

City of Weatherford, TX

FY19 Adopted Budget Cover Page

This budget will raise more total property taxes than last year's budget by \$535,856, or 5%. Of that amount, \$226,803 is tax revenue to be raised from new property added to the tax roll this year.

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

For: Mayor—Craig Swancy

Councilmember, Place 1—Heidi Wilder

Councilmember, Place 2—Jeff Robinson

Councilmember, Place 3, Curtis Tucker

Councilmember, Place 4—Kevin Cleveland

Against: None. **Present and not voting:** None. **Absent:** None.

Property Tax Rate Comparison

	<u>2018-2019</u>	<u>2017-2018</u>
Property Tax Rate	\$0.4899/100	\$0.4899/100
*Effective Tax Rate	\$0.4790/100	\$0.4637/100
*Effective Maintenance & Operations Tax Rate	\$0.3234/100	\$0.3082/100
Rollback Tax Rate	\$0.5285/100	\$0.5130/100
Debt Rate	\$0.1555/100	\$0.1555/100
Total debt obligation for City of Weatherford secured by property taxes	\$ 59,755,000	\$ 58,835,000

*Due to the City of Weatherford's local option sales tax in lieu of property tax, as authorized and governed by Title 3, Subtitle C., Chapter 321 of the Texas Local Government Code, calculations for the City's rollback property tax rate include an adjustment for sales taxes collected on the local option. This essentially includes a separate calculation of a new effective maintenance and operations rate. For more information on how this local option affects the tax rate, please see the Effective and Rollback Tax Rate Calculations in the appendix of this document, or visit <http://texasahead.org/lga/98-721.pdf>.

City of Weatherford, Texas

FY19 Adopted General City Budget





The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Weatherford, TX for its annual budget for the fiscal year beginning October 1, 2017. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

City Council



Mayor
Craig Swancy



Place 1
Jeff Robinson



Place 3
Curtis Tucker



Place 2
Heidi Wilder



Place 4
Kevin Cleveland

City Administration/Appointed Officials

Sharon Hayes	City Manager
James Hotopp	Deputy City Manager
Brad Burnett	Assistant City Manager/Chief Financial Officer
Kyle Lester	Director, Finance
Diana Allen	Director, Human Resources
Dustin Deel	Director, Municipal & Community Services
Craig Farmer	Director, Development & Neighborhood Services
Shannon Goodman	Director, Parks & Recreation
Chris Accardo	Director, Library Services
Troy Garvin	Director, Information Technology
Terry Hughes	Director, Capital Transportation Projects
Lance Arnold	Chief of Police
Malinda Nowell	City Secretary
Paul Rust	Fire Chief
Cody Mulloy	Emergency & Risk Management Coordinator
Blake Rexroat	Director, Communications & Marketing

Welcome to Weatherford, Texas

The City of Weatherford, incorporated in 1858, adopted its original charter and became a home-rule city in 1918. Located 25 miles west of Fort Worth, Weatherford serves as the seat of Parker County. Weatherford occupies a land area of 26.5 square miles and includes an estimated population of 30,654 (2017 est. from the Census Bureau).

The city is operated under the Council-Manager form of government. Policy-making and legislative authority are vested in a governing council consisting of a Mayor and four council members. The City Council is responsible for passing ordinances, adopting the budget, appointing boards and committees, and hiring the City Manager, Municipal Court Judge, and City Attorney. The Mayor and council members are elected on a non-partisan, at-large basis for staggered three-year terms.

The City Manager is responsible for carrying out the policies and ordinances of the City Council, overseeing the daily operations of the city, and appointing the heads of various departments. The city provides a full range of services including public safety, street maintenance, sanitation, parks and recreation facilities, and a public library.

The board of trustees of the municipal utility system, consisting of the Mayor, two council members, and four trustees appointed by the Council, exercises management control over the electric, water, and wastewater systems that serve the city and much of the area extending from the city to and around the Weatherford Water Supply Reservoir located approximately five miles northeast of the city. The City Manager is also responsible for all utility operations and reports directly to the Municipal Utility Board.



How to Read this Document

This document is designed to take the reader through the City's complete FY19 budget. Because Weatherford's General City Budget is large and somewhat intricate, staff has broken it up into sections. These sections are intended to take the reader from a broad overview of Weatherford to a more detailed look at the budget.

- Pages 14-81 include information regarding Weatherford's operational structure, including descriptions of all funds, a basic organizational structure chart, brief summaries of all budgeted funds and service areas, a major revenue summary, our strategic plan, and budget methodology.
- Pages 82-187 include a full look at the City's major operating fund, the General Fund. This section also delves into a summary of each department located in the General Fund, offering both financial and operational information.
- Other major funds are found in pages 188-257. These include the Solid Waste enterprise fund, debt service schedules, and any major capital project funds currently active.
- Finally, the document concludes with an appendix containing a glossary, financial policies, and all approved decision packages for FY19.

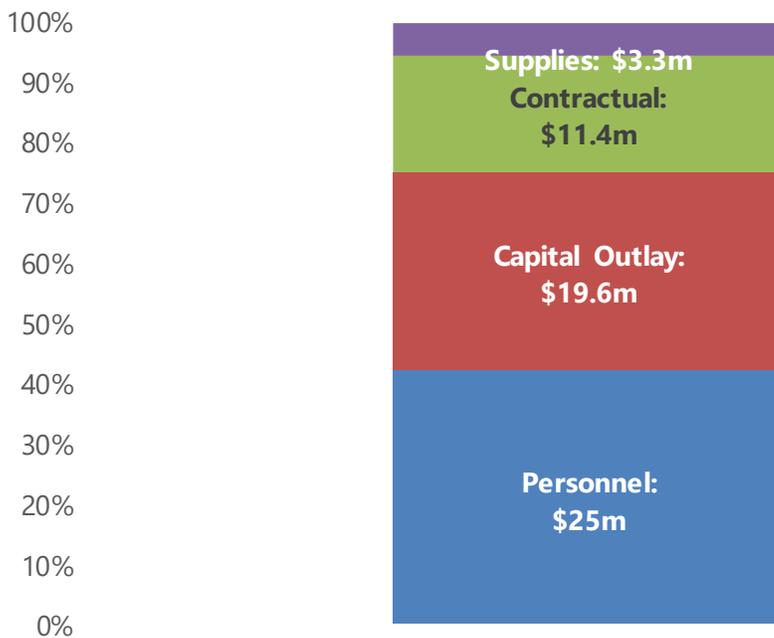
Budget-in-Brief

City-Wide Staffing

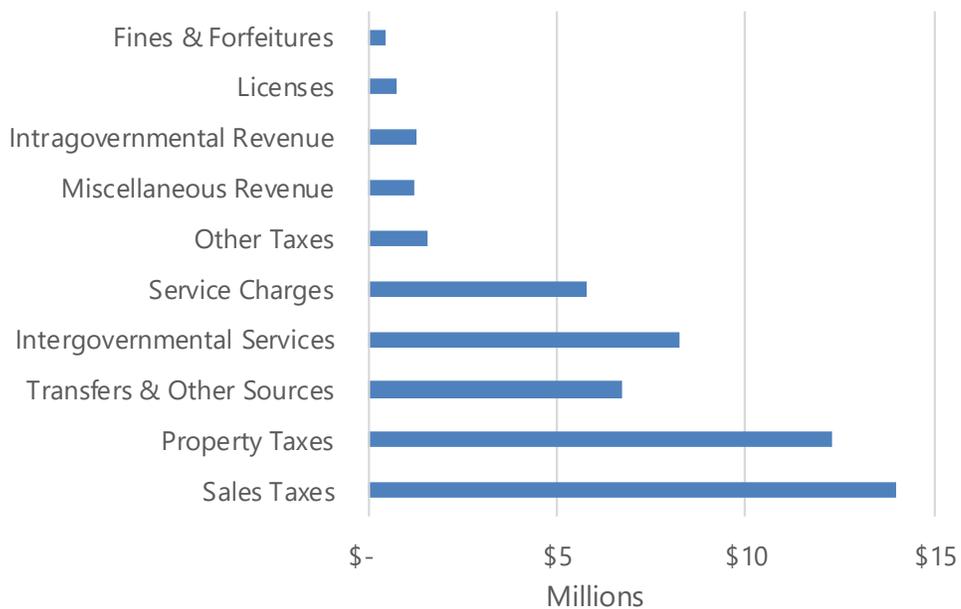
Service Area	Personnel Budget	# of Positions	% of Total
Total Organizational Management	\$ 1,833,508	19	5.9%
Total Asset Management	\$ 1,366,089	17	5.2%
Total Internal Services	\$ 3,199,597	36	11.1%
Total Growth & Development	\$ 771,728	8	2.5%
Total Infrastructure	\$ 1,758,735	23	7.1%
Total Community Quality	\$ 3,587,937	75	23.1%
Total Public Safety	\$ 15,727,267	182	56.2%
Total External Services	\$ 21,845,667	288	88.9%
Total City-Wide	\$ 25,045,264	324	

Budget-in-Brief (continued)

Expenditure Summary



Revenue Summary



Weatherford Facts & Figures

City Government

Year Founded	1855
Incorporated	1858
Charter Adopted	1918
Form of Government	Council-Manager

Physiographic

Land Area (sq. mi.)	26.52
Long/Lat Range	32.759 ° N / 97.797° W

Public Parkland

City Parks: *Cartwright, Cherry, Holland Lake, Marshal, McGratton, Miller, Love Street, Soldier Springs*

Trails: *Town Creek Hike & Bike Trail*

Lake Weatherford

Pool Elevation (ft.)	896
Surface Area (acres)	1,158
Maximum Depth (ft.)	39

Weather

Average Annual Precipitation	35.88 in.
Avg Annual Low Temperature	50.7° F
Avg Annual High Temperature	74.7° F
Record High (Jun 1980)	119° F
Record Low (Dec 1989)	-10° F

Demographic (Census Bureau)

Population Totals

2000	19,000
2005	23,050
2010	25,250
2017 (Est)	30,654
Change since 2010	21.4%

By Sex (2017)

Male/Female	46.8%/53.2%
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By Race/Ethnicity (2017)

White, non-Hispanic	82%
Hispanic or Latino	12.2%
Black	2.9%
Other	2.9%

Age Distribution (years)

0-4	8.2%
5-19	25.9%
20-64	50.3%
65+	15.6%

Income (2016)

Median Household	\$57,759
Below Poverty Level	9.9%

Other (2017)

Households	10,416
Persons per Household	2.60

Education

Weatherford ISD Enrollment (2016)

K-6	4,369
7-8	1,146
9-12	2,325

Weatherford College Enrollment

Total Enrollment	5,629
Male/Female (%)	39/61

Educational Attainment (25 years and older)

High School Graduates	89.3%
Bachelor’s Degree or Higher	26.2%

Employment

Civilian Labor Force	12,822
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Unemployment Rate

Average Annual	4%
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Top Employers

Weatherford ISD	945
Weatherford Regional Medical Center	585
Parker County	485
City of Weatherford	371
Wal-Mart	350
Weatherford College	298
C.D. Hartnett	276

Economic

Business & Retail

Avg # of monthly Sales Tax Payers (24 mos.)	2,722
2017 Sales Tax Remitted	\$12.963m
Increase/Decrease from 2016	+11.5%
Retail sales tax per capita	\$422.88

Housing

Median Market value, owner-occupied home	\$175,792
Single-Family Building Permits (October 2017—September 2018)	217
Additions/Remodel/Residential Accessory Permits (October 2017—September 2018)	145

Tourism

Hotels and Beds & Breakfasts	30
Attractions: <i>Chandor Gardens, Clark Gardens, Greenwood Farm, Sheriff’s Posse Rodeo, Farmer’s Market, Doss Heritage & Cultural Center, Greenwood Cemetery, Museum of the Americas, First Monday Grounds</i>	
Special Events: <i>Weatherford Blooms, Sheriff’s Posse Rodeo, Peach Festival, Hometown Heritage Stampede, Christmas on the Square</i>	

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Changes from Proposed Budget

The City Manager's budget proposal was presented to the City Council on August 14, 2018. In addition to funding for existing programs and services, it also included a variety of supplemental items recommended for funding. During the budget work sessions and other public meetings, the City Council recommended some minor adjustments to the budget. These adjustments are summarized below:

General Fund

Tax Rate

- While Council formally proposed a tax rate of \$0.50 per \$100,000 of assessed value, they adopted a rate of \$0.4899. While this is the same nominal rate as in FY18, it does represent a modest increase in property tax receipts flowing into the City.
- Additionally, Council and staff decided to dedicate the revenue from tax value increases to its long-term capital funds. This increases the annual cash dedicated to general capital plans to \$750,000 from \$500,000.

