597	$ 36,585,009	$ 37,499,061	$ 38,409,445	$ 39,392,056
Surface Water Fees	11,774,015	18,505,323	20,846,063	23,269,511	26,216,783	29,201,288
Tap Fees	222,935	212,414	161,258	161,258	79,043	79,043
Interest Income	445,796	425,789	475,789	500,789	512,000	525,000
Miscellaneous	1,272,657	738,426	1,225,904	1,065,779	1,065,669	1,064,868
Operating Revenues	45,667,485	54,857,549	59,294,022	62,496,398	66,282,940	70,262,255
Bond Proceeds	14,048,090	7,548,250	10,618,700	24,002,900	41,688,500	36,904,500
Inter-Fund Loan Repayment	1,500,000	-	-	-	-	-
Transfers In - PID	30,217	43,881	42,981	42,081	41,181	35,281
Transfers In - Connection Fees	869,015	868,019	869,491	1,030,408	1,031,328	1,032,119
Non-operating Revenues	16,447,322	8,460,150	11,531,172	25,075,389	42,761,009	37,971,900
Total Revenues	62,114,807	63,317,699	70,825,194	87,571,787	109,043,949	108,234,154
EXPENDITURES						
Utility Administration	1,604,883	746,405	759,455	778,884	798,862	819,406
Water Distribution	2,324,084	2,734,486	2,687,986	2,738,301	2,789,822	2,842,582
Water Production	2,809,027	3,090,827	2,983,620	3,025,698	3,068,564	3,112,237
Wastewater Collection	1,654,339	1,528,713	1,536,773	1,570,343	1,604,796	1,640,155
Wastewater Treatment	5,687,486	5,325,581	5,388,144	5,451,613	5,516,003	5,581,334
Customer Service	1,642,332	1,145,615	1,137,365	1,164,227	1,191,821	1,220,171
Water Quality	603,911	633,243	648,634	664,451	680,706	697,412
Water Conservation	246,963	295,432	788,561	798,171	807,929	817,837
Treasury	1,602,974	1,623,345	1,653,751	1,684,887	1,716,772	1,749,427
Surface Water	6,813,244	7,906,868	8,554,043	8,792,041	9,198,799	9,516,663
Total Operating Expenditures	24,989,243	25,030,515	26,138,334	26,668,616	27,374,074	27,997,224
Debt Service	17,420,656	17,410,560	19,227,804	21,853,657	25,675,096	28,801,340
Transfers Out	10,656,132	11,139,164	11,049,149	9,606,439	9,558,152	9,178,750
Miscellaneous	549,711	395,912	386,133	386,859	387,590	388,325
Contingency	523,206	780,902	534,870	538,916	543,083	547,376
CIP Transfers	13,766,300	9,548,250	12,618,700	26,002,900	43,688,500	38,904,500
Total Non-Operating Expenditures	42,916,005	39,274,788	43,816,656	58,388,770	79,852,420	77,820,291
Total Expenditures	67,905,248	64,305,303	69,954,990	85,057,387	107,226,494	105,817,515
Revenues Over/(Under) Expenditures	(5,790,441)	(987,604)	870,204	2,514,401	1,817,454	2,416,639
Fund Balance - Beginning	27,601,703	21,811,262	20,823,658	21,693,862	24,208,263	26,025,718
Reserve - Debt Service	(8,942,393)	(7,302,551)	(7,302,551)	(7,302,551)	(7,302,551)	(7,302,551)
Fund Balance - Ending	$ 12,868,869	$ 13,521,107	$ 14,391,311	$ 16,905,712	$ 18,723,167	$ 21,139,806
Bond Coverage	1.19	1.71	1.72	1.64	1.52	1.47
Target	1.25	1.25	1.25	1.25	1.25	1.25
Operating Reserves	51%	54%	55%	63%	68%	76%
Target	25%	25%	25%	25%	25%	25%

CITY OF SUGAR LAND
ENTERPRISE FUND - AIRPORT
FIVE-YEAR FINANCIAL FORECAST

	FY19 Projections	FY20 Budget	FY21 Forecast	FY22 Forecast	FY23 Forecast	FY24 Forecast
REVENUES						
Fuel Sales	$ 13,207,416	$ 13,387,437	$ 13,521,311	$ 13,656,525	$ 13,793,090	$ 13,931,021
Hangar Leases	1,493,732	1,535,322	1,558,455	1,581,975	1,605,889	1,630,205
Miscellaneous Revenues	967,620	936,261	945,624	955,080	964,631	974,277
Interest Income	105,225	100,000	102,000	104,040	106,121	108,243
Operating Revenues	15,773,993	15,959,020	16,127,390	16,297,620	16,469,731	16,643,745
Transfers In	137,500	139,920	139,920	139,920	139,920	139,920
Grant Proceeds	50,000	50,000	50,000	50,000	50,000	50,000
TxDot Grant Reimbursement	-	-	-	-	2,340,000	540,000
Bond Proceeds	-	1,836,000	-	1,583,478	-	-
Non-Operating Revenues	187,500	2,025,920	189,920	1,773,398	2,529,920	729,920
Total Revenues	15,961,493	17,984,940	16,317,310	18,071,017	18,999,651	17,373,665
EXPENDITURES						
Airport Administration	1,037,423	1,234,522	1,095,367	1,109,610	1,124,072	1,138,757
Airfield Operations	362,702	326,473	299,438	303,331	307,285	311,299
FBO Services	10,098,878	10,378,762	10,424,980	10,529,229	10,634,522	10,740,867
Café Select	263,197	271,471	274,186	277,751	281,371	285,047
Customs	239,148	364,393	212,300	215,060	217,863	220,710
Maintenance and Operations	1,194,093	1,377,873	1,102,489	1,116,824	1,131,380	1,146,161
Total Operating Expenditures	13,195,441	13,953,494	13,408,759	13,551,806	13,696,493	13,842,840
Debt Service	1,258,623	1,373,704	1,380,258	1,485,446	1,500,929	1,513,991
Miscellaneous	169,951	213,251	179,024	211,862	182,622	184,448
Inter-Fund Loan	1,010,000	-	-	-	-	-
Transfers Out - Non-Bond CIP	2,010,000	-	-	-	-	410,500
Transfers Out - Bond CIP	-	1,800,000	-	1,552,429	-	-
Operating Transfers Out	1,149,007	1,107,354	1,145,549	1,185,425	1,227,086	1,270,646
Total Non-Operating Expenditures	5,597,581	4,494,309	2,704,831	4,435,162	2,910,637	3,379,586
Total Expenditures	18,793,022	18,447,803	16,113,590	17,986,968	16,607,130	17,222,426
Revenues Over/(Under) Expenditures	(2,831,529)	(462,863)	203,721	84,049	2,392,521	151,240
Fund Balance - Beginning	5,995,962	3,164,433	2,701,570	2,905,291	2,989,341	5,381,862
Debt Service Reserve	(858,981)	(994,988)	(994,988)	(994,988)	(994,988)	(994,988)
Fund Balance - Ending	$ 2,305,452	$ 1,706,582	$ 1,910,303	$ 1,994,352	$ 4,386,873	$ 4,538,113
CASH EQ. RESERVE RATIO (25% min)	45%	32%	35%	36%	79%	81%
BOND COVERAGE (1.25x min)	2.00	1.91	1.80	1.80	1.80	1.96
FUEL GALLONS SOLD	3,292,501	3,325,426	3,358,680	3,392,267	3,426,189	3,460,451

CITY OF SUGAR LAND
SPECIAL REVENUE FUND - TOURISM
FIVE-YEAR FINANCIAL FORECAST

	FY19 Projections	FY20 Budget	FY21 Forecast	FY22 Forecast	FY23 Forecast	FY24 Forecast
REVENUES						
Hotel/Motel Occupancy Tax	$ 2,337,690	$ 2,403,875	$ 2,637,691	$ 2,690,500	$ 2,744,100	$ 2,799,100
Interest Income	31,000	30,000	30,900	31,827	32,754	33,784
Miscellaneous	10,684	40,472	38,872	38,872	38,872	38,872
Total Revenues	2,379,374	2,474,347	2,707,463	2,761,199	2,815,726	2,871,756
EXPENDITURES						
Tourism Program	767,923	927,512	940,347	953,416	966,726	980,283
Visitor Center	220,789	303,579	308,801	314,141	319,602	325,187
Cultural/Public Arts	30,240	48,000	48,960	49,944	50,953	51,987
Total Operating Expenditures	1,018,952	1,279,091	1,298,108	1,317,501	1,337,281	1,357,457
Transfer Out - Debt Service Fund	1,372,461	1,352,726	1,343,807	1,342,343	1,344,078	1,344,214
Transfer Out - Public Arts CIP	50,000	50,000	50,000	50,000	50,000	50,000
Transfer Out - Destination Events	60,854	50,000	50,000	50,000	50,000	50,000
Transfer Out - Others	-	902	-	-	-	-
Miscellaneous	-	550	-	-	-	-
Total Non-Operating Expenditures	1,483,315	1,454,178	1,443,807	1,442,343	1,444,078	1,444,214
Total Expenditures	2,502,267	2,733,269	2,741,915	2,759,844	2,781,359	2,801,671
Revenues Over/(Under) Expenditures	(122,893)	(258,922)	(34,451)	1,355	34,367	70,085
Fund Balance - Beginning	1,794,282	1,671,389	1,412,467	1,378,015	1,379,370	1,413,737
GAAP Adjustments	(527,541)	(527,541)	(527,541)	(527,541)	(527,541)	(527,541)
Fund Balance - Ending	$ 1,143,848	$ 884,926	$ 850,474	$ 851,829	$ 886,196	$ 956,282
Fund Balance Policy (10% of Budgeted HOT)	$ 233,769	$ 240,388	$ 263,769	$ 269,050	$ 274,410	$ 279,910
Over/Under Policy	910,079	644,538	586,705	582,779	611,786	676,372

CITY OF SUGAR LAND
SUGAR LAND DEVELOPMENT CORPORATION
FIVE-YEAR FINANCIAL FORECAST

	FY19 Projections	FY20 Budget	FY21 Forecast	FY22 Forecast	FY23 Forecast	FY24 Forecast
REVENUES						
Sales Tax	$ 6,731,573	$ 6,307,022	$ 6,420,549	$ 6,613,165	$ 6,811,560	$ 7,015,907
Interest Income	150,000	150,000	100,000	100,000	100,000	100,000
Miscellaneous	124,555	-	-	-	-	-
TIRZ#1	1,150,000	1,250,000	1,350,000	1,450,000	1,500,000	1,550,000
TIRZ#3	-	-	-	-	-	4,793,527
Total Revenues	8,156,128	7,707,022	7,870,549	8,163,165	8,411,560	13,459,434
EXPENDITURES						
Economic Development Program	853,643	597,017	602,988	609,018	615,108	621,259
Economic Development Incentives	1,101,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
Contractual Services	15,290	52,790	15,450	15,550	15,650	15,750
Total Operating Expenditures	1,969,933	2,349,807	2,318,438	2,324,568	2,330,758	2,337,009
Debt Service	4,110,621	4,088,984	4,053,721	4,024,090	3,993,821	3,959,571
Reserve for Opportunities	400,000	-	-	-	1,750,000	6,325,000
Capital Projects Reimbursement	1,405,000	1,543,637	2,000,000	1,320,000	-	-
Transfers to Other Funds	593,191	645,637	749,460	723,300	665,247	673,301
Total Non-Operating Expenditures	6,508,812	6,278,258	6,803,181	6,067,390	6,409,068	10,957,872
Total Expenditures	8,478,745	8,628,065	9,121,619	8,391,959	8,739,826	13,294,882
Revenues Over/(Under) Expenditures	(322,617)	(921,043)	(1,251,070)	(228,793)	(328,266)	164,552
Fund Balance - Beginning	9,346,237	9,023,620	8,102,577	6,851,507	6,622,713	6,294,447
Accrued Sales Tax	(1,144,311)	(1,144,311)	(1,144,311)	(1,144,311)	(1,144,311)	(1,144,311)
Debt Service Reserve	(4,044,391)	(3,992,302)	(3,936,355)	(3,876,840)	(3,812,769)	(3,672,000)
Fund Balance - Ending	$ 3,834,918	$ 2,965,964	$ 1,770,840	$ 1,601,563	$ 1,337,367	$ 1,642,688
Minimum Fund Balance (15%)	$ 933,750	$ 946,053	$ 963,082	$ 991,975	$ 1,021,734	$ 1,052,386
Over/Under Policy	2,901,168	2,019,911	807,758	609,588	315,633	590,302
Bond Coverage Ratio (>1.25x)	1.67	1.59	1.62	1.68	1.75	1.78

CITY OF SUGAR LAND
SUGAR LAND 4B CORPORATION
FIVE-YEAR FINANCIAL FORECAST

	FY19 Projections	FY20 Budget	FY21 Forecast	FY22 Forecast	FY23 Forecast	FY24 Forecast
REVENUES						
Sales Tax	$ 6,731,573	$ 6,307,022	$ 6,433,719	$ 6,626,731	$ 6,825,533	$ 7,030,299
Interest Income	140,460	140,000	100,000	100,000	100,000	100,000
TIRZ#1	153,100	156,886	156,736	156,270	155,484	157,063
TIRZ#3	-	-	-	-	-	7,821,017
Miscellaneous	80,000	80,000	80,000	80,000	80,000	80,000
Operating Revenues	7,105,133	6,683,908	6,770,455	6,963,001	7,161,017	15,188,379
Total Revenues	7,105,133	6,683,908	6,770,455	6,963,001	7,161,017	15,188,379
EXPENDITURES						
Economic Development Program	536,998	561,620	567,236	572,909	578,638	584,424
Contractual Services	212,200	12,200	13,500	13,600	13,700	13,800
Total Operating Expenditures	749,198	573,820	580,736	586,509	592,338	598,224
Debt Service	3,341,344	3,354,175	3,351,850	2,976,631	2,341,694	2,343,169
Incentives	-	787,500	-	-	-	-
Reserve for Opportunities	400,000	3,800,000	1,800,000	2,400,000	3,200,000	10,965,000
Transfers to Capital Projects	1,110,000	710,000	610,000	610,000	610,000	610,000
Transfers to Other Funds	631,535	699,504	614,570	625,709	637,074	648,669
Total Non-Operating Expenditures	5,482,879	9,351,179	6,376,420	6,612,340	6,788,768	14,566,838
Total Expenditures	6,232,077	9,924,999	6,957,157	7,198,849	7,381,105	15,165,062
Revenues Over/(Under) Expenditures	873,056	(3,241,091)	(186,701)	(235,848)	(220,088)	23,317
Fund Balance - Beginning	7,591,919	8,464,975	5,223,884	5,037,182	4,801,334	4,581,246
Accrued Sales Tax	(1,144,311)	(1,144,311)	(1,144,311)	(1,144,311)	(1,144,311)	(1,144,311)
Debt Service Reserve	(2,989,565)	(2,811,500)	(2,600,000)	(2,380,500)	(2,190,500)	(2,057,500)
Fund Balance - Ending	$ 4,331,099	$ 1,268,073	$ 1,292,871	$ 1,276,523	$ 1,246,435	$ 1,402,752
Minimum Fund Balance (15%)	$ 933,750	$ 946,053	$ 965,058	$ 994,010	$ 1,023,830	$ 1,054,545
Over/Under Policy	3,397,349	322,019	327,814	282,514	222,605	348,207
Bond Coverage Ratio (>1.25x)	2.05	1.92	2.20	2.87	2.96	3.04

