



# City of Belton, Texas

City Council Meeting Agenda  
Tuesday, March 10, 2020 - 5:30 p.m.  
Wright Room, Harris Community Center  
401 N. Alexander, Belton, Texas

Pledge of Allegiance. The Pledge of Allegiance to the U.S. Flag will be led by Councilmember Guy O'Banion.

Texas Pledge. The Pledge of Allegiance to the Texas Flag will be led by Assistant City Manager/Chief of Police Gene Ellis.

*"Honor the Texas flag; I pledge allegiance to thee Texas, one state under God, one and indivisible."*

Invocation. The Invocation will be given by Rev. Dr. Keith Gavin, Pastor of Bethel AME Church.

1. Call to order.
2. Public Comments.

***Citizens who desire to address the Council on any matter may register to do so prior to this meeting and speak during this item. Forms are located on the table outside of the south side entry to the meeting room. Please state your name and address for the record, and limit your comments to three minutes. Also, please understand that while the Council appreciates hearing your comments, State law (Texas Gov't Code §551.042) prohibits them from: (1) engaging in discussion other than providing a statement of specific factual information or reciting existing City policy, and (2) taking action other than directing Staff to place the matter on a future agenda.***

3. Receive Hotel-Motel Occupancy Tax funds in the amount of \$11,409.96 from Bell County Judge David Blackburn.
4. Receive a presentation from Anna Barge regarding a CTCOG grant on an Elder and Vulnerable Adult Justice Program.

5. Receive a presentation from Ricky Garrett regarding BCWCID #1 proposal on District boundaries.

### **Consent Agenda**

Items 6-8 under this section are considered to be routine by the City Council and may be enacted by one motion. If discussion is desired by the Council, any item may be removed from the Consent Agenda prior to voting, at the request of any Councilmember, and it will be considered separately.

6. Consider minutes of previous meetings:
  - A. February 25, 2020, joint City Council/Library Board Workshop Meeting;
  - B. February 25, 2020, City Council Meeting; and
  - C. February 27, 2020, City Council Strategic Plan Retreat.
7. Consider a resolution appointing election officers for the May 2, 2020, General Election.
8. Consider a resolution nominating the City's candidate for election to the Board of Directors of the Central Texas Water Supply Corporation.

*The City Council reserves the right to adjourn into Executive Session at any time regarding any issue on this agenda for which it is legally permissible.*





# City of Belton, Texas

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## OFFICE OF THE CITY MANAGER

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3. **Receive Hotel-Motel Occupancy Tax funds in the amount of \$11,409.96 from Bell County Judge David Blackburn.**

County Judge David Blackburn will present a check to the City for Belton's share of the County Hotel-Motel Occupancy Tax collected in FY2019.

4. **Receive a presentation from Anna Barge regarding a CTCOG grant on an Elder and Vulnerable Adult Justice Program.**

Anna Barge, CTCOG Special Projects Coordinator, will present their Elder and Vulnerable Adult Justice Program.

5. **Receive a presentation from Ricky Garrett regarding BCWCID #1 proposal on District boundaries.**

BCWCID #1 Manager, Ricky Garrett, will present their proposed District boundaries.

### **Consent Agenda**

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6. **Consider minutes of previous meetings:**

- A. **February 25, 2020, joint City Council/Library Board Workshop Meeting;**
- B. **February 25, 2020, City Council Meeting; and**
- C. **February 27, 2020, City Council Strategic Plan Retreat.**

**Copies of the minutes are attached. Recommend approval.**

7. **Consider a resolution appointing election officers for the May 2, 2020, General Election.**

See Staff Report from City Clerk Amy Casey. Recommend adoption of the resolution appointing election officers as presented.

8. **Consider a resolution nominating the City's candidate for election to the Board of Directors of the Central Texas Water Supply Corporation.**

Assistant Director of Public Works Jeremy Allamon currently serves in this role, but annual reappointment is required. Recommend approval of the resolution nominating Assistant Director of Public Works Jeremy Allamon for election to the Central Texas Water Supply Corporation's Board of Directors.

*The City Council reserves the right to adjourn into Executive Session at any time regarding any issue on this agenda for which it is legally permissible.*



# Elder and Vulnerable Adult Justice Program

Anna Barge

# Background



- In October 2019, the CTCOG received a \$300,000 grant from the Office of the Governor, Criminal Justice Division, Victim of Crimes Act
- According to the U.S. Census (2018), the population over the age of 65 is expected to grow to one billion by 2030

# The Problem



Tracking elder abuse is difficult because unlike other crimes (ex. Child abuse, domestic violence), elder abuse is not tracked separately from other crimes



Services for older adult victims are lacking



Many adults do not want to admit they are victims and many victims know their perpetrators, which makes the situation difficult especially when retaliation is a worry.

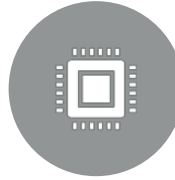


The financial aspect of abuse not only affects the victim, but affects the community in health care costs, legal costs, and the costs of other support services

# Program Objective

- Close the gap in law enforcement and Adult Protective Services to track the number of crimes committed and to provide better victim services

# Program Activities



Obtain a software to better track cases



Establish a regional board (policies and procedures, decide who is on MDT)



Establish county level MDTs who perform case coordination



Complete county level community needs assessments to evaluate victim services

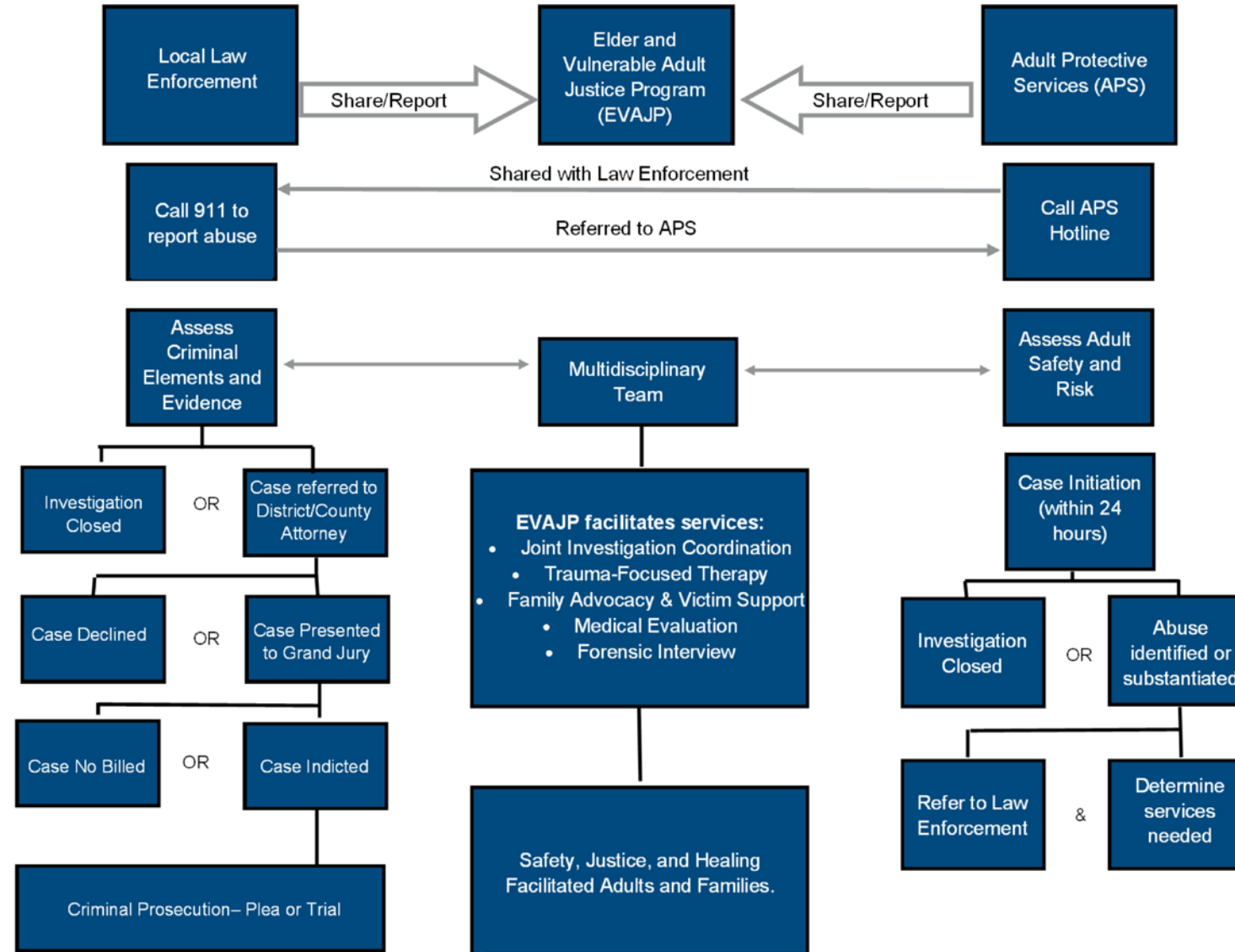


Conduct training for medical professionals, law enforcement, clergy, social workers, caregivers, and general citizens how to prevent, recognize, and respond to elder and vulnerable adult abuse



Collaborate with Belton High School to create PSA about elder abuse

# Policy Chart





# Timelines

- In the first two years, the program will on Bell and Coryell counties
  - Has approximately 50,000 people over the age of 65 in these combined counties
- In the next 3-4 years, the program will expand to additional counties in the CTCOG region (Hamilton, Lampasas, Milam, Mills, and San Saba)



### Elder and Vulnerable Adult Justice Program

- The program was established with the assistance of a \$300k grant from the Office of the Governor, Criminal Justice Division, Victim of Crimes Act.
- Crimes against older and disabled adults are not tracked separately and consistently like they are for child abuse and domestic violence cases.
- Services for older and vulnerable adults are lacking compared to children (CAC)
- Many adults do not want to admit they are victims and many victims know their perpetrators, so it makes the situation difficult as many fear retaliation or are dependent upon their perpetrator for their care.
- The financial aspect of abuse not only affects the victim, but affects the community in health care costs, legal costs, and costs of other support services.
- The program's objective is to close the gap in the law enforcement and APS process and to better track the number of crimes committed and provide better victim outcomes
- According to U.S. Census data, the population over the age of 65 in the United States is expected to grow to one billion by 2030 (U.S. Census Bureau, 2018).
- The program will
  - Obtain a software to better track cases and services provided
  - Establish a regional board who informs policy development
  - Establish county level multidisciplinary teams who perform complex case coordination
  - Complete county level Community Needs Assessments to evaluate victim services
  - Train medical professionals, law enforcement, clergy, social workers, caregivers, and general citizens how to recognize, prevent, and respond to elder and vulnerable adult abuse
- Working with Belton High School to create an Elder Abuse Awareness PSA video
- First two years will focus on Bell and Coryell Counties
  - According to U.S. Census (2018) data, there are approximately 50,000 people over the age of 65 in these combined counties
- In the next 3-4 years, the program will expand to additional counties in the CTCOG region (Hamilton, Lampasas, Milam, Mills, and San Saba)

## Elder and Vulnerable Adult Abuse Definitions in Texas

| Type         | Definition   | Examples  |
|--------------|--|---|
| Abuse        | Negligent or willful infliction of injury that results in physical or emotional harm to an elderly person or a person with a disability by the person's caretaker, family member, or other individual who has an ongoing relationship with the person  | <ul style="list-style-type: none"><li>• Slapping, hitting, kicking, pushing</li><li>• Use of physical restraints</li><li>• Burning, use of household objects as weapons, use of firearms and knives</li><li>• Sexual assault or battery, unwanted touching, verbal sexual advances, indecent exposure</li><li>• Verbal berating, harassment, or intimidation</li><li>• Threats of punishment or deprivation</li><li>• Treating the older person like an infant</li><li>• Isolating the older person from others</li></ul> |
| Exploitation | The illegal or improper act or process of a caretaker, family member, or other individual who has an ongoing relationship with the elderly person or person with a disability, that involves using the person's resources including social security numbers or other identifying information, for monetary or personal benefit, profit, or gain without the informed consent of the person | <ul style="list-style-type: none"><li>• Stealing money or belongings</li><li>• Cashing a check without permission and/or forging their signature</li><li>• Coercing an older adult into signing contracts, changing a will, or assigning durable power of attorney against his or her wishes or when the adult does not have the capacity to do so</li></ul>  |
| Neglect      | The failure to provide for the person the goods or services, including medical services which are necessary to avoid physical or emotional harm or pain  | <ul style="list-style-type: none"><li>• Withholding food, water, clothing, shelter, medications</li><li>• Failure to ensure elder or vulnerable adult's personal hygiene or to provide physical aids, including walker, cane, glasses, hearing aids, dentures</li><li>• Failure to ensure the elder or vulnerable adult's personal safety and/or appropriate medical follow-up</li></ul>  |

**JOINT MEETING OF THE  
BELTON CITY COUNCIL  
AND LIBRARY BOARD OF DIRECTORS  
February 25, 2020 – 4:30 P.M.**

The Belton City Council met in joint session with the following members present: Mayor Marion Grayson, Mayor Pro Tem Wayne Carpenter, and Councilmembers David K. Leigh, Craig Pearson, Guy O'Banion, Dan Kirkley and John R. Holmes, Sr. Library Board members present included: Margaret Williams, Valerie Ureste, Frances Fennessy, Kari Martin, Jennifer Watson, and Janice Pustka. Staff present included Assistant City Manager/Chief of Police Gene Ellis, City Clerk Amy Casey, Director of Library Services Kim Kroll, Director of Finance Michael Rodgers, CVB and Retail Coordinator Judy Garrett, Public Information Officer Paul Romer, and Grants and Special Projects Coordinator Bob van Til.

1. **Call to order.** Mayor Marion Grayson called the City Council meeting to order at 4:30 p.m., and Library Board Member Peggy Williams called the Library Board meeting to order at 4:30 p.m.
2. **Public Comments.** *(Audio 0:30)* There were none.
3. **Receive a presentation and discuss the proposed façade improvements for Belton's Lena Armstrong Public Library.** *(Audio 1:20)*
4. **Adjourn.** Library Board Member Peggy Williams adjourned the Library Board meeting, and Mayor Grayson adjourned the Council meeting at 5:08 p.m.

\_\_\_\_\_  
Marion Grayson, Mayor

ATTEST:

\_\_\_\_\_  
Amy M. Casey, City Clerk

# Memo

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**TO** : Sam Listi, City Manager

**FROM** : Gene Ellis, Assistant City Manager *Gene Ellis*

**CC** : Kim Kroll, Director of Library Services

**DATE** : February 13, 2020

**SUBJECT** : Library Building Exterior



One of the goals of the Lena Armstrong Public Library's Strategic Plan is to refresh the exterior of the Library building in order to make it more inviting and modern. This goal originated as a recommendation from the study of our library completed by Library System Services in 2018. In August of 2019, the City of Belton engaged Maureen Arndt with 720 Design Services to make recommendations on improvements to the exterior façade of the Library. Ms. Arndt completed her recommendations, which includes conceptual drawings in January 2020. The recommendations include some of the following elements:

- Painting the exterior brick on the building
- Adding a canopy over the front entrance
- Signage and murals
- Landscaping with interactive features for children
- Handicap ramp improvements and concrete work around the entrance

These recommendations will be presented to the City Council and Library Board on February 25, 2020, during a joint meeting at 4:30 pm at the Harris Community Center. A leadership team from Public Works, Parks, Planning, and the Library has reviewed the recommendations. The team believes City staff can complete some of the work and Scott Hodde can assist with coordinating local contractors to complete the remaining work on this project.

The TIRZ budget contains \$100,000 in funding for Library improvements. Some of the estimated costs for contracting some of the work out locally are:

|          |                                    |
|----------|------------------------------------|
| \$12,500 | Paint the exterior of the building |
| \$30,000 | Canopy over entrance               |
| \$6,450  | Concrete work and handicap ramp    |

This would leave about \$50,000 to fund signage, murals, and landscape work. We may need some additional TIRZ funding in FY 2021 to complete work.

## **Proposed Timeline:**

|               |   |
|---------------|---|
| February 2020 | City Council and Library Board Input and concurrence to proceed |
| March 2020    | Acquire bids for building painting and canopy                   |

|                  |  |
|------------------|--|
| April 2020       | Develop landscape plan                                 |
|                  | Acquire bids for murals and new signage                |
| May 2020         | Contractor begins on painting of building              |
| June 2020        | Install murals and signage                             |
|                  | Install canopy   |
| June-August 2020 | Landscape work   |
|                  | FY 2021 Budget development identifying remaining items |

# LENA ARMSTRONG PUBLIC LIBRARY

BELTON, TX  
FAÇADE IMPROVEMENTS

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City Council & Library Board Presentation

25 FEBRUARY 2020

# TODAY'S AGENDA

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FEBRUARY 25, 2020



## INTRODUCTION

### **PART ONE:**

Conceptual Site Plan

### **PART TWO:**

Façade Improvements







## EXISTING CONDITIONS - ENTRY

LENA ARMSTRONG PUBLIC LIBRARY





## EXISTING CONDITIONS PENELOPE

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LENA ARMSTRONG PUBLIC LIBRARY





## EXISTING CONDITIONS PARKING

LENA ARMSTRONG PUBLIC LIBRARY







## EXISTING CONDITIONS BACK

LENA ARMSTRONG PUBLIC LIBRARY



# 1 NORTH ELEVATION

SCALE: 1/8" = 1'-0"

## CONCEPTUAL ENTRY FACADE

LENA ARMSTRONG PUBLIC LIBRARY







## ② WEST ELEVATION

SCALE: 1/8" = 1'-0"

# CONCEPTUAL PENELOPE STREET FACADE

LENA ARMSTRONG PUBLIC LIBRARY



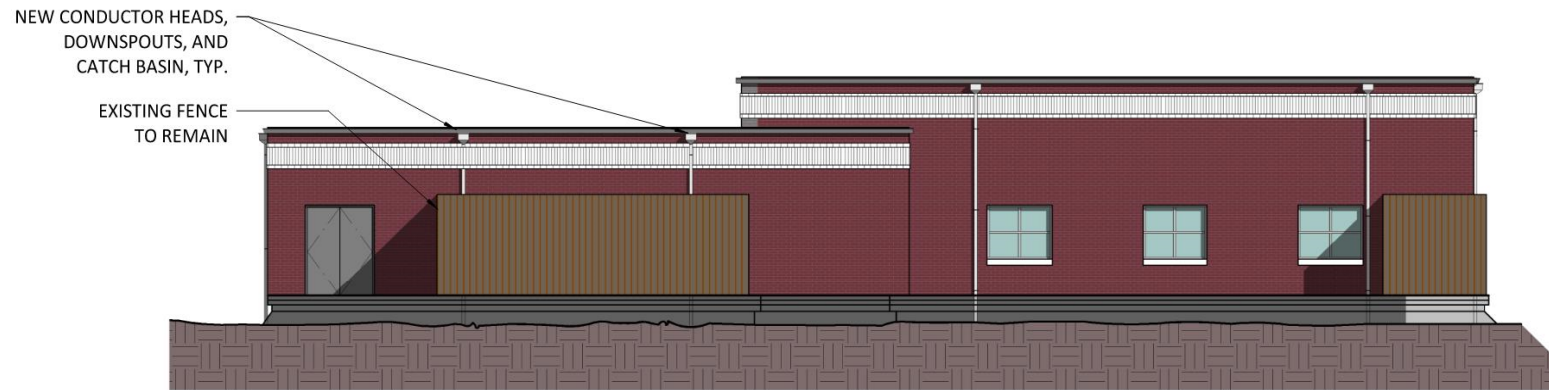


④ EAST ELEVATION  
SCALE: 1/8" = 1'-0"

## CONCEPTUAL PARKING FACADE

LENA ARMSTRONG PUBLIC LIBRARY

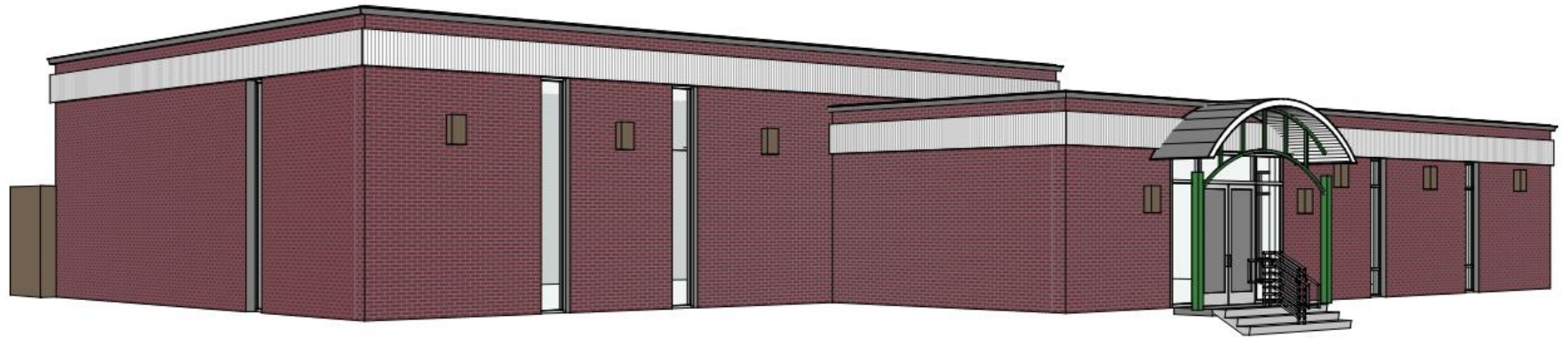




③ SOUTH ELEVATION  
SCALE: 1/8" = 1'-0"

## CONCEPTUAL BACK FACADE

LENA ARMSTRONG PUBLIC LIBRARY



# CONCEPTUAL FACADE

LENA ARMSTRONG PUBLIC LIBRARY

## ② WEST ELEVATION

SCALE: 1/8" = 1'-0"

NEW CONDUCTOR HEADS,  
DOWNSPOUTS, AND  
CATCH BASIN, TYP.