Outside Agency Funding

- City Council instructed staff to add non-recurring grant funding of \$5,000 each for the following organizations:
 - Parker County Committee on Aging
 - CASA Hope for Children
 - Freedom House
 - Manna Storehouse

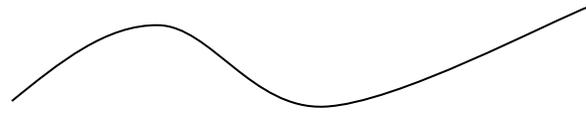
Hotel Motel Tax Fund

Outside Agency Funding

- City Council instructed staff to add non-recurring grant funding of \$5,000 to the Doss Heritage & Cultural Center.

The aforementioned changes are reflected in the remainder of this document, with the exception of the City Manager's Message, which remains unchanged from its original form as submitted on August 14, 2018

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City Manager's Proposed Budget Message

As presented on August 14, 2018

To: Honorable Mayor and Weatherford City Council Members

In accordance with Chapter 102 of the Local Government Code and the City of Weatherford Code of Ordinances, Title 1, Chapter 8, Section 1-8-5 (g), the FY19 proposed budget is hereby submitted for review and consideration. The budget that follows will provide for operations and maintenance of the City of Weatherford from October 1, 2018, through September 30, 2019. It has been developed under the principles and guidance of sound budgeting practices. Said practices assure that revenues are realistically estimated to cover the cost of essential services while leaving a prudent amount of fund balance for emergency or unforeseen circumstances.

Purpose of the Budget

This proposed budget serves as the Annual Operating Plan of the City of Weatherford. It establishes levels of service, determines the allocation of municipal resources, and acts as an operational tool and planning guide. Most importantly, it is a statement about the values and goals of our community. The budget process is the primary time during which staff, citizens, and the City Council engage in a conversation about how to allocate our limited resources towards the objectives that have been laid out.

As laid out in the City's annual budget ordinance, Council's budgetary control is at the department level and fund level, as neither departments nor funds are authorized to exceed their overall budget without approval and adjustment by City Council. For the next month and a half, Council and staff will have the opportunity to deliberate on annual appropriations and funding priorities for FY19. All decisions made during this time will be codified in the final adopted budget, set to be accepted by Council on September 25, 2018. Weatherford citizens will also be encouraged to voice their opinions at three separate public hearings: two on the City's proposed FY19 property tax rate (held on August 28 and September 11), and one on the City's FY19 budget in general (held on September 11).

For several years, Weatherford has made structural improvements and revenue enhancements designed to both make up the ground the City lost with the Great Recession while also planning adequately for all foreseeable future costs. The major results of these actions have been employ-

ee raises and market adjustments, strategic improvements to parks and street maintenance, dedicated storm water funding, the creation of Weatherford's first Tax Increment Reinvestment Zone, beginning a fleet rotation schedule, and planning for major compensated absences costs that are slated on the horizon. On a staff-level, succession planning has also been a focus, as a high number of employee retirements are likely in the next five years. These actions are emblematic of staff's and Council's passion to see Weatherford continue to grow and prosper in a financially sound manner. This FY19 budget proposal aims to continue the spirit of those actions, honoring the progress that has been made up to this year, while setting the stage for large-scale capital improvement needs looming on the horizon.

As is the case with all budgets submitted to this political body, our proposal is guided by the Council's adopted strategic plan, which spells out focus areas of the City's available resources. A summary of the current plan is as follows on the next page.

While resources in any given year would be unable to make headway on all priorities, the FY19 proposed budget does touch on a number of them, with a focus on planning for the City's major capital projects, maximizing its funding structure, and maintaining the progress on internal needs.

This budget submission honors the progress made in past years through a few ways: first, a substantial portion of the City's sales tax continues to be reserved for nonrecurring purchases, enabling staff to reduce its overall budget quickly in the event of a waning economy. Second, staff is continuing to plan for major, long-term improvements by reserving cash for future use. This will enable certain projects or portions of projects to be cash-funded, reducing the need for debt financing and ultimately saving the City money. Third, this budget honors the compensation plan accepted by Council on December 12, 2017 by allowing staff to distribute salary increases along the steps outlined in the plan. Finally, substantial resources are being dedicated to increasing the vehicle rotation schedule by four vehicles, reserving dollars for the compensated absences that are projected to come due within the next several years, and targeted infrastructure improvements on technology, facilities and roadways.

Below: snapshot of the City of Weatherford's strategic plan by stated goals and focus areas. These are expanded upon in the Strategic Plan section on page 56.

Focus Areas ->	Communi- cate with Cit- izens	Concentrate on Infrastruc- ture	Re-Align Funding Sources	Control our Own Destiny (Plan for Future)	Improve Mar- ketability	Ensure Sus- tainable Ser- vices
Stated Goals						
Conduct a Citizen Survey	X					X
Upgrade Infrastruc- ture		X				X
Convene a Capital Advisory Committee	X	X		X		
Evaluate Resources put toward "Non Res- ident" Services			X	X		X
Prepare a New Com- prehensive Plan		X		X		X
Explore New Revenue Opportunities			X			X
Focus on Developing Downtown, 1 st Mon- day, and York Avenue				X	X	
Improve Tourism and Marketing				X	X	
Ensure Quality Devel- opment				X	X	
Focus on Internal Needs						X
Focus on Transporta- tion		X				
Revitalize the Library						X

Budget Overview

Budgeted expenditures for all funds of the City of Weatherford for FY19 total \$57,327,077, and are allocated as follows:

Group	Proposed Budget	% of Total
General Fund	\$ 34,986,275.93	61%
Debt Service Fund	\$ 8,359,689.51	15%
Capital Projects Funds	\$ 4,269,713.52	7%
Solid Waste Fund	\$ 3,443,806.95	6%
Stormwater Utility Fund	\$ 3,249,212.04	6%
Special Revenue Funds	\$ 3,018,378.77	5%
	\$57,327,077	100%

The General Fund, accounting for 61% of the total budget, funds the primary operating departments of the City, including police, fire, street maintenance, parks and recreation, libraries, and various other community services and administrative offices. The Capital Projects funds, accounting for approximately 7%, appropriates funding for continued development of the City's parks, including the Cherry Park pool renovation, and the emergency management radio tower project. Funds budgeted for capital projects do not re-appropriate funds already obligated for particular projects by City Council. Funds presented in this budget for appropriation are unobligated funds that are not already appropriated and under construction. The annual debt service require-

ments on the City's general obligation debt make up 15% of proposed expenditures. Operation of solid waste collections, stormwater utility, Chandor Gardens, and various other funds make up the remaining 17% of the budget.

Budget Process Methodology

The FY19 budget process remains largely unchanged from last year. Departments were directed to submit a line-item budget that held their costs at the same operational level that was adopted in the current budget and submit any requests above that amount individually, with justification, and ranked according to their priorities.

In preparing their budget requests, staff was directed to keep the aforementioned strategic priorities of the City Council in mind.

Major Changes

Capitalizing on Property Values while Maintaining a Competitive Tax Rate

As calculated and published by the Parker County Appraisal District, the City's effective and rollback tax rates are \$0.47895 and \$0.52853, respectively. The proposed rate of \$0.4899 represents no change in the tax rate from FY18. Keeping the City's rate at that level would result in an additional \$463,000 in operational revenue (net of dedicated TIRZ funds) for the General Fund over FY18. This revenue is currently budgeted to be used for operational needs, such as compensation, additional personnel, software costs, and additional supplies/maintenance. Because there is no rate change, any increases in tax burden come from higher appraised values on property. At this rate, the average residential tax bill would see a modest increase \$3.16 per month, according to average taxable home values determined by the appraisal district.

Additionally, maintaining this property tax rate will help mitigate potential action at the state level to restrict cities' ability to raise property tax revenue to suit their individual needs. During the last legislative session, two bills aimed at reducing the municipal rollback tax rate were introduced. These bills would have made for a vastly more difficult operational environment for Weatherford and all cities in Texas. Under current law, cities can increase their tax rate over the effective rate by 8%. The bills that were considered aimed reduce this rate to either 4% or 6%, an action which can be particularly detrimental to high-growth cities such as Weatherford, as it is crucial for services to keep pace

with economic development. While these bills did not ultimately pass, it is a certainty that more will be introduced in the future. Following staff's recommendation to maintain its tax rate will help mitigate any future legislative action here, and will help continue to nurture an economically prosperous City.

Sales Tax Projections

There is perhaps no other barometer that can exemplify Weatherford's economic growth better than sales tax. The gains made in such a short period of time are nothing short of incredible, and are a testament to our good judgement and growth strategy. Since FY13, the City's sales tax revenue has gained over \$3.7 million, according to FY18 ending projections. During that time period, Weatherford staff and Council has ensured that a substantial portion of that growth will not be considered available for ongoing operations. This decision was made so that the City could build up a substantial buffer between Weatherford's full sales tax receipts and the amount that is relied upon for ongoing operations (which we call the sales tax baseline). In this way, the City builds a much-needed layer of protection against periods of economic decline. Having built in a conservative buffer of 10%, it is in the City's best interest to increase this baseline to one that is more appropriate for our level of revenue. Therefore, the FY19 budget proposes to set the sales tax baseline at \$12.6 million, which is an increase of just over \$1.3 million from the previous baseline. Because full sales tax receipts are expected to come in at \$14 million next year, this action would still leave a \$1.4 million difference between Weatherford's total sales tax revenue and the amount that is relied upon for ongoing operations. This increase will assist the City in funding its requested operational increases, which include two new positions, facility and technology advancements, and vehicle replacements and rotation funding. A full list of supplemental requests can be found in the back of this document.

Looking Forward

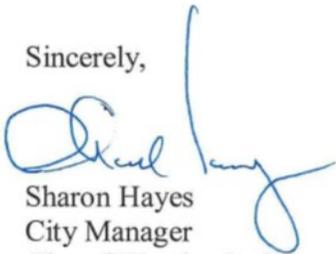
Although a lot will be accomplished through this proposal, there is still much to be done. Weatherford's position of fast growth is a positive one, but can still be difficult to manage. First and foremost, our priority as City officials is to ensure consistent levels of service, commensurate with the high-quality City that Weatherford has been for a long time. Our budget proposal does this through adding key

positions that are long overdue and increasing budget to the levels necessary to continue all departmental operations at their current state. In spite, of the state legislature's recent attempts to reduce our ability to self-govern, our proposal set the City up for a strong position both in FY19 and in future years.

At the same time, as a city grows, so do its operational needs. For Weatherford, these needs include major facility relocations and renovations, accompanied by a technological infrastructure that can support the service levels our citizens deserve. The City's upcoming capital improvement plan is extensive, but necessary for the quality of life for our residents and businesses. Our budget proposal maintains our strategic advantage of utilizing ongoing revenue that can be counted on for non-operational needs. Should operational needs arise in the future as funding possibilities are restricted, this revenue can begin to play a crucial role in continuity of service.