CITY OF SUGAR LAND
2020 - 2024 CAPITAL IMPROVEMENT PROGRAM
TOTAL SUMMARY

PROJECT TYPE	2020 BUDGET	2021 ESTIMATE	2022 ESTIMATE	2023 ESTIMATE	2024 ESTIMATE	2020-2024 TOTAL
AIRPORT	$ 1,800,000	$ -	$ 1,552,428	$ -	$ 410,500	$ 3,762,928
DRAINAGE	6,200,000	-	47,600,000	-	-	53,800,000
MUNICIPAL	4,720,000	260,000	35,560,000	260,000	260,000	41,060,000
PARKS	12,455,925	1,200,000	200,000	200,000	200,000	14,255,925
STREETS	5,350,000	3,320,000	10,260,000	-	-	18,930,000
SURFACE WATER	1,065,250	1,875,700	12,384,900	57,469,000	-	72,794,850
TRAFFIC	450,000	200,000	200,000	200,000	200,000	1,250,000
WASTEWATER	2,537,000	3,161,000	9,520,000	7,220,000	5,920,000	28,358,000
WATER	5,946,000	7,582,000	4,098,000	7,734,000	4,250,000	29,610,000
TOTAL	**$ 40,524,175**	**$ 17,598,700**	**$ 121,375,328**	**$ 73,083,000**	**$ 11,240,500**	**$ 263,821,703**

SOURCE OF FUNDS	2020 BUDGET	2021 ESTIMATE	2022 ESTIMATE	2023 ESTIMATE	2024 ESTIMATE	2020-2024 TOTAL
CO'S	$ 16,000,000	$ -	$ -	$ -	$ -	$ 16,000,000
CO'S / AIRPORT	1,800,000	-	1,552,428	-	-	3,352,428
2013 GO BONDS	12,155,925	-	-	-	-	12,155,925
FUTURE GO BONDS (2019 GO BOND PROGRAM)	-	-	90,760,000	-	-	90,760,000
REVENUE BONDS	7,548,250	10,618,700	24,002,900	70,423,000	8,170,000	120,762,850
SLDC	150,000	3,320,000	-	-	-	3,470,000
SL4B	710,000	610,000	610,000	610,000	610,000	3,150,000
AIRPORT REVENUES	-	-	-	-	410,500	410,500
SYSTEM REVENUES	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
OTHER FUNDING SOURCES						
Cullinan Foundation	100,000	1,000,000	-	-	-	1,100,000
Tourism Fund & Grants	60,000	50,000	2,450,000	50,000	50,000	2,660,000
TOTAL	**$ 40,524,175**	**$ 17,598,700**	**$ 121,375,328**	**$ 73,083,000**	**$ 11,240,500**	**$ 263,821,703**

City of Sugar Land
Financial Management Policy Statements

Introduction

The Financial Management Policy Statements, adopted by City Council, are an overview of the City's financial policies and provide guidelines to City staff in managing and planning the City's finances. Some policy statements are driven by requirements of state law or City Charter, while others are formally documented through policies and procedures. Statements that are driven by legal requirements will be noted as such.

In some case, exceptions to the policy statements may be appropriate and/or necessary. Exceptions to stated policies will be specifically identified and the need for the exception will be documented and explained to City Council and/or the City Manager.

Accounting, Auditing & Financial Reporting

Maintain accounting practices that conform to generally accepted accounting principles and comply with prevailing federal, state, and local statutes and regulations. Prepare and present regular reports that analyze and evaluate the City's financial performance and economic condition.

Accounting Practices and Principles

The City will maintain accounting practices that conform to generally accepted accounting principles (GAAP) as set forth by the Governmental Accounting Standards Board (GASB), the authoritative standard setting body for units of local government. All city financial documents, except monthly interim financial reports, including official statements accompanying debt issues, Comprehensive Annual Financial Reports and continuing disclosure statements will meet GASB standards. Monthly interim financial reports are on a cash basis and will be reported as budgeted. At year-end the general ledger and financials will be converted to full accrual basis.

Financial and Management Reports

Pursuant to City Charter requirements, Interim Financial Reports will be provided monthly to management and City Council that explain key economic and fiscal developments and note significant deviations from the budget. These reports will be reviewed monthly with the City Manager and provided to City Council by the end of each month for the prior month. These reports will be prepared on a cash basis. Quarterly reports on the status of the City's Strategic Projects will be provided through the City Manager's office and made available to the City Council. The reports will include project scope and work plan as well as comment on noteworthy activity.

Quarterly, departments will report on service level measures and/or indicators as compared to target and prior years through the Office of Strategic Initiatives. Capital Projects are reported quarterly to the City Manager and included in the quarterly report to City Council.

Annual Audit

Pursuant to State Statute, the City shall have its records and accounts audited annually and shall have an annual financial statement prepared based on the audit. The audit shall be performed by a certified public accounting (CPA) firm, licensed to practice in the State of Texas. Although the Texas Local Government Code, Section 103.003 Filing: Public Record requires the annual financial statement including the auditor's opinion on the statement to be filed with the City Secretary within 180 days after the last day of the fiscal year, it is the City's goal to file the

audit at the second City Council meeting in February. The audit firm shall provide a management letter to the City prior to the filing of the audit. The audit firm shall also provide a Single Audit of Federal and State grants, when necessary.

The objective of the ordinary audit of financial statements by the independent auditor is the expression of an opinion on the fairness with which they present, in all material respects, financial position, results of operations, and its cash flows in conformity with generally accepted accounting principles. The auditor has a responsibility to plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether caused by error or fraud. The financial statements are management's responsibility. The auditor's responsibility is to express an opinion on the financial statements.

An official Comprehensive Annual Financial Report (CAFR) shall be issued no later than six (6) months following the end of the fiscal year. The CAFR shall be prepared to meet the requirements of the Certificate of Achievement for Excellence in Financial Reporting program through GFOA. This program establishes criteria that go beyond the minimum requirements for Generally Accepted Accounting Principles to prepare CAFRs that evidence the spirit of transparency and full disclosure. The Chief Accountant (or equivalent) shall be responsible for establishing a process to ensure timely resolution of audit recommendations.

Finance/Audit Committee

The City Council shall designate a Finance/Audit Committee. The role of the committee is to review and guide financial policy and strategic financial issues as needed and determined by the City Manager or City Council. The Finance/Audit Committee responsibilities related to the audit will include but not be limited to:

- Overview of the planning and timeline of the audit and risk assessment.
- Final audit review, results, findings, management letter as well as major audit adjustments as identified under Sarbanes-Oxley Act of 2002.
- Meet as soon as practical and appropriate after final audit review to assess the status of issues addressed in the management letter, if warranted.
- Meet during the course of the audit regarding any major issues/concerns/findings that may arise.

Continuing Disclosure

The Director of Finance will ensure that the Municipal Securities Rulemaking Board's EMMA® website is current and all disclosures are filed timely with assistance from the City's Municipal Advisor and Bond Counsel. EMMA® is the official repository for information on virtually all municipal securities. Continuing disclosure includes annual disclosure required within 180 days of fiscal year end, as well as material event disclosure required under the Securities and Exchange Commission (SEC) Rule 15c2-12 within 10 days of the occurrence of the event.

Signature of Checks

All checks shall have two signatures. Three persons shall be authorized to sign checks: the City Manager, an Assistant City Manager or Director of Finance, and the Chief Accountant. Signatures shall be affixed to all City checks via facsimile signatures, made with a secure laser check printing system or through handwritten signatures affixed to each check.

FINANCIAL CONSULTANTS

The City will employ qualified financial advisors and consultants as needed in the administration and management of the City's financial functions. These areas include but are not limited to audit services, debt administration, delinquent tax collection attorney, and financial modeling. The City shall implement evaluation criteria for each financial consultant to ensure the City receives the highest quality services available. The principal factors in the selection of these consultants will be experience/expertise, ability to perform, the services offered, references, and methodology to name a few. In no case should price be allowed to serve as the sole criterion for the selection.

Independent Auditors

In all matters relating to the assignment, an independence in mental attitude is to be maintained by the auditor or auditors. To emphasize independence from management, many corporations follow the practice of having the independent auditor appointed by the board of directors or elected by the stockholders. As such, the City has established a practice of the City Council appointing the auditor, and the auditor reporting to the City Council.

At least every five years, the City shall request proposals from qualified firms, including the current auditors if their past performance has been satisfactory. The City Council shall select an independent firm of certified public accountants to perform an annual audit of the accounts and records, and render an opinion on the financial statements of the City.

- It is the City's preference to rotate auditor firms every five years to ensure that the City's financial statements are reviewed and audited with an objective, impartial, and unbiased point of view. The rotation of the audit firm will be based upon the proposals received, the qualifications of the firm, and the firm's ability to perform a quality audit.
- However, if through the proposal and review process, management and the Finance/Audit Committee select the current audit firm, then, under the Sarbanes Oxley Act of 2002, the lead audit partner must be rotated as well as the lead reviewer after a maximum of five years.
- Annually, the independent auditor will provide a letter of engagement to the City for annual audit services.

Arbitrage Consultants

While the City is responsible to ensure that the records are in order, the calculations made, reporting completed, and filings made, the actual arbitrage calculation and reporting shall be contracted out to a qualified firm.

- The City's Chief Accountant and the Arbitrage Consultant shall complete a risk assessment of positive arbitrage on each bond issue annually to determine the necessity for a calculation of positive/negative arbitrage in the current year.
- All bond issues in accordance with arbitrage regulation shall have each 5th year and final arbitrage calculations completed.
- Due to the complexity of the City's financial structure and the benefits that come with the history and knowledge of the City, the contract with the Arbitrage Consultant shall be considered evergreen, however with a termination clause.
- In order to ensure that the City is still receiving services for fair market value, staff will conduct a survey every five years of arbitrage calculation fees and present a comparison and analysis to the City Manager and Finance/Audit Committee.

Delinquent Tax Collections

Due to the nature and expertise required, the City shall hire a delinquent tax collection attorney to collect delinquent taxes, represent the City in filing bankruptcy claims, foreclose on real property, seize personal property, and represent the City in court cases and property sales.

- The City shall contract for a delinquent tax collection attorney either through Fort Bend County in conjunction with the contract for billing and collection of the City's property taxes or shall contract directly with an attorney.
- The City shall review delinquent tax collection services and determine if they choose to contract direct or contract through the County either at the end of a direct contract for delinquent tax services or annually if contracted with Fort Bend County.
- If the City chooses to contract directly for delinquent tax collection services, requests for proposals and statements of qualifications are to be solicited at least every five years.
- There is not a requirement for rotation.

Bond Counsel

Bond Counsel to the City has the role of an independent expert who provides an objective legal opinion concerning the issuance and sale of bonds and other debt instruments. As bond counsel are specialized attorneys who have developed necessary expertise in a broad range of practice areas, the City will always use a consultant for these services. Generally, bonds are not marketable without an opinion of nationally recognized bond counsel stating that the bonds are valid and binding obligations stating the sources of payment and security for the bonds and that the bonds are exempt from State and Federal income taxes (if applicable).

Bond Counsel is responsible for the following tasks in a transaction:

1. Prepares and oversees bond proceedings;
2. Gets required government approval;
3. Ensures that the City meets all the legal requirements and authorization of the bond offering;
4. Discloses and analyzes all relevant legal proceedings that may have a bearing on the validity of the offering;
5. Interprets relevant regulations and laws and assists in structuring the issue;
6. Writes key financing documents.

- Due to the complexity of the City's financial structure and the benefits that come with the history and knowledge of the City, the contract with Bond Counsel shall be considered evergreen, however with a termination clause.
- In order to ensure that the City is still receiving services for fair market value, staff will conduct a survey every five years of bond counsel fees and present a comparison and analysis to the City Manager and Finance/Audit Committee.

Disclosure Counsel

Disclosure Counsel is an independent firm, separate from bond counsel, retained by the City to provide a legal opinion concerning accuracy of the information presented in disclosure and bond documents. With scrutiny of municipal disclosure increasing by the SEC and Municipal Securities Rulemaking Board, the engagement of

disclosure counsel provides an added layer of assurance that the City's financial position is accurately presented in bond documents.

- Due to the complexity of the City's financial structure and the benefits that come with the history and knowledge of the City, the contract with Disclosure Counsel shall be considered evergreen, however with a termination clause.
- In order to ensure that the City is still receiving services for fair market value, staff will conduct a survey every five years of disclosure counsel fees and present a comparison and analysis to the City Manager and Finance/Audit Committee.

Municipal Advisor

The Government Finance Officers Association (GFOA) recommends that issuers hire a municipal advisor (MA) prior to the undertaking of a debt financing unless the issuer has sufficient in-house expertise and access to current bond market information. The City issues various types of securities to finance its capital improvement program. Debt structuring and issuance requires a comprehensive list of services associated with municipal transactions, including but not limited to: method of sale; analysis of market conditions; size and structure of the issue; preparation of disclosure documents; coordinating rating agency relations; evaluation of and advice on the pricing of securities; assisting with closing and debt management; calculating debt service schedules; and providing recommendations on management of the City's finances, including evaluation of debt structures and refinancing opportunities.

- While retaining the services of an MA, the City shall post an IRMA Exemption Certificate on the City's website and on EMMA (Electronic Municipal Market Access, a service of the Municipal Securities Rulemaking Board). The IRMA Exemption Certificate states that the City has retained an independent registered municipal advisor (IRMA) and that the City will rely on the advice of the Municipal Advisor in the issuance of municipal securities.
- The Municipal Advisor must be registered with the Securities & Exchange Commission and Municipal Securities Rulemaking Board as a Municipal Advisor
- As municipal advisors to governmental entities have developed the necessary expertise in a broad range of services, the City will use a consultant for these services, until such time that the City wishes to bring these services in-house.
- Due to the complexity of the City's financial structure and the benefits that come with the history and knowledge of the City, the contract with the Municipal Advisor shall be considered evergreen, however with a termination clause.
- In order to ensure that the City is still receiving services for fair market value, staff will conduct a survey every five years of Municipal Advisory fees and present a comparison and analysis to the City Manager and Finance/Audit Committee.
- While a municipal advisor plays a key role on the financing team, it is important to note that the City remains in control of the decision making process necessary for the issuance and sale of the bonds or implementing the financing.
- The selected Municipal Advisor shall not be permitted to serve as underwriter on any bond transactions while serving in the Municipal Advisor role. Upon termination of the Municipal Advisor contract, a period of one year should pass before the firm may be engaged as an underwriter on any bond transaction for the City.

Depository Bank

Pursuant to State law, the City of Sugar Land may approve a depository services contract whose term does not exceed five years. There is no requirement for rotation. The City of Sugar Land will select its official banking institution through a formal process based on best value in order to provide the City with the most comprehensive, flexible, and cost-effective banking services available. Depository accounts may only be opened by employees with authority specifically granted in the depository agreements approved by City Council.