LENA ARMSTRONG  
MEMORIAL PLAQUE

59' - 2 51/128"

NEW LIGHTED SIGNAGE  
WITH 2'-6" LETTERING.  
MEETS WALL SIGN  
ORDINANCE SEC. 38.18C

NEW CONDUCTOR HEADS,  
DOWNSPOUTS, AND  
CATCH BASIN



## ① NORTH ELEVATION

SCALE: 1/8" = 1'-0"

# THANK YOU

## Questions?



**Belton City Council Meeting  
February 25, 2020 – 5:30 P.M.**

The Belton City Council met in regular session in the Wright Room at the Harris Community Center with the following members present: Mayor Marion Grayson, Mayor Pro Tem Wayne Carpenter and Councilmembers David K. Leigh, John R. Holmes, Sr., Craig Pearson, Guy O'Banion and Dan Kirkley. Staff present included Sam Listi, Gene Ellis, John Messer, Amy Casey, Mike Rodgers, Cheryl Maxwell, Wes Gilbreath, Paul Romer, Chris Brown, Judy Garrett, Cynthia Hernandez, Bob van Til, Tina Moore and Kim Kroll.

The Pledge of Allegiance to the U.S. Flag was led by Councilmember David K. Leigh and the Pledge of Allegiance to the Texas Flag was led by CVB and Retail Coordinator Judy Garrett. The Invocation was given by Andy Davis, Senior Pastor of First Baptist Church of Belton.

1. **Call to order.** Mayor Grayson called the meeting to order at 5:33 p.m.

2. **Public Comments.** *(Audio 0:07)*

Woody Durbin, 308 E. 20<sup>th</sup> Avenue, spoke about the Belton Open Disc Golf Tournament.

Joseph Foster thanked the City and the Council for working with him on his plat (Item #11).

3. **Recognize the Lena Armstrong Public Library for receipt of the 2019 Achievement of Excellence in Libraries Award.** *(Audio 1:33)*

4. **Receive Hotel-Motel Occupancy Tax funds in the amount of \$11,409.96 from Bell County.** *(Audio 3:33)* Bell County was not in attendance at this time, so Council moved to the next item.

*(Audio 1:10:54)* The Bell County representative was unable to attend the meeting.

Councilmember Pearson made a motion to table Item #4 until the March 10, 2020, meeting. The motion was seconded by Councilmember Holmes and was approved upon a vote of 7-0.

**Consent Agenda** *(Audio 3:45)*

Items 5-6 under this section are considered to be routine by the City Council and may be enacted by one motion. If discussion is desired by the Council, any item may be removed from the Consent Agenda prior to voting, at the request of any Councilmember, and it will be considered separately.

5. **Consider minutes of the February 11, 2020, City Council Meeting.**

6. Consider a resolution authorizing continued participation with the Steering Committee of Cities Served by Oncor; and authorizing the payment of seven cents per capita to the steering committee to fund regulatory and legal proceedings and activities related to Oncor Electric Delivery Company, LLC.

Upon a motion by Councilmember Holmes, and a second by Councilmember O'Banion, the Consent Agenda, including the following captioned resolution, was approved upon a vote of 7-0.

#### RESOLUTION NO. 2020-10-R

**A RESOLUTION AUTHORIZING CONTINUED PARTICIPATION WITH THE STEERING COMMITTEE OF CITIES SERVED BY ONCOR; AND AUTHORIZING THE PAYMENT OF SEVEN CENTS PER CAPITA TO THE STEERING COMMITTEE TO FUND REGULATORY AND LEGAL PROCEEDINGS AND ACTIVITIES RELATED TO ONCOR ELECTRIC DELIVERY COMPANY, LLC.**

#### Planning and Zoning

7. Hold a public hearing and consider a zoning change from Planned Development (Neighborhood Service) District to Planned Development (Single Family One) District, on Lots 1 and 2, Block 1, Tuscan River Phase I, located at 1056 and 1082 Mystic River Drive, at the southeast corner of Main Street/SH317 and Mystic River Drive. (Audio 4:37)

Public Hearing: no one spoke for or against.

Upon a motion by Councilmember Holmes, and a second by Mayor Pro Tem Carpenter, 1056 and 1082 Mystic River Drive were rezoned to Planned Development (Single Family One) District upon a vote of 7-0.

#### ORDINANCE NO. 2020-12

**AN ORDINANCE AMENDING THE ZONING ORDINANCE OF THE CITY OF BELTON BY CHANGING THE DESCRIBED DISTRICT FROM PLANNED DEVELOPMENT (NEIGHBORHOOD SERVICE) TO PLANNED DEVELOPMENT (SINGLE FAMILY ONE) DISTRICT ON LOTS 1 AND 2, BLOCK 1, TUSCAN RIVER PHASE I, WITH DEVELOPMENT TO BE REGULATED UNDER TYPE AREA 14 DESIGN STANDARDS.**

8. Hold a public hearing and consider a zoning change on approximately 3.316 acres located at 1955 Connell Street, on the west side of Connell, approximately 0.1 mile south of Laila Lane, as follows:

A. Tract 1 (0.483 acres): From Agricultural District to Office – One District

B. Tract 2 (2.833 acres): From Agricultural District to Planned Development (Multi-Family) District (Audio 12:10)

Public Hearing: no one spoke for or against.

Upon a motion by Councilmember Pearson, and a second by Councilmember Holmes, 1955 Connell Tract 1 was rezoned to Office-1 District and 1955 Connell Tract 2 was rezoned to Planned Development – Multi Family District upon a vote of 7-0.

### **ORDINANCE NO. 2020-13**

**AN ORDINANCE AMENDING THE ZONING ORDINANCE OF THE CITY OF BELTON BY CHANGING THE DESCRIBED DISTRICTS FROM AGRICULTURAL TO OFFICE ONE AND PLANNED DEVELOPMENT (MULTI FAMILY) DISTRICTS ON APPROXIMATELY 3.316 ACRES, WITH DEVELOPMENT TO BE REGULATED UNDER TYPE AREA 9 DESIGN STANDARDS.**

9. **Consider a final plat of Highland Estates Phase One, Replat No. 2, being a replat of Lot 3, Block 1, Highland Estates, Phase One, comprising 0.73 acre, located at 2705 Mystic Mountain Lane, on the west side of Mystic Mountain Lane, approximately 0.05 mile north of Sparta Road.** *(Audio 18:44)*

Mayor Pro Tem Carpenter made a motion for approval of the final plat of Highland Estates Phase One, Replat No. 2. The motion was seconded by Councilmember O'Banion, and was unanimously approved upon a vote of 7-0.

10. **Consider a final plat of West Canyon Trails Phase II, comprising 4.38 acres, located on the south side of W. Avenue O, between S. Loop 121 and Connell Street.** *(Audio 22:27)*

Councilmember Leigh made a motion for approval of the final plat of West Canyon Trails Phase II, subject to the following:

- Approval of variance to the key lot requirement for Lot 15, Block 4, to allow a 15' setback along Daniel Drive; and
- Payment of park fee requirement for Phase II (\$3,400) with funds placed in an escrow account until private park plans are approved with Phase III, and the park ready for development, at which time the funds will be returned to the developer.

The motion was seconded by Councilmember Holmes, and was unanimously approved upon a vote of 7-0.

11. **Consider a final plat of Foster Place, comprising 0.523 acre, located north of 7030 Elm Grove Road, on the west side of Elm Grove Road, approximately 0.3 mile north of Elmer King Road, in Belton's ETJ.** *(Audio 31:28)*

Councilmember O'Banion made a motion for approval of the final plat of Foster Place, subject to the following:

- Approval of variance to the ROW dedication requirement for Elm Grove Road, resulting in no street ROW dedication;
- Approval of variance to water flow requirement for fire protection;
- Approval of variance to the perimeter street improvement requirement for Elm Grove Road;
- Approval of variance to the parkland dedication/fee requirement;
- Sidewalk requirement waived since this plat is in the ETJ;
- 30' front yard setback; and
- County approval.

The motion was seconded by Councilmember Pearson, and was unanimously approved upon a vote of 7-0.

12. **Consider a final plat of Perro Grande Subdivision, comprising 11.894 acres, located on the west side of George Wilson Road, beginning approximately 0.26 mile north of US 190 (I-14), in Belton's ETJ. (Audio 43:25)**

Councilmember O'Banion made a motion for approval of the final plat of Perro Grande Subdivision consisting of three lots, subject to the following:

- Approval of variance to water flow requirement for fire protection;
- Approval of variance to the perimeter street improvement requirement for George Wilson Road;
- Approval of variance to the parkland dedication/fee requirement;
- Waiver of the sidewalk requirement since this plat is in the ETJ; and
- County approval.

The motion was seconded by Councilmember Leigh, and was unanimously approved upon a vote of 7-0.

13. **Consider a preliminary plat of Guess Dulany Subdivision, comprising 6.011 acres, located along an extension of E. 25<sup>th</sup> Avenue, between N. Beal Street and River Oaks Drive. (Audio 51:52)**

Councilmember Kirkley made a motion for approval of the preliminary plat of Guess Dulany Subdivision with the suggestion to look at a possible access easement to the park. The motion was seconded by Councilmember O'Banion, and was unanimously approved upon a vote of 7-0.

**Miscellaneous**

14. **Consider designating a depository for City funds for the three-year period from April 1, 2020, to March 31, 2023, with a provision for an extension of two additional one-year terms, and authorize the Mayor to execute all initial contracts and agreements related to this designation. (Audio 58:15)**

Upon a motion for approval by Councilmember Holmes, and a second by Councilmember Pearson, Bancorp South was named as the City's depository for the period of April 1, 2020, to March 31, 2023, with a provision for an extension of two additional one-year terms upon a vote of 7-0.

15. **Consider authorizing the Executive Director of the Belton Economic Development Corporation to execute a contract for the sale of property to WGR Investments LLC at 117 N. East Street.** *(Audio 1:03:55)*

Upon a motion for approval by Councilmember Leigh, and a second by Mayor Pro Tem Carpenter, BEDC's sale of the property located at 117 N. East Street was unanimously approved upon a vote of 7-0.

**Executive Session** *(Audio 1:11:28)*

At 6:44 p.m., the Mayor announced the Council would go into Executive Session for the following item:

16. **Executive Session pursuant to the provision of the Open Meetings Law, Chapter 551, Govt. Code, Vernon's Texas Codes Annotated, in accordance with the authority contained in Section 551.071, consultation with attorney.**

The Mayor reopened the meeting at 7:01 p.m., and there being no further business, the meeting was adjourned.

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Marion Grayson, Mayor

ATTEST:

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Amy M. Casey, City Clerk



**Belton City Council Meeting**  
**February 27, 2020 – 8:00 A.M.**

The Belton City Council met in workshop session in the Cooper Suite at the University of Mary Hardin-Baylor with the following members present: Mayor Marion Grayson, Mayor Pro Tem Wayne Carpenter and Councilmembers David K. Leigh, Craig Pearson, Dan Kirkley, John R. Holmes, Sr., and Guy O'Banion. Staff present included City Manager Sam Listi and City Clerk Amy Casey. Later the following Staff joined the meeting: Gene Ellis, Mike Rodgers, Cheryl Maxwell, Wes Gilbreath, Paul Romer, Chris Brown, Judy Garrett, Angellia Points, Charlotte Walker, Kim Kroll, Cynthia Hernandez and Michelle Fogle.

1. **Call to order.** Mayor Grayson called the meeting to order at 8:11 a.m.
2. **Conduct a Belton City Council Strategic Plan Retreat.** Eric Haugeberg facilitated the meeting. *(See Exhibit "A")*
3. **Adjourn.** Mayor Grayson adjourned the meeting at 4:02 p.m.

\_\_\_\_\_  
Marion Grayson, Mayor

ATTEST:

\_\_\_\_\_  
Amy M. Casey, City Clerk



EXHIBIT "A"

# City of Belton Strategic Plan Retreat

February 27, 2020

# Retreat Agenda



- Historical Perspective and Governance Update
- Review of Current Mission, Vision and Goal Categories
- Scorecard Update
- Discussion of Major Issues
- Framework for Council Direction



# Historical Perspective and Governance Update



# Review of Current Vision, Mission, Goal Categories and Outcome Statements

# Vision Statement



Belton is the Community of Choice  
in Central Texas,  
providing an Exceptional Quality of Life.



## Mission Statement

Enhance Belton's quality of life  
through visionary leadership  
that preserves its character  
while planning for its future.

# Goal Categories

1. Governance
2. Public Safety
3. Quality of Life
4. Economic Development
5. Connectivity
6. Parks / Natural Beauty







## Outcome Statements

- A. Belton's governance is fair, transparent, and fiscally responsible.
- B. Belton is safe and family friendly.
- C. Belton has an outstanding quality of life for its citizens.



## Outcome Statements

- D. Belton has a vibrant, diverse, and flourishing business community.
- E. Belton is a fully connected community with active and engaged citizens.
- F. Belton has dynamic recreational opportunities and natural beauty.



BREAK



# Scorecard Update



# Public Works Scorecard

## Goals 2020

- Infrastructure Needs
- Downtown Redevelopment Plan
- Hike and Bike Trail

## Goals 2021 – 2024

- Infrastructure and Equipment Needs
- Enhancements to Park System

# Fire Department Scorecard



## Goals 2020

- Address Strategic Needs

## Goals 2021 – 2024

- Analyze Facility Needs
- Update Strategic Plan

# Planning and Development Scorecard



## Goals 2020

- Downtown Redevelopment Plan
- Coordination with TxDOT

## Goals 2021 – 2024

- Update Comprehensive Plan
- Establish Façade Grants
- Develop I35 and I14 Corridors

# Finance Scorecard



## Goals 2020

- Implement Balanced Tax / Fee Schedules
- Evaluate Employee Compensation Plan

## Goals 2021 – 2024

- Infrastructure / Equipment Needs



# City Clerk Scorecard



## Goals 2020

- Implement Balanced Tax / Fee Schedules
- Conduct Board Training

## Goals 2021 – 2024

- Charter Review

# Tourism / Retail Scorecard



## Goals 2020

- Update Retail and Tourism Strategies

## Goals 2021 – 2024

- Implement Retail and Tourism Strategies



# BEDC Scorecard

## Goals 2020

- Complete IH 35 and IH 14 Infrastructure
- Project Coordination with the City

## Goals 2021 – 2024

- Continue Development of BEDC Properties
- Continue Downtown Infrastructure Improvements



# Human Resources Scorecard

## Goals 2020

- Evaluate Employee Compensation Plan
- Evaluate TMRS Contribution Rate

## Goals 2021 – 2024

- Annual Evaluation of Compensation Plan



# Police Department Scorecard

## Goals 2020

- Enhance Customer Service
- Address Strategic Needs

## Goals 2021 – 2024

- Analyze Facility Needs
- Expand Trail Camera Project

# Parks and Recreation Scorecard



## Goals 2020

- Continue Park Enhancements
- Complete Hike and Bike Extensions

## Goals 2021 – 2024

- Continue Master Plan Implementation
- Update Parks Master Plan

# Library Scorecard

## Goals 2020

- Plan Library Enhancements

## Goals 2021 – 2024

- Continue Progress on Strategic Plan



# Public Information and Technology Scorecard

## Goals 2020

- Assist City Clerk with Board Training

## Goals 2021 – 2024

- Enhance Communication Efforts
- Increase Lower Level Technology Assistance







# Discussion of Major Issues

# Discussion of Issues

## Philosophy of Development

- Maintaining Current Infrastructure
- Expanding for Growth



# Discussion of Issues

- Customer Service and Citizen Engagement
- Building Standards and Code Enforcement
- Development Costs
- Communication



# Discussion of Issues

## Governance

- Charter
- Staff Compensation



# Discussion of Issues

## Funding

- Property Tax
- TIRZ
- Sales Tax
- BEDC
- Grants





BREAK



# Framework of Council Direction





# Final Comments



# **City of Belton Strategic Planning Retreat**

## **TABLE OF CONTENTS**

Posted City Council Strategic Plan Retreat Agenda/Facilitator Agenda

Facilitator's Presentation

City Manager's Summary Comments and  
Vision/Mission/Goal Categories/Outcome Statements

Individual Department Head Scorecards

Funding Presentation

Current Strategic Plan



# City of Belton, Texas

**City Council Strategic Plan Retreat Agenda  
Thursday, February 27, 2020 - 8:00 a.m.  
Cooper Suite, 2<sup>nd</sup> Floor of the Mayborn Campus  
Center, 923 University Drive, at the University of  
Mary Hardin-Baylor, Belton, Texas**

*This meeting is being held for informational purposes only. There are no action items on the agenda.*

1. Call to Order.
2. Conduct a Belton City Council Strategic Plan Retreat.
3. Adjourn.

# **City of Belton Strategic Planning Retreat Agenda**

- |          |  |
|----------|--|
| 8:00 AM  | Continental Breakfast  |
| 8:15 AM  | Prayer, Call to Order, Welcome and Opening Comments<br>(Marion Grayson, Sam Listi) |
| 8:25 AM  | Review of Workshop Agenda<br>(Eric Haugeberg)                                      |
| 8:35 AM  | Historical Perspective and Governance Update<br>(Sam Listi)                        |
| 9:15 AM  | Review of Current Vision, Mission and Goal Categories<br>(Eric Haugeberg)          |
| 9:45 AM  | Break (joined by Department Heads)   |
| 10:00 AM | Scorecard Update and Issues<br>(Various Department Heads)                          |
| 12:05 PM | Lunch (Department Heads released following lunch)                                  |
| 12:50 PM | Discussion of Major Issues<br>(Eric Haugeberg)                                     |

## A. Philosophy of Development

Maintaining Current Infrastructure  
Expanding for Growth

## B. Customer Service and Citizen Engagement

Building Standards and Code Enforcement  
Development Costs  
Communication

## C. Governance

Charter  
Staff Compensation

D. Funding

Property Tax  
TIRZ  
Sales Tax  
BEDC  
Grants

|         |  |
|---------|--|
| 3:40 PM | Break  |
| 3:50 PM | Framework of Council Direction<br>(Eric Haugeberg) |
| 4:30 PM | Final Comments<br>(Marion Grayson, Sam Listi)      |
| 4:45 PM | Adjournment<br>(Marion Grayson)                    |



# City of Belton Strategic Plan Retreat

February 27, 2020

1



## Retreat Agenda

- Historical Perspective and Governance Update
- Review of Current Mission, Vision and Goal Categories
- Scorecard Update
- Discussion of Major Issues
- Framework for Council Direction

2



## Historical Perspective and Governance Update

3



## Review of Current Vision, Mission, Goal Categories and Outcome Statements

4



## Vision Statement



Belton is the Community of Choice  
in Central Texas,  
providing an Exceptional Quality of Life.

5

## Mission Statement



Enhance Belton's quality of life  
through visionary leadership  
that preserves its character  
while planning for its future.

6

## Goal Categories



1. Governance
2. Public Safety
3. Quality of Life
4. Economic Development
5. Connectivity
6. Parks / Natural Beauty

7

## Outcome Statements



- A. Belton's governance is fair, transparent, and fiscally responsible.
- B. Belton is safe and family friendly.
- C. Belton has an outstanding quality of life for its citizens.

8

## Outcome Statements



- D. Belton has a vibrant, diverse, and flourishing business community.
- E. Belton is a fully connected community with active and engaged citizens.
- F. Belton has dynamic recreational opportunities and natural beauty.