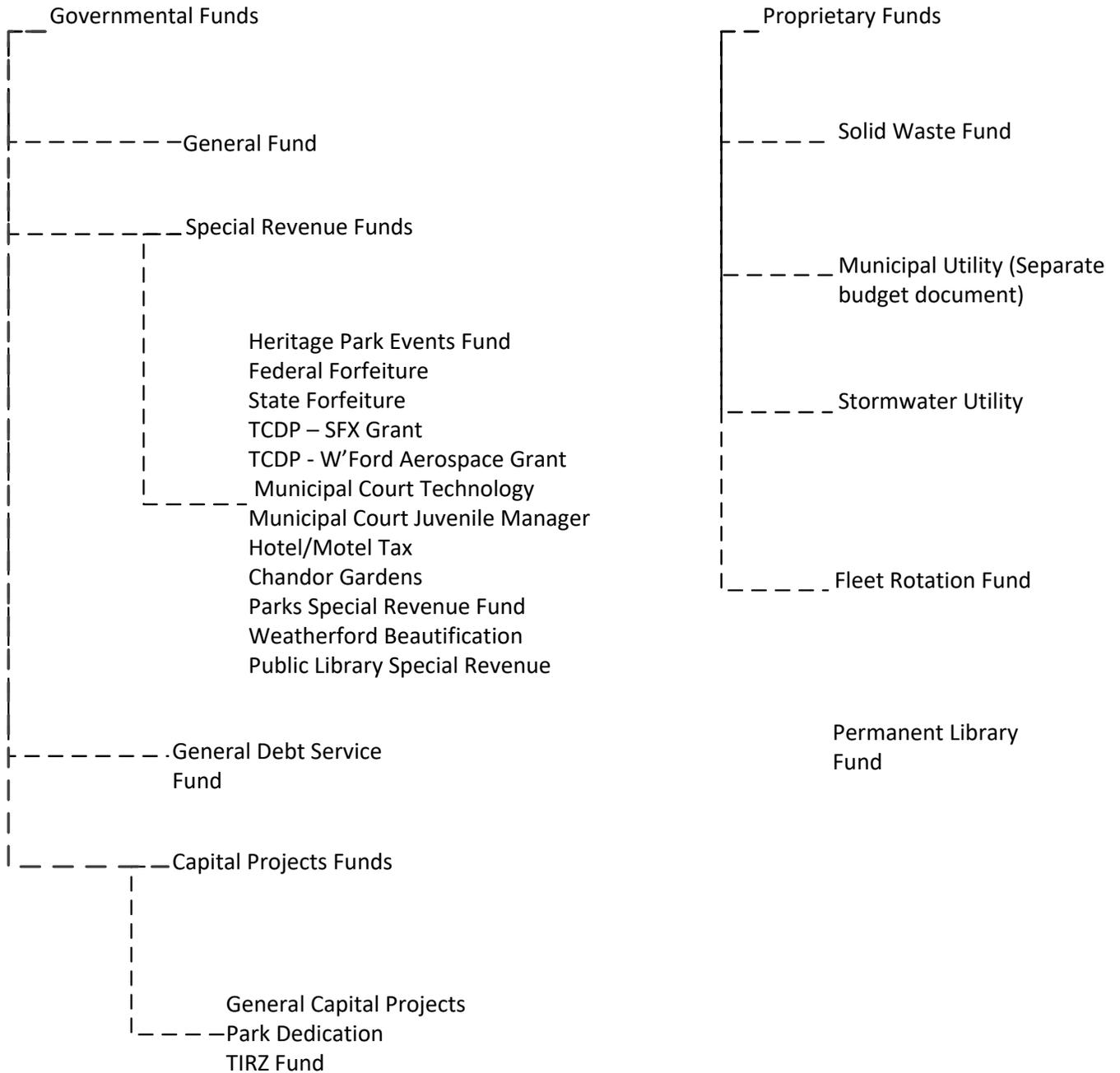
In conclusion, I wish to thank each department director and supervisor who spent many hours in the preparation of this budget. I especially wish to thank Deputy City Manager James Hotopp and Assistant City Manager Brad Burnett, both of whom provided invaluable assistance during this process. The City of Weatherford has achieved great things during the current fiscal year. With the leadership of the City Council, we will continue taking steps in the right direction toward providing outstanding services at the best possible cost, and we respectfully submit this budget for consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "Sharon Hayes", written over a light blue horizontal line.

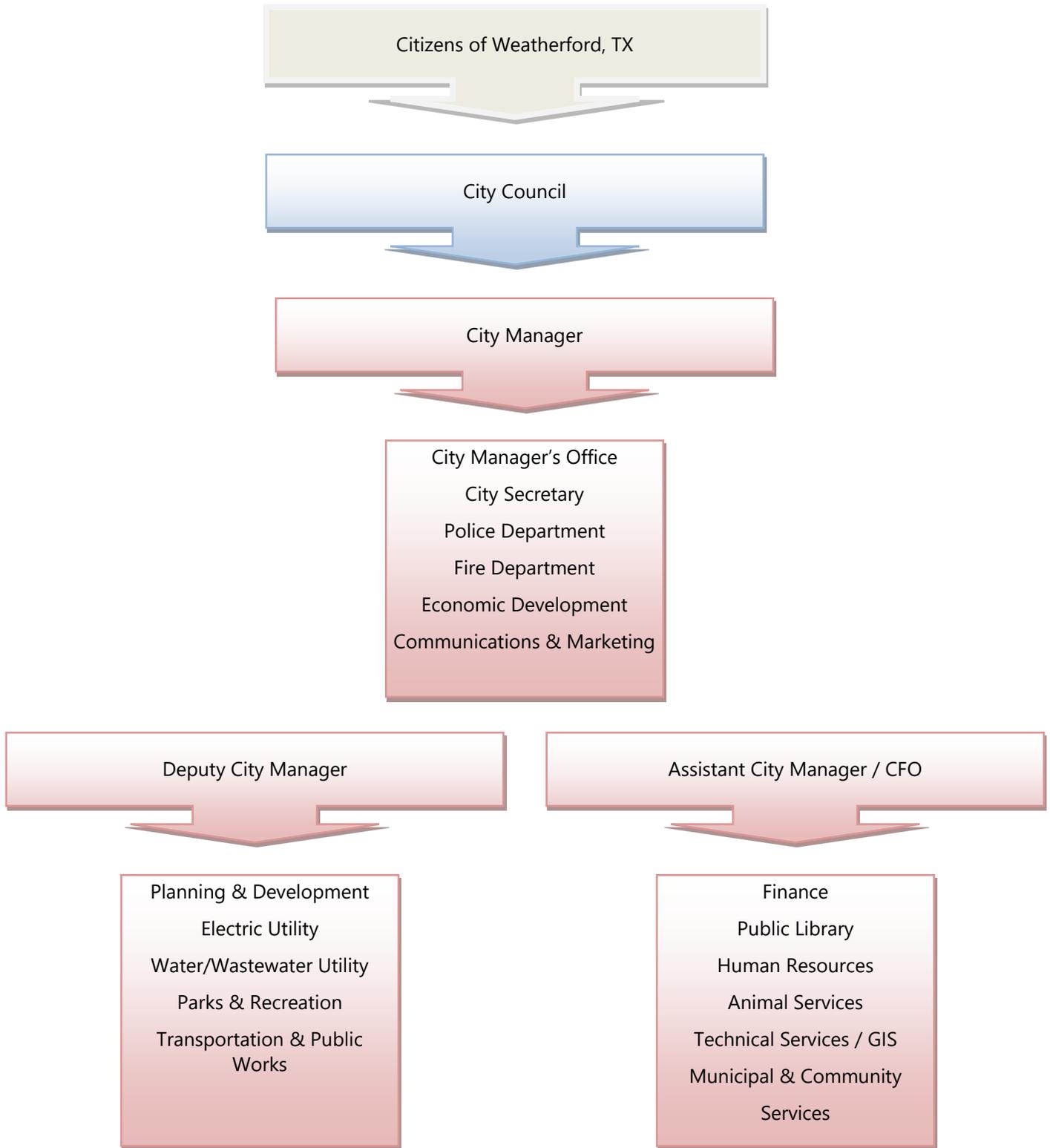
Sharon Hayes
City Manager
City of Weatherford
Weatherford, Texas

Fund Structure*



- The above are all appropriated funds.
- The TIRZ Fund is actually a blended component unit of the City, governed by members appointed to the TIRZ Board.

Organizational Structure



Fund Descriptions

General Fund - this fund is responsible for all general city operations, including Parks & Recreation, Police, Fire, Finance, Municipal Court, Code Enforcement, Planning & Development, and all internal service departments. It is primarily funded through sales tax, property tax, and utility gross receipts and return on investment.

Heritage Park Events Fund - this fund is set up to account for all expenditures and proceeds from events at the Heritage Park event grounds.

State Forfeiture Fund - this fund is used to account for funds received from the District Attorney's office that have been seized and confiscated during criminal prosecution. These funds are restricted, and may only be used for law enforcement operations.

Federal Forfeiture Fund - as with the State Forfeiture Fund, this fund is used to account for funds received from the District Attorney's office that have been seized and confiscated during criminal prosecution. These funds are restricted, and may only be used for law enforcement operations.

Weatherford Beautification Fund - this fund is used to account for donations received by the City for beautification projects administered by the Keep Weatherford Beautiful Board.

Parks Special Revenue - this fund accounts for the purchase of, and debt service on, a new lighting system at the Soldier Springs sports complex.

Park Dedication Fund - this fund is used to account for the use of Park Dedication Fees, which are restricted for the development and improvement of the parks system.

TCDP—Weatherford Aerospace Grant Fund - this fund was established for the receipt and reimbursement of lease payments from Weatherford Aerospace to the Texas Community Development Program.

TCDP—SFX Grant Fund - this fund was established for the receipt and reimbursement of lease payments from SFX Design, Inc. to the Texas Community Development Program.

Municipal Court Technology Fund - this fund was established by action of the City Council (Ordinance 1999-40), as authorized by Article 102-0172 of the Texas Code of Criminal Procedure, to account for a \$4.00 fee assessed on each misdemeanor conviction for the purchase of technological enhancements for the Municipal Court.

Municipal Court Building Security Fund - this fund was established by action of the City Council (Ordinance 336-2008-10), as authorized by Article 102-017 of the Texas Code of Criminal Procedure, to account for a \$3.00 fee assessed on each misdemeanor conviction for the purpose of providing security to the Municipal Court.

Municipal Court Juvenile Case Manager Fund - this fund was established by action of the City Council (Ordinance 46-2009-43), as authorized by Article 102-0174 of the Texas Code of Criminal Procedure, to account for a \$5.00 fee assessed on each misdemeanor conviction to finance the salary and benefits of a juvenile case manager employed by the City as defined under the Code of Criminal Procedure Article 45.0596.

Hotel/Motel Tax Fund - this fund is used to account for the City's hotel/motel occupancy tax that is legally restricted by state law for use in convention center facilities, promotion of tourism, encouragement and promotion of the arts, and historical restoration or preservation per Weatherford Code of Ordinances Article 5 Chapter 6 (Ordinance 3-76) as allowed by Texas Tax Code Chapter 351.

* The above are all appropriated funds.

Chandor Gardens Fund - this fund is used to account for the maintenance and operations of Chandor Gardens. Operations are funded through facility rental and tour fees, as well as hotel/motel tax funds.

Library Special Revenue Fund - this fund is used to account for donations to the public library and profits from the coin-operated copiers in the library, which are restricted for use at the public library.

Animal Shelter Special Revenue Fund - this fund is used to account for donations received for improvements to the Animal Shelter.

General Debt Service Fund - this fund is used to make principle and interest payments on the City's outstanding debt.

Capital Projects Funds - these funds are used to account for the acquisition and construction of major capital facilities other than those financed by proprietary and trust funds. Budgets are approved by project. Other than the General Capital Projects Fund, all capital projects funds are financed through debt. The TIRZ (Tax Increment Financing Zone) Fund is considered a capital fund, although it is a blended component unit of the City.

Solid Waste Enterprise Fund - this fund is used to account for the business-type activity of sanitation collection. Revenues are recorded when available and measurable, and expenses are recorded when the liability is incurred. This fund is primarily financed through service charges.