BUDGET AND LONG RANGE FINANCIAL PLANNING

Establish guidelines for budgeting to ensure a financially sound City and to establish a long-range financial planning process that assesses the long-term financial implications of current and proposed operating and capital budgets.

Balanced Budget

The City Manager shall file annually, a balanced budget for the ensuing fiscal year with City Council in compliance with state law and the City Charter.

In addition, it is expected that the annual operating budget will be structurally balanced. A structurally balanced budget is further defined as recurring revenues funding recurring expenditures and adherence to fund balance policies. Deferrals, short-term loans, or one-time sources will be avoided as budget balancing techniques. If economic conditions dictate that the City Manager file a structurally imbalanced budget, it shall be accompanied by a plan to return the budget to structural balance and the resulting five-year financial forecast that reflects steps to be taken to return the budget to structural balance.

Current Funding Basis (Recurring Revenues)

The City shall budget and operate on a current funding basis. Revenues and expenditures shall be budgeted on a cash basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues. Recurring expenses will be funded exclusively with recurring revenue sources to facilitate operations on a current funding basis.

Use of Non-Recurring Revenues

Non-recurring revenue sources, such as a one-time revenue remittance or fund balance in excess of policy can only be budgeted / used to fund non-recurring expenditures, such as capital purchases or capital improvement projects. This will ensure that recurring expenditures are not funded by non-recurring sources.

The following expenditures are considered non-recurring for budgetary purposes:

1. Transfers to Replacement Funds (Fleet and High Technology)
2. Capital Expenditures
3. Contingency Funds
4. Lump sum payments to employees

The following revenues are considered non-recurring in the definition of a structurally balanced budget:

1. Grant Revenues
2. Red Light Camera proceeds
3. Annexation/Dissolution Proceeds
4. Reimbursements for One Time Items
5. Short Term/Inter-Fund Loans

Allowable uses of one-time revenues received during the year (over the budgeted amounts):

1. To replenish a draw down in the fund balance below policy requirements (including Self-Insurance Reserve in the Employee Benefits Fund)
2. Provide a one-time boost to infrastructure rehabilitation funding
3. To fund capital projects without an identified funding source
4. Lump sum payment to employees if merit pool is reduced
5. To fund one-time expenditures in the following fiscal year's budget

Property Taxes

Tax Rate

By law, the City must levy a tax rate sufficient to generate revenues that will meet outstanding debt obligations, net of outside funding sources (transfers from other funds). The City Manager will recommend a tax rate that the City finances require in order to operate efficiently, yet effectively, and meets the City Council's expectations of services provided and service levels.

As economic conditions permit, the City Manager will recommend a tax rate not greater than the effective tax rate plus 3%. The goal is not to exceed an average annual increase in the residential tax bill of 3% unless the voters approve a general obligation bond referendum. The following shall be taken into account in managing growth in the average tax bill: property revaluation, tax rate adjustments and/or changes to the residential homestead exemption.

The effective tax rate is defined by the State of Texas as the tax rate that raises the same amount of total tax revenue in the current year as the prior year's tax rate for properties taxed in both years. The effective tax rate is calculated based on a formula mandated by the state truth in taxation laws, and excludes new property value. Depending on valuation changes, the effective tax rate may be higher or lower than the prior year's tax rate and generate the same amount of total property tax levy. The only increase in tax revenue is from new value added to the tax roll since the prior year. Therefore, the effective tax rate plus 3% also may result in an increase to the nominal tax rate in order to achieve a 3% increase in the tax levy, excluding new value.

Homestead Exemption

Annually the City Manager shall review the homestead exemption based on anticipated revaluation increases. When the financial health of the City's finances and the economic and market conditions of the local economy justify, the City Manager may recommend an increase to the homestead exemption to minimize the impact of revaluation on homeowners. In accordance with state statute, a recommended change in the homestead exemption shall be presented to City Council to allow approval prior to July 1. The 2015 legislative session saw passage of Senate Bill 1, which prohibits cities from reducing or repealing the residential homestead exemption below the 2014 value (7%) through December 31, 2019.

The total exemption percentage granted cannot exceed the state limitation of 20%.

Over-Age Exemptions and Disabled Persons Exemption

The City shall grant a $70,000 over-age exemption and disabled persons' exemption each year when economic and financial conditions allow. This amount shall remain stable during the period in which the City is considering adjusting the homestead exemption.

If a tax freeze were ever implemented for over-age and disabled persons, these exemptions would be reduced to zero. (Chapter 2 Article V Sec 2-119, Code of Ordinances)

Sales Tax

Sales tax used to fund recurring operations shall have a target of 45%. As sales tax revenue fluctuates due to changes in economic conditions, the City shall endeavor through long-term strategies to reduce its reliance on sales tax revenues for funding recurring operating expenditures. The goal is to reduce the percentage dependence on sales tax for recurring operations, and set aside extra funds for one time needs. Sales Tax revenue shall be estimated conservatively (See Revenue Estimating for Budgeting).

Sales Tax from Incentive Grant Agreements

1. Sales tax revenues generated from incentive grant agreements will not be used to fund recurring operating expenditures but rather non-recurring capital purchases, economic development projects or capital improvement projects.
2. As the economic development sales tax is intended for use to promote economic development activities, the City shall strive to fund incentive agreements from economic development sales tax first, then from general fund sales taxes.
3. The portion of the City's sales tax adopted for property tax reduction shall not be included in the calculation of incentive grants.

Water/Wastewater Transfer for Pay-As-You-Go Capital Projects

As discussed under Capital Expenditures, the transfer from the City's Utility Fund to fund pay-as-you-go capital projects will be budgeted at a target of $2,500,000, when financially feasible. It will be based on the financial health of the Utility Fund with the long-term goal of adequately funding rehabilitation.

Revenue Estimating for Budgeting

In order to protect the City from revenue shortfalls and to maintain a stable level of services, the City shall use a conservative, objective, and analytical approach when preparing revenue estimates. The process shall include analysis of probable economic changes and their impacts on revenues, historical collection rates, and trends. This approach should reduce the likelihood of actual revenues falling short of budget estimates and should avoid mid-year service changes.

Sales Tax

With such a large portion of the City's operating budget dependent on sales tax, it is important to forecast revenue conservatively. Sales tax revenue shall utilize the current year's projected revenue as a baseline for the following year's budget, net of audit adjustments and large one-time payments.

The purpose of defining forecast parameters is to better realize when changes in the utilization of property tax use may be necessary (ie. slowing general CIP due to shifting the tax rate from debt service to O&M), as well as permit for better planning opportunities. These parameters are designed to simulate the cyclical nature of the economy based on the most often used economic indicator, the Consumer Price Index.

The Long Range Sales Tax Forecast will utilize the following parameters to grow sales tax in years 2-5 of the forecast: February CPI as published by the Bureau of Labor Statistics for -All Urban Consumers.

1. Positive CPI:
    a. Year 2 growth = lesser of CPI or 3%
    b. Year 3-5 growth = 3%
2. Negative CPI:
    a. Year 2 growth = flat from current year projection

b. Year 3 growth = lesser of 3% or 5-year average CPI
c. Year 4-5 growth = 3%

Water and Wastewater Revenues

The Utility Fund and Surface Water Fund revenues will be budgeted using consumption based on an average year's rainfall/consumption (excluding extremely wet and dry years). The City will anticipate neither drought nor wet conditions. Adjustments to utility rates shall be made based on revenue requirements over the five year forecast for the utility fund, and increases necessary to maintain revenue coverage requirements shall be made in advance of anticipated bond issues, if possible, to allow for smaller increases to be made over time.

Employee Compensation

When funding is available, the proposed budget shall include an amount adequate to cover an overall average performance and merit increase as determined annually by the City Manager. This amount will be calculated for each department, based on budgeted salaries for the year, and will be placed in the appropriate budget accounts. The City does not give cost of living increases. Other than adjustments due to changes in the compensation plan, salary increases are to be earned through merit and/or promotion increases.

The City's compensation plan shall be approved by City Council and administered by the City Manager as identified in the City Charter and the Council adopted Compensation Philosophy. All employees shall be paid within the approved budget and established salary ranges.

Budget Management

The budget is adopted by City Council through one reading of an ordinance, no later than the 25th day of September, as directed by Section 6.03b of the City Charter. Upon approval, the budget can be either amended or adjusted based on the level of changes needed. Under Local Government Code 102.009(a)- The governing body may levy taxes only in accordance with the budget. This means that the budget must be adopted before an ad valorem tax rate may be adopted.

- Amendment- an increase to the overall appropriation in the fund or capital project. Must be approved by City Council through one reading of an ordinance.
- Adjustment- a reallocation of funds between departments without changing the total operating fund budget. Must be approved by the City Manager.

Operating Budget Adjustments

The City Manager is responsible for managing the operating budget after it is formally adopted by City Council, including the transfer of funds within program, between programs, between departments, and expenditure of contingency funds as long as there is no change in service levels as a result of the adjustments. The City Manager may further delegate levels of authority for the daily operation of the budget.

Operating Budget Amendments

Under State law, the budget must be adopted before a tax rate can be adopted. Should the adopted tax rate generate more or less ad valorem tax revenue than the adopted budget, the operating budget shall be amended as soon as possible to ensure that budgeted expenditures remain balanced with anticipated revenue sources.

Budget reductions shall be targeted to regain structural balance and focused on reductions to recurring expenditures for non-core services, when the imbalance is due to recurring a revenue shortfall.

In order to preserve projected fund balances/ ending balances based on projected revenues and expenditures for the current fiscal year, City Council will amend the annual operating budget for all funds, excluding capital improvements funds, as set forth in the projections. City Council will amend the current fiscal year budget to projections annually through adoption of an ordinance amending the budget.

Contracts or purchases presented for City Council approval shall identify the budgeted amount for the item within the current approved budget. A budget amendment by City Council is only necessary if the total appropriation for the fund is increased. This could occur under, but is not limited to, the following situations:

1. The budgeted appropriation will be exceeded at the fund level prior to year-end.
2. Acceptance of a grant that was not included in the annual budget.
3. Appropriation from fund balances for items that were not budgeted.
4. A donation or sponsorship that exceeds budgeted revenues and cannot be absorbed within contingency funding.

To streamline the process, budget amendments are to be considered by City Council on an as-needed basis and then formally adopted by ordinance periodically. Each budget ordinance shall summarize and include all budget amendments approved by City Council for affected funds since the last ordinance was approved.

At year end, the annual operating budget will be amended by ordinance through projections and will reflect adjustments that were approved by the City Manager.

Capital Projects Budget Amendments

As capital projects are budgeted on a project length basis and not a fiscal year basis, a project budget needs approval of a budget amendment when one of the following applies:

1. Increase to project funding with a corresponding increase in revenues
    a. Inter-local agreements
    b. Award of a grant to enhance or expand the project
2. Reallocation of funding from one capital project to another, except:
    a. When splitting funding for a project into multiple projects for tracking purposes when the total amount budgeted for the overall project does not change, or
    b. When allocating additional funds from CIP fund balance to a project to accommodate a change order, as long as the additional funding needed does not exceed the lesser of 5% of the original project budget or $50,000, and the change order does not need approval from City Council nor materially change the scope of the project.
3. Increase to project funding from the Capital Projects Fund Balance
4. Reduction to project budgets as discussed below:
    - Capital Project budgets shall be amended (reduced) when construction bids come in significantly under estimates, project estimates shall be adjusted to reflect the construction bid plus a sufficient contingency and other project needs, and the remaining budget shall be reduced as necessary to reflect savings.
    - When a project is funded from the issuance of debt, if the debt has not been sold at the time of the budget reduction, the revenue budget for bond proceeds shall be reduced accordingly.

Mid-Year Operating Deficits

During the fiscal year, the City may find revenues falling short of anticipated levels. If so, the City shall take immediate corrective actions if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit is projected at year end. Corrective actions are to be implemented by the City Manager with a report to advise the City Council of the actions taken. Corrective actions in order of precedence are:

1. Manage Vacant Positions
2. Deferral of capital purchases
3. Expenditure reductions
4. Hiring freezes
5. Freeze merit increases
6. Use of fund balance, including Replacement Fund balances.
7. Increase fees
8. Lay-off employees

Short-term loans shall be avoided to balance the budget.

The use of fund balance, which is a one-time revenue source, may be used to fund an annual operating deficit, only with a plan prepared as part of the annual budget to replenish the fund balance within two years if it is brought down below policy level.

Five-year Forecast of Revenues and Expenditures

A five-year forecast of revenues and expenditures shall be prepared in conjunction with the annual budget process for the following funds:

- General Fund
- Debt Service Funds
- Tourism Fund
- Water/Wastewater Utility Fund
- Surface Water Fund
- Airport Fund
- Economic Development Corporations
- Five-Year Capital Improvement Program

The forecast assesses long-term financial implications of current and proposed policies, programs, and assumptions that develop appropriate strategies to achieve the City's goals. The forecast will provide an understanding of available funding; evaluate financial risk; assess the likelihood that services can be sustained; assess the level at which capital investment can be made; identify future commitments and resource demands; and identify the key variables that may cause change in the level of revenue. The forecast will be used to identify anticipated financial issues so that a plan can be developed to correct anticipated issues before they become reality. The assumptions used to prepare the five-year forecast shall be consistent with those used to prepare the annual operating budget, unless specifically directed by a majority of City Council.

REVENUES AND OTHER RESOURCES

The City shall strive to maintain a balanced and diversified revenue system to protect the City from fluctuations in any one source due to changes in local economic conditions, which may adversely impact that source. The Budget Office shall maintain a revenue manual documenting the various revenue sources of the City and how those revenues are derived and estimated.

Property Taxes

a. Taxes on Airport Value- Property taxes collected on taxable property at the Airport will be transferred to the Airport Fund to use for operations and development. This will ensure that users paying the property tax will see a direct benefit to the Airport.

b. Rebates to Municipal Utility Districts (MUDs) – As stipulated in the individual utility agreements, the City has agreed to rebate a portion of City taxes collected on properties within in-city MUDs back to the districts through various utility agreements. Rebate payments shall be calculated based on the taxes collected by the City on properties within the district since the point of the last rebate calculation (quarterly or semi-annually depending on the MUD), less any refunds given on those properties during that period.

c. Payments to Tax Increment Reinvestment Zones (TIRZ)- The City has several TIRZ established within the City. Taxes paid to the City on properties in each zone are paid to each TIRZ annually; payments due shall be adjusted for any refunds given on those properties since the last TIRZ payment was made.

Sales Tax Revenue

a. Monthly, the Economic Development Corporations will be allocated their percentage of the actual monthly sales tax remittances.

b. Of the remaining amount allocated to the City, funds will be allocated to General Fund operations, based upon the budgeted sales tax for operations, to ensure operating expenditures are funded. .

c. Actual sales tax revenue received above the amount budgeted, on a cumulative annual basis, will be treated as one-time revenue and only used as identified in the section “use of non-recurring revenues” :

d. Sales Tax from Sale of Aircraft

    1. Sales/Use tax remitted to the City that is determined to be from the sale/purchase of aircraft at the City’s Airport will be transferred to the Airport Fund, excluding the percent allocated to the Economic Development Corporations.

    2. The proceeds that are allocated to the Economic Development Corporations will be identified as potential funding for Airport projects that legally meet the requirements of the Corporations.