9



BREAK

10



## Scorecard Update

11



### Administration Scorecard

#### Goals 2020

- Comprehensive Strategic Plan Update
- Reassess and Determine Growth Strategy
- Coordinate Projects with TxDOT

#### Goals 2021 – 2024

- Evaluate Future Water Rights
- Implement Improvements to 6<sup>th</sup> Avenue

12

## Public Works Scorecard



### Goals 2020

- Infrastructure Needs
- Downtown Redevelopment Plan
- Hike and Bike Trail

### Goals 2021 – 2024

- Infrastructure and Equipment Needs
- Enhancements to Park System

13

## Fire Department Scorecard



### Goals 2020

- Address Strategic Needs

### Goals 2021 – 2024

- Analyze Facility Needs
- Update Strategic Plan

14

## Planning and Development Scorecard



### Goals 2020

- Downtown Redevelopment Plan
- Coordination with TxDOT

### Goals 2021 – 2024

- Update Comprehensive Plan
- Establish Façade Grants
- Develop I35 and I14 Corridors

15

## Finance Scorecard



### Goals 2020

- Implement Balanced Tax / Fee Schedules
- Evaluate Employee Compensation Plan

### Goals 2021 – 2024

- Infrastructure / Equipment Needs

16

## City Clerk Scorecard



### Goals 2020

- Implement Balanced Tax / Fee Schedules
- Conduct Board Training

### Goals 2021 – 2024

- Charter Review

17

## Tourism / Retail Scorecard



### Goals 2020

- Update Retail and Tourism Strategies

### Goals 2021 – 2024

- Implement Retail and Tourism Strategies

18

## BEDC Scorecard



### Goals 2020

- Complete IH 35 and IH 14 Infrastructure
- Project Coordination with the City

### Goals 2021 – 2024

- Continue Development of BEDC Properties
- Continue Downtown Infrastructure Improvements

19

## Human Resources Scorecard



### Goals 2020

- Evaluate Employee Compensation Plan
- Evaluate TMRS Contribution Rate

### Goals 2021 – 2024

- Annual Evaluation of Compensation Plan

20



## Police Department Scorecard



### Goals 2020

- Enhance Customer Service
- Address Strategic Needs

### Goals 2021 – 2024

- Analyze Facility Needs
- Expand Trail Camera Project

21

## Parks and Recreation Scorecard



### Goals 2020

- Continue Park Enhancements
- Complete Hike and Bike Extensions

### Goals 2021 – 2024

- Continue Master Plan Implementation
- Update Parks Master Plan

22

## Library Scorecard



### Goals 2020

- Plan Library Enhancements

### Goals 2021 – 2024

- Continue Progress on Strategic Plan

23

## Public Information and Technology Scorecard



### Goals 2020

- Assist City Clerk with Board Training

### Goals 2021 – 2024

- Enhance Communication Efforts
- Increase Lower Level Technology Assistance

24



# Discussion of Major Issues

25



## Discussion of Issues

### Philosophy of Development

- Maintaining Current Infrastructure
- Expanding for Growth

26

## Discussion of Issues



### Customer Service and Citizen Engagement

- Building Standards and Code Enforcement
- Development Costs
- Communication

27

## Discussion of Issues



### Governance

- Charter
- Staff Compensation

28

## Discussion of Issues



### Funding

- Property Tax
- TIRZ
- Sales Tax
- BEDC
- Grants

29



BREAK

30



## Framework of Council Direction

31



## Final Comments

32

**Belton Strategic Plan Update**  
**February 27, 2020**  
**City Manager Comments**

1. Welcome (w/Mayor) → Goal for day; introduction of Eric Haugeberg
2. Historical Perspective and Successes
3. Achievements in 2020
4. Issues ahead from Council and Department Head interviews (to be heard throughout day):
  - a. Strategic Plan Update critical to maintaining balance in what we do and how.
  - b. Funding balance → how to meet needs – who pays?
  - c. Staffing balance → what is right mix (full time, part time, contract) to meet needs?
  - d. Growth balance → determine growth strategy – maintenance/infill vs. new growth.
  - e. CIP, a prospective schedule of projects/priorities, is needed to assess, maximize efficiencies.
  - f. Continue strong collaboration with BEDC and TxDOT.
  - g. Streamline codes and communication.
5. Governance Update (5 bills of importance):
  - a. HB 2840 – Open Government
  - b. HB 3167 – Accountability for Plat Approval
  - c. HB 347 – Eliminates involuntary annexation by a city
  - d. HB 2439 – Eliminates the authority for a city to establish minimum standards for building materials
  - e. SB 2 – Property Tax Rate Limitation

# **City of Belton, Texas**

## **Strategic Plan Definitions and Process**

### **FY 2020-2024**

#### **Vision Statement**

Belton is the Community of Choice in Central Texas, providing an Exceptional Quality of Life.

#### **Mission Statement**

Enhance Belton's quality of life through visionary leadership that preserves its character while planning for its future.

#### **Six Goal Categories**

1. Governance
2. Public Safety
3. Quality of Life
4. Economic Development
5. Connectivity
6. Parks/Natural Beauty

#### **Six Outcome Statements**

- A. Belton's governance is fair, transparent, and fiscally responsible.
- B. Belton is safe and family friendly.
- C. Belton has an outstanding quality of life for its citizens.
- D. Belton has a vibrant, diverse, and flourishing business community.
- E. Belton is a fully connected community with active and engaged citizens.
- F. Belton has dynamic recreational opportunities and natural beauty.





**Strategic Plan Update  
Department Scorecard Presentation  
February 27, 2020**

|   | <b>Time</b>   | <b>Minutes</b> | <b>Dept. Head</b> | <b>Department/Divisions</b>   |
|---|---------------|----------------|-------------------|---|
| 1 | 10:00 - 10:20 | 20             | Angellia Points   | Public Works<br>(Streets, Drainage, Water/Wastewater,<br>Solid Waste, City Buildings, Shop) |
| 2 | 10:20 - 10:30 | 10             | Wes Gilbreath     | Fire  |
| 3 | 10:30 - 10:45 | 15             | Cheryl Maxwell    | Planning & Development Services   |
| 4 | 10:45 - 11:05 | 20             | Mike Rodgers      | Finance   |
| 5 | 11:05 - 11:15 | 10             | Amy Casey         | City Clerk  |
| 6 | 11:15 - 11:25 | 10             | Judy Garrett      | Tourism/Retail Coordinator  |
| 7 | 11:25 - 11:35 | 10             | Cynthia Hernandez | BEDC  |
| 8 | 11:35 - 11:45 | 10             | Charlotte Walker  | Human Resources   |
| 9 | 11:45 - 12:05 | 20             | Gene Ellis        | Police, Parks, Library, PIO, IT   |



# Strategic Plan Update

| Department Scorecard<br>Administration Department  |          |          |         |
|--|----------|----------|---------|
| Goals in FY 2020   | Achieved | Underway | Pending |
| Conduct Comprehensive Strategic Plan Update (2020)   |          | ✓        |         |
| Reassess and Determine Growth Strategy   |          | ✓        |         |
| Address TIRZ Boundary Strategic Objectives   |          |          | ✓       |
| Coordinate City/BEDC efforts to Maximize Project Success   |          | ✓        |         |
| Coordinate Projects with TxDOT:  |          |          |         |
| • Loop 121 Construction  |          | ✓        |         |
| • FM 93 Design/ROW   |          |          | ✓       |
| • Repair/Replacement of Central Avenue Bridge in Yettie Polk Park                                |          | ✓        |         |
| • IH 14 Alignment Through/East of Belton   |          |          | ✓       |
| • Continue Planning for Lake to Lake Rd.   |          | ✓        |         |
|  |          |          |         |
|  |          |          |         |
| Key Goals FY 2021-2024   | High     | Medium   | Low     |
| Evaluate Belton's Long-Term Future Water Rights for Sufficiency (2021)                           |          | ✓        |         |
| Establish Façade Grants for 6 <sup>th</sup> Avenue Properties (2021) + N/S Main Street           | ✓        |          |         |
| Implement Improvements to 6 <sup>th</sup> Avenue (2022)  |          | ✓        |         |
| Conduct Charter Review (required in 2025) if needed (2023)                                       |          |          | ✓       |
| Reassess Growth Strategy (2024)  |          |          | ✓       |
|  |          |          |         |
|  |          |          |         |
|  |          |          |         |
|  |          |          |         |
|  |          |          |         |
| Issues City Council Needs to Know to Update Plan   |          |          |         |
| Continue emphasis on updated Strategic Plan for community framework and balance.                 |          |          |         |
| Provide standing meetings for Manager and Councilmembers to enhance communication.               |          |          |         |
| Streamline codes to facilitate development review process, but must reach consensus on elements. |          |          |         |
| Funding local government – who pays? Consensus needed on funding mix.                            |          |          |         |
| Prioritize staffing needs and address.   |          |          |         |
| Shift to priority on maintenance and infill as we complete big utility projects.                 |          |          |         |
| Create CIP for big projects over time – streets primarily.                                       |          |          |         |
| Keep small town feel, mature as a community with grace, be the best we can be.                   |          |          |         |
|  |          |          |         |
|  |          |          |         |



# Strategic Plan Update

| <b>Department Scorecard<br/>Public Works Department</b>   |                 |                 |                |
|---|-----------------|-----------------|----------------|
| <b>Goals in FY 2020</b>   | <b>Achieved</b> | <b>Underway</b> | <b>Pending</b> |
| Address Infrastructure/Capital Equipment Needs: Street Maintenance, Water/Sewer, Storm Drainage, Capital Equipment Replacement  |                 | X               |                |
| Implement Downtown Redevelopment Plan, including 6 <sup>th</sup> Ave Gateway Corridor   |                 | X               |                |
| Complete IH 35 and IH 14 Sewer/Water Infrastructure IH  |                 | X               |                |
| Coordinate Projects with TxDOT: (Effort Coordinated with City Manager and Director of Planning.)  |                 | X               |                |
| Begin IH 35 Hike/Bike Trail from Park & Ride to FM436 (Coordinated with Parks.)   |                 | X               |                |
| Continue Enhancements to Park System including Heritage Park & Standpipe Park (Coordinated with Parks.)   | X               |                 |                |
| <b>Key Goals FY 2021-2024</b>   | <b>High</b>     | <b>Medium</b>   | <b>Low</b>     |
| Address Infrastructure/Capital Equipment Needs: Street Maintenance, Water/Sewer, Storm Drain, Capital Equipment Replacement   | X               |                 |                |
| Coordinate Projects with TxDOT: (Effort Coordinated with City Manager and Director of Planning.)  |                 | X               |                |
| Complete IH35 Hike/Bike from Park-n-Ride to FM436   | X               |                 |                |
| Continue Enhancements to Park System at Heritage Park and Standpipe Park (Coordinated with Parks.)  |                 | X               |                |
| <b>Issues City Council Needs to Know to Update Plan</b>   |                 |                 |                |
| <p>We do a lot of good things that need to be sustained (PW and all City Staff). We have good policies and ordinances that protect and sustain Belton's infrastructure. We need to sustain what we have and what we do well. We need to keep this in mind as we add more goals and new projects/initiatives to our current workload and staff.</p>  |                 |                 |                |
| <p>We need to focus on our existing infrastructure that is supported by our existing rate payers (taxes and utility rates). We have quite a bit of existing infrastructure that needs replacement, reconstruction, etc. Funding is limited and unplanned for projects related to existing infrastructure. We often focus on growth-related projects, but we can't forget about our existing customers and infrastructure.</p> |                 |                 |                |



We spend a lot of funds on new sidewalks and trails. The same funds that are used to fund these items are the same funds that could be used to fund street reconstruction and street maintenance. If street maintenance is a priority, it needs to be a budgeted item in each fiscal year's budget. We also need to identify and dedicate funds for *existing* streets that are beyond repair (E 13<sup>th</sup> Ave, College, S Pearl, etc.)

We need to redo our water and wastewater master plans. To do so, we need to update our inventory (GIS) of our existing systems.

We need to plan for capital improvement projects (existing infrastructure) with a balanced approach to growth related projects. The new master plans and GIS work will help with this. This will also help in projecting utility rates and debt issuance.

There is a lot more we can do in-house, if we have staff to do so. Performing more work in house will save money in consultant fees and reactive measures. I'd like to see Public Works do our own water and sewer modeling, do more in-house engineering, be more proactive in maintaining our existing infrastructure (i.e., valve exercise program, hydrant painting, manhole replacements, replacing aging infrastructure, etc.), perform simple surveying tasks, etc.





# Strategic Plan Update

## Department Scorecard Planning & Development Department

| Goals in FY 2020  | Achieved | Underway | Pending |
|---|----------|----------|---------|
| Implement Downtown Redevelopment Plan, including 6 <sup>th</sup> Ave Gateway Corridor (Effort Coordinated with PW Dept.)  |          | X        |         |
| Coordinate Projects with TxDOT: (Effort Coordinated with City Manager and Director of PW)   |          | X        |         |
|   |          |          |         |
|   |          |          |         |
|   |          |          |         |
| Key Goals FY 2021-2024  | High     | Medium   | Low     |
| Update Comprehensive Plan at 5 Year Anniversary   | X        |          |         |
| Establish Façade Grants for 6 <sup>th</sup> Ave Properties, N/S Main  |          | X        |         |
| Develop IH 35, IH 14 Corridors  |          | X        |         |
| Coordinate Projects with TxDOT: (Effort Coordinated with City Manager and Director of PW)   |          | X        |         |
|   |          |          |         |
|   |          |          |         |
|   |          |          |         |
| Issues City Council Needs to Know to Update Plan  |          |          |         |
| Belton is experiencing a lot of growth. Staff seeks direction on policies related to quality of life, such as sidewalks, pedestrian/bike connectivity, open/green space, tree preservation, parks.              |          |          |         |
| Sidewalk policy currently under review. Staff seeks direction on need and funding.  |          |          |         |
| Need to evaluate perimeter street improvements and other policies related to the impact of new developments—are current policies fair and equitable? Are impact fees an option? Consider alternatives.          |          |          |         |
| 6 <sup>th</sup> Avenue is not currently eligible for façade improvement grants because it is outside of the Downtown Development District. Consider extension of District boundary, to include N/S Main Street. |          |          |         |
| Additional planning staff would enhance customer service and enable proactive efforts. Most immediate needs: Additional full-time clerk/receptionist position and second GIS person.                            |          |          |         |
| Comprehensive Plan & Thoroughfare Plan need to be updated; Design Standards review is underway; Zoning Ordinance and Subdivision Ordinance need to be revised based on state law changes.                       |          |          |         |
|   |          |          |         |
|   |          |          |         |
|   |          |          |         |
|   |          |          |         |





# Strategic Plan Update

## Department Scorecard Finance Department

| Goals in FY 2020  | Achieved | Underway | Pending |
|---|----------|----------|---------|
| 1c) Implement Balanced Tax/Fee Schedule   |          | X        |         |
| 1e) Evaluate Employee Compensation Plan   |          |          | X       |
| 3a) Address Infrastructure/Capital Equipment Needs: Street Maintenance, Water/Sewer, Storm Drainage, Capital Equipment Replacement  |          | X        |         |
|   |          |          |         |
|   |          |          |         |
| Key Goals FY 2021-2024  | High     | Medium   | Low     |
| Implement Balanced Tax/Fee Schedule   | X        |          |         |
| Evaluate Employee Compensation Plan   | X        |          |         |
| Address Infrastructure/Capital Equipment Needs: Street Maintenance, Water/Sewer, Storm Drainage, Capital Equipment Replacement  | X        |          |         |
|   |          |          |         |
|   |          |          |         |
| Issues City Council Needs to Know to Update Plan  |          |          |         |
| As it considers the Strategic Plan Update, City Council should be aware of the revenue constraints facing the City of Belton. Over 30% of property values are exempt from taxes. Another 15% of value is dedicated for capital projects within the TIRZ boundaries. A total of 33% of sales tax revenue is allocated to BEDC. Now the Texas Legislature has handcuffed us with revenue caps from Senate Bill 2. These restrictions will leave little room to fund general fund operations such as public safety, public works, and streets and parks maintenance. Pay-as-you-go funding for capital items will be limited or eliminated altogether. Maintaining a level tax rate will be extremely challenging. |          |          |         |
| Goals in the Strategic Plan should be prioritized on both need and funding availability. If a project can only be completed with outside funding, such as grants, the priority of that project may be lower than those that could be done with resources on hand. Money spent in advance of outside funding may need to be restricted.  |          |          |         |
| Growth is good for the City of Belton, but many needs exist for current taxpayers and utility customers. A Capital Improvements Program should be created to address infrastructure replacement and additions that are critical to the community. Funding sources should be identified. The issuance of debt for major projects may be considered. The implementation of impact fees could also be contemplated.  |          |          |         |
| Many departments have identified the need for staffing. As mentioned above, constraints on revenue will make that difficult to address.   |          |          |         |
| The fact that the City of Belton even has a documented Strategic Plan places it far ahead of many other cities. The plan identifies issues facing the community and provides policy guidance for staff. Goals that are included in the Strategic Plan should be incorporated into the annual goals of individual departments. Progress towards accomplishment should be monitored.  |          |          |         |



# Strategic Plan Update

| Department Scorecard<br>City Clerk Department                                    |                              |  |                       |
|--|------------------------------|--|-----------------------|
| Goals in FY 2020   | Achieved                     | Underway                                   | Pending               |
| Conduct Charter Review   |                              |  | Review after election |
| Conduct Board Training and Coordination and Engage Board with Proactive Feedback |                              | Presentation Materials are Being Developed |                       |
| Implement Balanced Tax/Fee Schedules   | FY '20 Fee Schedule Complete |  |                       |
|  |                              |  |                       |
|  |                              |  |                       |
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|  |                              |  |                       |
|  |                              |  |                       |
|  |                              |  |                       |
| Key Goals FY 2021-2024   | High                         | Medium                                     | Low                   |
| Implement Balanced Tax/Fee Schedules   | X                            |  |                       |
| Conduct Board Training and Coordination and Engage Board with Proactive Feedback |                              | X  |                       |
|  |                              |  |                       |
|  |                              |  |                       |
|  |                              |  |                       |
|  |                              |  |                       |
|  |                              |  |                       |
|  |                              |  |                       |
| Issues City Council Needs to Know to Update Plan                                 |                              |  |                       |
| Charter Review required in 2025  |                              |  |                       |
|  |                              |  |                       |
|  |                              |  |                       |
|  |                              |  |                       |
|  |                              |  |                       |
|  |                              |  |                       |







# Strategic Plan Update

| Department Scorecard<br>BEDC Department                       |          |          |         |
|---|----------|----------|---------|
| Goals in FY 2020  | Achieved | Underway | Pending |
| Complete IH 35 and IH 14 Sewer/Water Infrastructure           |          | X        |         |
| Coordinate City/BEDC efforts to Maximize Project Success      |          | X        |         |
|   |          |          |         |
|   |          |          |         |
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|   |          |          |         |
|   |          |          |         |
|   |          |          |         |
|   |          |          |         |
| Key Goals FY 2021-2024  | High     | Medium   | Low     |
| Keep downtown Belton Vital                                    |          | X        |         |
| Coordinate City/BEDC efforts to Maximize Project Success      | X        |          |         |
| Develop IH 35, IH 14 Corridors                                | X        |          |         |
| Continue Development of BEDC Properties                       | X        |          |         |
| Enhance IH 35 and IH 14 Corridor Development                  | X        |          |         |
| Continue downtown infrastructure improvements                 |          |          | X       |
|   |          |          |         |
|   |          |          |         |
|   |          |          |         |
|   |          |          |         |
|   |          |          |         |
|   |          |          |         |
| Issues City Council Needs to Know to Update Plan              |          |          |         |
| BEDC continues to evaluate the following:                     |          |          |         |
| • Infrastructure enhancements along IH-14                     |          |          |         |
| • Availability of land for LI/HI development                  |          |          |         |
| • Possible partnership with TC or UMHB to enhance labor force |          |          |         |
| • Construction of speculative building                        |          |          |         |
| • Downtown redevelopment                                      |          |          |         |
| • Acquisition of blighted properties                          |          |          |         |
| • Code enforcement City & County                              |          |          |         |
|   |          |          |         |

[illegible]

Additional Staffing needs by Department Heads have been requested annually during budget meetings and for the most part we have been unable to fill these requests.