Stormwater Utility Fund - this special revenue fund was set up in early 2013, and is used to account for projects related to drainage and stormwater management. It is financed through the stormwater fee levied on all properties inside City limits.

Doss Permanent Library Fund - this fund is used to account for a \$50,000 endowment to the Library System, and only the interest earnings are available for use by the Library Department.

Fleet Rotation Fund - this fund accounts for purchases of major vehicles and equipment that are on the City's replacement schedule. These purchases are funded through transfers from other departments.

* The above are all appropriated funds.

Fund Descriptions

Funds	City Admin- istration	City Attorney	City Council	Economic Development	Finance	Fire Services	Human Resources	Information Technology
General Fund	X	X	X	X	X	X	X	X
State Forfeiture								
Federal Forfeiture								
Weatherford Beautification								
Park Special Revenue								
Park Dedication								
TCDP - W'ford Aerospace Grant								
TCDP - SFX Grant								
Municipal Court Technology					X			
Municipal Court Building Security					X			
Municipal Court Juvenile Case Mg					X			
Hotel/Motel Tax								
Chandor Gardens								
Library Special Revenue								
Animal Shelter Special Revenue								
General Debt Service Fund								
Capital Projects Funds								
Solid Waste Enterprise Fund								
Heritage Park Events Fund								
Fleet Rotation Fund						X		X
Stormwater Utility Fund								
Doss Permanent Library Fund								

The table above denotes which departments are funded through each fund.

Funds	Library	Municipal & Community Services	Non Departmental	Parks & Recreation	Planning & Development	Police Services	Transportation & Public Works
General Fund	X	X	X	X	X	X	X
State Forfeiture						X	
Federal Forfeiture						X	
Weatherford Beautification				X			
Park Special Revenue				X			
Park Dedication				X			
TCDP - W'ford Aerospace Grant							
TCDP - SFX Grant							
Municipal Court Technology							
Municipal Court Building Security							
Municipal Court Juvenile Case Mg							
Hotel/Motel Tax				X	X		
Chandor Gardens				X			
Library Special Revenue	X						
Animal Shelter Special Revenue		X					
General Debt Service Fund							
Capital Projects Funds							X
Solid Waste Enterprise Fund							X
Heritage Park Events Fund				X			
Fleet Rotation Fund		X		X	X	X	X
Stormwater Utility Fund							X
Doss Permanent Library Fund	X						

Combined Budget Summary—All Funds

Total Budgeted Resources

	FY17 Actuals	FY18 Budget	FY18 Estimate	FY19 Adopted
Beginning Fund Balance	\$ 37,224,300	\$ 32,476,901	\$ 32,476,901	\$ 39,170,098
Major Revenues				
Property Taxes	\$ 10,600,871	\$ 11,579,308	\$ 11,686,012	\$ 12,287,075
Sales Taxes	\$ 12,963,401	\$ 12,924,000	\$ 13,743,680	\$ 14,000,000
Other Taxes	\$ 1,536,063	\$ 1,520,000	\$ 1,578,778	\$ 1,595,000
Licenses	\$ 654,026	\$ 715,728	\$ 721,101	\$ 748,004
Intragovernmental Revenue	\$ 1,309,768	\$ 1,984,895	\$ 1,650,538	\$ 1,286,404
Service Charges	\$ 5,581,442	\$ 5,509,412	\$ 5,531,689	\$ 5,797,524
Fines & Forfeitures	\$ 526,089	\$ 586,000	\$ 504,706	\$ 479,200
Miscellaneous Revenue	\$ 1,436,375	\$ 1,028,083	\$ 2,074,194	\$ 1,236,218
Transfers & Other Sources	\$ 7,998,520	\$ 11,958,020	\$ 17,372,760	\$ 6,705,959
Intergovernmental Services	\$ 2,286,396	\$ 7,467,790	\$ 7,912,142	\$ 8,230,804
Total Revenues	\$ 44,892,952	\$ 55,273,237	\$ 62,775,599	\$ 52,366,188
Major Expenses				
Personnel	\$ 23,266,995	\$ 23,757,510	\$ 23,779,811	\$ 25,059,545
Supplies/Maintenance	\$ 3,037,232	\$ 3,446,810	\$ 3,263,934	\$ 3,277,864
Contractual	\$ 17,595,560	\$ 20,127,912	\$ 21,337,451	\$ 19,647,310
Capital Outlay	\$ 5,740,600	\$ 16,329,366	\$ 7,701,207	\$ 11,481,610
Total Expenses	\$ 49,640,351	\$ 63,661,598	\$ 56,082,403	\$ 59,466,329
Surplus/(Deficit)	\$ (4,747,399)	\$ (8,388,361)	\$ 6,693,196	\$ (7,100,141)
Ending Fund Balance	\$ 32,476,901	\$ 24,088,540	\$ 39,170,098	\$ 32,069,957

Note about Fluctuation in Overall Fund Balance

The reader will observe that ending fund balance fluctuates significantly throughout this snapshot. The primary reason for this is the receipt and expense of bond funding for long-term capital projects. Tax note proceeds in the amount of \$5.06 million were received in FY18, to be expensed in FY19.

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Combined Budget Summary—All Funds

	Estimated Undesignated Fund Balance	Estimated Revenues	Transfers from Other Funds
General Fund	\$ 11,626,124	\$ 30,097,199	\$ 5,276,443
Special Revenue Funds			
State Forfeiture	\$ 57,593	\$ 10,000	\$ -
Federal Forfeiture	\$ 54,965	\$ 41,500	\$ -
Weatherford Beautification	\$ -	\$ -	\$ -
Park Special Revenue	\$ 57,603	\$ 25,000	\$ -
Park Dedication	\$ 276,066	\$ 100,100	\$ -
TCDP - W'ford Aerospace Grant	\$ -	\$ -	\$ -
TCDP - SFX Grant	\$ 1,864	\$ 22,368	\$ -
Municipal Court Technology	\$ 10,909	\$ 10,000	\$ -
Municipal Court Building Security	\$ 9,005	\$ 10,000	\$ -
Municipal Court Juvenile Case Mg	\$ 14,282	\$ 16,000	\$ -
Hotel/Motel Tax	\$ 329,856	\$ 762,500	\$ -
Chandor Gardens	\$ 169,351	\$ 73,650	\$ 361,221
Fleet Rotation Fund	\$ 1,166,601	\$ 386,026	\$ 230,500
Heritage Park Events Fund	\$ 30,495	\$ 234,840	\$ 112,796
Library Special Revenue	\$ 60,394	\$ 20,600	\$ 649
Animal Shelter Special Revenue	\$ 565,980	\$ 100,000	\$ -
General Debt Service Fund	\$ 8,190,758	\$ 9,095,333	\$ 152,000
Capital Projects Funds			
General Capital Projects	\$ 10,813,201	\$ 301,814	\$ 572,000
Solid Waste Enterprise Fund	\$ 1,627,369	\$ 2,963,086	\$ -
Stormwater Utility Fund	\$ 4,057,363	\$ 1,389,882	\$ -
Doss Permanent Library Fund	\$ 50,319	\$ 330	\$ -
	<u>\$ 39,170,098</u>	<u>\$ 45,660,229</u>	<u>\$ 6,705,959</u>

	Available Resources	Estimated Expenditures	Transfers to Other Funds	Estimated Undesignated Ending Fund Balance
General Fund	\$ 46,999,766	\$ 34,720,031	\$ 561,245	\$ 11,718,490
Special Revenue Funds				
State Forfeiture	\$ 67,593	\$ 57,593	\$ -	\$ 10,000
Federal Forfeiture	\$ 96,465	\$ 54,965	\$ -	\$ 41,500
Weatherford Beautification	\$ -	\$ -	\$ -	\$ -
Park Special Revenue	\$ 82,603	\$ 57,603	\$ -	\$ 25,000
Park Dedication	\$ 376,166	\$ 276,066	\$ -	\$ 100,100
TCDP - W'ford Aerospace Grant	\$ -	\$ -	\$ -	\$ -
TCDP - SFX Grant	\$ 24,232	\$ 22,368	\$ -	\$ 1,864
Municipal Court Technology	\$ 20,909	\$ 10,909	\$ -	\$ 10,000
Municipal Court Building Security	\$ 19,005	\$ 9,005	\$ -	\$ 10,000
Municipal Court Juvenile Case Mg	\$ 30,282	\$ 14,282	\$ -	\$ 16,000
*Hotel/Motel Tax	\$ 1,092,356	\$ 296,484	\$ 372,348	\$ 423,524
Chandor Gardens	\$ 604,222	\$ 433,559	\$ -	\$ 170,663
Fleet Rotation Fund	\$ 1,783,128	\$ 441,655	\$ -	\$ 1,341,473
Heritage Park Events Fund	\$ 378,131	\$ 347,386	\$ -	\$ 30,745
Library Special Revenue	\$ 81,643	\$ 60,394	\$ -	\$ 21,249
Animal Shelter Special Revenue	\$ 665,980	\$ 565,980	\$ -	\$ 100,000
General Debt Service Fund	\$ 17,438,441	\$ 8,359,690	\$ -	\$ 9,078,751
Capital Projects Funds				
General Capital Projects	\$ 11,687,015	\$ 4,273,048	\$ -	\$ 7,413,968
Solid Waste Enterprise Fund	\$ 4,590,455	\$ 2,976,109	\$ 500,000	\$ 1,114,346
Stormwater Utility Fund	\$ 5,447,244	\$ 5,054,961	\$ -	\$ 392,283
Doss Permanent Library Fund	\$ 50,649	\$ 276	\$ 373	\$ 50,000
	\$ 91,536,286	\$ 58,032,363	\$ 1,433,966	\$ 32,069,957

Combined Budget Summary—All Funds

	General Fund	State Forfeiture	Federal Forfeiture	Park Special Revenue	Park Dedication
Beginning Fund Balance	\$ 11,626,124	\$ 57,593	\$ 54,965	\$ 57,603	\$ 276,066
Major Revenues					
Property Taxes	\$ 8,250,027	\$ -	\$ -	\$ -	\$ -
Sales Taxes	\$ 14,000,000	\$ -	\$ -	\$ -	\$ -
Other Taxes	\$ 840,000	\$ -	\$ -	\$ -	\$ -
Licenses	\$ 745,004	\$ -	\$ -	\$ -	\$ -
Intragovernmental Revenue	\$ 1,286,404	\$ -	\$ -	\$ -	\$ -
Service Charges	\$ 1,293,730	\$ -	\$ -	\$ 25,000	\$ -
Fines & Forfeitures	\$ 443,200	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 208,030	\$ 10,000	\$ 41,500	\$ -	\$ 100,100
Transfers & Other Sources	\$ 5,276,443	\$ -	\$ -	\$ -	\$ -
Intergovernmental Services	\$ 3,030,804	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 35,373,642	\$ 10,000	\$ 41,500	\$ 25,000	\$ 100,100
Major Expenses					
Personnel	\$ 23,591,205	\$ -	\$ -	\$ -	\$ -
Supplies/Maintenance	\$ 2,737,379	\$ -	\$ -	\$ -	\$ -
Contractual	\$ 8,312,883	\$ 57,593	\$ 54,965	\$ -	\$ -
Capital Outlay	\$ 639,810			\$ 57,603	\$ 276,066
Total Expenses	\$ 35,281,276	\$ 57,593	\$ 54,965	\$ 57,603	\$ 276,066
Surplus/(Deficit)	\$ 92,366	\$ (47,593)	\$ (13,465)	\$ (32,603)	\$ (175,966)
Ending Fund Balance	\$ 11,718,490	\$ 10,000	\$ 41,500	\$ 25,000	\$ 100,100