Administrative Services Charges

The City shall determine annually the administrative services charges due to the General Fund from the enterprise funds for overhead and staff support using a cost allocation model.

Utility Transfer to the Debt Service Fund for Assumed Water/Wastewater Debt

The Utility Fund shall transfer to the Debt Service fund an amount/percent calculated annually for water/wastewater infrastructure debt assumed by the City due to annexation and dissolution of municipal utility districts.

a. The goal is to have water/wastewater debt funded by water/wastewater revenues as much as possible within the financial resources of the Utility Fund, without negatively impacting the utility fund.

b. The City's intent is to fund a transfer amount that equates to 100% of the annual debt service requirements for water/wastewater debt in the Debt Service Fund.

c. If the City should assume additional debt from municipal utility districts in the Debt Service Fund, the annual transfer for water/wastewater infrastructure debt will be reviewed and recalculated, if necessary. The overall percentage covered may need to be adjusted based on affordability.

Surface Water Revenues

The City will maintain a Surface Water Fund to account for revenues and expenses associated with the mandated reduction in groundwater usage.

a. All participants in the City's Groundwater Reduction Plan will pay into the fund an amount based on water supplied at a rate established per 1,000 gallons (GRP fee).

b. The GRP fee shall be paid monthly based on metered water pumped from groundwater sources.

c. City customers will be billed a surface water fee based on billed water consumption. The City shall contribute monthly GRP fees to the Surface Water Fund for City customers.

Water/Wastewater Billings

Water, wastewater and surface water charges are billed in arrears, as customer meters are read monthly for the previous month's water usage. At year end, revenues are accrued to adjust revenues to full accrual basis but during the year, revenues are recorded on a modified accrual basis (when billed).

Revenue Collections

The City shall maintain high collection rates for all revenues by monitoring monthly receivables. The City shall follow an aggressive, consistent, yet reasonable approach to collecting revenues to the fullest extent allowed by law for all delinquent taxpayers and others overdue in payments to the City.

a. The City shall contract for billing and collection services when it makes financial sense to do so.
    a. Emergency Medical Transport billing requires a high level of knowledge relating to medical billing; in this case, outsourcing the billing & collection of EMS transport fees is the most prudent thing to do.
    b. Property Tax billing & collection requires certification of a tax assessor/collector and significant staff time; contracting this service to Fort Bend County makes financial sense.

b. The City shall contract for collection of delinquent receivables when it makes economic sense for the City to do so. The City currently contracts directly for the following delinquent receivables:
    a. Court Fines & Warrants
    b. Photographic Traffic Signal Fines
    c. Emergency Medical Services
    d. Miscellaneous Receivables, including Alarm Response Fees
    e. Property Taxes- through the contract with Fort Bend County Tax Office

c. Write-off of Uncollectible Receivables (excludes court fines and warrants)

a. Receivables shall be considered for write-off as follows:

   i. Undeliverable mail – accounts that remain outstanding for 6 months and all steps have been exhausted

   ii. State Statute authorizing the release or extinguishment, in whole or in part, of any indebtedness, liability, or obligation, if applicable

   iii. Accounts outstanding for 3 years, identified as uncollectible, and all attempts to collect have been taken

   iv. The write-off of uncollected accounts is a bookkeeping entry only and does not release the debtor from any debt owed to the City.

   v. The City shall estimate uncollectible accounts through an allowance for doubtful accounts in each fund with receivables.

User Fees

The City shall design, maintain, and administer a revenue system that will assure a reliable, equitable, diversified and sufficient revenue stream to support desired City services.

General Fund

a. For services that benefit specific users the City shall establish and collect fees to recover the costs of those services.

b. Where services provide a general public benefit, the City shall finance those services through property and sales taxes.

c. For services that provide both specific benefits and a general public benefit, it may be appropriate to subsidize from property and sales tax revenues.

d. Costs of Services are defined as full-cost; direct, indirect, and overhead.

e. Factors in setting of fees shall include but not be limited to: market and competitive pricing, effect on demand for services, and impact on users, which may result in recovering something less than full cost.

Enterprise Funds

a. Utility rates and other fund user fees shall be set at levels sufficient to cover operating expenditures (direct and indirect), meet debt obligations and debt service coverage, provide pay-as-you-go funding for capital improvements, and provide adequate levels of working capital.

b. The City shall seek to eliminate all forms of subsidization between the General Fund and Enterprise Funds

c. The Five-Year Financial Plan shall serve as the basis for rate change considerations.

d. If rate increases are necessary, the Five-Year Financial Plan shall be built around smaller rate increases annually versus higher rate increases periodically.

User Fee Creation and Revision

Working with the department or office, the Budget Office will determine the cost for each service and determine a full-cost price. Once a fee has been proposed for a particular service, the fee will be compared to market, evaluated for potential effects on users such as low-income households, market demands of service, etc. A fee will then be recommended to the City Manager and City Council based on all information gathered through the fee evaluation.

User fees shall be adjusted by the Houston- Sugar Land- Baytown MSA CPI annually as part of the budget process, and a fee ordinance shall be adopted at the beginning of each fiscal year to reflect the fee revisions. Fee changes are effective for all activity billed or generated after the effective date of the fee revision.

Non-Resident Surcharges

For services provided to municipal utility districts or individuals who reside outside the city limits, the City may assess an out-of-city service fee or non-resident user fee. The surcharges shall be set either as an additional percentage fee or a separate fee for non-residents and can be established by ordinance or by contract.

EXPENDITURES AND SERVICES

Operating Expenditures

Identify services, establish appropriate service levels and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of those services.

Purchasing and Vendor Selection

The City Manager shall maintain policies and procedures to ensure compliance with state laws relating to procurement of goods and services.

It is the policy of the city that, when lowest qualified bid is not the sole determining factor for a contract award, the contract shall be awarded to the highest ranked vendor based on merit as determined by a thorough evaluation by a team of staff evaluators. Merit factors that can be taken into consideration include: qualifications, past experience, quality of team, equipment, scheduling, and proven performance. In accordance with state law, City Council approval is required on purchases that will expend more $50,000 of City funds over the term of the contract. After purchasing staff verification that all applicable state laws, purchasing policies, and procedures have been followed, a recommendation for award is made to City Council by staff.

Departmental & Office Business Plans

Departments and Offices shall prepare a business plan to define their operating objectives.

a. The business plan should provide a link between the budget and the services provided; there should be no gaps or holes in accountability, either in accounting for resources provided or in defining services delivered.

b. The business plan shall include an organizational chart, service description and service levels, and measures that indicate how well the service is being delivered.

c. The business plan shall include an explanation of how services are delivered (by city staff or contracted) and expected results of the service delivery.

Annual Program of Services

Annually, as part the budget document, a program of services for each department will be established for the ensuing year. The program of services will include a summary of services and service levels from the business plan, as well as service level expectations and staffing levels.

Maintenance of Capital Assets

Within the resources available each fiscal year, the City shall maintain capital assets and infrastructure at a sufficient level to protect the City's investment, to minimize future replacement and maintenance costs, and to maintain service levels.

Periodic Program/Service Reviews

The City Manager and staff shall undertake periodic reviews of City programs and services for both efficiency and effectiveness. Outsourcing and contracting with other governmental agencies and/or the private sector will be evaluated as alternative approaches to service delivery. Programs or services determined to be inefficient and/or ineffective shall be recommended through the annual budget process to be reduced in scope or eliminated.

Outsourcing of City Services

The City provides many municipal services to its citizens covering a wide variety of disciplines. Attempting to perform all of these services in-house could dilute the City's efficiency and not be cost effective. Two of the management tools utilized by the City to maximize efficiency and cost effectiveness are outsourcing and managed competition processes, the mere consideration of which provides economic benefits that flow from competition. The economic benefits of competition include lower costs and improved quality of performance irrespective of whether a given service is ultimately performed in-house or outsourced.

FUND BALANCE/WORKING CAPITAL

Maintain the fund balance and working capital of the various operating funds at levels sufficient to protect the City's creditworthiness as well as its financial position during emergencies or economic fluctuations. Should the budgeted fund balance drop below the minimum identified by the policy below, the City will establish a plan to replenish the balances within two years.

Governmental Fund Balances

There are five categories of Fund Balance in all governmental funds, not all will always be present. The categories are defined below:

1. Non-spendable- cannot be spent due to being non-spendable in form or the city being legally or contractually required to maintain this amount intact.

2. Restricted- balances are subject to external restrictions from creditors, grantors, contributors, or laws of other governments.

3. Committed- use of funds is only for specific purposes as determined by City Council. City Council will approve obligations of funds such as multi-year contracts prior to the end of the fiscal year.

4. Assigned- intended use of balances for specific purposes is established by the City Council or delegated to the City Manager that is neither restricted or committed and includes the remaining positive balance of all governmental funds except the General Fund. Balances for encumbrances, other than those committed by City Council, fall into this category.

5. Unassigned- balances are available for any purpose; excess fund balances after above categories have been deducted. This type of balance is reported in the General Fund and negative fund balances in other than General Fund.

General Fund Unassigned Fund Balance

The City must maintain a General Fund unassigned fund balance equivalent to at least three months of normal recurring operating costs, based on current year budgeted expenditures. If the fund balance exceeds this amount, the amount in excess of policy requirements may be utilized to fund one-time expenditures in the next fiscal year's budget.

Other governmental operating funds that do not have a policy minimum defined shall adhere to the general fund balance policy.

The City will typically use Restricted fund balances first, followed by Committed resources, and then Assigned resources, as appropriate opportunities arise, but reserves the right to selectively spend Unassigned resources first to defer the use of these other classified funds.

Working Capital of Enterprise Operating Funds

In enterprise operating funds, the City shall maintain working capital sufficient to provide for reserves for emergencies and revenue shortfalls, specifically in the Utility and Airport Funds. Enterprise funds without major infrastructure or assets will have no minimum balance requirement. A cash equivalent operating reserve will be established and maintained as follows:

1. Utility Fund - 25% of the current year's budget appropriation for recurring operations and maintenance.
2. Airport Fund - 25% of the current year's budget appropriation for recurring operations and maintenance, excluding fuel for resale.
3. Surface Water Fund – 50% of the current year's budgeted expenses, less any debt service reserve requirements. Funds in the reserve may be utilized as a general purpose reserve without limitation to type (debt, capital expense, etc).

The cash equivalent operating reserve is derived by dividing the total cash equivalents balance by recurring operating expenses. (Cash equivalents = Cash + Investments + Accounts Receivable – Accounts Payable)

Use of Fund Balance/Working Capital

Fund Balance/Working Capital shall be used only for emergencies, non-recurring expenditures/ expenses, or major capital purchases that cannot be accommodated through current year savings. Should such use reduce balances below the level established as the minimum for that fund, the request/decision to utilize said balances will include a plan to replenish funds within two years.

Inter Fund Loans

Through the long range financial planning process, the City may identify a short term capital financing need that does not qualify for debt financing, and funds are available in special revenue or enterprise funds balances. An inter fund loan is a loan from one fund to another that specifies repayment terms, and requires approval by City Council Resolution. Inter fund loans may not be used to support operating needs, but are allowable for cash flow needs related to capital projects involving third party financial transactions, such as grants or reimbursements.

Inter fund loans may be considered in cases where a short term loan is needed to cash-flow a project that does not qualify for tax-exempt bond financing. An example of this situation, but not limiting to this case, is a future reimbursement by a grant or developer for project funding that needs to move forward prior to funds being available. This is similar to how the IRS allows the City to reimburse itself from future bond proceeds, except the funds are coming from a source other than tax exempt bonds. Inter fund loans may be considered when one fund has excess reserves (over policy requirements) that are not anticipated to be needed prior to repayment.

The inter fund loan shall be documented by City Council Resolution and shall define the following:

1. Source of the Funding
2. Use of the Funds (project)
3. Maximum Amount
4. Repayment Schedule
5. Interest accrual, consistent with City investment rates

The proposed inter fund loan shall be identified during the annual budget and CIP process as a funding source, and discussed with the Council Finance/Audit Committee prior to the Resolution being considered by City Council. Any changes to repayment terms shall be approved by City Council via Resolution and clearly identified in the budget document.

Debt Service Funds

The City shall maintain the debt service fund balance at 10% of annual debt service requirements OR a fund balance reserve as required by bond ordinances, whichever is greater.

The City shall maintain a separate Debt Service Fund for any taxable bonds. This debt service fund shall have a reserve requirement separate from the tax –exempt debt service fund to be defined in the bond documents as bonds are issued.

Internal Service Funds

1. Fleet Replacement Fund-The Fleet Replacement Fund reserve will be maintained based upon a lifecycle or useful life replacement plan to ensure adequate fund balance required for systematic replacement of fleet vehicles. Fund Balance shall not be less than 10% of the total inventory asset value.
2. Technology Replacement Fund- The High Technology Replacement Fund reserve will be maintained based upon a lifecycle or useful life replacement plan to ensure adequate fund balance required for systematic replacement of technology. Fund Balance shall not be less than 10% of the total inventory asset value.
3. Employee Benefits Fund- The Employee Benefits Fund is funded through City and employee contributions. Estimated costs shall be determined during each budget year and the contributions adjusted accordingly. This fund should carry a reserve equal to the maximum amount that the City is liable for before aggregate stop loss coverage kicks in. If the reserve drops below this level, the City should increase contributions to the fund over the next 2 years, until the aggregate stop loss liability is met.

Special Revenue Funds

Tourism Fund is supported by a 7% City tax on hotel occupancy within the City, which can fluctuate based on changes in the economy. A fund balance of no less than 10% of budgeted occupancy tax collections shall be maintained in the fund.

Economic Development Corporations

As sales taxes fluctuate due to changes in the economy, the SLDC and SL4B Corporations shall maintain a minimum fund balance of 15% of budgeted annual sales tax revenues.

CAPITAL EXPENDITURES AND IMPROVEMENTS

City staff will review and monitor the state of the City's capital equipment and infrastructure annually, setting priorities for its replacement and renovation based on needs, funding alternatives, and availability of resources.

Capitalization Threshold for Tangible Capital Assets

Tangible capital items should be capitalized only if they have an estimated useful life of at least two years following the date of acquisition or significantly extend the useful life of the existing asset and cannot be consumed, unduly altered, or materially reduced in value immediately by use and has a cost of not less than $5,000 for any individual item.

The capitalization threshold of $5,000 will be applied to individual items rather than to a group of similar items, (i.e.: desks, chairs, etc.) unless doing so would have a material impact on financial reporting.
The capitalization threshold for infrastructure will be $50,000 or more.

GASB requires software to be capitalized if criteria described in GASB Statement 51 (Accounting & Financial Reporting for Intangible Assets) is met. Internally developed or contracted development of or off-the-shelf and then modified software should be capitalized given cost & useful life threshold is met. Other licensed software implemented without modification or minimal modification is not capitalized.

To maintain adequate control over non-capitalized tangible items, items costing $1,000 to $4,999 will be monitored and tracked through the City's financial software system.