# Strategic Plan Update

## Department Scorecard Police, Parks, IT, PIO, and Library Departments

| Goal   | Achieved | Underway | Pending |
|--|----------|----------|---------|
| Enhance Belton's Customer Service  |          | X        |         |
| Address Strategic Needs of Police Department-Staffing  |          |          | X       |
| Plan Library Enhancements  |          | X        |         |
| Continue Park enhancements for Heritage and Standpipe  |          | X        |         |
| Complete I-35 Hike/Bike Trail Extension with PW  |          | X        |         |
| PIO assist City Clerk with Board Training  |          |          | X       |
| ADD-Trail Camera Project for Park Safety   |          | X        |         |
|  |          |          |         |
|  |          |          |         |
|  |          |          |         |
| Key Goals 2021-2024  | High     | Medium   | Low     |
| Analyze PD Facility Needs and Municipal Court  |          |          | X       |
| ADD-Expand trail camera project for Park safety and add 911 call boxes   |          | X        |         |
| Continue Park System Enhancements-Master Plan Implementation   | X        |          |         |
| Update Police Department Strategic Plan  | X        |          |         |
| Enhance Nolan Creek Recreational Improvements  |          | X        |         |
| ADD – Continue implementing goals of Library Strategic Plan  |          | X        |         |
| Update Parks Master Plan   |          | X        |         |
|  |          |          |         |
| Issues City Council Needs to Know to Update Plan   |          |          |         |
| *We have a very lean City staff. Many departments have pressing needs to add staff in order to keep up with demands. For example, the PD needs additional officers, a detective, and one additional PT records clerk at this time. IT is in need of an additional person to handle lower level technical issues. Additionally, we must do everything we can to retain the talented staff we have. This includes remaining focused on our strategic goal of being competitive with salaries and benefits. |          |          |         |
| *Park equipment and amenities aging and funding will be needed to replace, repair, or add new  |          |          |         |
| *Continue increasing funds for contract mowing to cover more area and reduce demands on lean Parks staff   |          |          |         |
| *Recreation and events continue to grow. Planning to identify future growth with staffing and resources needed.  |          |          |         |
|  |          |          |         |



# City of Belton Strategic Plan Retreat **FUNDING**

February 27, 2020

1



## Effect of Senate Bill 2

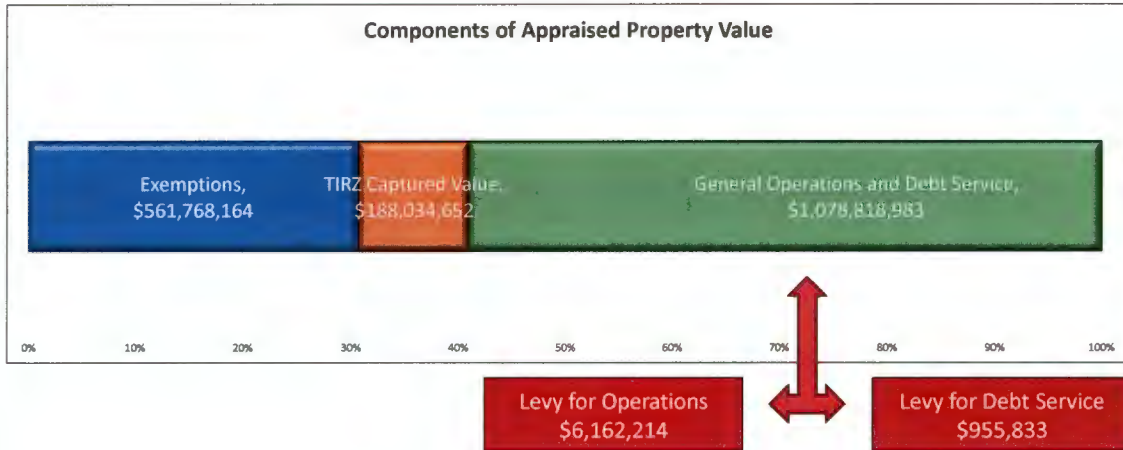
|                                 | Prior to SB2<br>8% Rollback | After SB2<br>(Cities Over 30k) | After SB2<br>(Cities Under 30k) |
|---------------------------------|-----------------------------|--------------------------------|---------------------------------|
| <b>Total Taxable Value</b>      | \$1,078,818,983             | \$1,078,818,983                | \$1,078,818,983                 |
| <b>Effective Tax Rate</b>       | \$0.6178                    | \$0.6178                       | \$0.6178                        |
| <b>Maximum Tax Rate</b>         | \$0.6599                    | \$0.6361                       | \$0.6640                        |
| <b>Adopted Tax Rate</b>         | \$0.6598                    | \$0.6598                       | \$0.6598                        |
| <b>Tax Levy at Maximum Rate</b> | \$7,119,126                 | \$6,862,367                    | \$7,163,358                     |
| <b>Tax Levy at Adopted Rate</b> | \$7,118,047                 | \$7,118,047                    | \$7,118,047                     |
| <b>Difference from Max Rate</b> | \$1,079                     | (\$255,680)                    | \$45,311                        |
| <b>Election at Adopted Rate</b> | Not Required                | Mandatory                      | Not Required                    |

< Cap

2



## Other Property Tax Constraints



3

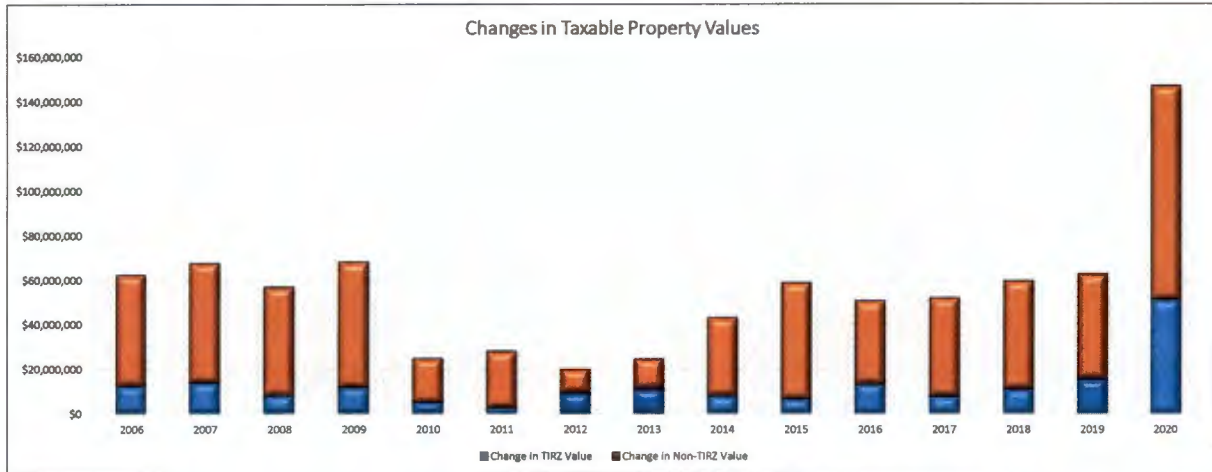


## As Property Values within the TIRZ Continue to Grow...



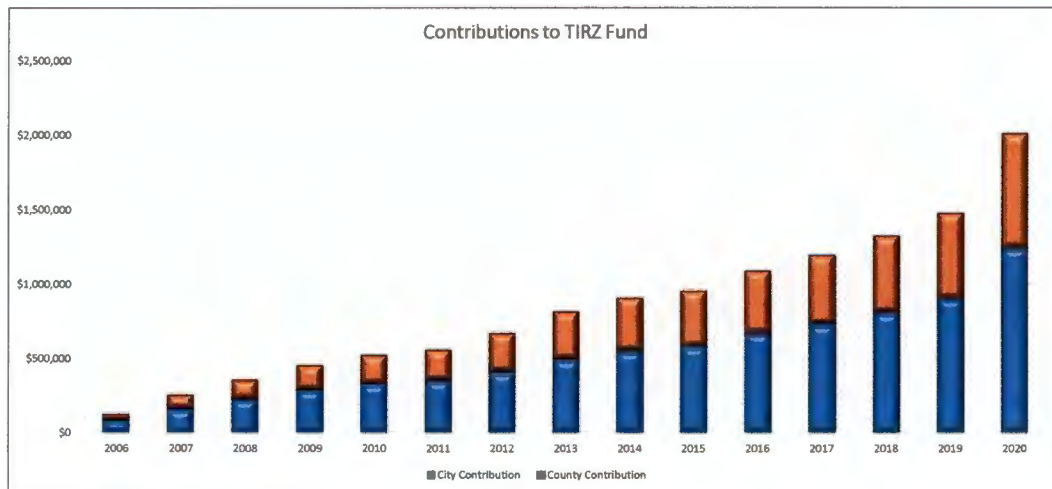
4

## ...and TIRZ Values Make Up a Large Portion of Overall Growth in the City...



5

## ...Funding for Capital Projects Has Increased

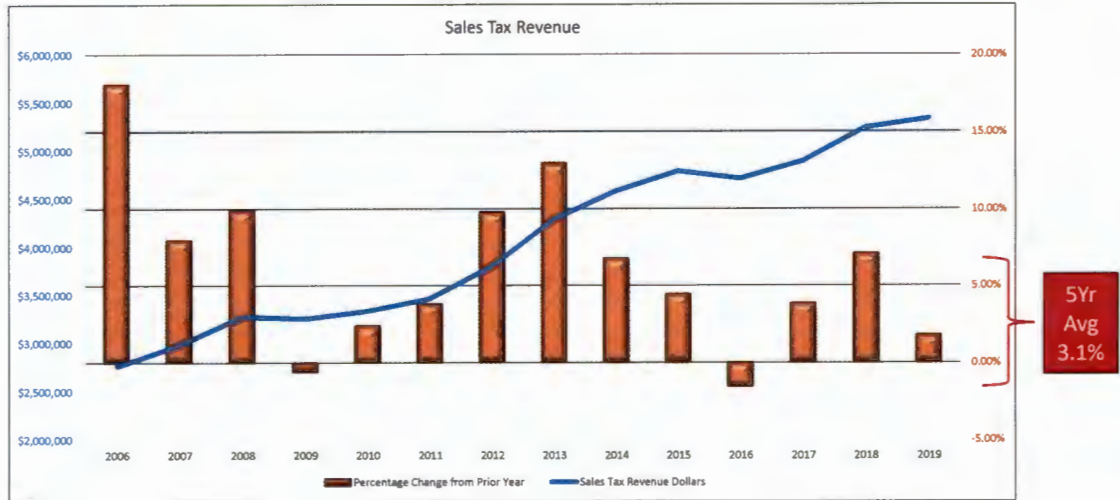


6





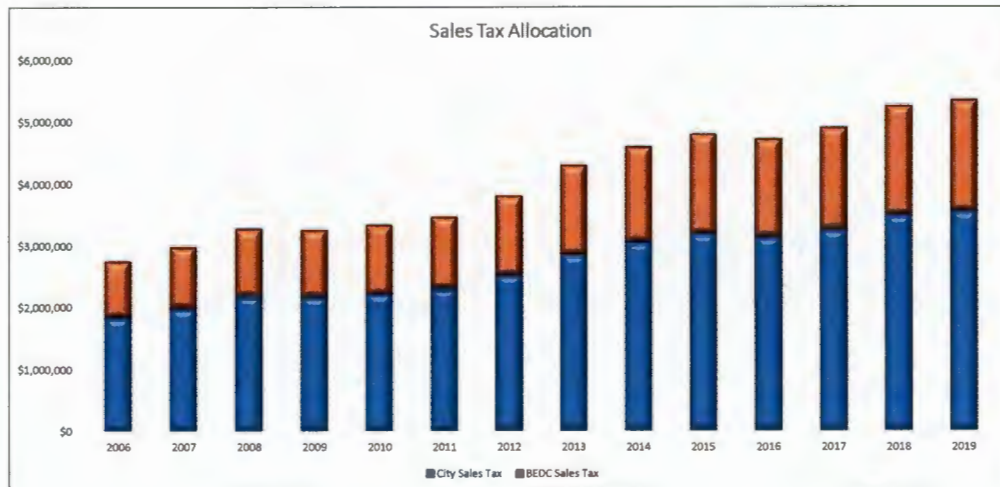
## Recent Sales Tax Growth has Slowed



7



## Shared Sales Tax Revenue

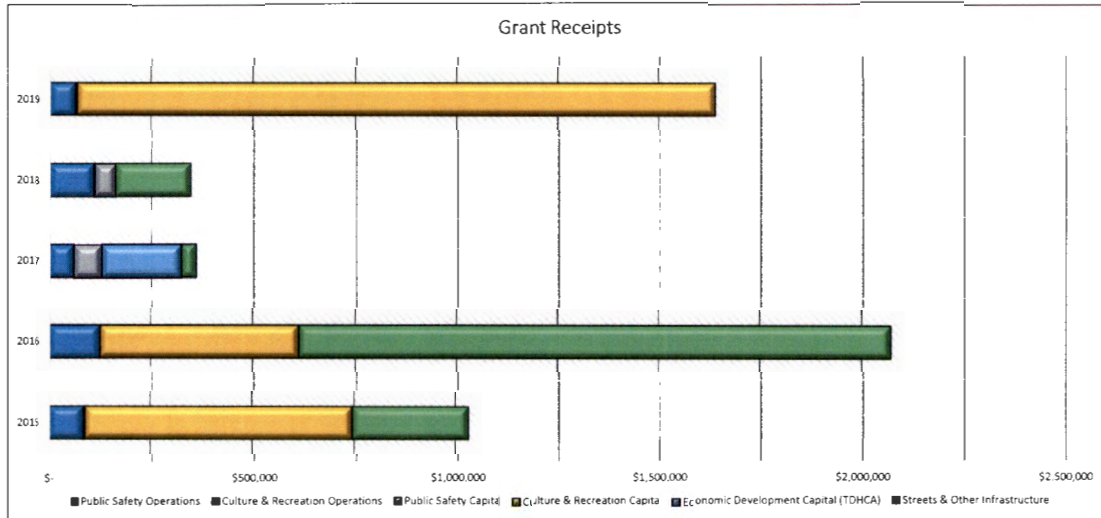


8





## Grants Support Operations and Capital



9



# Questions?

10



# **City of Belton Strategic Plan**

**FY 2020 – 2024**

**October 1, 2019**



## **HISTORY OF STRATEGIC PLANNING IN BELTON, TEXAS**

In FY 2000, the City Council began an in-depth strategic, long-range planning project. The objective of this project was to identify long-range problems, challenges and opportunities for the City of Belton, and to develop and pursue appropriate strategies to address these issues. The process began with two retreats attended by Councilmembers, the City Manager, and a professional facilitator. These retreats resulted in the identification of a set of preliminary goals, which were then ranked by Council priority. City staff then conducted its own strategic planning session, aided by the facilitator. Staff's objective was to review the Council's list and offer input into each goal. Staff also identified which personnel would be primarily responsible for the implementation and oversight of each goal.

Next, Council sought input from community leaders by inviting over 100 individuals from all sectors of the community. This session further refined goals and even added some goals which had not been identified from inside the City organization. The attendance and enthusiastic involvement of attendees testify to the community support for this strategic planning process.

The next step was for citizens to provide their input through a series of public meetings on the Strategic Plan. Finally, City staff identified barriers, strategies and tasks necessary to achieve each goal. This entire process ended with the initial adoption of a Strategic Plan for the City of Belton on September 11, 2001.

As a prelude to the annual budget process, a review and update of the Strategic Plan has occurred each year since the initial Strategic Plan adoption in 2001. Periodically, due to Councilmember changes, and as significant tasks identified in the Plan are accomplished, the Council conducts comprehensive updates of the Strategic Plan. With the consistent direction of the City Council, the Plan has been reviewed as part of the annual budget process each year. Additionally, the Council has directed that the Plan should be comprehensively reviewed at least every five years. A comprehensive review occurred during 2010, recognizing important long-term needs, and in conjunction with adoption of the FY 2011 annual budget. Another comprehensive review occurred in 2015, which resulted in a change in the format of the Plan and an updated process, which continues for FY 2020-2024. Another comprehensive update is anticipated in 2020, as the City completes two decades of strategic planning.

The City of Belton has been successful in the delivery of exceptional services to the citizens of Belton, due in large part to visionary leadership and strategic planning. In 2015, a comprehensive review of the City's Strategic Plan was conducted. This process began with a strategic planning retreat in the Spring of 2015 attended by the City Council, City Manager, and Department Heads responsible for each City department. The retreat was led by Mike Conduff, a recognized expert in local government management. Goals, Vision and Mission Statements, and Outcome Statements emerged from Council and staff input during the retreat, and in work sessions that followed in late Spring and Summer. **Governance, Public Safety, Quality of Life, Economic Development, Connectivity, and Parks/Natural Beauty** were the six goal categories identified during the strategic planning retreat. The City Council then confirmed the Vision and Mission Statements, established the six Goal Categories, and determined the six Outcome Statements for the following years. The Plan focused on Belton's Vision of being *the Community of Choice in Central Texas, providing an Exceptional Quality of Life*.

This Strategic Plan for FY 2020-2024 continues this outstanding tradition of planning in Belton by updating the Plan. Steps included a request for Council to establish short term priorities in the summer of 2019. In addition, we reviewed the Three-Year Action Plan for years 2019-2021, dropped year 2019, refined years 2020 and 2021, and added a year 2022 Action Plan. Action Plans for Year 4 – 2023, and Year 5 – 2024, have also been added. The result is a continuously updated Plan, with a viable and relevant Three-Year Action Plan of achievable Goals, recognizing Belton's bright future planning horizon.



# **City of Belton, Texas**

## **Strategic Plan Definitions and Process**

### **FY 2020-2024**

#### **Vision Statement**

Belton is the Community of Choice in Central Texas, providing an Exceptional Quality of Life.

#### **Mission Statement**

Enhance Belton's quality of life through visionary leadership that preserves its character while planning for its future.

#### **Six Goal Categories**

1. Governance
2. Public Safety
3. Quality of Life
4. Economic Development
5. Connectivity
6. Parks/Natural Beauty

#### **Six Outcome Statements**

- A. Belton's governance is fair, transparent, and fiscally responsible.
- B. Belton is safe and family friendly.
- C. Belton has an outstanding quality of life for its citizens.
- D. Belton has a vibrant, diverse, and flourishing business community.
- E. Belton is a fully connected community with active and engaged citizens.
- F. Belton has dynamic recreational opportunities and natural beauty.



# **City of Belton, Texas**

## **Strategic Plan**

### **Recurring Prioritization Process**

#### **FY 2020-2024**

This Plan is a living document that is driven by flexible long-term goals. Three, one-year, Action Plans of near-term goals will be established annually, while recognizing longer term goals are a function of priority and funding. Year 1 Strategic Plan Goals will be prioritized and updated annually, and will provide a detailed Action Plan. Year 2 and 3 Action Plans will be a function of Year 1 outcomes.

Staff has developed goal worksheets for each actionable goal comprising Year 1 of the three-year action plans. The Action Plan worksheets will include:

- Goal Category
- Goal
- Applicable Outcome Statement
- Project Fiscal Year
- Coordinator and Assistance
- Outcome Description
- Performance Indicators
- Challenges and Barriers
- Partner Agencies
- Timelines
- Cost and Funding Sources

The City Council is committed to reviewing long term goals regularly to create an updated list, looking out five years into the future and beyond.

**City of Belton, Texas**  
**Strategic Plan**  
**Recurring Community/Policy Initiatives**  
**FY 2020-2024**

- **Agency Partnership Enhancements**

The City of Belton is committed to working to enhance Agency partnerships to include BISD, Bell County, BEDC, Belton Area Chamber of Commerce, Leadership Belton, Downtown Belton Merchant Association (DBMA), CTCOG, UMHB, TxDOT, Texas Workforce Commission, Central Texas Housing Consortium, Belton Senior Citizens Activity Center, Heart of Texas Defense Alliance, and Bell County Health District, among other vital local and regional agencies.

- **Volunteer Programs/Groups**

Examples of important Volunteer Programs/Groups include The Downtown Belton Business Alliance (DBBA), One Community One Day, Leadership Belton, Citizens Helping in Police Services (CHIPS), the Youth Advisory Commission (YAC), Belton Fire Corps, and National Night Out.

- **RUOK**

Addressing the needs of Senior Care and interaction with vulnerable/aging adults is the mission of RUOK, a program of the Belton Police Department.