	TCDP - SFX Grant	Municipal Court Tech- nology	Municipal Court Building Security	Municipal Court Juvenile Case Mg	Hotel/Motel Tax
Beginning Fund Balance	\$ 1,864	\$ 10,909	\$ 9,005	\$ 14,282	\$ 329,856
Major Revenues					
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ 755,000
Licenses	\$ -	\$ -	\$ -	\$ -	\$ -
Intragovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Service Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Fines & Forfeitures	\$ -	\$ 10,000	\$ 10,000	\$ 16,000	\$ -
Miscellaneous Revenue	\$ 22,368	\$ -	\$ -	\$ -	\$ 7,500
Transfers & Other Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Services	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 22,368	\$ 10,000	\$ 10,000	\$ 16,000	\$ 762,500
Major Expenses					
Personnel	\$ -	\$ -	\$ -	\$ 14,282	\$ 87,315
Supplies/Maintenance	\$ -	\$ -	\$ 7,505	\$ -	\$ 7,500
Contractual	\$ 22,368	\$ 10,909	\$ 1,500	\$ -	\$ 574,017
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 22,368	\$ 10,909	\$ 9,005	\$ 14,282	\$ 668,832
Surplus/(Deficit)	\$ -	\$ (909)	\$ 995	\$ 1,718	\$ 93,668
Ending Fund Balance	\$ 1,864	\$ 10,000	\$ 10,000	\$ 16,000	\$ 423,524

Combined Budget Summary—All Funds

	Chandor Gardens	Library Special Revenue	Animal Shelter Special Revenue	General Debt Service Fund	Capital Projects Funds
Beginning Fund Balance	\$ 169,351	\$ 60,394	\$ 565,980	\$ 8,190,758	\$ 10,813,201
Major Revenues					
Property Taxes	\$ -	\$ -	\$ -	\$ 3,835,333	\$ 201,714
Sales Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses	\$ -	\$ -	\$ -	\$ -	\$ -
Intragovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Service Charges	\$ 73,600	\$ 10,500	\$ -	\$ -	\$ -
Fines & Forfeitures	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 50	\$ 10,100	\$ 100,000	\$ 60,000	\$ 100,100
Transfers & Other Sources	\$ 361,221	\$ 649	\$ -	\$ 152,350	\$ 572,000
Intergovernmental Services	\$ -	\$ -	\$ -	\$ 5,200,000	\$ -
Total Revenues	\$ 434,871	\$ 21,249	\$ 100,000	\$ 9,247,683	\$ 873,814
Major Expenses					
Personnel	\$ 295,614	\$ -	\$ -	\$ -	\$ -
Supplies/Maintenance	\$ 46,345	\$ -	\$ -	\$ -	\$ -
Contractual	\$ 91,600	\$ 60,394	\$ -	\$ 8,359,690	\$ -
Capital Outlay	\$ -	\$ -	\$ 565,980		\$ 4,273,048
Total Expenses	\$ 433,559	\$ 60,394	\$ 565,980	\$ 8,359,690	\$ 4,273,048
Surplus/(Deficit)	\$ 1,312	\$ (39,145)	\$ (465,980)	\$ 887,994	\$ (3,399,233)
Ending Fund Balance	\$ 170,663	\$ 21,249	\$ 100,000	\$ 9,078,751	\$ 7,413,968

Combined Budget Summary—All Funds

	Solid Waste Enterprise Fund	Stormwater Utility Fund	Doss Per- manent Li- brary Fund	Fleet Rota- tion Fund	Heritage Park Events Fund
Beginning Fund Balance	1,627,369	\$ 4,057,363	\$ 50,319	\$ 1,166,601	\$ 30,495
Major Revenues					
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses	\$ 1,500	\$ -	\$ -	\$ -	\$ 1,500
Intragovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Service Charges	\$ 2,441,586	\$ 1,388,882	\$ -	\$ 386,026	\$ 178,200
Fines & Forfeitures	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 520,000	\$ 1,000	\$ 330	\$ -	\$ 55,140
Transfers & Other Sources	\$ -	\$ -	\$ -	\$ 230,500	\$ 112,796
Intergovernmental Services	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 2,963,086	\$ 1,389,882	\$ 330	\$ 616,526	\$ 347,636
Major Expenses					
Personnel	\$ 888,083	\$ 51,982	\$ -	\$ -	\$ 131,064
Supplies/Maintenance	\$ 449,183	\$ -	\$ -	\$ -	\$ 29,952
Contractual	\$ 1,673,643	\$ 240,730	\$ 649	\$ -	\$ 186,370
Capital Outlay	\$ 465,200	\$ 4,762,249		\$ 441,655	\$ -
Total Expenses	\$ 3,476,109	\$ 5,054,961	\$ 649	\$ 441,655	\$ 347,386
Surplus/(Deficit)	\$ (513,023)	\$ (3,665,080)	(319)	\$ 174,871	\$ 250
Ending Fund Balance	\$ 1,114,346	\$ 392,283	\$ 50,000	\$ 1,341,473	\$ 30,745

Combined Budget Summary—All Funds

Comprehensive Fund Balance Summary

	Beginning	Ending	Increase/(Decrease)	% Change
General Fund	\$ 11,626,124	\$ 11,718,490	\$ 92,366	1%
State Forfeiture	\$ 57,593	\$ 10,000	\$ (47,593)	-83%
Federal Forfeiture	\$ 54,965	\$ 41,500	\$ (13,465)	-24%
Weatherford Beautification	\$ -	\$ -	\$ -	0%
Park Special Revenue	\$ 57,603	\$ 25,000	\$ (32,603)	-57%
Park Dedication	\$ 276,066	\$ 100,100	\$ (175,966)	-64%
TCDP - SFX Grant	\$ 1,864	\$ 1,864	\$ -	0%
Municipal Court Technology	\$ 10,909	\$ 10,000	\$ (909)	-8%
Municipal Court Building Security	\$ 9,005	\$ 10,000	\$ 995	11%
Municipal Court Juvenile Case Mg	\$ 14,282	\$ 16,000	\$ 1,718	12%
Hotel/Motel Tax	\$ 329,856	\$ 423,524	\$ 93,668	28%
Chandor Gardens	\$ 169,351	\$ 170,663	\$ 1,312	1%
Library Special Revenue	\$ 60,394	\$ 21,249	\$ (39,145)	-65%
Animal Shelter Special Revenue	\$ 565,980	\$ 100,000	\$ (465,980)	-82%
General Debt Service Fund	\$ 8,190,758	\$ 9,078,751	\$ 887,994	11%
Capital Projects Funds	\$ 10,813,201	\$ 7,413,968	\$ (3,399,233)	-31%
Solid Waste Enterprise Fund	\$ 1,627,369	\$ 1,114,346	\$ (513,023)	-32%
Stormwater Utility Fund	\$ 4,057,363	\$ 392,283	\$ (3,665,080)	-90%
Doss Permanent Library Fund	\$ 50,319	\$ 50,000	\$ (319)	-1%
Fleet Rotation Fund	\$ 1,166,601	\$ 1,341,473	\$ 174,871	15%
Heritage Park Events Fund	\$ 30,495	\$ 30,745	\$ 250	1%
Total City-Wide	\$,170,098	\$ 32,069,957	\$ (7,100,141)	-18%

Fund Balance: The assets of a fund less liabilities, as determined at the end of each fiscal year. Any reservations of fund balance are deducted to result in an "unreserved fund balance". (Glossary, page 261)

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Combined Budget Summary—All Funds

Explanation of Fund Balances

General Fund - In the previous several years, Weatherford's General Fund has accumulated a substantial fund balance above its required reserves. Beginning in FY16, the City Council set as a budget goal the utilization of a portion of existing fund balance for one-time purchases that achieve the goal of closing the city's asset gap and/or reducing operating costs. This budget includes a draw-down of fund balance by approximately 1% of expected beginning reserves as a result of this goal. By doing this, the General Fund is expected to end FY19 with 132 days of operating reserves, which is well above the city's minimum requirement of 90 days. A survey of similar cities and an analysis of historical use of fund balance for the City of Weatherford found this 90 day requirement to be both reasonable and appropriate. This decision was made with the understanding that these funds will not be available for use in future budgets.

State Forfeiture Fund - This fund is designated for public safety expenses. All costs within this fund are thought of on a one-time basis, and are budgeted as long as there is fund balance or expected revenue to support them. As such, no reserves are required for this fund. This decision to draw down fund balance was made with the understanding that these funds will not be available for use in future budgets.

Federal Forfeiture Fund - This fund is designated for public safety expenses. All costs within this fund are thought of on a one-time basis, and are budgeted as long as there is fund balance or expected revenue to support them. As such, no reserves are required for this fund. This decision to draw down fund balance was made with the understanding that these funds will not be available for use in future budgets.

Parks Special Revenue Fund - This fund's sole purpose was to pay debt service on the Solider Springs ballfield lights. In FY14, the City elected to pay the remaining balance of the ballfield lights debt service, effectively discontinuing any planned ongoing expenditures in the fund. The balance of that fund is now available for any non-recurring expenses.

Parks Dedication Fund - This fund is designated for parks & recreation expenses. All costs within this fund are thought of on a one-time basis, and are budgeted as long as there is fund balance or expected revenue to support them. As such, no reserves are required for this fund. This decision to draw down fund balance was made with the understanding that these funds will not be available for use in future budgets.

Municipal Court Technology Fund - This fund is designated for municipal court technology expenses. All costs within this fund are thought of on a one-time basis, and are budgeted as long as there is fund balance or expected revenue to support them. As such, no reserves are required for this fund. This decision to draw down fund balance was made with the understanding that these funds will not be available for use in future budgets.

Municipal Court Building Security Fund - This fund is designated for municipal court security expenses. All costs within this fund are thought of on a one-time basis, and are budgeted as long as there is fund balance or expected revenue to support them. As such, no reserves are required for this fund. This decision to draw down fund balance was made with the understanding that these funds will not be available for use in future budgets.

Municipal Court Juvenile Case Manager Fund - This fund was established by action of the City Council (Ordinance 462-2009-43), as authorized by Article 102-0174 of the Texas Code of Criminal Procedure, to account for a \$5.00 fee on each misdemeanor conviction to finance the salary and benefits of a juvenile case manager employed by the City as defined under the Code of Criminal Procedure Article 45.0596. As such, the funds that are accumulating must be spent on that program. Currently, the City projects that fund balance will be increased in FY19.

Capital Projects Funds - These funds utilize non-recurring and/or dedicated revenue sources to pay for long-term capital projects. Because of this, it is the nature of these funds to accumulate significant dollars over time and then spend them down. Fluctuations in fund balance are normal.

Combined Budget Summary—All Funds

Explanation of Fund Balances (cont.)

Hotel/Motel Tax Fund - According to Texas Local Government Code Section 351 (B), revenue from the municipal hotel occupancy tax may be used only to promote tourism and the convention and hotel industry, falling into nine categories of expenses. Because recurring costs are associated with this fund, it carries a requirement to maintain the equivalent of 20% of its operational spending in its balance. For FY19, revenues are anticipated to exceed expenses, increasing the balance here by 28%.

Fleet Rotation Fund - This fund was created in FY16 to assist in the long-term replacement cycle of the City's major vehicles and equipment. Dollars will be deposited into this fund for future fleet purchases. As such, and balance built up in this fund is reserved.

Heritage Park Events Fund - This fund was created in FY16 to be used for the expense of event costs at Heritage Park, funded through event proceeds and a moderate General Fund transfer..

Library Special Revenue Fund - This fund is designated for non-operating library expenses. All costs within this fund are thought of on a one-time basis, and are budgeted as long as there is fund balance or expected revenue to support them. As such, no reserves are required for this fund. Any decision to draw down fund balance is made with the understanding that these funds will not be available for use in future budgets.

Animal Shelter Special Revenue Fund - This fund is designated for animal shelter improvement expenses. All costs within this fund are thought of on a one-time basis, and are budgeted as long as there is fund balance or expected revenue to support them. As such, no reserves are required for this fund. In FY14, a facility needs assessment was completed in the Animal Shelter that helped city staff prioritize one-time spending in this fund. This decision to draw down fund balance was made with the understanding that these funds will not be available for use in future budgets.