Five-Year Capital Improvement Plan (CIP)

The City shall annually prepare a five-year capital improvement plan based on the needs for capital improvements and equipment, the status of the City's infrastructure, replacement and renovation needs, and potential new projects. Capital projects are improvements or additions to the City's physical plant/facilities and become part of the City's asset inventory. Capital projects can be further categorized into land, buildings, improvements other than buildings, and infrastructure, which includes roads, sidewalks, bridges, utility lines, etc. Capital costs typically consist of preliminary design, final design, and construction, and may involve the acquisition of land or easements. For every project identified in the plan, a project scope and project justification will be provided. Also, project costs shall be estimated, funding sources identified and annual operation and maintenance costs computed.

Citizens, Parks Board and the Planning and Zoning Commission will be provided opportunities to review the list of CIP projects for the Five-Year Capital Improvement Plan and may suggest additions and/or changes to the plan as appropriate. Pursuant to the City Charter, the Planning & Zoning Commission makes recommendations to the City Manager and the City Council on the City's Five-Year Capital Improvement Plan.

The City Manager is charged with recommending a Capital Improvement Plan to City Council. Projects submitted, either by staff, through a neighborhood or citizen request, or through joint participation, will be reviewed in conjunction with the entire capital improvement program and submitted to City Council for final consideration. The Five-Year Capital Improvement Plan shall be filed and year one funding approved with the annual budget. Years two through five are for planning purposes only, and may move up, back, or be phased as the project becomes more refined based on preliminary engineering and design work gets completed.

The Five-Year CIP shall be limited to the affordability limits identified in the long-range financial plans of the City, taking into consideration pay-as-you go funding debt capacity, operating costs, etc. Affordability shall be determined by the revenue assumptions used to build the five year forecast.

Projects that cannot be funded in the Five Year CIP using the affordability assumptions will be included in the CIP for future reference as an appendix of unfunded requests, and considered for future funding or a bond referendum

The City will establish and maintain Capital Project Funds based on various funding sources as identified below:

- General Capital Projects (non-bond) - includes projects funded from general fund transfers, grants and other funding sources.
- Corporation Capital Projects (non-bond)- supported by funding resolutions of the Sugar Land Development Corporation and Sugar Land 4B Corporation. Projects must qualify for funding by the respective corporation and meet all applicable public notice and public hearing requirements.
- General Capital Projects (tax-exempt bond funds)- supported by proceeds of tax exempt bonds that are to be repaid from property taxes and interest earned thereon; projects funded from this source must be consistent with the uses identified in the bond documents.
- Taxable Bonds Capital Projects- supported by proceeds of taxable bonds that are to be repaid from sources other than property taxes.
- Federal Grant Funded Capital Projects- funding for federally funded projects, which have additional requirements that must be met; this includes matching funds from the state, which are pass-through from federal funding sources.
- Utility Enterprise CIP (non-bond) - includes projects funded from revenues of the utility system. Includes rehabilitation of infrastructure to extend its useful life. Revenues are budgeted as a transfer from the Utility System Operating fund.
- Utility Enterprise CIP (bond funds) - supported by proceeds of tax-exempt bonds that are to be repaid from enterprise utility revenue sources. Bonds payable are recognized in the Utility Enterprise Fund as long term liabilities.
- Surface Water CIP (non-bond)- includes projects funded from revenues of the surface water fund. Includes projects that facilitate the objectives of the Groundwater Reduction Plan. Revenues are budgeted as a transfer from the Surface Water Operating fund.
- Surface Water CIP (Bond Funds)- supported by proceeds of tax-exempt bonds that are to be repaid from the Surface Water Enterprise Fund. Bonds payable are recognized in the Surface Water Enterprise Fund as long term liabilities.
- Airport Enterprise CIP (non-bond) - includes projects funded from revenues of Sugar Land Regional Airport and outside funding sources. Revenues are budgeted as a transfer from the Airport Operating fund or as grants from third parties (FAA/TxDOT).
- Airport Enterprise CIP (bond funds) - supported by proceeds of tax-exempt bonds that are to be repaid from enterprise airport revenues. Bonds payable are recognized in the Airport Enterprise Fund as long term liabilities.

Annually, through the budget process and at year-end, projects are to be reviewed and if identified as complete will be closed according to the Project Close-out Procedures by Budget and Engineering, and any remaining funds closed to the CIP fund balance, which can then be re-appropriated during the next fiscal year capital budget. Funds remaining from bond proceeds will only be used in accordance with the legal use of those funds.

Appropriations for capital projects are for the life of the project; therefore, re-appropriation of capital funding for budgeted projects will not be necessary.

1. Infrastructure Evaluation and Replacement/Rehabilitation

Water, wastewater, drainage, street lighting, streets and sidewalks, municipal facilities, and other infrastructure are fundamental and essential functions for public health and safety, environmental protections and the economic well-being of the City. As a result, the City's CIP should be focused on ensuring that infrastructure is replaced or rehabilitated as necessary to protect the City's investment, to minimize future replacement and maintenance costs, extend the useful life of the asset, and to maintain existing levels of service and accommodate growth.

Infrastructure will be replaced or rehabilitated at the end of its useable service life if it is financially feasible to do so.

2. If upgrades are warranted to meet current design standards, a cost/benefit analysis will be performed. (See Infrastructure Evaluation Policy)

Community Redevelopment Projects

A Community Redevelopment Project is a capital project approved, funded, and implemented within an identified neighborhood for the purpose of upgrading public infrastructure to an established standard without regard to the remaining serviceable life of the infrastructure. Requests will be reviewed and prioritized in conjunction with the entire capital improvement program and within the City's financial ability for pay-as-you-go funding, not to exceed ½ of one percent of the total City operating budget. There will be a dollar for dollar match to City funds from non-City third-party sources. (See Capital Improvement Projects for Community Redevelopment Policy)

Joint Capital Improvement Projects

The City will establish guidelines for City participation in Joint Capital Improvement Projects with community based organizations that would either add to or enhance the City's Five-Year Capital Improvement Plan (See Resolution 14-27, Policy No. 5000-09 Joint Capital Improvement Projects with Community Based Organizations using Sugar Land 4B Funds)

The projects must benefit the general public and be located in the public right of way. In the proposed budget, $200,000 will be set aside annually for the City's participation in these type projects, funded through the Sugar Land 4B Corporation, pending funds availability and subject to approval by the City Council. A maximum of $75,000 will be contributed to any one project, and in no case will the Corporation contribute over 50% of project funding. The request will be reviewed, verified to ensure the request meets the criteria set forth in the policy, and prioritized within the financial ability of the Sugar Land 4B Corporation.

Replacement of Capital Assets on a Regular Schedule (Fleet and Technology)

The City shall annually prepare a schedule for the replacement of its fleet and high technology capital assets. Funding for the replacement of these assets will be accomplished through the use of an annual depreciation structure charged to each participating fund at 100% of annual depreciation based on lifecycle or useful life of the asset. Within the resources available each fiscal year, the City shall replace these assets according to the Fleet and High Technology Replacement Policies.

Capital Expenditure Financing

The City recognizes that there are three basic methods of financing its capital requirements: Funding from current revenues; funding from fund balance/working capital as allowed by the Fund Balance/Working Capital Policy; or funding through the issuance of debt. Types of debt and guidelines for issuing debt are set forth in the Debt Policy Statements.

Pay-As-You-Go Capital Improvements

1. The City will pay cash for capital improvements within the financial affordability of each fund versus issuing debt when funding capital improvements and capital purchases. This will reduce/minimize the property tax and utility rate impacts on Sugar Land citizens.
2. Pay-as-you-go projects shall be budgeted based on funding available in the section on Revenues
3. Unless CIP balances are sufficient to pre-fund pay-as-you-go projects, scheduling of pay-as-you-go capital improvement projects shall coincide with the collection and accumulation of sales tax and system revenues. CIP projects shall be initially scheduled based on the budgeted accumulation of funding. CIP projects funded by pay-as-you-go funding must receive approval from the Budget Office before they begin, to ensure funding is available.

Capital Projects Management

Capital project status reports shall be completed by project managers monthly, and project status and issues shall be reported to the City Council quarterly.

a. Project Close Out- A project will be closed once the original scope of the stated project has been completed as determined by Engineering and the project manager.
b. Remaining Funds- Funds left in a project after completion shall be closed out and fall to the CIP fund balance. Engineering, Accounting and Budget will identify and close out projects on a quarterly basis to facilitate identification of funds that can be used for other projects.
c. Annual rehabilitation projects- unused funds budgeted for annual rehabilitation and repairs will close out at the end of each fiscal year if not encumbered.

DEBT

Establish guidelines for debt financing that will provide needed facilities, land, capital equipment and infrastructure improvements while minimizing the impact of debt payments on current and future revenues.

Use of Debt Financing

Debt financing, to include general obligation bonds, revenue bonds, certificates of obligations, certificates of participation, lease/purchase agreements, and other obligations permitted to be issued or incurred under Texas law, shall only be used to purchase capital assets that cannot be prudently acquired from either current revenues or fund balance/working capital and to fund infrastructure improvements and additions. Debt financing is utilized to better ensure inter-generational equity by spreading payments of assets and infrastructure over their useful lives. Debt will not be used to fund operating expenditures.

The City will pay cash when possible for capital improvements within the financial affordability of each fund versus issuing debt when funding capital expenditures and capital improvements. Projects that are rehabilitative in nature shall be earmarked for funding from cash instead of debt when possible. (This is not intended to include reconstruction projects that significantly extend the useful life of an asset.) Cash sources include, but are not limited to general fund one-time revenues, utility and airport system revenues, economic development corporation funding, developer fees, inter-local agreements, and state and federal grants.

Bond Ratings

In evaluating the issuance of additional debt to finance projects, the City shall take into account the statements of the rating agencies in regards to the City's financial condition.

Ratings reflect the assessment of the following factors, and these must be evaluated to determine the impact of potential bond issues:

- Local economic activity
- Strong financial policies as evaluated under the Financial Management Assessment methodology
- Budgetary performance & flexibility
- Total liquidity and reserve balances
- Debt and contingent liability- evaluation of debt carrying costs as a percent of expenditures
    - With adjustments for self-supporting debt
- Impact of future debt issuance on bond ratings/debt profile and outlook

Affordability

The City shall use an objective analytical approach to determine whether it can afford to issue new general-purpose debt, both General Obligation bonds and Certificates of Obligation. This process shall compare City accepted standards of affordability to the current values for the City. These standards may include debt per capita, debt as a percent of taxable value, taxable value per capita, and tax rate. The process shall also examine the direct costs and benefits of the proposed expenditures. In addition, the analysis will evaluate the capacity within the General Fund to take on the operating expenditures associated with the completion of the proposed capital improvements. When a project will have a significant impact on the operating budget, the tax rate shall be shifted from debt service to maintenance & operations to support the increased expenditures. Further debt capacity shall be evaluated based on the remaining debt service tax capacity. The decision on whether or not to issue new debt shall be based on these costs and benefits, current conditions of the municipal bond market, and City's ability to "afford" new debt as determined by the aforementioned standards.

Debt Capacity

The City shall complete an annual debt capacity assessment to ensure that proposed debt is affordable and contributes to the financial strength of the City. The debt capacity is the upper limit on the dollar amount of capital improvements that the City can afford to fund from debt.

Debt capacity calculations for long-term planning shall assume market rates for the average annual interest costs at the time the capacity is determined. The analysis shall not assume future refunding of any outstanding bonds and shall consider both debt service requirements on current and proposed debt.

For property tax supported debt, maximum capacity shall be determined by an amount of annual debt service that the City can absorb within the proposed tax rate allocation for debt based on assumed growth in assessed valuation.

For revenue debt, maximum capacity shall be determined by the amount of annual debt service that the City can absorb within a proposed rate structure that has been reviewed with City Council and which can support the proposed debt within the additional bonds test as defined in the revenue bond covenants. The City shall not exceed debt capacity as defined through bond covenants or fall below bond coverage ratios for additional revenue bonds.

Factors that will be included in the annual debt capacity determination shall include:

- Existing debt obligations

- Evaluation of revenue and expenditure trends
- Various measures of debt burden on the community
- Debt per capita
- Debt to assessed value ratio
- Taxable value per capita
- Statutory or constitutional requirements
- Market factors such as interest rates, credit ratings or market status

Certificates of Obligation (CO's)

Certificates of Obligation may be issued without voter approval to finance any public works project or capital improvement, as permitted by State law. However, it is the policy of the City to utilize Certificates of Obligation to finance public improvements in certain circumstances and only after determining the City's ability to assume additional debt based on the standards identified above.

Circumstances in which Certificates might be issued include, but are not limited to the following:

- The City may issue CO's when there is insufficient funding on a general obligation bond-financed capital improvement;
- The City may issue CO's when conditions require a capital improvement to be funded rapidly rather than waiting for a GO bond election;
- The City may issue CO's for projects when the City can leverage dollars from others to reduce the City's capital cost for a community improvement;
- The City may issue CO's for projects when there is no other funding source available and the project is determined to be in the best interest of the City.
- The City may issue CO's if it would be more economical to issue Certificates of Obligation rather than issuing revenue bonds; and
- The City may issue CO's for projects for which the City will be reimbursed by Developer (principal plus interest)

General Obligation Bonds (GO's)

General Obligation bonds require voter approval. When the list of unfunded projects contains projects that the City Council wishes to fund but cannot afford, then the City will consider taking a GO Bond Proposition(s) to the voters.

1. Bond Elections-
    a. Timing of general obligation bond elections shall be determined by the inventory of current authorized, unissued bonds remaining to be sold and the City's ability to fund projects in the five-year CIP
    b. The total dollar amount of bond election propositions recommended to the voters may not exceed the City's estimated ability to issue the bonds within a seven-year period after the election passes.
    c. An analysis showing how the new debt combined with current debt impacts the City's tax rate and debt capacity will accompany every bond issue proposal. The analysis will also include the estimated impact on the operations and maintenance portion of the tax rate.
2. General Obligation bonds must be issued to accomplish projects identified in the bond referendum and associated material.

3. General Obligation bonds must be issued for projects that are consistent with the wording in the bond propositions.
4. In the tax year after a GO bond election, the tax rate is to be increased by the projected impact - before any projects from the GO bond election are funded in the CIP. If the tax rate is not adjusted to fully fund approved projects, the projects will not be included in the CIP nor bonds issued.

Revenue Bonds

For the City to issue new revenue bonds, revenues, as defined in the ordinance authorizing the revenue bonds in question, shall be a minimum of 125% of the average annual debt service and 110% of the debt service for the year in which debt requirements are scheduled to be the greatest. Annual adjustments to the City's rate structures for enterprise funds will be made as necessary to maintain the coverage factor.

When the City issues CO's for enterprise fund projects, the City shall prepare a five-year financial plan to ensure that the enterprise fund maintains appropriate reserves and coverage requirements without overly burdening rates and user fees.

General purpose reserves in the Surface Water Fund shall be maintained at levels high enough to meet debt service payments, if pledged revenues should fall short of projections, in addition to serving as a normal operating reserve. Future Surface Water projects will be funded through the issuance of revenue bonds.

Debt Structures

- The City shall normally issue bonds with a life not to exceed 25 years for general obligation bonds and 25 years for revenue bonds, but in no case longer than the useful life of the asset.
- The City shall seek level or declining debt repayment schedules and shall seek to retire 50% of the total principal outstanding within 10 years of the year of issuance.
- There should be no debt structures that include increasing debt service levels in subsequent years, with the first and second year of a bond payout schedule the exception or as special situations may warrant.
- There shall be no "balloon" bond repayment schedules, which consist of low annual payments and one large payment of the balance due at the end of the term.
- There shall always be at least interest paid in the first fiscal year after a bond sale and principal payments starting generally no later than the second fiscal year after the bond issue.
- Normally, there shall be no capitalized interest included in the debt structure except for debt issuances reimbursing developers for infrastructure, which shall not exceed 2 years of capitalized interest.