- **Citizen Involvement**

The City of Belton encourages an active and informed citizenry to participate in its 16 Volunteer Boards/Commissions, and Specialty Committees for adhoc, short term analysis of topical issues. Council expressed a desire in its 2019 Priority Summary that Citizen Involvement and Citizen Engagement should be enhanced, and we will be working on that in 2020.

| Belton's Multi-Year Implementation Plan |   |   |  |
|---|---|---|--|
| Fiscal Year 2020 Priority 1 Goals       |   |   |  |
| Goal Category                           | Goals   | Estimated Cost  | Funding Source   |
| 1. Governance                           | a) Conduct Comprehensive Strategic Plan Update (2020)   | Staff/TBD   | General Fund Budget  |
|   | b) Reassess and Determine Growth Strategy   | Staff/TBD   | General Fund Budget  |
|   | c) Implement Balanced Tax/Fee Schedules   | Staff   | All  |
|   | d) Address TIRZ Boundary Strategic Objectives   | Consultant/TBD  | TIRZ   |
|   | e) Evaluate Employee Compensation Plan  | Staff   | All  |
|   | f) Conduct Charter Review   | Consultant/TBD  | General Fund Budget  |
|   | g) Conduct Board Training and Coordination and Engage Board with Proactive Feedback   | Staff   | General Fund Budget  |
|   | h) Enhance Belton's Customer Service/Citizen Engagement   | Staff   | General Fund Budget  |
| 2. Public Safety                        | a) Address Strategic Needs for Police Department  | Staff   | General Fund Budget  |
|   | b) Address Strategic Needs for Fire Department, and Analyze Outsourced EMS  | Staff   | General Fund Budget  |
| 3. Quality of Life                      | a) Address Infrastructure/Capital Equipment Needs: <ul style="list-style-type: none"> <li>Street Maintenance</li> <li>Water/Sewer</li> <li>Storm Drainage</li> <li>Capital Equipment Replacement</li> </ul>   | Varies by Project   | General Fund Budget; Water/Sewer; Drainage; Operating and Capital; TIRZ; TxDOT |
|   | b) Plan for Library Enhancements  | \$100,000   | TIRZ   |
| 4. Economic Development                 | a) Implement Downtown Redevelopment Plan, including 6 <sup>th</sup> Avenue Gateway Corridor   | Facades: \$100,000; 6 <sup>th</sup> Ave. Survey/Prelim. Eng.: \$100,000 | TIRZ   |
|   | b) Complete IH 35 and IH 14 Sewer/Water Infrastructure  | Varies by Project   | BEDC   |
|   | c) Coordinate City/BEDC Efforts to Maximize Project Success   | Staff   | BEDC   |
|   | d) Update Retail, Tourism Strategies  | Staff   | Hotel/Motel Fund; TIRZ; BEDC   |
| 5. Connectivity                         | a) Coordinate Projects with TxDOT <ul style="list-style-type: none"> <li>Loop 121 Construction</li> <li>FM 93 Design/ROW</li> <li>Repair/Replacement of Central Avenue Bridge in Yettie Polk Park</li> <li>IH 14 Alignment Through/East of Belton</li> <li>Continue Planning for Lake to Lake Road</li> </ul> | Varies by Project   | General Fund Budget; Water/Sewer; Drainage; Operating and Capital; TIRZ; TxDOT |
|   | b) Begin IH 35 Hike/Bike Trail from Park & Ride to FM 436   | \$74,000  | TIRZ   |
| 6. Parks/Natural Beauty                 | a) Continue Enhancements to Park System including Heritage Park and Standpipe Park  | Heritage: \$1,100,000 Standpipe: \$240,000                              | TIRZ; Hotel/Motel; Grants  |
| Fiscal Year 2021 Priority 1 Goals       |   |   |  |
| Goal Category                           | Goals   | Estimated Cost  | Funding Source   |
| 1. Governance                           | a) Update Comprehensive Plan and Parks Master Plan at 5 Year Anniversary  | Staff/TBD   | General Fund Budget  |
|   | b) Implement TIRZ and Parks Master Plan Boundary Strategic Objectives   | Consultant/TBD  | TIRZ; General Fund Budget  |
|   | c) Implement Balanced Tax/Fee Schedule  | Staff   | All  |
|   | d) Evaluate Employee Compensation Plan  | Staff   | All  |
|   | e) Evaluate Belton's Long-Term Future Water Rights for Sufficiency  | Staff/TBD   | Water/Sewer Budget   |
|   | f) Conduct Board Training and Coordination and Engage Board with Proactive Feedback   | Staff   | General Fund Budget  |
|   | g) Conduct Charter Review   | Staff   | General Fund Budget  |
| 2. Public Safety                        | a) Analyze PD Facility Needs and Municipal Court  | Staff   | General Fund Budget  |
|   | b) Analyze Fire Department Facility Needs   | Staff   | General Fund Budget  |
| 3. Quality of Life                      | a) Address Infrastructure/Capital Equipment Needs: <ul style="list-style-type: none"> <li>Street Maintenance</li> <li>Water/Sewer</li> <li>Storm Drainage</li> <li>Capital Equipment Replacement</li> </ul>   | Varies by Project   | General Fund Budget; Water/Sewer; Drainage; Operating and Capital; TIRZ; TxDOT |
|   | b) Plan for Library Enhancements  | \$100,000   | TIRZ   |
| 4. Economic Development                 | a) Keep Downtown Belton Vital   | Staff   | TIRZ; General Fund Budget  |
|   | b) Establish Façade Grants for 6 <sup>th</sup> Avenue Properties  | TBD   | TIRZ   |
|   | c) Coordinate City/BEDC Efforts to Maximize Project Success   | Staff   | BEDC; General Fund; TIRZ   |
|   | d) Develop IH 35, IH 14 Corridors   | TBD   | BEDC; General Fund; TIRZ   |
|   | e) Implement Retail and Tourism Strategies  | TBD   | Hotel/Motel Budget   |
| 5. Connectivity                         | a) Coordinate Projects with TxDOT <ul style="list-style-type: none"> <li>Loop 121 Construction</li> <li>FM 93 Design/ROW</li> <li>Repair/Replacement of Central Avenue Bridge in Yettie Polk Park</li> <li>IH 14 Alignment Through/East of Belton</li> <li>Continue Planning for Lake to Lake Road</li> </ul> | Varies by Project   | General Fund Budget; Water/Sewer; Drainage; Operating and Capital; TIRZ; TxDOT |
|   | b) Complete IH 35 Hike/Bike Trail from Park-N-Ride to FM 436  | TBD   | TIRZ   |
| 6. Parks/Natural Beauty                 | a) Continue Enhancements to Park System at Heritage Park and Standpipe Park   | TBD   | TIRZ; Grants   |
| Fiscal Year 2022 Priority 1 Goals       |   |   |  |
| Goal Category                           | Goals   | Estimated Cost  | Funding Source   |
| 1. Governance                           | a) Implement Comprehensive Strategic Plan Update  | Staff   | All  |
|   | b) Finalize TIRZ Boundary Strategic Objectives (Exp. in 2024)   | TBD   | TIRZ   |
|   | c) Implement Balanced Tax/Fee Schedule  | Staff   | All  |
|   | d) Evaluate Employee Compensation Plan  | Staff   | All  |
|   | e) Conduct Board Training and Coordination and Engage Board with Proactive Feedback   | Staff   | General Fund Budget  |
| 2. Public Safety                        | a) Update Police Department Strategic Plan  | Staff   | General Fund Budget  |
|   | b) Update Fire Department Strategic Plan  | Staff   | General Fund Budget  |
|   | c) Address City Court Facility Needs  | Staff   | General Fund Budget  |
| 3. Quality of Life                      | a) Address Infrastructure/Capital Equipment Needs: <ul style="list-style-type: none"> <li>Street Maintenance</li> <li>Water/Sewer</li> <li>Storm Drainage</li> <li>Capital Equipment Replacement</li> </ul>   | Varies by Project   | General Fund Budget; Water/Sewer; Drainage; Operating and Capital; TIRZ; TxDOT |
|   | b) Investigate Aesthetic Corridor Enhancements along So. Main St.   | Staff   | TIRZ   |
| 4. Economic Development                 | a) Continue Downtown Infrastructure Investments   | Staff   | TIRZ; Water/Sewer; Hotel/Motel   |
|   | b) Implement Improvements to 6 <sup>th</sup> Avenue   | TBD   | TIRZ; Water/Sewer; TxDOT   |
|   | c) Coordinate City/BEDC Efforts to Maximize Project Success   | Staff   | BEDC; General Fund; TIRZ   |
|   | d) Continue Development of IH 35, IH 14 Corridors   | TBD   | City/BEDC  |
|   | e) Implement Retail and Tourism Strategies  | TBD   | Hotel/Motel Budget   |
| 5. Connectivity                         | a) Coordinate Projects with TxDOT <ul style="list-style-type: none"> <li>Loop 121 Construction</li> <li>FM 93 Design/ROW</li> <li>Repair/Replacement of Central Avenue Bridge in Yettie Polk Park</li> <li>IH 14 Alignment Through/East of Belton</li> <li>Continue Planning for Lake to Lake Road</li> </ul> | Varies by Project   | General Fund Budget; Water/Sewer; Drainage; Operating and Capital; TIRZ; TxDOT |
|   | b) Complete IH 35 Hike/Bike Trail from Park-N-Ride to FM 436  | TBD   | TIRZ   |
| 6. Parks/Natural Beauty                 | a) Continue Implementation of Parks Master Plan   | TBD   | General Fund Budget; Grants  |



## Priority 1 Goal Scorecard: FY 2019

Below is a summary of a total twenty (20) FY '19 Priority 1 Goals, Funding, and Assigned Coordinators for goal achievement in FY '19. Goal status is reflected in the last column. All Goals completed in FY '19 will be dropped from the FY '20 Goal list, unless it represents a Multi-Year Goal, with other existing Goals refined, new Goals added, and some Goals may be deferred.

| Goal Category          | Strategic Plan Goal  | Funding                 | Coordinator                   | Status |
|------------------------|--|-------------------------|-------------------------------|--------|
| 1 Governance           | a Implement Balanced Tax/Fee Schedules   | Staff Resources         | Dir. of Finance               | 2      |
|                        | b Address TIRZ Boundary and Strategic Funding Objectives   | Staff Resources         | City Manager                  | 2      |
|                        | c Implement Comprehensive Plan Elements and Initiate Sunset Review of Design Standards, Requirements                       | Staff Resources         | Director of Planning          | 2      |
|                        | d Work with State/Federal Legislators on Local Priorities  | Staff Resources         | City Manager                  | 2      |
|                        | e Evaluate Employee Compensation Plan including TMRS retirement benefits – Contribution Rate, Updated Service Credit, COLA | Staff Resources         | Directors of Finance/HR       | 2      |
| 2 Public Safety        | a Identify Strategic Needs of the Police Department  | Staff Resources         | Police Chief                  | 2      |
|                        | b Implement Changes in EMS Service and Identify Strategic Needs of the Fire Dept.  | Staff Resources         | Fire Chief/ City Manager      | 2      |
| 3 Quality of Life      | a Implement Annual Street Maintenance Program  | \$550,000               | Director of Public Works      | 2      |
|                        | b Implement Misc. Infrastructure Enhancements – Water/Sewer/Drainage   | Staff Resources         | Director of Public Works      | 2      |
|                        | c Conduct Library User Survey and Determine Next Steps   | Staff Resources         | ACM/Dir. of Library Svcs.     | 2      |
| 4 Economic Development | a Implement Downtown Redevelopment Plan  | Staff Resources         | Directors of PW/Planning      | 2      |
|                        | b Build South IH 35 Water/Sewer Infra-structure  | CO Bonds; BEDC          | Director of Public Works      | 2      |
|                        | c Coordinate City/ BEDC Efforts to Enhance Economic Development  | Staff Resources         | City Manager/ BEDC Exec. Dir. | 2      |
|                        | d Facilitate Retail, Tourism Strategies  | Staff Resources         | Retail Dev. Coordinator       | 2      |
| 5 Connectivity         | a Construct Hike/Bike Trail from University Drive, north and west, to Sparta   | TxDOT Grant Grant Match | Directors of PW/Planning      | 1      |

|                        |   |  |   |                              |   |
|------------------------|---|--|---|------------------------------|---|
|                        | b | Design S. IH 35 Hike/Bike Trail from Park & Ride, south to FM 436        | TxDOT Grant Grant Match                             | Director of Public Works     | 2 |
|                        | c | Coordinate Repair/Replacement of Central Ave. Bridge in Yettie Polk Park | Grant Match   | City Manager/ Dir. of PW     | 2 |
|                        | d | Continue Planning for Lake to Lake Rd.                                   | City, TxDOT, KTMPO, Bell County, Private Developers | City Manager                 | 2 |
| 6 Parks/Natural Beauty | a | Implement Parks & Recreation Master Plan                                 | Staff Resources                                     | ACM/Director of Parks & Rec. | 2 |
|                        | b | Design/Construct Phased Improvements in Heritage Park                    | \$1,000,000   | ACM/Directors of PW/P&R      | 2 |

**GOAL STATUS:**

- 1) Completed in FY '19
- 2) Underway in FY '19; Multi-Year Goal
- 3) Underway in FY '19, extended to FY '20
- 4) Deferred in FY '19, extended to FY '20
- 5) Deferred in FY '19

## Priority 1 Goals: FY 2020

Below is a summary of a total nineteen (19) FY '20 Priority 1 Goals, Proposed Funding, and Assigned Coordinators for anticipated goal achievement in FY '20. Other near-term Priority Goals are summarized in year 2 (FY '21) and year 3 (FY '22) of the Strategic Plan. Goals for FY '23 & FY '24 are also previewed in Future Year Action Plans.

| Goal Category          | Strategic Plan Goal   | Funding  | Coordinator                              |
|------------------------|---|--|--|
| 1 Governance           | a Conduct Comprehensive Strategic Plan Update (2020)  | Staff Resources/<br>TBD  | City Manager                             |
|                        | b Reassess and Determine Growth Strategy  | Staff Resources/<br>TBD  | City Manager                             |
|                        | c Implement Balanced Tax/Fee Schedules  | Staff Resources/<br>TBD  | Dir. of Finance                          |
|                        | d Address TIRZ Boundary Strategic Objectives  | TIRZ   | City Manager                             |
|                        | e Evaluate Employee Compensation Plan   | Staff Resources/<br>TBD  | Directors of Finance/HR                  |
|                        | f Conduct Charter Review  | Staff Resources/<br>TBD  | City Clerk                               |
|                        | g Conduct Board Training and Coordination and Engage Board with Proactive Feedback  | Staff Resources/<br>TBD  | City Clerk                               |
|                        | h Enhance Belton's Customer Service/Citizen Engagement  | Staff Resources/<br>TBD  | Asst. City Mgr.                          |
| 2 Public Safety        | a Address Strategic Needs for Police Department   | Staff Resources/<br>TBD  | Police Chief                             |
|                        | b Address Strategic Needs for Fire Department, and Analyze Outsourced EMS   | Staff Resources/<br>TBD  | Fire Chief                               |
| 3 Quality of Life      | a Address Infrastructure/Capital Equip. Needs:<br>• Street Maintenance<br>• Water/Sewer<br>• Storm Drainage<br>• Capital Equipment Replacement  | Varies by Project/<br>TBD  | Directors of Finance/PW                  |
|                        | b Plan for Library Enhancements   | \$100,000/TIRZ   | ACM/Dir. of Library Svcs.                |
| 4 Economic Development | a Implement Downtown Redevelopment Plan, including 6 <sup>th</sup> Ave Gateway Corridor   | Facade: \$100,000/TIRZ;<br>6 <sup>th</sup> Ave. Survey/Prelim.<br>Eng.: \$100,000/TIRZ | Directors of PW/Planning                 |
|                        | b Complete IH 35 and IH 14 Sewer/Water Infrastructure   | Varies by Project  | Dir. of PW<br>BEDC Ex. Dir.              |
|                        | c Coordinate City/BEDC efforts to Maximize Project Success  | Staff Resources  | City Manager<br>BEDC Ex. Dir.            |
|                        | d Update Retail, Tourism Strategies   | Staff Resources  | Retail Dev.<br>Coordinator               |
| 5 Connectivity         | a Coordinate Projects with TxDOT:<br>• Loop 121 Construction<br>• FM 93 Design/ROW<br>• Repair/Replacement of Central Avenue Bridge in Yettie Polk Park<br>• IH 14 Alignment Through/East of Belton<br>• Continue Planning for Lake to Lake Rd. | Varies by Project  | City Manager<br>Directors of PW/Planning |
|                        | b Begin IH 35 Hike/Bike Trail from Park & Ride to FM 436  | \$74,000/TIRZ  | Dir. of PW                               |
| 6 Parks/Natural Beauty | a Continue Enhancements to Park System, including Heritage Park & Standpipe Park  | \$1.1M/Heritage<br>\$240,000/Standpipe   | Directors of PW/P&R                      |

# City of Belton, Texas

## Strategic Plan

### FY 2020

#### Year 1: Three Year Action Plan

#### Priority 1 Goals: FY 2020

| Goal Categories                  | Goals   |
|----------------------------------|---|
| <b>1. Governance</b>             | <ul style="list-style-type: none"> <li>a) Conduct Comprehensive Strategic Plan Update (2020)</li> <li>b) Reassess and Determine Growth Strategy</li> <li>c) Implement Balanced Tax/Fee Schedules</li> <li>d) Address TIRZ Boundary Strategic Objectives</li> <li>e) Evaluate Employee Compensation Plan</li> <li>f) Conduct Charter Review</li> <li>g) Conduct Board Training and Coordination and Engage Board with Proactive Feedback</li> <li>h) Enhance Belton's Customer Service/Citizen Engagement</li> </ul> |
| <b>2. Public Safety</b>          | <ul style="list-style-type: none"> <li>a) Address Strategic Needs for Police Department</li> <li>b) Address Strategic Needs for Fire Department, and Analyze Outsourced EMS</li> </ul>  |
| <b>3. Quality of Life</b>        | <ul style="list-style-type: none"> <li>a) Address Infrastructure/Capital Equipment Needs: <ul style="list-style-type: none"> <li>• Street Maintenance</li> <li>• Water/Sewer</li> <li>• Storm Drainage</li> <li>• Capital Equipment Replacement</li> </ul> </li> <li>b) Plan for Library Enhancements</li> </ul>  |
| <b>4. Economic Development</b>   | <ul style="list-style-type: none"> <li>a) Implement Downtown Redevelopment Plan, including 6<sup>th</sup> Avenue Gateway Corridor</li> <li>b) Complete IH 35 and IH 14 Sewer/Water Infrastructure</li> <li>c) Coordinate City/BEDC efforts to Maximize Project Success</li> <li>d) Update Retail, Tourism Strategies</li> </ul>   |
| <b>5. Connectivity</b>           | <ul style="list-style-type: none"> <li>a) Coordinate Projects with TxDOT: <ul style="list-style-type: none"> <li>• Loop 121 Construction</li> <li>• FM 93 Design/ROW</li> <li>• Repair/Replacement of Central Avenue Bridge in Yettie Polk Park</li> <li>• IH 14 Alignment Through/East of Belton</li> <li>• Continue Planning for Lake to Lake Road</li> </ul> </li> <li>b) Begin IH 35 Hike/Bike Trail from Park &amp; Ride to FM 436</li> </ul>  |
| <b>6. Parks / Natural Beauty</b> | <ul style="list-style-type: none"> <li>a) Continue Enhancements to Park System including Heritage Park and Standpipe Park</li> </ul>  |



# City of Belton, Texas Strategic Plan FY 2020

## Year 2: Three Year Action Plan Priority 1 Goals: FY 2021

| Goal Categories                  | Goals  |
|----------------------------------|--|
| <b>1. Governance</b>             | <ul style="list-style-type: none"> <li>a) Update Comprehensive Plan and Parks Master Plan at 5 Year Anniversary</li> <li>b) Implement TIRZ and Parks Master Plan Boundary Strategic Objectives</li> <li>c) Implement Balanced Tax/Fee Schedule</li> <li>d) Evaluate Employee Compensation Plan</li> <li>e) Evaluate Belton's Long-Term Future Water Rights for Sufficiency</li> <li>f) Conduct Board Training and Coordination and Engage Board with Proactive Feedback</li> </ul> |
| <b>2. Public Safety</b>          | <ul style="list-style-type: none"> <li>a) Analyze PD Facility Needs and Municipal Court</li> <li>b) Analyze Fire Department Facility Needs</li> </ul>  |
| <b>3. Quality of Life</b>        | <ul style="list-style-type: none"> <li>a) Address Infrastructure/Capital Equipment Needs: <ul style="list-style-type: none"> <li>• Street Maintenance</li> <li>• Water/Sewer</li> <li>• Storm Drainage</li> <li>• Capital Equipment Replacement</li> </ul> </li> </ul>   |
| <b>4. Economic Development</b>   | <ul style="list-style-type: none"> <li>a) Keep Downtown Belton Vital</li> <li>b) Establish Façade Grants for 6<sup>th</sup> Avenue Properties</li> <li>c) Coordinate City/BEDC Efforts to Maximize Project Success</li> <li>d) Develop IH 35, IH 14 Corridors</li> <li>e) Implement Retail and Tourism Strategies</li> </ul>   |
| <b>5. Connectivity</b>           | <ul style="list-style-type: none"> <li>a) Coordinate Projects with TxDOT <ul style="list-style-type: none"> <li>• Loop 121 Construction</li> <li>• FM 93 Design/ROW</li> <li>• Repair/Replacement of Central Avenue Bridge in Yettie Polk Park</li> <li>• IH 14 Alignment Through/East of Belton</li> <li>• Continue Planning for Lake to Lake Road</li> </ul> </li> <li>b) Complete IH 35 Hike/Bike Trail from Park &amp; Ride to FM 436</li> </ul>                               |
| <b>6. Parks / Natural Beauty</b> | <ul style="list-style-type: none"> <li>a) Continue Enhancements to Park System at Heritage Park and Standpipe Park</li> </ul>  |