General Debt Service Fund - The City is currently receiving reimbursements from TxDOT on several completed road projects. While these reimbursements may build up fund balance over time, they will be used to pay debt service costs for the related projects in future years.

Solid Waste Fund - Recently, the City underwent a cost-of-services study for its Sanitation program. Part of the results were that the operation needed significant capital investment in the way of newer service trucks, among other things. Fund balance here will be reduced in order to pay for those non-recurring expenses. This was done with the understanding that those funds will not be available in the future.

Stormwater Utility Fund - This fund was created in FY14 in order to manage the City's drainage infrastructure. It is funded through a modest fee levied on every piece of property in Weatherford city limits. The costs contained in this fund included modest personnel expenses, debt service, and primarily capital expenses. Having issued debt in FY15 and FY18, the fund has a sizeable balance that will be spent on capital improvements over the course of several years.

Fund Balance: *The assets of a fund less liabilities, as determined at the end of each fiscal year. Any reservations of fund balance are deducted to result in an "unreserved fund balance". (Glossary, page 261)*

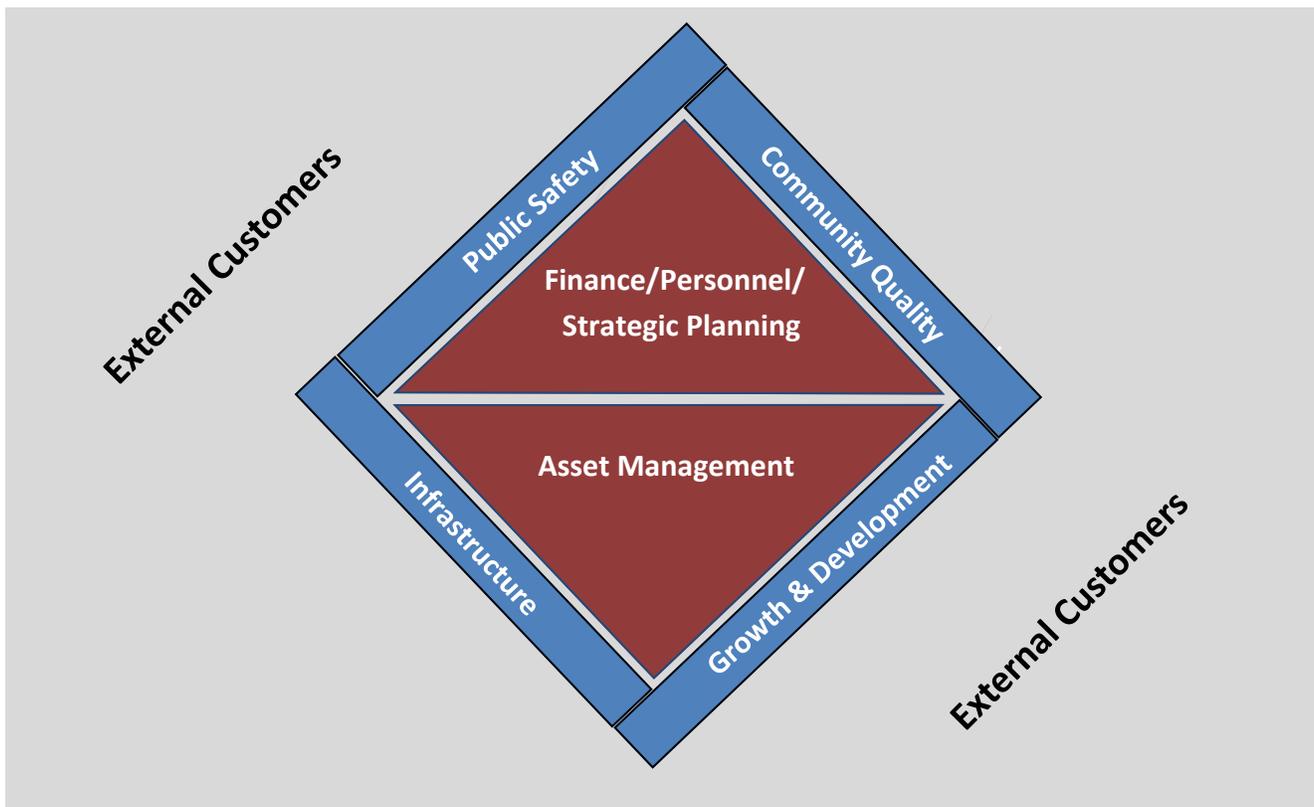
Service Area Summary

To a certain extent, all cities face a similar dilemma when approaching the communication of budget and service evaluation: how can staff adequately convey complex financial and planning information to all stakeholders in a clear and concise format? Part of the problem stems from how service types break down across different departments and across different funds. While these designations may mean a great deal to staff and Council, they may serve to complicate things for Weatherford citizens who are trying to understand how their government allocates resources to different services. As an attempt to clarify this, the Budget Office has devised a summary that groups resources into service areas, rather than departments or funds. Staff's aim is for this summary to bridge the gap between fund accounting and overall resource allocation.

The summary begins by breaking up city services into two types: internal and external. Internal services are those who's primary customer is the city itself. In other words, this includes departments and divisions who's goal is to assist other departments and divisions with their business tools in order to make them more efficient and effective. Examples here would include Human Resources, Information Technology, City Attorney, and Finance. Conversely, external services are those who's primary customer (or point of business) is outside of the organization of the city. Examples here would be Police, Fire, Library, Parks & Recreation, and Economic Development.

The summary then breaks each service type down into areas that clearly specify the type of service being delivered, such as Public Safety, Asset Management, Infrastructure Management, Growth & Development, etc. This should help to clarify the point of each service being delivered, and thus show the resources going toward those services.

Guiding this summary is the following visual:



As the visual shows, the City can be thought of somewhat as a fortress. The blue walls on the outside have the most direct contact with external factors. However, those walls can only remain functioning with internal supports, represented by the triangles in red. Additionally, a list of the departments under each service type and area are as follows:

Internal

<p>Organizational Management</p> <ul style="list-style-type: none"> ⇒ Finance ⇒ Human Resources ⇒ City Attorney ⇒ City Administration 	<p>Asset Management</p> <ul style="list-style-type: none"> ⇒ Information Technology ⇒ Fleet ⇒ Facilities Maintenance
--	--

External

<p>Infrastructure</p> <ul style="list-style-type: none"> ⇒ Transportation & Public Works ⇒ Storm Water Utilities ⇒ Capital Projects 	<p>Community Quality</p> <ul style="list-style-type: none"> ⇒ Parks & Recreation ⇒ Library ⇒ Code Enforcement
<p>Public Safety</p> <ul style="list-style-type: none"> ⇒ Fire ⇒ Police ⇒ Consumer Health ⇒ Animal Services ⇒ Solid Waste 	<p>Growth & Development</p> <ul style="list-style-type: none"> ⇒ Planning & Development ⇒ Capital Projects ⇒ Economic Development ⇒ Communications & Marketing

Service Area Summary (continued)

	Actual FY16	Actual FY17	Adopted FY18	Projected FY18	Proposed FY19
Internal Services					
Organizational Management					
City Administration	1,170,007	813,874	851,220	908,799	1,141,797
City Attorney	119,564	362,816	137,190	201,230	137,190
City Council	116,603	54,166	62,650	50,861	57,340
Finance					
Administration	256,626	279,308	362,784	231,002	-
Accounting	247,053	254,879	261,829	245,727	280,349
Management & Budget	166,908	219,944	272,184	320,970	366,391
Human Resources	375,188	360,106	364,150	342,596	396,625
*Non Departmental	1,262,275	745,298	2,132,762	2,082,929	776,178
Total Organizational Management	3,714,223	3,090,393	4,444,769	4,384,113	3,155,871
Asset Management					
Information Technology	2,046,494	2,110,602	2,991,956	2,921,204	2,920,773
Municipal & Community Services					
Facilities Maintenance	696,079	694,357	1,409,781	1,425,457	655,570
Vehicle Replacement Fund	-	-	604,071	604,071	316,159
Fleet Maintenance	187,134	186,328	173,147	163,823	138,759
Total Asset Management	2,929,707	2,991,287	5,178,955	5,114,555	4,031,261
Total Internal Services	6,643,930	6,081,680	9,623,724	9,498,667	7,187,132
External					
Growth & Development					
Economic Development	213,024	266,989	228,666	178,472	155,087
Communications & Marketing	-	174,182	225,619	222,371	220,724
Development Services	931,077	1,029,079	1,219,282	1,117,202	1,124,258
Main Street Program	63,519	67,834	72,523	119,292	76,733
Total Growth & Development	1,207,621	1,538,085	1,746,090	1,637,337	1,576,803
Infrastructure					
Transportation & Public Works					
Administration	552,849	661,480	716,647	725,754	604,814
Field Services	146,042	149,637	438,041	436,763	90,615
Traffic	210,644	194,820	277,930	279,956	280,430
Capital Projects Administration	-	-	-	-	328,796
Streets	2,645,142	2,883,237	3,179,473	3,262,728	3,316,613
Storm Water Utility	443,380	389,082	335,124	2,111,063	3,249,212
Capital Projects	2,351,062	1,951,463	5,042,606	1,158,073	3,777,047
Total Infrastructure	6,349,121	6,229,719	9,989,821	7,974,338	11,647,527

	Actual FY16	Actual FY17	Adopted FY18	Projected FY18	Adopted FY19
External Services					
Community Quality					
Library					
Library	1,038,920	1,062,342	1,078,096	1,113,489	1,095,881
PEACH Grant	33,067	45	-	-	-
Library Special Revenue	33,229	21,026	126,093	126,093	60,394
Permanent Library Fund	13	129	373	373	373
Municipal & Community Services					
Administration	112,101	6,794	-	-	321,566
Parks & Recreation					
Parks & Properties	1,296,668	1,466,061	1,496,212	1,520,273	1,451,936
Recreation	611,405	617,414	774,182	765,976	682,626
Special Events (HOT Fund)	80,028	111,035	113,930	112,091	108,877
Admin (HOT Fund)	181,323	149,813	142,000	142,000	117,000
Chandor Gardens	404,675	364,001	456,135	456,562	433,559
Parks Capital Projects	765,780	481,762	3,315,827	1,422,555	492,667
Park Dedication	139,534	123,056	162,787	162,787	276,066
Park Special Rev	50,312	63,899	83,198	-	57,603
Development Services					
Code Compliance	169,927	216,912	234,053	240,265	222,627
Total Community Quality	4,916,983	4,684,290	7,982,886	6,062,465	5,321,174

Service Area Summary (continued)

	Actual FY16	Actual FY17	Adopted FY18	Projected FY18	Adopted FY19
External Services					
Public Safety					
Consumer Health	138,925	110,456	150,419	135,686	146,980
Emergency Management	3	156,407	441,748	480,736	384,988
Radio Tower Capital Project	-	-	3,159,305	3,159,305	-
Finance					
Municipal Court	368,187	312,641	324,756	322,221	341,226
Muni-Court Tech	12,026	1,714	60,977	60,977	10,909
Muni-Court Security	33,868	1,524	23,827	23,827	9,005
Juvenile Case Manager	2,808	-	25,681	25,681	14,282
Fire Services					
Fire Department	5,856,797	6,412,628	6,162,426	6,487,813	6,210,979
Grants	90	-	737	-	-
Fire Prevention	-	-	-	-	231,438
Animal Services					
Animal Shelter	1,040,065	1,186,200	1,345,773	1,286,658	1,214,514
Animal Shelter Fund	153,384	109,065	152,257	152,257	565,980
Municipal & Community Services					
Solid Waste	2,545,520	3,268,657	3,047,843	3,014,730	3,443,807
Police Services					
Police Department	7,862,766	8,174,871	8,130,955	8,166,450	8,630,657
Grants	82	-	-	-	-
Grants	4,094	3,912	-	-	-
Grants	23	-	-	-	-
Forfeiture Funds	225,819	202,770	311,027	311,027	112,559
Total Public Safety	18,244,457	19,940,845	23,337,731	23,627,370	21,317,324
Total External Services	30,718,182	32,392,939	43,056,528	39,301,510	39,862,828
Other Administrative Funds					
SFX Grant Fund	22,368	20,504	22,368	22,368	22,368
Beautification Fund	-	-	2,402	-	2,409
Debt Service	6,553,354	7,445,428	7,613,213	8,324,198	8,359,690
Total Expenditures*	43,937,835	45,940,552	60,318,235	57,146,743	55,434,426