Debt Refunding

The City's financial advisor shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt. As a general rule, the net present value savings of a particular refunding should exceed 3.0% of the refunded maturities unless (1) a debt restructuring is necessary or (2) bond covenant revisions are necessary to facilitate the ability to provide services or to issue additional debt.

Interest Earnings and Remaining Bond Proceeds

Interest earnings on bond proceeds will be limited to funding changes to the bond financed Capital Improvement Plan in compliance with the voted propositions, cost overruns on bond projects, or be applied to debt service payments on the bonds issued. Issued but unspent bond proceeds may be appropriated for projects consistent with the ballot language after completion of projects identified in the approved bond propositions.

Sale Process

The City shall use a competitive bidding process in the sale of debt unless the nature of the issue warrants a negotiated sale. The City will utilize a negotiated process when the issue is, or contains, a refinancing that is dependent on market/interest rate timing. The City shall award the bonds based on a true interest cost (TIC) basis. However, the City may award bonds based on a net interest cost (NIC) basis as long as the financial advisor agrees that the NIC basis can satisfactorily determine the lowest and best bid.

Underwriting Syndicates

In response to the MSRB Rule G-17, which recognizes that the motivations of an underwriter may not be consistent with the best interest of the City, the City shall refer underwriters to its Municipal Advisor to review potential refunding opportunities. The City's municipal advisor is prohibited from underwriting the City's bonds while under contract with the City for municipal advisory services, and for a period of one year after termination of the municipal advisory contract.

The City will consider past participation and results of competitive City of Sugar Land and component unit bond sales when engaging one or more firm to underwrite a negotiated bond transaction.

Rating Agency Presentations

Full disclosure of operations and open lines of communications shall be maintained with the rating agencies. City staff, with the assistance of financial advisors, shall prepare the necessary materials and presentation to the rating agencies. Credit ratings will be sought from one or more of the nationally recognized municipal bond rating agencies, currently Standard & Poor's and Fitch Ratings Inc., as recommended by the City's municipal advisor.

Bond Ratings

The City will prudently manage the General, Economic Development Corporations, and Enterprise Funds and attempt to issue and structure debt to help maintain or increase the current bond ratings.

Lease/Purchase Agreements

The City will use lease/purchase agreements for capital items (such as fire trucks) when it is cost-efficient and provides for more attractive terms than issuance of bonds.

CASH MANAGEMENT AND INVESTMENTS

To maintain the City's cash in such a manner so as to ensure the absolute safety of principal, to meet the liquidity needs of the City, and to achieve the highest possible yield in compliance with the Public Funds Investment Act (Chapter 2256 of the Local Government Code or equivalent provision) and the City's Investment Policy & Strategy, as adopted annually by City Council.

Investment Policy

All aspects of cash/investment management shall be designed to ensure safety and integrity of the City's financial assets. Cash/Investment management activities shall be conducted in full compliance with prevailing local, state, and federal regulations. Please reference the City's Investment Policy as adopted annually by City Council.

The City shall design and establish policies relating to a variety of cash/investment management issues, such as the eligibility and selection of various broker/dealers, safekeeping requirements, collateral requirements, delivery

versus payment requirements, weighted average maturity requirements and such other aspects of the program, which necessitate standard setting in pursuit of appropriate prudence and enhanced protection of assets.

Investment Strategy

The City of Sugar Land maintains a consolidated portfolio in which it pools its funds for investment purposes. The City's investment program seeks to achieve safety of principal, adequate liquidity to meet cash needs, and reasonable yield commensurate with the preservation of principal and liquidity. Refer to the City's Investment Strategy as adopted by City Council annually for detail.

Interest Income

Interest earned from investments shall be distributed to the funds from which the funds were provided.

Arbitrage Investments and Reporting

The City's investment position as it relates to arbitrage is as follows: Investments on bond proceeds will be made with safety of principal and liquidity in mind, but with a competitive rate of return. Investment of bond proceeds will be clearly tracked and investment earnings recorded for arbitrage purposes.

Depository Bank

The City of Sugar Land will select its official bank depository through a formal bidding process in order to provide the City with the most comprehensive, flexible, and cost-effective banking services available. The City will at a minimum, bid depository services every five years. Only officials authorized by the City Council through the depository contract may open accounts in the name of the City or its component units.

Collateralization of Deposits

The City of Sugar Land shall have pledged collateral held at an independent third-party institution and evidenced by a written receipt.

The value of the pledged collateral should be marked to market monthly and shall be at least 102 percent of par or market value of the investments, whichever is greater. The City's depository bank monitors the required collateral and makes necessary adjustment to increase or decrease it.

Substitutions of collateral shall meet the requirements of the collateral agreement and have prior written approval. Collateral shall not be released until the replacement collateral has been received.

The pledge of collateral shall comply with the City's Investment Policy.

GRANTS

The City will seek, apply for, and effectively administer federal, state and local grants, which support the City's current priorities and policy objectives.

Grant Guidelines

The City shall apply and facilitate the application for only those grants that are consistent with the objectives and high priority needs identified by Council and City Management.

Grant funding will be considered to leverage City funds. Inconsistent and/or fluctuating grants should not be used to fund ongoing programs.

The potential for incurring ongoing costs, to include assumptions of support for grant-funded positions from local revenues, will be considered prior to applying for a grant.

Grant Review and Acceptance

All grant submittals shall be reviewed for their cash match requirements, their potential impact on the operating budget, and the extent to which they meet the City's goals. If there is a cash match requirement, the source of funding shall be identified prior to application. (Refer to City's Inter-Departmental Grant Policy AC104)

All grants must be reflected in the budget. Grants may be officially accepted by action of the City Council during budget adoption or with a budget adjustment. If the funding is not already included in the annual budget, the budget shall be amended to reflect revenues and expenditures associated with the grant.

Grant Termination and/or Reduced Grant Funding

In the event of reduced grant funding, City resources will be substituted only after all program priorities and alternatives are considered during the budget process, unless the City is obligated through the terms of the grant to maintain the positions.

The City shall terminate grant-funded programs and associated positions when grant funds are no longer available, and it is determined that the program no longer supports City goals and/or is no longer in the best interest of the City, unless the City has obligated itself through the terms of the grant to maintain the positions after the grant period ends.

CITY OF SUGAR LAND
SALARY STRUCTURE
FOR NON-EXEMPT POSITIONS
FY20

Range	Position Title	Minimum	Midpoint	Maximum
N-01	COURIER	$ 13.14	$ 16.69	$ 20.23
	CUSTODIAN	$ 27,331	$ 34,715	$ 42,078
N-02	CUSTOMER SERVICE REPRESENTATIVE I	$ 13.79	$ 17.52	$ 21.23
	GENERAL MAINTENANCE WORKER I	$ 28,683	$ 36,442	$ 44,158
N-03	CAFÉ ATTENDANT I	$ 14.50	$ 18.40	$ 22.32
	COURT CLERK	$ 30,160	$ 38,272	$ 46,426
	KENNEL TECHNICIAN			
	PERMIT TECHNICIAN			
	RECORDS CLERK			
N-04	311 CONTACT CENTER AMBASSADOR	$ 15.22	$ 19.46	$ 23.73
	AIRPORT SERVICES REP I	$ 31,658	$ 40,477	$ 49,358
	BILLING/COLLECTION SPEC. I			
	CAFÉ ATTENDANT II			
	CUSTOMER SERVICE REPRESENTATIVE II			
N-05	ADMINISTRATIVE ASSISTANT	$ 16.11	$ 20.62	$ 25.14
	ANIMAL SERVICES OFFICER I	$ 33,509	$ 42,890	$ 52,291
	BILLING SPECIALIST II			
	COURT DOCKET SPECIALIST			
	GENERAL MAINTENANCE WORKER II			
	LINE CREW I			
	PARKS FACILITIES TECHNICIAN			
	SR. PERMIT TECHNICIAN			
	TRAFFIC TECH I			
	VETERINARY TECHNICIAN			
	WARRANT CLERK			
N-06	AIRPORT MATERIALS SPECIALIST	$ 17.09	$ 21.87	$ 26.65
	AIRPORT SERVICES REP II	$ 35,547	$ 45,490	$ 55,432
	ANIMAL SERVICES OFFICER II			
	CONTRACT SERVICES MONITOR			
	FACILITIES SERVICES TECHNICIAN			
	FACILITY SUPPORT SPECIALIST			
	LINE CREW II			
	PUMP & MOTOR TECHNICIAN I			
	UTILITIES OPERATOR TRAINEE			
	WARRANT COORDINATOR			
	WATER QUALITY TECHNICIAN			
N-07	ACCOUNTS PAYABLE SPECIALIST	$ 18.12	$ 23.36	$ 28.62
	AUTOMOTIVE TECHNICIAN I	$ 37,690	$ 48,589	$ 59,530
	CAFE SUPERVISOR			
	DEPARTMENT SPECIALIST			
	LINE CREW III			
	PUMP & MOTOR TECHNICIAN II			
	ACCOUNTANT I	$ 19.47	$ 25.13	$ 30.79
	ADMINISTRATIVE SUPERVISOR	$ 40,498	$ 52,270	$ 64,043

Range	Position Title	Minimum	Midpoint	Maximum
N-08	AIRPORT OPERATIONS AGENT			
	ANIMAL SHELTER SUPERVISOR			
	CODE ENFORCEMENT INSPECTOR			
	CREW CHIEF			
	DEVELOPMENT REVIEW COORDINATOR			
	ENVIRONMENTAL SERVICES INSPECTOR			
	LABORATORY TECHNICIAN			
	PERMITS SUPERVISOR			
	RECORDS ANALYST			
	SR. ACCOUNTS PAYABLE SPECIALIST			
	SR. ADMINISTRATIVE ASSISTANT			
	SR. COURT CLERK			
	SR. FACILITY SERVICES TECH			
	TRAFFIC TECHNICIAN II, SIGNALS			
	UTILITIES OPERATOR			
N-09	311 CONTACT CENTER SUPERVISOR	$ 20.85	$ 26.89	$ 32.94
	CONTRACT SERVICES COORDINATOR	$ 43,368	$ 55,931	$ 68,515
	ELECTRICIAN			
	GOVERNMENT INFORMATION ANALYST			
	LEAD UTILITIES OPERATOR			
	MECHANIC			
	RESIDENTIAL RENTAL INSPECTOR			
	SANITARIAN			
N-10	ADMINISTRATIVE COORDINATOR	$ 22.52	$ 29.27	$ 36.03
	AUTOMOTIVE TECHNICIAN II	$ 46,842	$ 60,882	$ 74,942
	BUILDING INSPECTOR			
	CONSTRUCTION INSPECTOR			
	COURT SERVICES SUPERVISOR			
	CRIME SCENE TECHNICIAN			
	EMERGENCY MANAGEMENT SPECIALIST			
	EXECUTIVE ASSISTANT			
	FOOD INSPECTION COORDINATOR			
	INFORMATION PROCESS TECHNICIAN			
	LINE SUPERVISOR			
N-11	AIRPORT LEASING COORDINATOR	$ 25.87	$ 33.63	$ 41.40
	CRIME ANALYST	$ 53,810	$ 69,950	$ 86,112
	END USER SUPPORT SPECIALIST			
	FIELD SUPERVISOR			
	FLEET SERVICES SUPERVISOR			
	G.I.S. SPECIALIST			
	INSTRUMENTATION & CONTROL TECHNICIAN			
	PLANS EXAMINER			
	SR. ACCOUNTANT			
	SR. ADMINISTRATIVE COORDINATOR			
	SR. BUILDING INSPECTOR			
	SR. CONSTRUCTION INSPECTOR			
	SYSTEM ANALYST			
	TELECOMMUNICATIONS SPECIALIST			
N-12	SYSTEM ADMINISTRATOR	$ 28.47	$ 36.99	$ 45.54
	SR. GIS SPECIALIST	$ 59,218	$ 76,939	$ 94,723

Effective: January 1, 2020

CITY OF SUGAR LAND
SALARY STRUCTURE
FOR EXEMPT POSITIONS
FY20

Range	Position Title	Minimum	Midpoint	Maximum
E-01	BUDGET ANALYST	$ 24.66	$ 30.51	$ 36.36
	CONTRACTS COORDINATOR	$ 51,293	$ 63,461	$ 75,629
	DEPARTMENT ANALYST			
	EMPLOYEE ENGAGEMENT & WELLNESS COORDINATOR			
	EVENT COORDINATOR			
	GRAPHICS DESIGNER/BRANDING SPECIALIST			
	MANAGEMENT ASSISTANT I			
	PLANNER I			
	RECREATION COORDINATOR			
E-02	BILLING SUPERVISOR	$ 25.48	$ 32.38	$ 39.25
	CODE COMPLIANCE COORDINATOR	$ 52,998	$ 67,350	$ 81,640
	COLLECTIONS & CUSTOMER SERVICE SUPERVISOR			
	COMMUNITY ENGAGEMENT COORDINATOR			
	COMPLIANCE COLLECTIONS SUPERVISOR			
	DATA ANALYST			
	DIGITAL JOURNALIST			
	ENVIRONMENTAL COORDINATOR			
	FACILITIES SERVICES SUPERVISOR			
	GRANTS OFFICER			
	HR BUSINESS PARTNER			
	MANAGEMENT ASSISTANT II			
	PERFORMANCE & ACCOUNTABILITY ANALYST			
	PLANNER II			
	PRETREATMENT COORDINATOR			
	SAFETY & RISK COORDINATOR			
	SR. BUDGET ANALYST			
	TRAFFIC MANAGEMENT CENTER OPERATOR			
	VISITOR SERVICES SUPERVISOR			
E-03	ACCOUNTS PAYABLE SUPERVISOR	$ 27.54	$ 34.97	$ 42.40
	ADMINISTRATIVE MANAGER	$ 57,283	$ 72,738	$ 88,192
	AIRPORT SERVICES REPRESENTATIVE SUPERVISOR			
	APPLICATION DEVELOPER I			
	CONTENT STRATEGIST			
	DEPUTY COURT ADMINISTRATOR			
	ENGINEER I			
	FINANCIAL ANALYST			
	LINE SERVICES SUPERINTENDENT			
	PRINCIPAL ACCOUNTANT			
	RECORDS MANAGER			
	SR. PLANNER			
	TRAFFIC MANAGEMENT CENTER ANALYST			
	TRANSPORTATION & MOBILITY ANALYST			
	USER SERVICES SUPERVISOR			
	WATER CONSERVATION MANAGER			
E-04	ACCOUNTING SUPERVISOR	$ 29.74	$ 37.77	$ 45.79
	AIRPORT BUSINESS MANAGER	$ 61,859	$ 78,562	$ 95,243
	ANIMAL SERVICES MANAGER			
	APPLICATION DEVELOPER II			
	BUSINESS RETENTION MANAGER			
	COMMUNITY ENGAGEMENT MANAGER			
	COMPLIANCE MANAGER			
	CONSTRUCTION MANAGER			
	CONTRACTS MANAGER			
	DESTINATION EVENT MANAGER			
	DIGITAL COMMUNICATIONS MANAGER			
	ENGINEER II			
	EVENT PRODUCTION MANAGER			
	FACILITIES SERVICES MANAGER			
	FLEET SERVICES MANAGER			
	FOOD INSPECTION MANAGER			
	HUMAN RESOURCES MANAGER			