# City of Belton, Texas

## Strategic Plan

### FY 2020

## Year 3: Future Action Plan

### Priority 1 Goals: FY 2022

| Goal Categories           | Goals  |
|---------------------------|--|
| 1. Governance             | <ul style="list-style-type: none"> <li>a) Implement Comprehensive Strategic Plan Update</li> <li>b) Finalize TIRZ Boundary Strategic Objectives (Exp. in 2024)</li> <li>c) Implement Balanced Tax/Fee Schedule</li> <li>d) Evaluate Employee Compensation Plan</li> <li>e) Conduct Board Training and Coordination and Engage Board with Proactive Feedback</li> </ul>     |
| 2. Public Safety          | <ul style="list-style-type: none"> <li>a) Update Police Department Strategic Plan</li> <li>b) Update Fire Department Strategic Plan</li> <li>c) Address City Court Facility Needs</li> </ul>   |
| 3. Quality of Life        | <ul style="list-style-type: none"> <li>a) Address Infrastructure/Capital Equipment Needs: <ul style="list-style-type: none"> <li>• Street Maintenance</li> <li>• Water/Sewer</li> <li>• Storm Drainage</li> <li>• Capital Equipment Replacement</li> </ul> </li> <li>b) Investigate Aesthetic Corridor Enhancements along South Main Street</li> </ul>                     |
| 4. Economic Development   | <ul style="list-style-type: none"> <li>a) Continue Downtown Infrastructure Investments</li> <li>b) Implement Improvements to 6<sup>th</sup> Avenue</li> <li>c) Coordinate City/BEDC Efforts to Maximize Project Success</li> <li>d) Continue Development of IH 35, IH 14 Corridors</li> <li>e) Implement Retail and Tourism Strategies</li> </ul>                          |
| 5. Connectivity           | <ul style="list-style-type: none"> <li>a) Coordinate Projects with TxDOT <ul style="list-style-type: none"> <li>• Loop 121 Construction</li> <li>• FM 93 Design/ROW</li> <li>• Repair/Replacement of Central Avenue Bridge in Yettie Polk Park</li> <li>• IH 14 Alignment Through/East of Belton</li> <li>• Continue Planning for Lake to Lake Road</li> </ul> </li> </ul> |
| 6. Parks / Natural Beauty | <ul style="list-style-type: none"> <li>a) Continue Implementation of Parks Master Plan</li> </ul>  |

# City of Belton, Texas Strategic Plan FY 2020

## Year 4: Future Year Action Plan Priority 1 Goals: FY 2023

| Goal Categories                  | Goals   |
|----------------------------------|---|
| <b>1. Governance</b>             | a) Implement Updated Strategic Plan<br>b) Implement Plan for TIRZ Boundary Strategic Objectives (expires in 2024)<br>c) Implement Balanced Tax/Fee Schedule<br>d) Evaluate Employee Compensation Plan<br>e) Conduct Charter Review (required in 2025) if needed   |
| <b>2. Public Safety</b>          | a) Implement updated Police Department Strategic Plan<br>b) Implement updated Fire Department Strategic Plan  |
| <b>3. Quality of Life</b>        | a) Address Infrastructure/Capital Equipment Needs: <ul style="list-style-type: none"> <li>• Street Maintenance</li> <li>• Water/Sewer</li> <li>• Storm Drainage</li> <li>• Capital Equipment Replacement</li> </ul> b) Implement Improvements to South Main Street  |
| <b>4. Economic Development</b>   | a) Continue Downtown Enhancements<br>b) Continue Development of BEDC Properties<br>c) Continue Development of IH 35, IH 14 Corridors  |
| <b>5. Connectivity</b>           | a) Coordinate Projects with TxDOT <ul style="list-style-type: none"> <li>• Loop 121 Construction</li> <li>• FM 93 Design/ROW</li> <li>• Repair/Replacement of Central Avenue Bridge in Yettie Polk Park</li> <li>• IH 14 Alignment Through/East of Belton</li> <li>• Continue Planning for Lake to Lake Road</li> </ul> |
| <b>6. Parks / Natural Beauty</b> | a) Implement Updated Parks Plan<br>b) Enhance Nolan Creek Recreational Improvements   |



# City of Belton, Texas

## Strategic Plan

### FY 2020

#### Year 5: Future Year Action Plan

#### Priority 1 Goals: FY 2024

| Goal Categories                  | Goals   |
|----------------------------------|---|
| <b>1. Governance</b>             | <ul style="list-style-type: none"> <li>a) Conduct Comprehensive Strategic Plan Update (2025)</li> <li>b) Reassess Growth Strategy</li> <li>c) Implement Balanced Tax/Fee Schedule</li> <li>d) Evaluate Employee Compensation Plan</li> <li>e) Implement Plan for TIRZ Boundary Strategic Objectives (expires in 2024)</li> </ul>  |
| <b>2. Public Safety</b>          | <ul style="list-style-type: none"> <li>a) Address Strategic Needs of Police Department</li> <li>b) Address Strategic Needs of Fire Department</li> </ul>  |
| <b>3. Quality of Life</b>        | <ul style="list-style-type: none"> <li>a) Address Infrastructure/Capital Equipment Needs: <ul style="list-style-type: none"> <li>• Street Maintenance</li> <li>• Water/Sewer</li> <li>• Storm Drainage</li> <li>• Capital Equipment Replacement</li> </ul> </li> </ul>  |
| <b>4. Economic Development</b>   | <ul style="list-style-type: none"> <li>a) Keep Downtown Vital</li> <li>b) Enhance IH 35 and IH 14 Corridor Development</li> <li>c) Coordinate City/BEDC Efforts to Maximize Project Success</li> </ul>  |
| <b>5. Connectivity</b>           | <ul style="list-style-type: none"> <li>a) Coordinate Projects with TxDOT <ul style="list-style-type: none"> <li>• Loop 121 Construction</li> <li>• FM 93 Design/ROW</li> <li>• Repair/Replacement of Central Avenue Bridge in Yettie Polk Park</li> <li>• IH 14 Alignment Through/East of Belton</li> <li>• Continue Planning for Lake to Lake Road</li> <li>• Other City Priorities</li> </ul> </li> </ul> |
| <b>6. Parks / Natural Beauty</b> | <ul style="list-style-type: none"> <li>a) Update Parks Master Plan at 5 Year Anniversary</li> </ul>   |





**City of Belton  
Strategic Plan  
Action Plan Goals  
for  
FY 2020**

**City of Belton**  
**Strategic Plan Goal & Action Plan**  
**FY 2020**



|   |  |  |
|---|--|--|
| <b>Goal Category:</b>                   | Governance   |  |
| <b>Goal 1a:</b>                         | Conduct Comprehensive Strategic Plan Update (2020)                 |  |
| <b>Applicable Outcome Statement(s):</b> | Belton's governance is fair, transparent, and fiscally responsible |  |
| <b>Project Year:</b>                    | FY 2020  |  |
| <b>Coordinator:</b>                     | <b>Assisted By:</b>  |  |
| City Manager                            | City Council/Management Team                                       |  |

|                                  |   |
|----------------------------------|---|
| <b>Outcome Description(s):</b>   | <ul style="list-style-type: none"> <li>City Council reviews and resets Community Vision, Mission, Goals, Categories and Outcomes</li> </ul>   |
| <b>Performance Indicator(s):</b> | <ul style="list-style-type: none"> <li>Council and Management Team conduct Strategic Plan Retreat</li> <li>Current Vision, Mission, Goals, and Outcomes assessed</li> <li>Strategic Plan updated</li> </ul> |
| <b>Challenges/Barriers:</b>      | <ul style="list-style-type: none"> <li>Allocating time early in fiscal year</li> <li>Commitment to focus on long term, strategic issues</li> <li>Identifying strategic initiatives as a response</li> </ul> |
| <b>Partners:</b>                 | <ul style="list-style-type: none"> <li>City Council</li> <li>Management Team</li> <li>Facilitator (TBD)</li> </ul>  |

|                                    |                                 |
|------------------------------------|---------------------------------|
| <b>Timeline for Implementation</b> | <b>Expected Completion Date</b> |
| FY 2020                            | Spring 2020                     |

|                     |                          |
|---------------------|--------------------------|
| <b>Cost</b>         | <b>Funding Source(s)</b> |
| Staff Resources/TBD | General Fund Budget      |

# City of Belton

## Strategic Plan Goal & Action Plan

### FY 2020



|   |  |  |
|---|--|--|
| <b>Goal Category:</b>                   | Governance   |  |
| <b>Goal 1b:</b>                         | Reassess and Determine Growth Strategy                             |  |
| <b>Applicable Outcome Statement(s):</b> | Belton's governance is fair, transparent, and fiscally responsible |  |
| <b>Project Year:</b>                    | FY 2020  |  |
| <b>Coordinator:</b>                     | <b>Assisted By:</b>  |  |
| City Manager                            | City Council/Management Team                                       |  |

|                                  |  |  |
|----------------------------------|--|--|
| <b>Outcome Description(s):</b>   | <ul style="list-style-type: none"> <li>City Council and Management Team explore impacts on growth strategy resulting from 2019 Texas Legislature changes in annexation law</li> </ul>  |  |
| <b>Performance Indicator(s):</b> | <ul style="list-style-type: none"> <li>Council and Management Team analyze changes in law which eliminate most annexations</li> <li>Current ETJ boundaries reviewed for growth potential</li> <li>Current/long term infrastructure plans analyzed</li> <li>Refocus on infill development, internal development, maximizing existing infrastructure</li> <li>Current standards reviewed for transparency and inducement to development, including strategies for affordable housing</li> <li>Anticipate voluntary annexation and development agreements to guide city growth</li> </ul> |  |
| <b>Challenges/Barriers:</b>      | <ul style="list-style-type: none"> <li>Existing long-range plans anticipated opportunity for annexation</li> <li>Extensive ETJ's may now present a constraint to more realistic planning</li> <li>Bell County position on growth management in area outside city limits needs exploration</li> </ul>   |  |
| <b>Partners:</b>                 | <ul style="list-style-type: none"> <li>City Council</li> <li>Management Team</li> <li>Development Community</li> </ul>   | <ul style="list-style-type: none"> <li>Central Texas Housing Consortium</li> <li>Habitat for Humanities</li> </ul> |

|                                    |                                 |
|------------------------------------|---------------------------------|
| <b>Timeline for Implementation</b> | <b>Expected Completion Date</b> |
| FY 2020 and Beyond                 | Spring 2020                     |

|                     |                          |
|---------------------|--------------------------|
| <b>Cost</b>         | <b>Funding Source(s)</b> |
| Staff Resources/TBD | General Fund Budget      |



# City of Belton

## Strategic Plan Goal & Action Plan

### FY 2020



|   |  |  |
|---|--|--|
| <b>Goal Category:</b>                   | Governance   |  |
| <b>Goal 1c:</b>                         | Implement Balanced Tax/Fee Schedules                               |  |
| <b>Applicable Outcome Statement(s):</b> | Belton's governance is fair, transparent, and fiscally responsible |  |
| <b>Project Year:</b>                    | FY 2020  |  |
| <b>Coordinator:</b>                     | <b>Assisted By:</b>  |  |
| Director of Finance                     | City Manager   |  |

|                                  |  |
|----------------------------------|--|
| <b>Outcome Description(s):</b>   | <ul style="list-style-type: none"> <li>City Council reaches consensus on a plan for funding operational and strategic goals, as well as fund balance maintenance</li> </ul>  |
| <b>Performance Indicator(s):</b> | <ul style="list-style-type: none"> <li>Staff analyzes impact of 2019 Legislative action limiting the City's property tax rollback rate (SB2)</li> <li>Staff prepares options for Council consideration</li> <li>Budget hearings and work sessions held to discuss available funding options, including possible CIP process</li> <li>Council has provided direction and adopted a plan to address funding needs of the City</li> <li>Plan is implemented during FY 2021 budget cycle, and is updated annually, with periodic reviews as needed</li> <li>Consensus reached on mix of funding and rates to meet local needs</li> </ul> |
| <b>Challenges/Barriers:</b>      | <ul style="list-style-type: none"> <li>Texas Legislature imposition of arbitrary limits on local fund raising, combined with other unfunded mandates</li> <li>Reluctance to increase property taxes</li> <li>Reluctance to increase fees in multiple areas</li> <li>Infrastructure needs of City may require future rate adjustments</li> </ul>  |
| <b>Partners:</b>                 | <ul style="list-style-type: none"> <li>Citizens</li> <li>Property Taxpayers</li> <li>Utility Rate Payers</li> </ul>  |

|                                    |                                 |
|------------------------------------|---------------------------------|
| <b>Timeline for Implementation</b> | <b>Expected Completion Date</b> |
| FY 2021                            | Summer 2020                     |

|                 |                          |
|-----------------|--------------------------|
| <b>Cost</b>     | <b>Funding Source(s)</b> |
| Staff Resources | All                      |

**City of Belton**  
**Strategic Plan Goal & Action Plan**  
**FY 2020**



|   |  |
|---|--|
| <b>Goal Category:</b>                   | Governance   |
| <b>Goal 1d:</b>                         | Address TIRZ Boundary and Strategic Objectives                     |
| <b>Applicable Outcome Statement(s):</b> | Belton's governance is fair, transparent, and fiscally responsible |
| <b>Project Year:</b>                    | FY 2020  |
| <b>Coordinator:</b>                     | <b>Assisted By:</b>  |
| City Manager                            | Director of Finance  |

|                                  |   |
|----------------------------------|---|
| <b>Outcome Description(s):</b>   | <ul style="list-style-type: none"> <li>Consensus by Council on which option is most appropriate for Belton with a schedule for action</li> </ul>  |
| <b>Performance Indicator(s):</b> | <ul style="list-style-type: none"> <li>Recognition current TIRZ expires in 2024</li> <li>Tremendous value of current TIRZ in project funding during 20 year term, with City and Bell County contributions</li> <li>Assessment of options, among others: <ul style="list-style-type: none"> <li>Extend term of current TIRZ boundary</li> <li>Amend boundary and extend term of TIRZ</li> <li>Let TIRZ expire and create new TIRZ boundary, term</li> <li>Let TIRZ expire without creating new TIRZ</li> </ul> </li> </ul> |
| <b>Challenges/Barriers:</b>      | <ul style="list-style-type: none"> <li>Impact to GF of maintaining, changing, eliminating TIRZ</li> <li>Bell County position on future TIRZ due to County participation in TIRZ funding</li> <li>State statute on TIRZ requirements, possible legislative changes</li> <li>Explore BISD interest in participation</li> <li>Selecting consultant for assistance in updating TIRZ Project and Financing Plans</li> </ul>  |
| <b>Partners:</b>                 | <ul style="list-style-type: none"> <li>City Council</li> <li>TIRZ Board</li> <li>Consultant</li> <li>Bell County Commissioners Court</li> <li>BISD</li> </ul>   |

|                                    |                                 |
|------------------------------------|---------------------------------|
| <b>Timeline for Implementation</b> | <b>Expected Completion Date</b> |
| FY 2020-2023                       | Spring 2020                     |

|                     |                          |
|---------------------|--------------------------|
| <b>Cost</b>         | <b>Funding Source(s)</b> |
| Consultant Cost TBD | TIRZ                     |



# City of Belton

## Strategic Plan Goal & Action Plan

### FY 2020



|   |  |  |
|---|--|--|
| <b>Goal Category:</b>                   | Governance   |  |
| <b>Goal 1e:</b>                         | Evaluate Employee Compensation Plan                                |  |
| <b>Applicable Outcome Statement(s):</b> | Belton's governance is fair, transparent, and fiscally responsible |  |
| <b>Project Year:</b>                    | FY 2020  |  |
| <b>Coordinator:</b>                     | <b>Assisted By:</b>  |  |
| Director of Finance                     | Director of Human Resources  |  |

|                                  |   |
|----------------------------------|---|
| <b>Outcome Description(s):</b>   | <ul style="list-style-type: none"> <li>City Council performs evaluation and reaches consensus on financial pathway to enhancements to employee compensation package</li> </ul>  |
| <b>Performance Indicator(s):</b> | <ul style="list-style-type: none"> <li>Finance and HR have developed options and costs to take progressive steps to increase competitiveness</li> <li>TMRS enhancements are assessed in relation to other budget priorities</li> <li>City portion of TMRS contribution rate is increased for improved financial health of Plan</li> <li>Changes are implemented during FY 2021 budget cycle</li> </ul>                          |
| <b>Challenges/Barriers:</b>      | <ul style="list-style-type: none"> <li>Goal of improving competitiveness in light of other competing budget priorities and their costs</li> <li>Cost for TMRS enhancement elements – contribution rate, updated service credits, COLA</li> <li>Evaluating relative importance of each possible enhancement on an annual basis</li> <li>Constantly moving targets given competitor/comparator city salary adjustments</li> </ul> |
| <b>Partners:</b>                 | <ul style="list-style-type: none"> <li>City Council</li> <li>Management Team</li> <li>Department Heads and Employees</li> <li>Citizens</li> </ul>   |

|                                    |                                 |
|------------------------------------|---------------------------------|
| <b>Timeline for Implementation</b> | <b>Expected Completion Date</b> |
| FY 2021                            | Spring 2020                     |

|                 |                          |
|-----------------|--------------------------|
| <b>Cost</b>     | <b>Funding Source(s)</b> |
| Staff Resources | All                      |

# City of Belton

## Strategic Plan Goal & Action Plan

### FY 2020



|   |  |                      |
|---|--|----------------------|
| <b>Goal Category:</b>                   | Governance   |                      |
| <b>Goal 1f:</b>                         | Conduct Charter Review   |                      |
| <b>Applicable Outcome Statement(s):</b> | Belton's governance is fair, transparent, and fiscally responsible |                      |
| <b>Project Year:</b>                    | FY 2020  |                      |
| <b>Coordinator:</b>                     |  | <b>Assisted By:</b>  |
| City Clerk                              |  | All Department Heads |

|                                  |   |
|----------------------------------|---|
| <b>Outcome Description(s):</b>   | <ul style="list-style-type: none"> <li>City Council evaluates 2005 City Charter for possible changes</li> </ul>   |
| <b>Performance Indicator(s):</b> | <ul style="list-style-type: none"> <li>Council serves as Committee to review Charter</li> <li>Possible topics include Council term, annexation, and other relevant matters</li> <li>Recommendations for Charter revisions are developed</li> <li>Charter revisions presented to voters in May 2020</li> </ul> |
| <b>Challenges/Barriers:</b>      | <ul style="list-style-type: none"> <li>Scheduling to meet May 2020 ballot deadline</li> <li>Targeting items which may need attention</li> </ul>   |
| <b>Partners:</b>                 | <ul style="list-style-type: none"> <li>City Council</li> <li>Department Heads</li> <li>TML</li> </ul>   |

|                                    |                                 |
|------------------------------------|---------------------------------|
| <b>Timeline for Implementation</b> | <b>Expected Completion Date</b> |
| FY 2020                            | December 2019                   |

|                                   |                          |
|-----------------------------------|--------------------------|
| <b>Cost</b>                       | <b>Funding Source(s)</b> |
| Consultant/TBD<br>Staff Resources | General Fund Budget      |



# City of Belton

## Strategic Plan Goal & Action Plan

### FY 2020



|   |  |                      |
|---|--|----------------------|
| <b>Goal Category:</b>                   | Governance   |                      |
| <b>Goal 1g:</b>                         | Conduct Board Training and Coordination and Engage Board with Proactive Feedback |                      |
| <b>Applicable Outcome Statement(s):</b> | Belton's governance is fair, transparent, and fiscally responsible               |                      |
| <b>Project Year:</b>                    | FY 2020  |                      |
| <b>Coordinator:</b>                     |  | <b>Assisted By:</b>  |
| City Clerk                              |  | All Department Heads |

|                                  |  |
|----------------------------------|--|
| <b>Outcome Description(s):</b>   | <ul style="list-style-type: none"> <li>• Belton City Boards &amp; Commission Members receive orientation upon appointment, and ongoing training, coordination, and feedback for maximum effectiveness</li> </ul>   |
| <b>Performance Indicator(s):</b> | <ul style="list-style-type: none"> <li>• Council conducts periodic joint work sessions with Boards &amp; Commissions, including enhanced data and mapping resources</li> <li>• Liaison appointed from Council to Boards and Commissions for proactive feedback</li> <li>• Teamwork and consistency in decision-making are reflected in performance by Belton Boards &amp; Commissions</li> <li>• Boards &amp; Commissions are an effective sounding board for community input</li> </ul> |
| <b>Challenges/Barriers:</b>      | <ul style="list-style-type: none"> <li>• Number of Boards, Commissions, and Members</li> <li>• Timing to schedule, since some Boards meet monthly with full agendas, and some meet rarely</li> <li>• Keeping Board members up to date on training</li> </ul>   |
| <b>Partners:</b>                 | <ul style="list-style-type: none"> <li>• City Council</li> <li>• Department Heads</li> <li>• TML</li> <li>• Professional Associations – APA, ICMA, CTCOG, KTMPO, Texas Economic Development Council, among others</li> </ul>   |

|                                    |                                 |
|------------------------------------|---------------------------------|
| <b>Timeline for Implementation</b> | <b>Expected Completion Date</b> |
| FY 2020 and Beyond                 | Ongoing                         |

|                     |                          |
|---------------------|--------------------------|
| <b>Cost</b>         | <b>Funding Source(s)</b> |
| Staff Resources/TBD | General Fund Budget      |