	Actual FY16	Actual FY17	Adopted FY18	Projected FY18	Adopted FY19
Interfund Transfers					
General Fund					
Contribution to Comp Abs Reserve	-	-	150,000	99,124	150,000
Transfer to Other Funds	35,753	483,173	354,282	354,282	1,201,547
Transfer to Debt Service	152,000	152,000	152,000	152,000	152,000
Solid Waste					
Transfer to General Fund	346,608	346,608	246,519	246,519	246,519
Utilities/GF Admin Charges	194,040	193,738	368,495	368,495	387,176
Transfer to Capital Fund	550,000	769,803	500,000	500,000	500,000
Hotel Fund					
Transfer to Chandor	318,344	308,889	372,348	372,348	361,221
Transfer to Debt Service	128,437	550,000	-	-	-
Total Budget	45,663,017	48,744,763	62,461,879	59,239,511	58,432,889

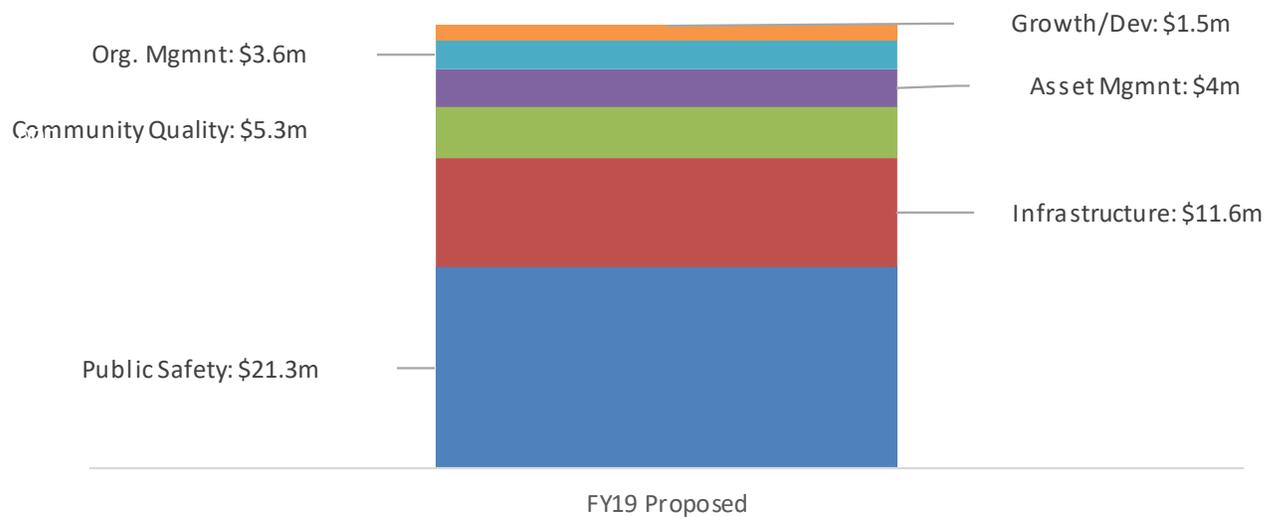
Service Area Summary (continued)

	Actual FY16	Actual FY17	Adopted FY18	Projected FY18	Adopted FY19
All Internal & External Expenditures*					
Organizational Management	3,714,223	3,090,393	4,444,769	4,384,113	3,155,871
Asset Management	2,929,707	2,991,287	5,178,955	5,114,555	4,031,261
Growth & Development	1,207,621	1,538,085	1,746,090	1,637,337	1,576,803
Infrastructure	6,349,121	6,229,719	9,989,821	7,974,338	11,647,527
Community Quality	4,916,983	4,684,290	7,982,886	6,062,465	5,321,174
Public Safety	18,244,457	19,940,845	23,337,731	23,627,370	21,317,324
	37,362,112	38,474,619	52,680,252	48,800,177	47,049,960

*Does not include interfund transfers or other administrative funds.

Because personnel expenses are among the costliest in the city, resource allocation tends to follow the city's personnel schedule. The majority of the employees in our snapshot are from Police and Fire, so it follows that the largest percentage of resources is dedicated for Public Safety.

Service Area Summary



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Major Revenue Summary

Ad Valorem Tax

Total Calculation

2018 Taxable Value	\$ 2,600,396,894
Less Value of Over 65/Disabled Homestead Exemptions	\$ (326,358,718)
Net Taxable Value	\$ 2,274,038,176
Tax Rate per \$100	0.4899
Total Tax Levy	\$ 11,139,579
Estimated Collection Rate	98.4%

Tax-Increment Reinvestment Zone Capture

Weatherford is part of a Tax-Increment Reinvestment Zone...what is that?

As stipulated under Chapter 311 of the Texas Local Government Code, Texas municipalities have the ability to designate a region inside of its limits as a Tax Increment Reinvestment Zone. In short, this is an economic development tool that allows municipalities to capture portions of the tax revenue generated from the region above a certain level to be dedicated to improvements within the region. The major benefit in creating these regions is that multiple taxing entities can participate in a single TIRZ initiative at the same time, allowing for more resources to be dedicated to the development of the area.

For example, pretend that a city of 25,000 identifies a 100-acre area in which staff would like to see become a retail center. However, this development has not occurred yet, due to a lack of utilities and street infrastructure in the area as well as strict banking standards that can deter new businesses from expanding to new sites. The city in question could follow the legal procedure to create a TIRZ to help make the area more attractive for potential businesses. Once in place, the TIRZ functions as follows:

- The property is appraised as it currently is, creating what is known as a baseline appraised value.
- The city then begins courting businesses to the area while establishing necessary infrastructure to sustain new development.
- As improvements to the area increase the value of the property, any property taxes assessed on said property above the initial baseline appraised value are then dedicated to paying for further improvements in the area.
- Because any given area typically falls within more than one taxing district, it is advantageous to bring those other districts into the agreement in order to maximize the available resources. If, for instance, the county in which our example city resides agrees to dedicate the tax revenue it gains off of the increased property value as well, that makes for a significantly higher revenue stream that is dedicated to making the area a prosperous retail center.

Tax-Increment Reinvestment Zone Capture (continued)

Description of Weatherford TIRZ

In Weatherford's case, staff identified a 1,593-acre region inside the City's I-20 corridor that could sustain substantial retail development if proper infrastructure were put in place on behalf of the City. The Parker County Hospital District has also agreed to participate. Under the agreement, 75% of the City's and Hospital District's tax revenue from increased appraised values in the area will be dedicated to area improvements, providing for basic utilities and street infrastructure, higher traffic volume, and sustainable development. In the current year, the City's TIRZ is projected to generate \$172,848 in dedicated revenue..

Tax Increment Reinvestment Zone Summary

Base Value - 2016 TIRZ Properties	\$ 45,599,211
2017 Taxable Value	\$ 93,418,473
Cumulative Value of Improvements	\$ 47,819,262
Percent of Improvements Captured	75%
Amount of Improvements Captured	\$ 35,864,447
Tax Rate \$100	0.4899
Estimated Collection Rate	98.4%
Total TIRZ Revenue	\$ 172,848

In order to accelerate the improvement schedule, Weatherford issued \$6 million in tax notes to provide for short-term cash. The debt service for these notes is paid for through existing taxes, but will be repaid by TIRZ revenue.

Distribution of Ad Valorem Collections

The property tax rate is split into two components: Operations & Maintenance (O&M) covers the general operational costs of the city, and Interest & Sinking (I&S) covers debt payments. For FY18, the distribution of property tax collections is expected to be as follows:

	Collections (\$)	Rate	Allocation %
General Fund (O&M)	\$ 8,126,279	0.3343	68.25%
Debt Services (I&S)	\$ 3,780,333	0.1555	31.75%
	\$ 11,906,612	0.4899	100.00%
Total TIRZ Taxes Captured	\$ 172,848		

Major Revenue Summary

Ad Valorem Tax

Distribution of Ad Valorem Collections

The property tax rate is split into two components: Operations & Maintenance (O&M) covers the general operational costs of the city, and Interest & Sinking (I&S) covers debt payments. For FY18, the distribution of property tax collections is expected to be as follows:

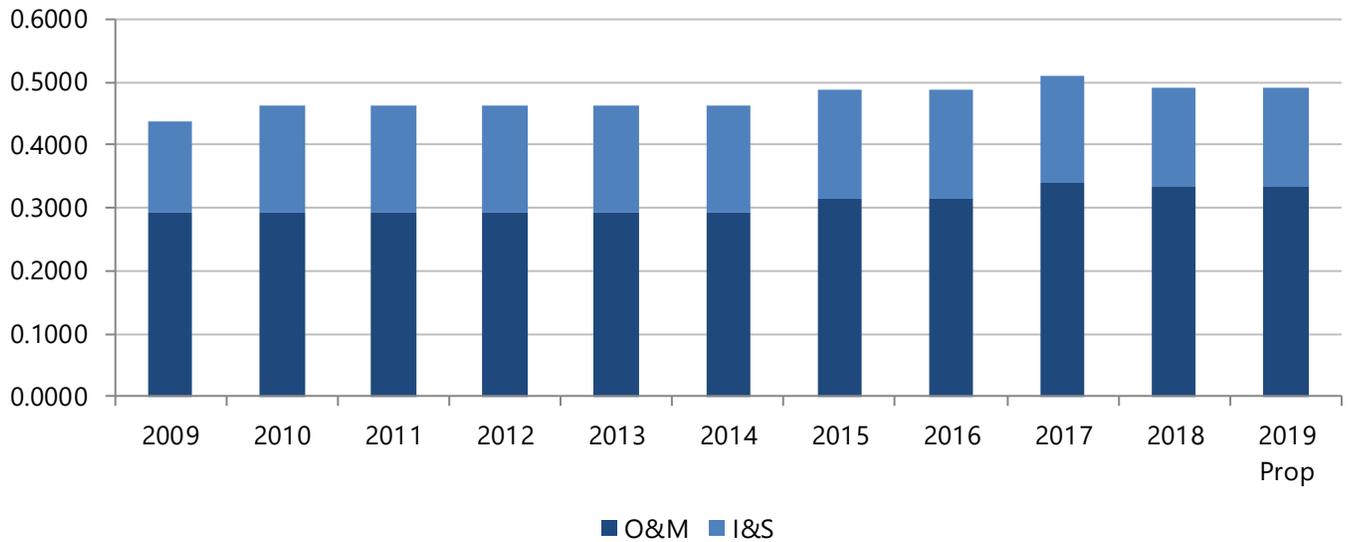
FY18 Ad Valorem Revenue Calculations (not including captured TIRZ Values)

O&M Taxable Value (discounted for TIRZ and frozen properties)	\$ 2,238,173,729
O&M Tax Rate \$100	0.3343
Estimated Collection Rate	98.4%
Total O&M Revenue from Non-Frozen Properties	\$ 7,362,046
I&S Taxable Value	\$ 2,238,173,729
I&S Tax Rate \$100	0.1555
Estimated Collection Rate	98.4%
Total I&S Revenue from Non-Frozen Properties	\$ 3,424,813
Levy on Frozen Properties	\$ 1,138,131
Estimated Collection Rate	98.4%
Total Revenue from Frozen Properties	\$ 1,119,753
Distribution of Frozen Property Revenue	
Frozen Property Revenue for Debt Service (based on DS Rate as a percentage of total rate)	\$ 355,520
Frozen Property Revenue for Operations (based on O&M Rate as a percentage of total rate)	\$ 764,233