Range	Position Title	Minimum	Midpoint	Maximum
	IT PROJECT MANAGER			
	LAB MANAGER			
	PERFORMANCE & ACCOUNTABILITY MANAGER			
	PROJECT MANAGER			
	REAL PROPERTY MANAGER			
	RECREATION MANAGER			
	RISK MANAGER			
	SURFACE WATER CHIEF OPERATOR			
	TRAFFIC OPERATIONS MANAGER			
	WATER RESOURCES MANAGER			
E-05	AIRFIELD & FACILITIES MANAGER	$ 32.10	$ 40.79	$ 49.44
	AIRPORT DEVELOPMENT MANAGER	$ 66,768	$ 84,843	$ 102,835
	AIRPORT OPERATIONS MANAGER			
	APPLICATION DEVELOPER III			
	ASSET & OPERATIONS MANAGER			
	CODE COMPLIANCE MANAGER			
	CULTURAL ARTS MANAGER			
	CUSTOMER SERVICE MANAGER			
	DEPUTY BUILDING OFFICIAL			
	ENGINEER III			
	ENVIRONMENTAL MANAGER			
	FIELD OPERATIONS MANAGER			
	PARKS DEVELOPMENT MANAGER			
	PARKS SUPERINTENDENT			
	PRINCIPAL PLANNER			
	SR. FINANCIAL ANALYST			
	SR. PROJECT MANAGER			
	STREET/DRAINAGE SUPERINTENDENT			
	STREETSCAPE MANAGER			
	TOURISM & VISITOR SERVICES MANAGER			
E-06	ASSISTANT CITY ATTORNEY	$ 35.00	$ 44.46	$ 53.89
	ASSISTANT TO THE CITY MANAGER	$ 72,800	$ 92,477	$ 112,091
	DEPUTY CONTROLLER			
	ENGINEERING MANAGER			
	FACILITY OPERATIONS MANAGER			
	INTERGOV'L RELATIONS MANAGER			
	MANAGER, VERTICAL CONSTRUCTION			
	PUBLIC/PRIVATE PARTNERSHIP MANAGER			
	SURFACE WATER PLANT MANAGER			
	TRANSPORTATION & MOBILITY INNOVATION MANAGER			
E-07	ASST COMMUNICATIONS & COMMUNITY ENGAGEMENT DIR	$ 38.14	$ 48.47	$ 58.75
	BUDGET MANAGER	$ 79,331	$ 100,818	$ 122,200
	CITY TRAFFIC ENGINEER			
	DEPUTY CITY SECRETARY			
	IT MANAGER			
	MUNICIPAL COURT ADMINISTRATOR			
	PURCHASING MANAGER			
	SR. ENGINEERING MANAGER			
	TREASURY MANAGER			
E-08	ASSISTANT CITY ENGINEER	$ 41.21	$ 52.33	$ 63.45
	ASSISTANT DIRECTOR OF AVIATION	$ 85,717	$ 108,846	$ 131,976
	ASSISTANT DIRECTOR OF ECONOMIC DEVELOPMENT			
	ASSISTANT DIRECTOR OF ENVIRON & NEIGHBORHOOD SVS			
	ASSISTANT DIRECTOR OF FINANCE			
	ASSISTANT DIRECTOR OF HUMAN RESOURCES			
	ASSISTANT DIRECTOR OF PARKS & RECREATION			
	ASSISTANT DIRECTOR OF PUBLIC WORKS			
	CITY PLANNER - DEVELOPMENT PLANNING			
	CITY PLANNER - LONG RANGE PLAN			
	CONTROLLER			
	FIRST ASSISTANT CITY ATTORNEY			

Effective: January 1, 2020

CITY OF SUGAR LAND
SALARY STRUCTURE
FIRE
FY20

Job Title	Range	Hourly Annual Minimum	Hourly Annual Midpoint	Hourly Annual Maximum
FIREFIGHTER RECRUIT	F-R	$17.65		
FIREFIGHTER	F-1	$18.59	$21.84	$25.10
(2912 Hours Annually)		**$54,134**	**$63,598**	**$73,091**
FIRE DRIVER	F2F	$22.75	$26.30	$29.87
(2912 Hours Annually)		**$66,248**	**$76,586**	**$86,981**
FIRE LIEUTENANT (SHIFT)	F3F	$27.06	$29.76	$32.48
(2912 Hours Annually)		**$78,799**	**$86,661**	**$94,582**
FIRE INSPECTOR/INVESTIGATOR FIRE LIEUTENANT (NON-SHIFT)	F3G	$37.88	$41.67	$45.47
(2080 Hours Annually)		**$78,790**	**$86,674**	**$94,578**
FIRE CAPTAIN (SHIFT)	F4F	$29.53	$32.49	$35.44
(2912 Hours Annually)		**$85,991**	**$94,611**	**$103,201**
FIRE CAPTAIN (NON-SHIFT)	F4G	$41.34	$45.49	$49.62
(2080 Hours Annually)		**$85,987**	**$94,619**	**$103,210**
BATTALION CHIEF (SHIFT)	F5F	$31.87	$35.18	$38.49
(2912 Hours Annually)		**$92,805**	**$102,444**	**$112,083**
BATTALION CHIEF (NON-SHIFT) ASSISTANT FIRE MARSHAL	F5G	$44.61	$49.26	$53.88
(2080 Hours Annually)		**$92,789**	**$102,461**	**$112,070**
ASSISTANT FIRE CHIEF	F6G	$50.14	$56.58	$63.02
(2080 Hours Annually)		**$104,291**	**$117,686**	**$131,082**

Effective: January 1, 2020

CITY OF SUGAR LAND
SALARY STRUCTURE
POLICE, DETENTION & DISPATCH

FY20

Job Title	Range	Hourly Annual Minimum	Hourly Annual Midpoint	Hourly Annual Maximum
PUBLIC SAFETY DISPATCHER - RECRUIT	PTR	$19.31		
PUBLIC SAFETY DISPATCHER I (CERTIFIED)	PT1	$20.13	$24.69	$29.23
		$41,870	**$51,355**	**$60,798**
PUBLIC SAFETY DISPATCHER II (CERTIFIED)	PT2	$22.64	$27.95	$33.23
		$47,091	**$58,136**	**$69,118**
PS DISPATCH SHIFT SUPERVISOR	PT3	$26.68	$31.94	$37.19
		$55,494	**$66,435**	**$77,355**
DEPUTY PS DISPATCH MANAGER	PT4	$32.68	$38.41	$44.14
		$67,974	**$79,893**	**$91,811**
DETENTION OFFICER - RECRUIT	PDR	$19.27		
DETENTION OFFICER (CERTIFIED)	PD1	$20.30	$24.34	$28.40
		$42,224	**$50,627**	**$59,072**
POLICE OFFICER - RECRUIT	P-1	$24.93		
POLICE OFFICER	P-2	$29.01	$34.09	$39.16
		$60,341	**$70,907**	**$81,453**
POLICE SERGEANTS	P-3	$38.79	$42.68	$46.56
		$80,683	**$88,774**	**$96,845**
POLICE LIEUTENANT	P-4	$44.87	$49.23	$53.59
		$93,330	**$102,398**	**$111,467**
POLICE CAPTAIN	P-5	$49.78	$54.76	$59.74
		$103,542	**$113,901**	**$124,259**
ASSISTANT CHIEF OF POLICE	P-6	$55.30	$62.21	$69.12
		$115,024	**$129,397**	**$143,770**

Effective: January 1, 2020

CITY OF SUGAR LAND
SALARY STRUCTURE
MANAGEMENT & ELECTED OFFICIAL POSITIONS
FY20

Range	Position Title	Minimum	Midpoint	Maximum
M-01	BUILDING SAFETY DIRECTOR	$ 41.59	$ 52.81	$ 64.03
	CITY SECRETARY	$ 86,507	$ 109,845	$ 133,182
	PUBLIC SAFETY DISPATCH DIRECTOR			
	PERFORMANCE & ACCOUNTABILITY DIRECTOR			
M-02	CITY ENGINEER	$ 51.03	$ 63.80	$ 76.56
	DIRECTOR OF AVIATION	$ 106,142	$ 132,704	$ 159,245
	DIRECTOR OF ECONOMIC DEVELOPMENT			
	DIRECTOR OF ENVIRON & NEIGHBORHOOD SVS			
	DIRECTOR OF FINANCE			
	DIRECTOR OF HUMAN RESOURCES			
	DIRECTOR OF INFORMATION TECHNOLOGY			
	DIRECTOR OF PARKS & RECREATION			
	DIRECTOR OF PLANNING			
	DIRECTOR OF PUBLIC AFFAIRS			
	DIRECTOR OF PUBLIC WORKS			
M-03	CITY MANAGER		UNGRADED	
	ASSISTANT CITY MANAGER			
	DIRECTOR OF SPECIAL PROJECTS			
	CITY ATTORNEY			
	CHIEF OF FIRE & EMS			
	CHIEF OF POLICE			
	MUNICIPAL COURT JUDGE			
EO-1	COUNCIL MEMBER		$ 769.20	(Monthly)
			$ 9,230	(Annually)
EO-2	MAYOR		$ 1,538.40	(Monthly)
			$ 18,461	(Annually)

Effective: January 1, 2020

Glossary

A

ACCOUNT: An accounting unit established to record expenditures or revenues by detailed categories.

ACCOUNTS PAYABLE: A liability account reflecting amounts on an open account owing to private persons or organizations for goods and services received by a government (but not including amounts due to other funds of the same government or to other governments).

ACCOUNTS RECEIVABLE: An asset account reflecting amounts owning to open accounts from private persons or organizations for goods and services furnished by a government.

ACCRUAL ACCOUNTING: A basis of accounting in which debits and credits are recorded at the time they are incurred as opposed to when cash is actually received or spent.

AD VALOREM: Refers to the tax assessed against real (land and buildings) and personal (equipment and furniture) property.

AGENDA: A formal listing of items to be discussed during a public meeting. Agendas for public meetings are posted 72 hours in advance, in compliance with the open meetings act.

AGENDA REQUEST: A formal summary of a topic to be discussed during an open meeting. Included in the request are the proceeding, clearances, appropriation and action required, and an executive summary and attachments to explain the topic.

ANNEX: Refers to a portion of the City's Emergency Operations Plan.

APPROPRIATION: A legal authorization granted by City Council to make expenditures and incur obligations for designated purposes.

ARBITRAGE: The interest earnings derived from invested bond proceeds or debt service fund balances.

ARCIMS: The Internet map server allowing users to interact with maps on the City's web page.

ASSESSED VALUATION: A valuation set upon real estate of other property by a government as a basis for levying taxes.

ASSETS: Property with monetary value owned by the City.

AUDIT: A systematic examination of resource utilization concluding in a written report. It is a test of management's internal accounting controls and is intended to accomplish the following:

- Ascertain whether financial statements fairly represent financial position and results of operations
- Ascertain whether transactions have been recorded accurately and consistently, and
- Identify areas for possible improvements in accounting practices and procedures.

B

BALANCE SHEET: The basic financial statement that discloses the assets, liabilities, and equities of an entity at a specified date in conformity with GAAP.

BALANCED BUDGET: A budget in which revenues are equal to expenditures.

BASE BUDGET: Funding required meeting current service levels.

BENEFIT BURDEN: The ratio of the cost of defined benefits to the base payroll of employees eligible to receive benefits.

BOND: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified date.

BOND REFERENDUM: A proposal to be voted on by registered voters within the City regarding the sale of bonds for which ad valorem taxes are pledged for repayment.

BRAZOS RIVER AUTHORITY: An agency of the State of Texas whose mission is to develop and maintain the resources of the Brazos River basin. The BRA has operated a wastewater treatment plant that serves the City since 1975.

BUDGET: A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. For a local government, a budget is a legal restriction on expenditures.

C

CAPITAL IMPROVEMENT PROGRAM / PROJECT (CIP): Projects that purchase or construct capital assets. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility.

CAPITAL OUTLAYS: Expenditures that result in the acquisition of or addition to fixed assets that are individually priced more than $5,000, per the City's capitalization policy.

CARRYOVER: Expenditures budgeted in one year for materials, equipment, programs, etc but not spent until the following fiscal year. Funding for non-recurring expenditures can carry over to the following fiscal year if approved by the City Manager and City Council. City Council formally amends the budget to approve carryover funding. Revenues can also carryover if they were anticipated in one fiscal year but not received until the following year.

CERTIFICATE OF OBLIGATION (CO): A debt instrument that is issued by the City and has the same legal status as a general obligation bond. Proceeds from the issuance of the certificates may be used for construction of public works; purchase of materials, supplies, equipment, machinery, builds, land, and right a ways for authorized needs and purposes; or payment of contractual obligations for professional services. However, certificates of obligation are not authorized by the voters.

CONSUMER PRICE INDEX (CPI): The monthly data on the changes in the prices paid by urban consumers for a representative basket of goods and services.

CONTINGENCY: An amount of money set aside for unforeseen incidents.

CONTRACTUAL SERVICES: The costs related to services performed for the City by individuals, businesses, or utilities.

COST: The amount of money or other consideration exchanged for property or services. Costs may be incurred even before money is paid; that is, as soon as a liability is incurred. Ultimately, however, money or other consideration must be given in exchange.

CURRENT ASSETS: Assets which are available or can be made readily available to finance current operations or to pay current liabilities. Current assets also include those which will be used up or converted into cash within one year. Some examples are cash, temporary investments, and taxes receivable which will be collected within one year.

CURRENT LIABILITIES: Debt or other legal obligation arising out of transactions in the past which must be liquidated, renewed, or refunded within one year.

D

DEBT SERVICE: A cost category that typically reflects the repayment of short-term (less than five years) debt associated with the acquisition of capital equipment.

DEFICIT: The excess of expenditures over revenues during an accounting period; or, in the case of Enterprise and Intra- governmental Service Funds, the excess of expense over income during an accounting period.

DELINQUENT TAXES: Taxes remaining unpaid on or after the date on which a penalty for nonpayment is attached.

DEPARTMENT: A section of the total organization that is comprised of Divisions and is under the oversight of an Executive Director, Assistant City Manager or City Manager.

DEPARTMENT HEAD: A mid-management employee charged with oversight of one or more programs. Department Heads may report to an Executive Director, Assistant City Manager or the City Manager.

DEPRECIATION: Is the process by which the City allocates an asset's cost over the duration of its useful life. Depreciation results in depreciation expense.

DEVELOPER REIMBURSEMENT: Payment to a private developer for installation of public infrastructure. The developer typically installs infrastructure such as water and sewer utilities, traffic signals and streets & sidewalks. The City or MUD can reimburse the developer through issuance of debt.

DIVISION: A subsection of a Department that carries out a specific line of work assigned to the Department. A Division may have more than one Program.