**City of Belton**  
**Strategic Plan Goal & Action Plan**  
**FY 2020**



|   |  |  |
|---|--|--|
| <b>Goal Category:</b>                   | Governance   |  |
| <b>Goal 1h:</b>                         | Enhance Belton's Customer Service/Citizen Engagement               |  |
| <b>Applicable Outcome Statement(s):</b> | Belton's governance is fair, transparent, and fiscally responsible |  |
| <b>Project Year:</b>                    | FY 2020  |  |
| <b>Coordinator:</b>                     | <b>Assisted By:</b>  |  |
| Assistant City Manager                  | All Department Heads   |  |

|                                  |   |
|----------------------------------|---|
| <b>Outcome Description(s):</b>   | <ul style="list-style-type: none"> <li>• Belton's Customer Service Code is continuously exercised by our employees, and citizen engagement in local government is encouraged and enhanced</li> </ul>  |
| <b>Performance Indicator(s):</b> | <ul style="list-style-type: none"> <li>• Employees are trained upon hiring, and training is refreshed periodically with appropriate tools</li> <li>• Employees display the heart of great customer service routinely in citizen contacts</li> <li>• Employees build a servant-leadership model of customer service</li> </ul> |
| <b>Challenges/Barriers:</b>      | <ul style="list-style-type: none"> <li>• Taking time to train and retrain new employees</li> <li>• Taking full advantage of technology to enhance timely communication</li> <li>• Understanding and addressing customer needs and expectations</li> <li>• Social media pressure with no accountability</li> </ul>             |
| <b>Partners:</b>                 | <ul style="list-style-type: none"> <li>• City of Belton Employees</li> <li>• City Council</li> <li>• Belton Citizens/Residents/Customers</li> </ul>   |

|                                    |                                 |
|------------------------------------|---------------------------------|
| <b>Timeline for Implementation</b> | <b>Expected Completion Date</b> |
| FY 2020 and Beyond                 | Ongoing                         |

|                     |                          |
|---------------------|--------------------------|
| <b>Cost</b>         | <b>Funding Source(s)</b> |
| Staff Resources/TBD | General Fund Budget      |

**City of Belton**  
**Strategic Plan Goal & Action Plan**  
**FY 2020**



|   |   |                     |
|---|---|---------------------|
| <b>Goal Category:</b>                   | Public Safety                                 |                     |
| <b>Goal 2a:</b>                         | Address Strategic Needs for Police Department |                     |
| <b>Applicable Outcome Statement(s):</b> | Belton is safe and family friendly            |                     |
| <b>Project Year:</b>                    | FY 2020                                       |                     |
| <b>Coordinator:</b>                     |   | <b>Assisted By:</b> |
| Police Chief                            |   | Police Department   |

|  |   |
|--|---|
| <b>Outcome Description(s):</b>                     | <ul style="list-style-type: none"> <li>• PD maintains an updated Department Strategic Plan, and works to refine, assess, and evaluate best practices</li> </ul>   |
| <b>Police Department Performance Indicator(s):</b> | <ul style="list-style-type: none"> <li>• The Dept. minimizes crime and fear of crime in community</li> <li>• PD monitors traffic operations and recommends enhancements</li> <li>• Community outreach emphasized to achieve effective partnerships</li> <li>• PD personnel have been trained effectively</li> <li>• PD personnel implement latest technology into operations</li> <li>• PD recognition status has been achieved and will be maintained</li> </ul> |
| <b>Challenges/Barriers:</b>                        | <ul style="list-style-type: none"> <li>• Complying with changes in State law</li> <li>• Adequate funding for PD operations, capital equipment, technology, and staffing</li> <li>• Meeting civil service requirements</li> <li>• Staying competitive with pay/benefits for personnel</li> <li>• Adequate funding for PD operations, capital equipment, technology, and staffing</li> </ul>  |
| <b>Partners:</b>                                   | <ul style="list-style-type: none"> <li>• City Council</li> <li>• City Manager</li> <li>• Asst. City Manager/Police Chief</li> <li>• Director of Finance</li> </ul>  |

|                                    |                                 |
|------------------------------------|---------------------------------|
| <b>Timeline for Implementation</b> | <b>Expected Completion Date</b> |
| FY 2020                            | Summer 2020                     |

|                 |                          |
|-----------------|--------------------------|
| <b>Cost</b>     | <b>Funding Source(s)</b> |
| Staff Resources | General Fund             |



**City of Belton**  
**Strategic Plan Goal & Action Plan**  
**FY 2020**



|   |   |  |
|---|---|--|
| <b>Goal Category:</b>                   | Public Safety   |  |
| <b>Goal 2b:</b>                         | Address Strategic Needs for Fire Department, and Analyze Outsourced EMS Service |  |
| <b>Applicable Outcome Statement(s):</b> | Belton is safe and family friendly  |  |
| <b>Project Year:</b>                    | FY 2020   |  |
| <b>Coordinator:</b>                     | <b>Assisted By:</b>   |  |
| Fire Chief                              | Fire Department   |  |

|                                  |   |  |
|----------------------------------|---|--|
| <b>Outcome Description(s):</b>   | <ul style="list-style-type: none"> <li>FD transitions personnel, operations and capital equipment from direct EMS provision to contracted service, with complementary paramedic engine company, from 2 fully functional stations</li> </ul>   |  |
| <b>Performance Indicator(s):</b> | <ul style="list-style-type: none"> <li>FD focuses response to city limits, with limited automatic and emergency aid support</li> <li>FD evaluates operational, personnel, and facility needs in crafting an updated Department Strategic Plan</li> <li>FD personnel implement latest technology into operations</li> <li>FD recognition has been achieved and will be maintained</li> </ul>   |  |
| <b>Challenges/Barriers:</b>      | <ul style="list-style-type: none"> <li>Change in EMS service provider may raise questions about service level</li> <li>Meeting community needs with change in resources, especially operations, capital equipment, and technology</li> <li>Meeting civil service requirements, while seeking help from the Legislature to eliminate or increase maximum hiring age of 35</li> <li>Addressing training needs of diverse staff in changing service delivery model</li> <li>Staying competitive with pay and benefits for personnel</li> </ul> |  |
| <b>Partners:</b>                 | <ul style="list-style-type: none"> <li>City Council</li> <li>City Manager</li> <li>Director of Finance</li> <li>Asst. City Manager/Police Chief</li> </ul>  |  |

|                                    |                                 |
|------------------------------------|---------------------------------|
| <b>Timeline for Implementation</b> | <b>Expected Completion Date</b> |
| FY 2020                            | Summer 2020                     |

|                 |                          |
|-----------------|--------------------------|
| <b>Cost</b>     | <b>Funding Source(s)</b> |
| Staff Resources | General Fund             |

# City of Belton

## Strategic Plan Goal & Action Plan

### FY 2020



|   |  |  |
|---|--|--|
| <b>Goal Category:</b>                   | Quality of Life  |  |
| <b>Goal 3a:</b>                         | Address Infrastructure/Capital Equipment Needs: <ul style="list-style-type: none"> <li>• Street Maintenance</li> <li>• Water/Sewer</li> <li>• Storm Drainage</li> <li>• Capital Equipment Replacement</li> </ul> |  |
| <b>Applicable Outcome Statement(s):</b> | Belton has an outstanding quality of life for its citizens   |  |
| <b>Project Year:</b>                    | FY 2020  |  |
| <b>Coordinator:</b>                     | <b>Assisted By:</b>  |  |
| Director of Public Works                | Director of Finance  |  |

|                                  |  |  |
|----------------------------------|--|--|
| <b>Outcome Description(s):</b>   | <ul style="list-style-type: none"> <li>• Funding allocation for these needs is critical to sustaining current and future development</li> </ul>  |  |
| <b>Performance Indicator(s):</b> | <ul style="list-style-type: none"> <li>• Needs identified, with multi-year schedule for phasing</li> <li>• Operating funds, bond funds, fees identified to fund projects</li> <li>• Public Works implements latest technology into operations</li> <li>• Partnerships with BEDC, KTMPO, TxDOT essential to maximize project completion</li> <li>• Establish priorities among needed street, water, waste-water, and drainage needs</li> <li>• Infill development maximizes use of existing infrastructure</li> </ul> |  |
| <b>Challenges/Barriers:</b>      | <ul style="list-style-type: none"> <li>• Reaching a sustainable annual amount of funding for street maintenance of \$500,000</li> <li>• Budgeting annually for sustainable capital equipment replacement funds</li> <li>• Water, sewer, street, and storm drainage projects exceed available funding</li> </ul>  |  |
| <b>Partners:</b>                 | <ul style="list-style-type: none"> <li>• City Council</li> <li>• BEDC</li> <li>• TIRZ</li> <li>• TxDOT</li> <li>• KTMPO</li> <li>• Public Works Personnel</li> </ul>   |  |

|                                    |                                 |
|------------------------------------|---------------------------------|
| <b>Timeline for Implementation</b> | <b>Expected Completion Date</b> |
| FY 2020 and Beyond                 | Ongoing                         |

|                   |  |
|-------------------|--|
| <b>Cost</b>       | <b>Funding Source(s)</b>   |
| Varies by Project | General Fund Budget; Water/Sewer; Drainage; Operating and Capital; BEDC; TIRZ; TxDOT |



**City of Belton**  
**Strategic Plan Goal & Action Plan**  
**FY 2020**



|   |  |  |
|---|--|--|
| <b>Goal Category:</b>                   | Quality of Life  |  |
| <b>Goal 3b:</b>                         | Plan for Library Enhancements                              |  |
| <b>Applicable Outcome Statement(s):</b> | Belton has an outstanding quality of life for its citizens |  |
| <b>Project Year:</b>                    | FY 2020  |  |
| <b>Coordinator:</b>                     | <b>Assisted By:</b>  |  |
| Director of Library Services            | Assistant City Manager                                     |  |

|                                  |   |
|----------------------------------|---|
| <b>Outcome Description(s):</b>   | <ul style="list-style-type: none"> <li>• Belton's Lena Armstrong Public Library implements needs assessment recommendations by pursuing interior design planning and exterior building refresh</li> </ul>           |
| <b>Performance Indicator(s):</b> | <ul style="list-style-type: none"> <li>• Current and projected needs explored, with recommendations made on use of library space; technology enhancements; collection development; exterior enhancements</li> </ul> |
| <b>Challenges/Barriers:</b>      | <ul style="list-style-type: none"> <li>• Existing library space constraints</li> <li>• Funding limitations</li> </ul>   |
| <b>Partners:</b>                 | <ul style="list-style-type: none"> <li>• City Council</li> <li>• Friends of Library</li> <li>• Library Board</li> <li>• Consultant</li> </ul>   |

|                                    |                                 |
|------------------------------------|---------------------------------|
| <b>Timeline for Implementation</b> | <b>Expected Completion Date</b> |
| FY 2020                            | Spring 2021                     |

|             |                          |
|-------------|--------------------------|
| <b>Cost</b> | <b>Funding Source(s)</b> |
| \$100,000   | TIRZ                     |

# City of Belton

## Strategic Plan Goal & Action Plan

### FY 2020



|   |  |  |
|---|--|--|
| <b>Goal Category:</b>                   | Economic Development   |  |
| <b>Goal 4a:</b>                         | Implement Downtown Redevelopment Plan, including 6 <sup>th</sup> Avenue Gateway Corridor |  |
| <b>Applicable Outcome Statement(s):</b> | Belton has a vibrant, diverse, and flourishing business community                        |  |
| <b>Project Year:</b>                    | FY 2020  |  |
| <b>Coordinator:</b>                     | <b>Assisted By:</b>  |  |
| Director of Public Works                | Director of Planning   |  |

|                                  |  |  |
|----------------------------------|--|--|
| <b>Outcome Description(s):</b>   | <ul style="list-style-type: none"> <li>Downtown Revitalization continues to excel and expand beyond the Downtown to East Street and 6<sup>th</sup> Avenue</li> </ul>   |  |
| <b>Performance Indicator(s):</b> | <ul style="list-style-type: none"> <li>Façade grants continue to incentivize Downtown investment; consider expansion of Façade Grants to 6<sup>th</sup> Avenue</li> <li>BEDC investments to rehab its building and in East Street infrastructure reinforce anchors in CBD</li> <li>East Street Project scheduled to begin January 2020</li> <li>Complete survey and preliminary engineering for E. 6<sup>th</sup> Ave.</li> <li>Sixth Avenue analysis timely, with active real estate market and FBC/UMHB land swap</li> </ul> |  |
| <b>Challenges/Barriers:</b>      | <ul style="list-style-type: none"> <li>Owner coordination needed for capital projects</li> <li>Construction scheduling/possible disruption to businesses</li> </ul>  |  |
| <b>Partners:</b>                 | <ul style="list-style-type: none"> <li>City Council</li> <li>TIRZ</li> <li>Downtown Owners</li> <li>Bell County</li> <li>BEDC</li> <li>DBBA</li> </ul>   |  |

|                                    |                                 |
|------------------------------------|---------------------------------|
| <b>Timeline for Implementation</b> | <b>Expected Completion Date</b> |
| FY 2020                            | Summer 2020                     |

|   |                          |
|---|--------------------------|
| <b>Cost</b>   | <b>Funding Source(s)</b> |
| \$100,000 - Façade Grants Downtown<br>\$100,000 - 6 <sup>th</sup> Avenue Survey/Preliminary Engineering | TIRZ                     |



# City of Belton

## Strategic Plan Goal & Action Plan

### FY 2020



|   |   |
|---|---|
| <b>Goal Category:</b>                   | Economic Development  |
| <b>Goal 4b:</b>                         | Complete IH 35 and IH 14 Sewer/Water Infrastructure               |
| <b>Applicable Outcome Statement(s):</b> | Belton has a vibrant, diverse, and flourishing business community |
| <b>Project Year:</b>                    | FY 2020   |
| <b>Coordinator:</b>                     | <b>Assisted By:</b>   |
| Director of Public Works                | BEDC Executive Director   |

|                                  |   |
|----------------------------------|---|
| <b>Outcome Description(s):</b>   | <ul style="list-style-type: none"> <li>• South IH 35 Corridor is served with sanitary sewer and water providing opportunity for pending development</li> <li>• West IH 14 is served with sanitary sewer</li> </ul>                                  |
| <b>Performance Indicator(s):</b> | <ul style="list-style-type: none"> <li>• Phase 1 Sewer line built in 2018/2019; Phase 2 design underway, with construction to follow in 2020</li> <li>• Water line designed in 2019; construction in 2020</li> </ul>                                |
| <b>Challenges/Barriers:</b>      | <ul style="list-style-type: none"> <li>• ROW/Easement needs for projects</li> <li>• Funding for expanded sewer</li> <li>• Design challenges to maximize sewer service</li> <li>• Construction contractors busy, reducing competitiveness</li> </ul> |
| <b>Partners:</b>                 | <ul style="list-style-type: none"> <li>• City Council</li> <li>• BEDC</li> <li>• TxDOT</li> <li>• Private Property Owners (easements)</li> <li>• City Staff</li> </ul>  |

|                                    |                                 |
|------------------------------------|---------------------------------|
| <b>Timeline for Implementation</b> | <b>Expected Completion Date</b> |
| FY 2020                            | Multi-Year Projects             |

|  |                                   |
|--|-----------------------------------|
| <b>Cost</b>  | <b>Funding Source(s)</b>          |
| IH 35 Water: \$1.9M (est.)<br>IH 35 Sewer: \$6M (est.)<br>IH 14 Sewer: \$1.3M (est.) | BEDC; City Water/Sewer Bond Funds |

# City of Belton

## Strategic Plan Goal & Action Plan

### FY 2020



|   |  |
|---|--|
| <b>Goal Category:</b>                   | Economic Development   |
| <b>Goal 4c:</b>                         | Coordinate City/BEDC Efforts to Maximize Project Success           |
| <b>Applicable Outcome Statement(s):</b> | Belton has a vibrant, diverse, and flourishing business community. |
| <b>Project Year:</b>                    | FY 2020  |
| <b>Coordinator:</b>                     | <b>Assisted By:</b>  |
| City Manager<br>BEDC Executive Director | Directors of Finance, Planning and Public Works                    |

|                                  |  |
|----------------------------------|--|
| <b>Outcome Description(s):</b>   | <ul style="list-style-type: none"> <li>Funded Projects Undergoing Design in FY 2019: <ul style="list-style-type: none"> <li>Loop 121: \$848,340; TxDOT Design underway</li> <li>Avenue D extension west of Loop 121: \$2,070,000</li> <li>S. IH 35 Water: \$1,895,174</li> <li>East Street Improvements: \$419,500</li> <li>East Street Property/Office Renovation: \$250,000</li> <li>IH 14 Infrastructure: \$1,820,000</li> <li>Rockwool Property: \$80,000</li> </ul> </li> </ul> |
| <b>Performance Indicator(s):</b> | <ul style="list-style-type: none"> <li>BEDC budget allocations on infrastructure and office building, and former Rockwool redevelopment</li> <li>Design contracts for engineering services</li> <li>Projects built and accessible for economic development</li> <li>Rockwool property and Belton Business Park undergoing development</li> </ul>   |
| <b>Challenges/Barriers:</b>      | <ul style="list-style-type: none"> <li>ROW/Easement acquisition for projects</li> <li>Construction contractors busy, reducing competitiveness</li> </ul>   |
| <b>Partners:</b>                 | <ul style="list-style-type: none"> <li>BEDC</li> <li>City Council</li> <li>City Staff</li> <li>Property Owners</li> <li>Available Contractors</li> </ul>   |

|                                    |                                 |
|------------------------------------|---------------------------------|
| <b>Timeline for Implementation</b> | <b>Expected Completion Date</b> |
| FY 2020 and Beyond                 | Multi-Year Projects             |

|                                    |                          |
|------------------------------------|--------------------------|
| <b>Cost</b>                        | <b>Funding Source(s)</b> |
| See above; varies by project; bids | BEDC                     |



**City of Belton**  
**Strategic Plan Goal & Action Plan**  
**FY 2020**



|   |   |
|---|---|
| <b>Goal Category:</b>                   | Economic Development  |
| <b>Goal 4d:</b>                         | Update Retail, Tourism Strategies                                 |
| <b>Applicable Outcome Statement(s):</b> | Belton has a vibrant, diverse, and flourishing business community |
| <b>Project Year:</b>                    | FY 2020   |
| <b>Coordinator:</b>                     | <b>Assisted By:</b>   |
| Retail Development Coordinator          | City Manager  |

|                                  |  |
|----------------------------------|--|
| <b>Outcome Description(s):</b>   | <ul style="list-style-type: none"> <li>• Belton primed for Retail, Commercial, Hotel Expansion</li> </ul>  |
| <b>Performance Indicator(s):</b> | <ul style="list-style-type: none"> <li>• Local Team assembled to achieve desired result – City, BEDC, Chamber – and taking steps to induce site visits</li> <li>• Bell County Equestrian Center operational</li> <li>• South IH 35 sewer/water line funded and under design</li> <li>• Expo Inn &amp; Suites open, other motel interest strong</li> <li>• Site visits leading to commitments to build occurring</li> </ul> |
| <b>Challenges/Barriers:</b>      | <ul style="list-style-type: none"> <li>• Area market constraints and available land with infrastructure</li> <li>• Potential need for subsidy for hotel/conference center</li> </ul>   |
| <b>Partners:</b>                 | <ul style="list-style-type: none"> <li>• Bell County</li> <li>• Bell County Expo Center</li> <li>• Hoteliers</li> <li>• UMHB</li> <li>• Property Owners</li> <li>• Developers</li> <li>• BEDC</li> </ul>   |

|                                    |                                 |
|------------------------------------|---------------------------------|
| <b>Timeline for Implementation</b> | <b>Expected Completion Date</b> |
| FY 2020                            | Fall 2020                       |

|                 |                              |
|-----------------|------------------------------|
| <b>Cost</b>     | <b>Funding Source(s)</b>     |
| Staff Resources | Hotel/Motel Fund; TIRZ; BEDC |