E

EFFECTIVE TAX RATE: When compared to the same property, the tax rate that produces the same effect in terms of the total amount of taxes as compared to the prior year, based on the value of properties taxed in both years.

ENCUMBRANCES: Commitments related to unperformed contracts for goods or services used in budgeting. Encumbrances are not expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

ENHANCEMENTS: Funds that the City has earmarked for a new service not provided in the past, or allowing an increase in the level of service already provided.

ENTERPRISE FUND: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services the general public on a continuing basis can be financed or recovered primarily through user charges.

ETJ: See Extraterritorial Jurisdiction.

EXECUTIVE DIRECTOR: An upper management employee charged with oversight of one or more departments. Executive Directors participate in high-level policy and strategic decision-making and report either to an Assistant City Manager or the City Manager.

EXEMPT: Personnel not eligible to receive overtime pay and who are expected to put in whatever hours are necessary to complete job assignments. The respective Department Head, as partial compensation for overtime hours worked, may allow compensatory time off.

EXPENDITURES: Decreases in net financial resources. Expenditures include current operating expenses, which require the current or future use of net current assets, debt service, and capital outlays.

EXTRATERRITORIAL JURISDICTION (ETJ): The land bordering a City's limits that the City has limited control over but does not furnish City services to nor collect ad valorem taxes from. This is an area outside of City limits that is subject to annexation.

F

FISCAL YEAR: A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The City of Sugar Land's fiscal year begins each October 1 and ends the following September 30. The term fiscal year 2014 connotes the fiscal year beginning October 1, 2013 and ending September 30, 2014.

FIXED ASSETS: Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, and machinery and equipment.

FIXED BASE OPERATOR (FBO): An operating company providing customer services including fuel and line service personnel at an airport.

FRANCHISE: A special privilege granted by a government permitting the continuing use of public property such as, City rights-of-way.

FULL-TIME EQUIVALENT (FTE): One full-time equivalent works 2,080 hours a year; a person working 1,040 hours per years is equivalent to 0.5 FTE.

FUND: A fiscal and accounting entity with a self balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE: The difference between governmental fund assets and liabilities. Also referred to as fund equity.

FUND BALANCE POLICY: A minimum fund balance that is required to be kept in reserve as defined in the Financial Management Policy Statements. Fund balances over the policy requirement may be appropriated in the budget.

G

GENERAL FUND: Is used to account for all transactions not properly includable in other funds.

GENERAL LEDGER: A book, file, or other device, which contains the accounts needed to reflect the financial position and the results of operations of an entity. In double entry bookkeeping, the debits and credits in the general ledger are equal; therefore, the debit balances equal the credit balances.

GENERALLY ACCEPTED ACCOUNTING PRINCIPALS (GAAP): Uniform minimum standards and guidelines used for financial accounting and reporting as set forth by the Governmental Accounting Standards Board (GASB).

GENERAL OBLIGATION (GO) BONDS: Bonds for the payment of which the full faith and credit of the issuing government are pledged. In issuing its general obligation bonds, the City of Sugar Land pledges to levy whatever property tax is needed to repay the bonds for any particular year. Bonds cannot be issued without voter approval and are usually issued with maturities between 15 and 30 years.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB): A governing board set up to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

GOVERNMENTAL FUNDS: Those funds through which most governmental functions typically are financed. The acquisition, use, and financial resources and the related current liabilities are accounted for through governmental funds (General, Special Revenue, Capital Projects, and Debt Service Funds).

GROUNDWATER: Water obtained by drilling a well and pumping water from below the surface, typically at depths of thousands of feet. Pumping of groundwater is a contributing factor to subsidence.

H

HOMEOWNERS' ASSOCIATION (HOA): A group of property owners in a residential area, in which membership may be mandatory by deed restriction.

HOUSTON-GALVESTON AREA COUNCIL (HGAC): A voluntary association of counties, cities, independent school districts, and soil and water conservation districts in the Gulf Coast State Planning Region of Texas. H-GAC serves almost 150 local governments, and its region includes about 4 million people in an area of about 12,500 sq. miles.

I

ISO RATING: The Insurance Service Office (ISO) performs surveys to assist insurance organizations with setting up the insurance ratings for the communities. The ISO will perform a survey to assign a public protection grade to each fire department, which is used in the development of insurance rates for all properties within the protected area. Grading starts at 1, which is the best possible score and ends at 10 which is considered unacceptable.

INTERGOVERNMENTAL REVENUE: Grants, entitlements and cost reimbursements from another governmental entity.

INVESTMENT: Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals or base payments.

K

KEY PERFORMANCE INDICATORS (KPI): Specific quantitative and qualitative measures of work performed as a productivity indicator of the program.

L

LANDSCAPE COST SHARE PROGRAM: A program that credits private funds that are used to irrigate public areas, specifically right-of-ways along arterials and state roads. Secondary goals of the program include helping to reduce peak water demand by limiting the times participants in the program can irrigate and promoting water conservation by means of rain sensors and well managed timers and management of irrigation systems.

LEASE/PURCHASE: A financing tool utilized to fund large capital outlays where the City may not have cash available immediately for purchase. The arrangement allows the City use of the item while payments are being made. A lien is placed on the item purchased and upon completion of lease payments, typically 5-7 years, the City gains ownership of the assets.

LEVEE IMPROVEMENT DISTRICT (LID): A special district with authority to levy ad valorem taxes that is used to improve flood control within its boundaries through the use of levies.

LEVY: The City Council has authority to impose or collect taxes, special assessments, or service charges.

LOCAL LAW ENFORCEMENT BLOCK GRANT: A grant program of the Department of Justice in which a local law enforcement agency is given a specified amount of funding to accomplish a goal.

LONG TERM DEBT: Debt with a maturity of more than one year after the date of issuance.

M

MAINTENANCE: The upkeep of physical properties in condition for use or occupancy. Examples are the inspection of equipment to detect defects and the making of repairs.

MAJOR FUND: Governmental or Enterprise Funds reported as a separate column in the basic fund financial statements and subject to a separate opinion by the independent auditor.

MODIFIED ACCRUAL ACCOUNTING: The basis of accounting in which revenues are recognized when they become measurable and available to finance expenditures of the current period. Expenditures are recognized when the goods or services are received.

MUNICIPAL UTILITY DISTRICT (MUD): A special district whose purpose is to provide water and sewer services to the residences and businesses within its boundaries. The district has ad valorem taxing power and can issue bonds to pay for construction and improvements to the district's system. Districts are typically established in unincorporated areas, but can also lie within the boundaries of one or more cities.

N

NON-CAPITAL ASSETS: Expenditures that result in the acquisition of or addition to assets that are individually priced $2,500 to $5,000, per the City's capitalization policy. These items are not added to the fixed assets, but are tracked for inventory purposes.

NON-EXEMPT: Personnel eligible to receive overtime pay when overtime work has been authorized or requested.

O

OPERATING BUDGET: Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and services delivery activities of the City are controlled, and are required by state law.

ORDINANCE: A formal legislative enactment by the governing board of a municipality that has the full force and effect of law within the boundaries of the municipality to which it applies so long as it is not in conflict with any higher form of law. Revenue raising measures, such as the imposition of taxes, special assessments, and service charges, universally require ordinances.

P

PART I CRIMES: Crimes such as homicide, sexual assault, robbery, aggravated assault, burglary, larceny, auto theft and arson.

PERSONNEL SERVICES: The costs associated with compensating employees for their labor (salaries, wages, insurance, payroll taxes, and retirement contributions).

PROGRAM: A subset of a Department in which expenditures are focused on a primary function of work to be performed.

PROJECTION: Anticipated total for the current fiscal year. During the budget process, the City projects expected revenues and expenditures through the remainder of the fiscal year to gain a better picture of the City's finances. These projections are adopted as the revised budget during the budget adoption process.

PROPERTY TAX: Taxes levied on all real and personal according to the property's valuation and the tax rate, in compliance with State Property Tax Code.

PROPRIETARY FUND: In governmental accounting is a business-like fund. Examples of proprietary funds include enterprise funds and internal service funds.

PUBLIC FUNDS INVESTMENT ACT: A law that governs the investment of government funds in Texas. Under this law, specific parameters are set for Texas cities, requiring them to adopt an investment policy and to designate an investment officer who is required to attend an approved training course. The act, first adopted in 1995 and most recently amended in 2003, also limits the types of investments that can be made and requires quarterly reporting of investment activity to the governing body.

PURCHASE ORDER: A document that authorizes the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

R

RATING: The credit worthiness of an entity as evaluated by independent agencies.

REPLACEMENT COST: The cost as of certain date of a property that can render similar service (but which need not be of the same structural form) as the property to be replaced.

RESERVE: An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

RETAINED EARNINGS: Is a form of equity resulting from earning activities.

REVENUE BONDS: Legal debt instruments which finance public projects for such services as water or sewer. Revenues from the public project are pledged to pay principal and interest of the bonds. In Texas, revenue bonds may or may not be authorized by public referenda.

REVENUES: Increases in governmental fund types, net current assets from other than expenditure refunds and residual equity transfers.

RIGHT-OF-WAY: The area immediately adjacent to a City's roadway or drainage channel.

S

SALES TAX: A state tax of 6.25% is imposed on all retail sales, leases and rentals of most goods, as well as taxable services. Texas cities and counties have the option of imposing additional local sales taxes for a combined total of state and local taxes of 8.25%.

SERVICE LEVEL STANDARD: The expected outcome for a service that is provided. Can include minimum staffing, hours of operation, or outcome goals.

SPECIAL ASSESSMENT: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

SPECIAL REVENUE FUND: A fund used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. The term "proceeds for specific revenue sources" establishes that one or more restricted or committed revenues should be the foundation for a special revenue fund.

STRUCTURAL BALANCE: A term used to define a budget that includes recurring revenues greater than or equal to recurring expenditures.

SUBSIDENCE: A gradual settling or sudden sinking of the Earth's surface owing to subsurface movement of earth materials. Land subsidence occurs when there is a loss of support below ground such as when water is taken out of the soil and the soil collapses. This situation occurs throughout the United States, but has had more impact in California, Texas, and Arizona.

SUGAR LAND 101: A municipal government course sponsored by the City, educating future City leaders in the workings of the Sugar Land Municipal Government.

SUGAR LAND DEVELOPMENT CORPORATIONS: Corporations that are financed by additional sales taxes approved by the voters. State law allows the City to collect this sales tax to assist in the promotion, enhancement, and development on behalf of the City.

SUGAR LAND TOWN SQUARE DEVELOPMENT AUTHORITY: A local government corporation created by the City for the sole purpose of carrying out the necessary tasks to accomplish the Town Square project.

SUPPLIES: A cost category for minor items (individually priced at less than $500) required by departments to conduct their operations.

SURFACE WATER: Drinking water can come from either ground water sources (via wells) or surface water sources (such as rivers, lakes, and streams). Nationally, most water systems use a ground water source (80%), but most people (66%) are served by a water system that uses surface water. Large metropolitan areas tend to rely on surface water, whereas small and rural areas tend to rely on ground water.

T

TAX LEVY: The total amount to be raised by general property taxes for purpose specified in the Tax Levy Ordinance.

TAX RATE: The amount of tax levied for each $100 of taxable valuation. The tax rate multiplied by the taxable valuation equals the tax levy.

TAXES: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

TEXAS COMMISSION ON LAW ENFORCEMENT OFFICERS STANDARDS AND EDUCATION (TCLEOSE): A commission that allocates funds each year to public safety agencies in Texas earmarked for peace officer training based on the number of peace officers on staff for each agency.

TEXAS DEPARTMENT OF TRANSPORTATION (TxDOT): A state agency that provides funding, with a local match, for improvement of state highways within the City limits.

TML: See Texas Municipal League.

TEXAS MUNICIPAL LEAGUE: An organization that exists to provide services to Texas cities.

U

USER FEES: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

W

WATER CONTROL IMPROVEMENT DISTRICT (WCID): A special purpose district established to provide water and sewer facilities and services within the district. The District has taxing authority separate from any other taxing authority,

and maybe, subject to voter approval, issue an unlimited amount of bonds and levy an unlimited rate of tax in payment of such bonds.

WORKING CAPITAL: Is the current assets less current liabilities.

Y

YIELD: rate earned on an investment based on the cost of the investment, the par value of the investment, plus interest to be earned to maturity, and less any accrued interest.

Acronyms

A

AED: Automated External Defibrillator
ADA: Americans with Disability Act
AFIS: Automated Fingerprint Identification System
ANSI: American National Standards Institute
ANAB: American National Accreditation Board

C

CAC: Community Action Center
CAFR: Comprehensive Annual Financial Report
CDBG: Community Development Block Grant
CID: Criminal Investigation Division
CIP: Capital Improvement Program
CO: Certificate of Obligation
CPR: Cardiopulmonary Resuscitation
CALEA: Commission on Accreditation for Law Enforcement Agencies

D

DEM: Department of Emergency Management
DPS: Department of Public Safety

E

EMS: Emergency Medical Service
EOC: Emergency Operations Center
EPA: Environmental Protection Agency
ETJ: Extraterritorial Jurisdiction

F

FAA: Federal Aviation Administration
FBISD: Fort Bend Independent School District
FBO: Fixed Base Operator
FEMA: Federal Emergency Management Agency
FMPS: Financial Management Policy Statements
FTE: Full-time Equivalent
FY: Fiscal Year

G

GAAP: Generally Accepted Accounting Principals
GASB: Governmental Accounting Standards Board
GFOA: Government Finance Officers Association
GIS: Geographic Information Systems
GRP: Groundwater Reduction Plan

H

H-GAC: Houston - Galveston Area Council
HAZ-MAT: Hazardous Materials

K

KSLB: Keep Sugar Land Beautiful

L

LID: Levee Improvement District
LLEBG: Local Law Enforcement Block Grant

M

M&O: Maintenance and Operations
MG: millions of gallons
MGD: millions of gallons per day
MSA: metropolitan statistical area
MUD: Municipal Utility District

O

O&M: Operations and Maintenance

P

PER: Preliminary Engineering Report
PM: Preventative Maintenance
PO: Purchase Order

R

RFP: Request for Proposal
RFS: Request for Services
ROW: Right-of-Way

S

SCADA: Supervisory Control and Data Acquisition
SPA: Strategic Partnership Agreement
STEP: Selective Traffic Enforcement Program
SWAT: Special Weapons and Tactics

T

TCEQ: Texas Commission of Environmental Quality. The name changed from TNRCC effective September 1, 2002
TEEX: Texas Engineering Extension Service
TML: Texas Municipal League
TMRS: Texas Municipal Retirement System

V

VOIP: Voice over Internet Protocol

W

WCID: Water Control Improvement District

City Resources

Goal Measures

The city's goal measures dashboard serves as an account of the city's performance on 30 key operations. These operations are organized into priorities, also known as City Council's Mid-Term priorities. Through the establishment of mid-term priorities, City Council provides direction for city management in order to meet Vision 2032.

Link: https://sugarland.clearpointstrategy.com/

Business Plans

Business plans are the documents that departments and offices use to detail the services they provide as well as their commitment to service levels. For each service listed in the business plan, there is a definition of the service level expected. Some services include further detail through a definition of activities.

Link: http://www.sugarlandtx.gov/126/Business-Plans