# City of Belton

## Strategic Plan Goal & Action Plan

### FY 2020



|   |  |                                   |
|---|--|-----------------------------------|
| <b>Goal Category:</b>                   | Connectivity   |                                   |
| <b>Goal 5a:</b>                         | Coordinate Projects with TxDOT <ul style="list-style-type: none"> <li>• Loop 121 Construction</li> <li>• FM 93 Design/ROW</li> <li>• Repair/Replacement of Central Avenue Bridge in Yettie Polk Park</li> <li>• IH 14 Alignment Through/East of Belton</li> <li>• Continue Planning for Lake to Lake Road (See Goal 5a-1)</li> </ul> |                                   |
| <b>Applicable Outcome Statement(s):</b> | Belton is a fully connected community with active and engaged citizens   |                                   |
| <b>Project Year:</b>                    | FY 2020  |                                   |
| <b>Coordinator:</b>                     | Director of Public Works   | <b>Assisted By:</b>               |
|   |  | City Manager/Director of Planning |

|                                  |  |  |
|----------------------------------|--|--|
| <b>Outcome Description(s):</b>   | <ul style="list-style-type: none"> <li>• Major TxDOT Infrastructure Projects continue to progress, enhancing community linkages</li> </ul>   |  |
| <b>Performance Indicator(s):</b> | <ul style="list-style-type: none"> <li>• TxDOT nears completion of ROW acquisition for Loop 121, FM 439 to IH 35</li> <li>• FM 93 design underway by TxDOT, Main to Wheat Road</li> <li>• TxDOT analyzing replacement vs. repair of Central Avenue Bridge</li> <li>• IH 14 route alignment under review</li> <li>• FM 2271 extension alignment under review for next steps to achieve a final EA (Environmental Analysis)</li> </ul> |  |
| <b>Challenges/Barriers:</b>      | <ul style="list-style-type: none"> <li>• Funding</li> <li>• ROW Constraints</li> <li>• Property owner concerns</li> <li>• Competing Projects in Region</li> </ul>  |  |
| <b>Partners:</b>                 | <ul style="list-style-type: none"> <li>• TxDOT</li> <li>• KTMPO</li> </ul>   | <ul style="list-style-type: none"> <li>• Texas Historical Commission</li> <li>• Property Owners</li> </ul> |

|                                    |                                 |
|------------------------------------|---------------------------------|
| <b>Timeline for Implementation</b> | <b>Expected Completion Date</b> |
| FY 2020 and Beyond                 | Multi-Year Projects             |

|                          |  |
|--------------------------|--|
| <b>Cost</b>              | <b>Funding Source(s)</b>   |
| Varies by projects, bids | General Fund Budget; Water/Sewer; Drainage; Operating and Capital; TIRZ; TxDOT |



# City of Belton

## Strategic Plan Goal & Action Plan

### FY 2020



|   |  |   |
|---|--|---|
| <b>Goal Category:</b>                   | Connectivity   |   |
| <b>Goal 5a-1:</b>                       | Continue Long-Term Planning for Lake to Lake Road Project              |   |
| <b>Applicable Outcome Statement(s):</b> | Belton is a fully connected community with active and engaged citizens |   |
| <b>Project Year:</b>                    | FY 2020  |   |
| <b>Team Leader:</b>                     |  | <b>Assisted By:</b>   |
| City Manager                            |  | Director of Public Works, Planning, Finance, and Police and Fire Chiefs |

|                                  |  |
|----------------------------------|--|
| <b>Outcome Description(s):</b>   | <ul style="list-style-type: none"> <li>• Subdivision activity monitored and evaluated to ensure compatible development and minimal neighborhood impact from project.</li> <li>• ROW is secured for Lake to Lake Road project from IH 14 (US 190) to FM 439, principally through subdivision plat review</li> <li>• Environmental Assessment (EA), which includes Community Impact Assessment and other associated analyses, conducted by TxDOT</li> <li>• Following completion of EA, USACE grants lease across Corps park at FM 439</li> </ul>  |
| <b>Performance Indicator(s):</b> | <ul style="list-style-type: none"> <li>• Project Purpose and Need explored as part of EA, conducted by TxDOT</li> <li>• Road design concept (street section) reviewed, balancing need for circulation and neighborhood compatibility</li> <li>• Phased construction options to be analyzed: 2 lane, sidewalk, trail; 4 lane only when needed</li> <li>• City and Bell County collaborate on plat review and ROW acquisition</li> <li>• Commitment to conduct future meeting to present information and gather input when appropriate</li> <li>• Phased construction funding, 7-10 years out</li> </ul> |
| <b>Challenges/Barriers:</b>      | <ul style="list-style-type: none"> <li>• Private property owners' concerns about project impacts</li> <li>• Project cost and complexity</li> <li>• Portion of alignment outside City limits, requiring County partnership</li> <li>• Corps of Engineers' Review</li> <li>• Competing regional projects for KTMPO funding</li> </ul>  |

|                  |   |   |  |
|------------------|---|---|--|
| <b>Partners:</b> | <ul style="list-style-type: none"> <li>• Bell County</li> <li>• TxDOT</li> <li>• KTMPO</li> </ul> | <ul style="list-style-type: none"> <li>• USACE</li> <li>• US Congress</li> <li>• CTCOG</li> </ul> | <ul style="list-style-type: none"> <li>• Area Property Owners</li> <li>• Citizens at large</li> <li>• Emerg. Srvs. Personnel-PD, FD</li> </ul> |
|------------------|---|---|--|

| <b>Timeline for Implementation</b>  | <b>Expected Completion Date</b> |
|---|---------------------------------|
| FY 2020-2030 (FY 2020-2029: Planning;<br>FY 2029-2035: Phased Construction)<br><b>Earliest construction FY 2029</b> | FY 2035                         |

| <b>Cost</b>   | <b>Funding Source(s)</b>   |
|---|--|
| Future ROW Costs: TBD<br>Project Cost Estimate: \$49.7M | City of Belton, Bell County, TxDOT,<br>KTMPO, Private Developers |



**City of Belton**  
**Strategic Plan Goal & Action Plan**  
**FY 2020**



|   |  |  |
|---|--|--|
| <b>Goal Category:</b>                   | Connectivity   |  |
| <b>Goal 5b:</b>                         | Begin IH 35 Hike/Bike Trail from Park & Ride to FM 436                 |  |
| <b>Applicable Outcome Statement(s):</b> | Belton is a fully connected community with active and engaged citizens |  |
| <b>Project Year:</b>                    | FY 2020  |  |
| <b>Coordinator:</b>                     | <b>Assisted By:</b>  |  |
| Director of Public Works                | Director of Parks and Recreation                                       |  |

|                                  |   |
|----------------------------------|---|
| <b>Outcome Description(s):</b>   | <ul style="list-style-type: none"> <li>The S. IH 35 trail joins the premier Nolan Creek Hike/Bike Trail for an extension southward</li> </ul>   |
| <b>Performance Indicator(s):</b> | <ul style="list-style-type: none"> <li>Growth in Community Trail System linking northward to BISD High School and Chisholm Trail Park, and southward to Miller Heights neighborhood</li> <li>Consulting engineer selected to design project</li> <li>Design process underway</li> <li>Design substantially complete by Winter 2019</li> </ul> |
| <b>Challenges/Barriers:</b>      | <ul style="list-style-type: none"> <li>Coordination with adjacent owners during construction</li> </ul>   |
| <b>Partners:</b>                 | <ul style="list-style-type: none"> <li>TxDOT</li> <li>KTMPO</li> <li>Parks Board</li> </ul>   |

|                                    |                                 |
|------------------------------------|---------------------------------|
| <b>Timeline for Implementation</b> | <b>Expected Completion Date</b> |
| FY 2020-21                         | FY 2021                         |

|                        |                          |
|------------------------|--------------------------|
| <b>Cost</b>            | <b>Funding Source(s)</b> |
| Total: \$2,237,416     | TIRZ                     |
| Local: \$ 432,114      |                          |
| FY '19 TIRZ: \$ 74,000 |                          |

**City of Belton**  
**Strategic Plan Goal & Action Plan**  
**FY 2020**



|  |   |   |
|--|---|---|
| <b>Goal Category:</b>                  | Parks / Natural Beauty  |   |
| <b>Goal 6a:</b>                        | Continue Enhancements to Park System including Heritage Park and Standpipe Park |   |
| <b>Applicable Outcome Statement(s)</b> | Belton has dynamic recreational opportunities and natural beauty                |   |
| <b>Project Year:</b>                   | FY 2020   |   |
| <b>Coordinator:</b>                    |   | <b>Assisted By:</b>                       |
| Director of Public Works               |   | Directors of Parks and Recreation; Others |

|                                  |   |  |
|----------------------------------|---|--|
| <b>Outcome Description(s):</b>   | <ul style="list-style-type: none"> <li>• Phased improvements are completed for an expanded Heritage Park beginning with street and utility infrastructure – Park Lane and E. 24<sup>th</sup> Avenue extensions</li> <li>• Master Planning for Heritage park improvements follow street/utility alignment</li> <li>• TxP&amp;W Grant Application (December 2019) utilized to maximize potential award of \$500,000 grant for park enhancements for Heritage</li> <li>• Phased funding for Standpipe Park set aside to preserve National Register Site as focal point in community</li> </ul> |  |
| <b>Performance Indicator(s):</b> | <ul style="list-style-type: none"> <li>• E. 24<sup>th</sup> Ave. designed in-house, bid, and under construction</li> <li>• Consultant selected to design park improvements</li> <li>• Parks Board serves as Planning Committee for Park</li> </ul>  |  |
| <b>Challenges/Barriers:</b>      | <ul style="list-style-type: none"> <li>• Multiple interests and high expectations meeting community needs</li> <li>• Need to demonstrate enhancements soon at Heritage</li> <li>• TxP&amp;W grant application deadline (December 2019)</li> <li>• ROW/easements may be needed</li> </ul>  |  |
| <b>Partners:</b>                 | <ul style="list-style-type: none"> <li>• Consulting Engineer</li> <li>• Area Property Owners</li> <li>• Parks Board</li> <li>• Parks Interests</li> <li>• Sports Leagues</li> </ul>   |  |

| <b>Timeline for Implementation</b>      | <b>Expected Completion Date</b> |
|---|---------------------------------|
| FY 2020<br>December 2019 for TxP&W Gant | FY 2023                         |

| <b>Cost</b>  | <b>Funding Source(s)</b> |
|--|--------------------------|
| \$1,100,000 Heritage Park<br>\$ 240,000 Standpipe Park | TIRZ; Grants             |

The Council was given five categories to rate as high priority, medium priority or low priority. The rankings are as follows:

| Category                           | High | Medium | Low |
|------------------------------------|------|--------|-----|
| Charter Review                     | 5    | 1      | 1   |
| Staff Compensation                 | 1    | 3      | 3   |
| Maintaining Current Infrastructure | 7    | 0      | 0   |
| Expanding for Growth               | 1    | 2      | 4   |
| Internal Funding Sources           | 3    | 4      | 0   |

Next, Council was asked to rate these same categories as high, medium or low priority, but they could only use one of each priority type.

| Category                           | High | Medium | Low |
|------------------------------------|------|--------|-----|
| Charter Review                     | 1    | 3      | 2   |
| Staff Compensation                 | 0    | 0      | 2   |
| Maintaining Current Infrastructure | 5    | 2      | 0   |
| Expanding for Growth               | 0    | 1      | 2   |
| Internal Funding Sources           | 1    | 2      | 1   |

# Staff Report – City Council Agenda Item



## Agenda Item #7

Consider a resolution appointing election officers for the May 2, 2020, General Election.

### Originating Department

Administration – Amy M. Casey, City Clerk

### Summary Information

The City's general election will be held on May 2, 2020, to elect a Mayor and two (2) persons to serve on the City Council. In accordance with the election code, the City Council appoints election officers, and we are recommending the appointment of Fred Wahlen to serve as Presiding Judge, and Rae Schmuck to serve as Alternate Presiding Judge.

State law designates the City Secretary as the Early Voting Clerk in municipal elections, and deputies may be appointed to assist in conducting early voting, to include employees of the City. We are recommending the appointment of Rae Schmuck, Michelle Fogle, Melinda Brice and Laura Livingston to serve as Deputy Early Voting Clerks for this election.

Early voting will be conducted April 20<sup>th</sup> to April 24<sup>th</sup> (Monday through Friday, 8:00 a.m. until 5:00 p.m.), with two 12-hour days on April 27<sup>th</sup> and 28<sup>th</sup> (7:00 a.m. until 7:00 p.m.) at City Hall. The City will conduct Election Day voting in the Evans Room at the Harris Community Center, with polls open from 7:00 a.m. until 7:00 p.m.

### Fiscal Impact

Amount: Approximately \$1,250 in wages for election workers

Budgeted: ☒ Yes ☐ No

Funding Source(s): General Fund, City Council Election Expenses

### Recommendation

Recommend approval of the resolution.

### Attachments

Proposed resolution



**RESOLUTION NO. 2020-11-R**

**A RESOLUTION BY THE CITY COUNCIL OF THE CITY OF BELTON, TEXAS,  
APPOINTING ELECTION OFFICERS FOR CITY GENERAL ELECTION.**

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**WHEREAS**, this City Council has ordered a General Election to be held in the City of Belton, Texas, on May 2, 2020; and

**WHEREAS**, it is hereby found and determined that it is necessary and appropriate to appoint officers to conduct said election;

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BELTON, TEXAS:**

Section 1. Findings. The statements contained in the preamble of this Resolution are true and correct and adopted as findings of fact and operative provisions hereof.

Section 2. Election Officers Appointed. The following named persons are hereby appointed to serve as officers for said election:

(a) Deputy Early Voting Clerks:

Rae Schmuck, 2200 Legacy Lane #511, Belton, Texas  
Michelle Fogle, City of Belton, Texas  
Melinda Brice, City of Belton, Texas  
Laura Livingston, City of Belton, Texas

(b) Officers to serve on Election Day:

Presiding Judge: Fred Wahlen, 415 E. 22<sup>nd</sup> Avenue, Belton, Texas  
Alternate Presiding Judge: Rae Schmuck, 2200 Legacy Lane #511, Belton, Texas  
Presiding Judge, Early Voting Ballot Board: Fred Wahlen, 415 E. 22<sup>nd</sup> Avenue, Belton, Texas

(c) The Presiding Judge shall appoint not less than two nor more than four qualified Clerks to serve and assist in holding said elections; provided that if the Presiding Judge herein appointed actually serves, the Alternate Presiding Judge shall be one of the Clerks.

**PASSED, APPROVED AND EFFECTIVE** this the 10th day of March, 2020.

---

Marion Grayson, Mayor

ATTEST:

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Amy M. Casey, City Clerk



**RESOLUTION 2020-12-R**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELTON, TEXAS,  
NOMINATING A CANDIDATE FOR ELECTION TO THE BOARD OF DIRECTORS OF  
THE CENTRAL TEXAS WATER SUPPLY CORPORATION.**

**WHEREAS**, the City of Belton is a Regular Member of the Central Texas Water Supply Corporation as a direct result of entering into a water sales and purchase contract with the Central Texas Water Supply Corporation; and

**WHEREAS**, the By-Laws of the Central Texas Water Supply Corporation stipulate that, at the Annual Meeting of the members, each Regular Member shall be entitled to nominate an individual to serve on the Board of Directors of Central Texas Water Supply Corporation, provided that the nominee is not in violation of the Central Texas Water Supply Corporation Conflict of Interest Policy; and

**WHEREAS**, the City of Belton has determined that it would be in its best interest to have such a voting member on the Central Texas Water Supply Corporation Board of Directors and does desire to have such a Board Member elected at the April 28, 2020, meeting by the members of Central Texas Water Supply Corporation.

**NOW THEREFORE BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BELTON, TEXAS**, that Jeremy Allamon be and is hereby nominated for election to the Board of Directors of Central Texas Water Supply Corporation at the April 28, 2020, meeting of the members of Central Texas Water Supply Corporation.

**PASSED AND APPROVED ON THIS THE 10<sup>th</sup> DAY OF MARCH, 2020.**

\_\_\_\_\_  
Marion Grayson, Mayor

**ATTEST:**

\_\_\_\_\_  
Amy M. Casey, City Clerk

**TIME LINE FOR EVENTS LEADING UP TO ANNUAL MEETING**  
**April 28, 2020**

**120 DAYS PRIOR**

President of the Board verifies that there are three (3) directors appointed to the standing Credentials Committee. The Secretary of the Board will be the Chairperson of the Credentials Committee.

**90 DAYS PRIOR**  
January 29, 2020

Voting procedure changes, as needed are submitted by the Credentials Committee as an agenda item for the board to consider at the next Monthly Meeting.

**90 DAYS PRIOR**  
January 29, 2020

Resolution forms and Conflict of Interest Policy are mailed to membership by the Corporation Office.

**30 DAYS PRIOR**  
March 29, 2020

Resolution forms are due in Corporation Office by **membership.**

**15 – 25 DAY PRIOR**  
April 13, 2020

Membership and Board of Directors Annual Meeting packets are mailed by the Corporation Office.

**10 – 15 DAYS PRIOR**  
April 18, 2020

Credentials Committee meets to verify the Resolutions submitted by the membership.

**DAY OF ANNUAL MEETING**  
April 28, 2020

30 minutes prior to the Annual Meeting, Credentials Committee meets to resolve any issues pertaining to the resolutions submitted by the membership.

# CENTRAL TEXAS WATER SUPPLY CORPORATION

## CONFLICT-OF-INTEREST POLICY

March 20, 2018

### **PART 1. CONFLICT OF INTEREST DEFINED:**

1. Members of the CTWSC Board of Directors shall be elected by a member entity of the corporation. They shall be eligible to serve unless:
  - A. He or she is representing more than one regular member as a Director.
  - B. He or she is a developer of property within the service area of the corporation.
  - C. He or she is an employee of any developer of property within the service area of the corporation.
  - D. He or she is an employee of any director, manager, engineer, or attorney for the corporation.
  - E. He or she is serving as a consultant, engineer, attorney, manager, or in any other professional capacity for the corporation or for a developer of property within the service area of the corporation.
  - F. He or she is a party to a contract with the corporation, except a contract for the purchase of water/sewer services furnished by the corporation to the corporation's members generally, or
  - G. He or she is a part of a contract with any developer of property within the service area of the corporation, other than conveying real property within the service area of the corporation for the purpose of establishing a residence or establishing a commercial business within the service area of the corporation.
  - H. He or she is a member of the immediate family of any director of the corporation or of any other person serving in a managerial capacity, as attorney, accountant, or an engineer on behalf of the corporation or if he or she serves as a director or as an officer for any bank or financial institution retained as a depository for the funds of the corporation, or any bank or entity which holds any indebtedness of the corporation.
2. A Responsible Person is disqualified from employment by the corporation if he or she is a member of the immediate family of any director of the corporation or any other person employed by the corporation or managerial capacity on behalf of the corporation.
3. Any Responsible Person of the corporation shall engage in any transaction as a representative or agent of the corporation with any business entity in which they, their

immediate family, or any business partners have a direct or indirect financial interest that might conflict with the proper discharge of their duties or responsibilities.

4. No Responsible Person of the corporation shall be entitled to any compensation for or in consideration of the execution of his duties as such officer or director, provided, however that the actual, reasonable expenses of any officer or director incurred on the business of the corporation may, with approval of the board of directors, be paid to them.
5. No Responsible Person of the corporation shall:
  - A. Solicit or accept or agree to accept a financial and/or material benefit, that might reasonably tend to influence his or her performance of duties for the corporation or that he or she knows or should know is offered with the intent to influence the officer's or director's performance of his or her duties.
  - B. Accept employment or compensation that might reasonably induce him or her to disclose confidential information acquired in the performance of official duties.
  - C. Accept outside employment or compensation that might reasonably be expected to create a substantial conflict between the officer's and director's private interest and duties of the corporation; or
  - D. Solicit or accept or agree a financial benefit from another person in exchange for having performed duties as an officer or director of the corporation in favor of the person.
6. The board of directors may accept on behalf of the corporation any contribution, gift, bequest, or devise for the general purpose or for any special purpose of the corporation, provided, however, that the board of directors may reject any donation made upon a condition or restriction if in the discretion of the board of directors the acceptance of the donation as so conditioned or restricted will not be in the best interest of the corporation.
7. The removal of any director of the corporation because of disqualification under this policy shall not affect the validity of directors during the time of service by that director, even though the director may have been acting under the disqualification at the time of such service.
8. If at any time any officer or director is required to vote in his or her capacity as a director on an issue which may create a conflict of interest, which may be deemed a conflict of interest by the board, or which may be interpreted by the members as a conflict of interest, the officer or director shall abstain from voting, as a matter of record, on that issue.
9. The policy provisions do not apply to contract for personal or professional services or for a utility service operator.

## **PART II. DEFINITIONS:**

1. A "Conflict of Interest" is any circumstance described in Part I of this Policy.

2. A “Responsible Person” is any person serving as an officer, director, employee, or member of the Board of Directors of Central Texas Water Supply Corporation.
3. A “Family Member” is a spouse, domestic partner, sibling, parent, grandparent, or grandchild or a Responsible Person. This includes step parents, step children, step siblings, and adoptive relationships.
4. A “Material Financial Interest” in an entity is a financial interest of any kind, which, in view of all of the circumstances, is substantial enough that it would, or reasonably could, affect a Responsible Person’s or Family Member’s judgement with respect to transactions to which the entity is a party. This includes all forms of compensation.
5. A “developer” is any person who is an owner, shareholder, director, officer, partner or employee of a business entity engaged in the business of selling or leasing, or offering to sell or lease, or advertising for sale or lease, any lots in a subdivision.
6. A “Contract or Transaction” is any agreement or relationship involving the sale or purchase of goods, services, or rights of any kind, the providing or receipt of a loan or grant, the establishment of any other type of pecuniary relationship, or review of a charitable organization by Central Texas Water Supply Corporation. The making of a gift to Central Texas Water Supply Corporation is not a Contract or Transaction.