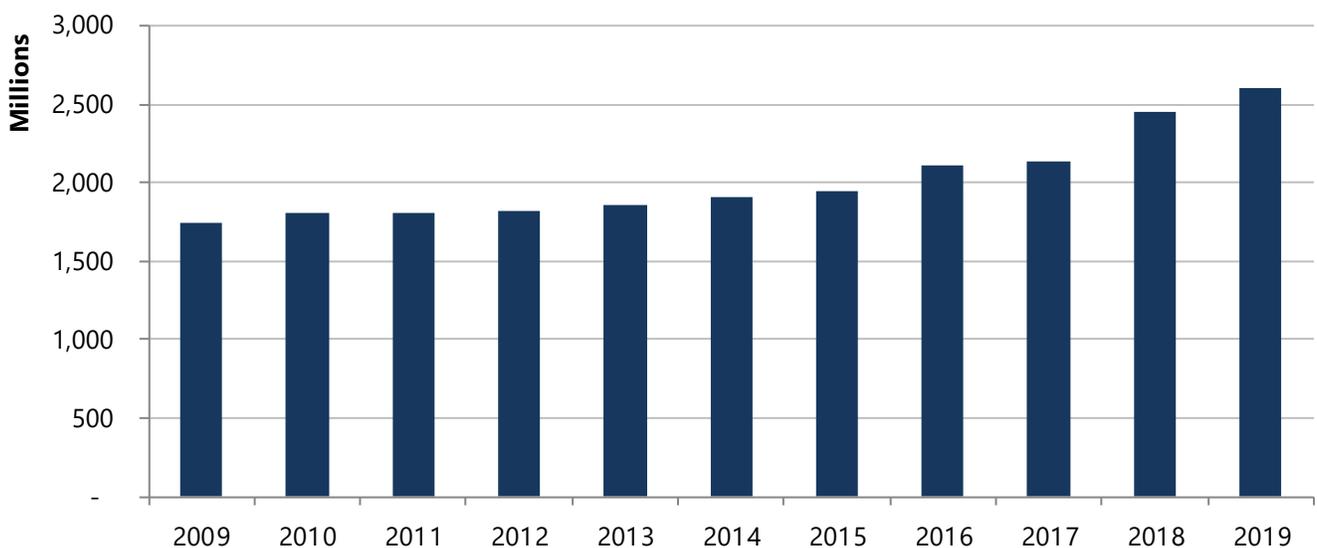
Total FY18 Distribution

	Collections (\$)	Rate	Allocation %
General Fund (O&M)	\$ 8,126,279	0.3343	68.25%
Debt Services (I&S)	\$ 3,780,333	0.1555	31.75%
	\$ 11,906,612	0.4899	100.00%
Total TIRZ Taxes Captured	\$ 172,848		

Historical Property Tax Rates (per \$100)



Historical Assessed Property Values



Major Revenue Summary

Top Ten Taxpayers

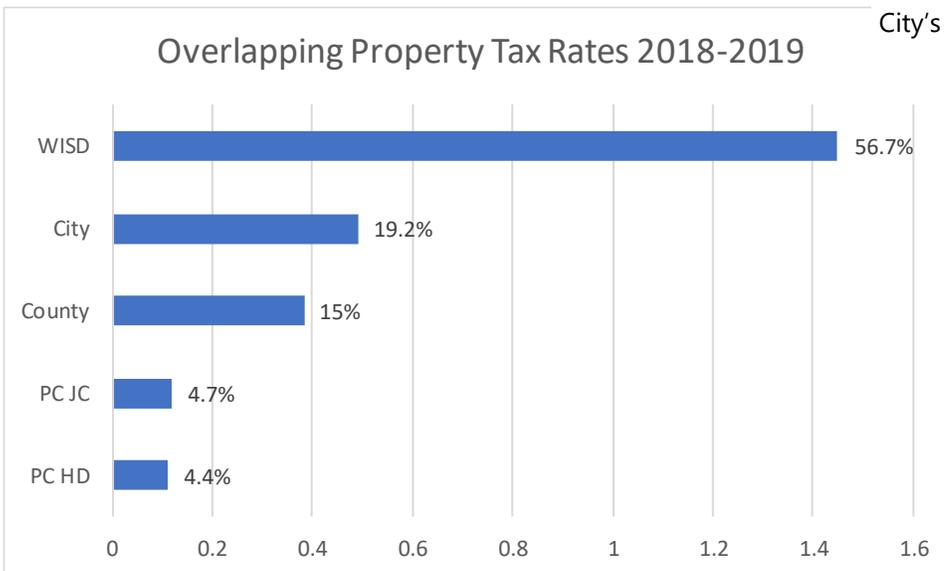
Provided by the Parker County Appraisal District, the following is a list of the top ten property taxpayers in Weatherford.

Taxpayer	Nature of Entity	Taxable Value	% of Total Taxable Value
Parker County Hospital	Hospital	\$43,338,170	1.7%
Enbridge G&P	Oil & Gas	\$28,255,560	1.1%
Weatherford Dunhill	Retail	\$27,084,630	1.0%
Holland Lake Partners	Apartment	\$21,115,926	0.8%
LB-UBS 2006-C7 East Interstate	Retail	\$18,666,040	0.7%
Brown Southgate Glen	Apartment	\$18,097,846	0.7%
Wal-Mart Stores	Retail	\$17,170,560	0.7%
Power Service Products	Manufacturing	\$14,662,190	0.6%
Target Corporation	Retail	\$11,345,040	0.4%
Lowes Home Stores	Retail	\$11,274,670	0.4%
		\$211,010,632	8.1%

Overlapping Tax Rates

At \$0.4899 per \$100 valuation, the city's tax rate makes up approximately 19% of the total tax rate paid by Weatherford residents. Below is a chart showing how those tax rates are distributed.

Average Market Value	\$175,792
Average Taxable Value	\$163,325
Total Tax Bill	\$4,171
City Tax Bill	\$800
City's Percentage of Tax Bill	19%

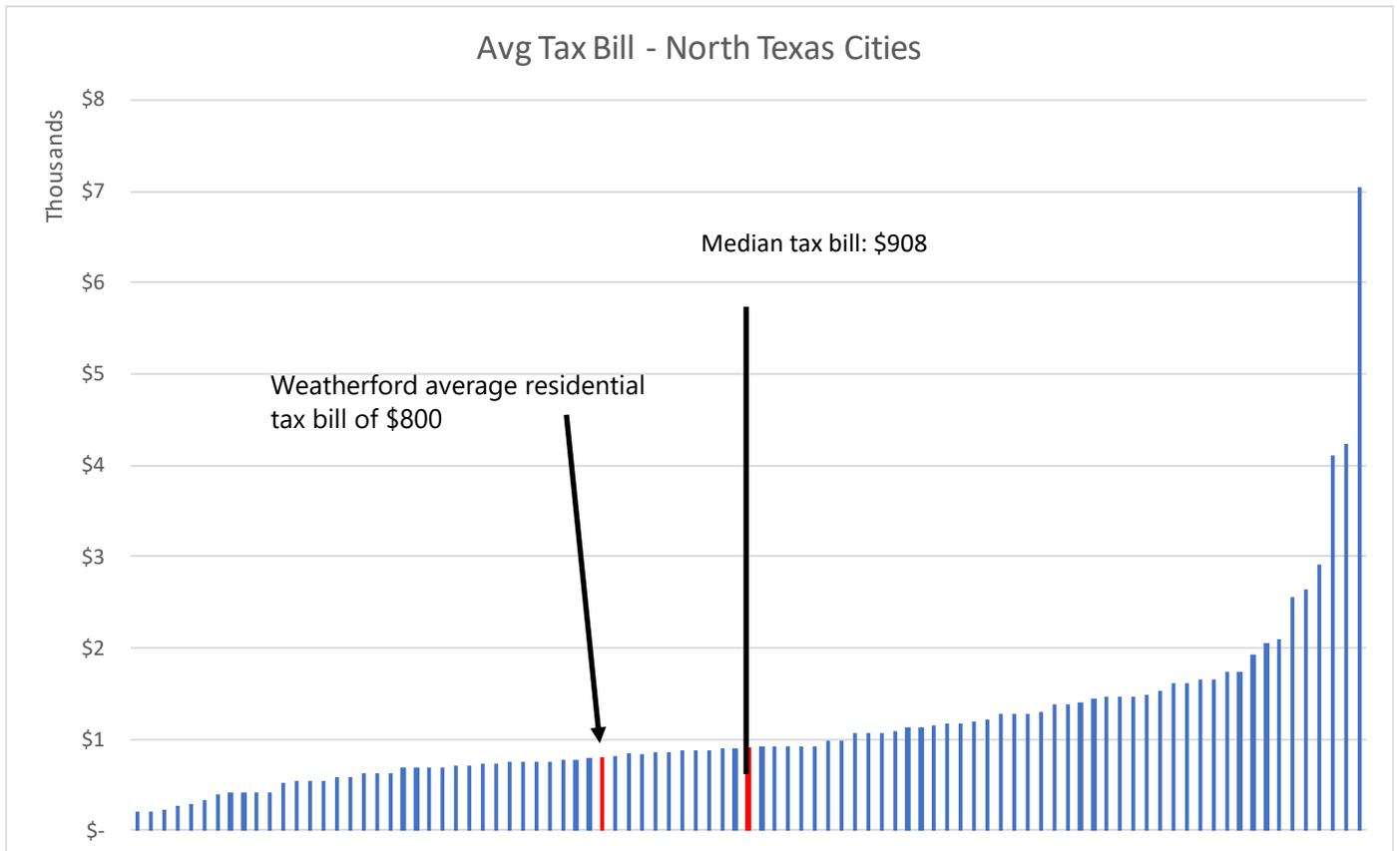
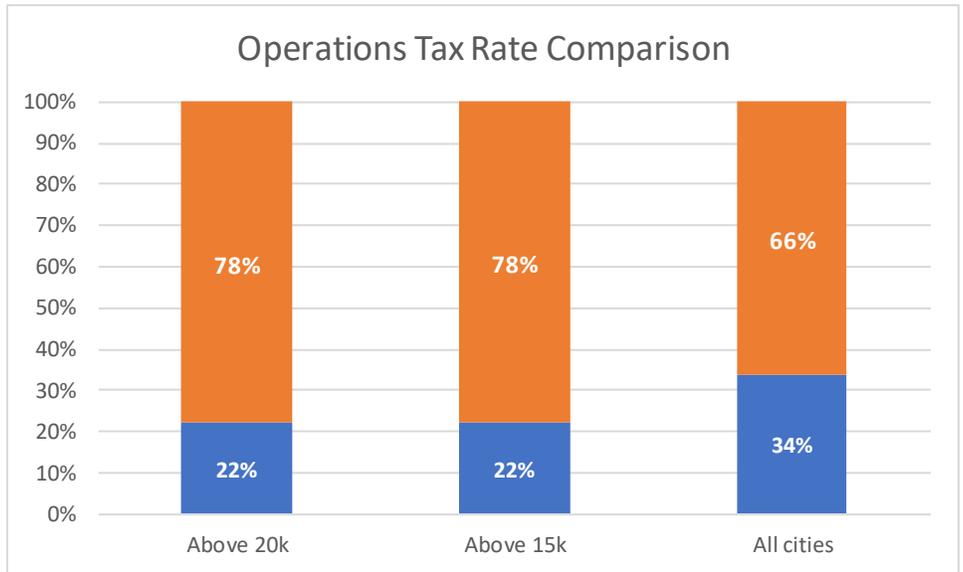


Tax Rate/Avg Bill Comparison

Weatherford’s Finance staff keeps track of how the City’s total tax rate and average tax bill compare to other cities of varying sizes around the state. Below is a summary of these comparisons.

As the graph to the right shows, Weatherford’s operating tax rate is lower than 78% of Texas cities with populations above 20,000 and 15,000, and below 66% of all cities surveyed by the Texas Comptroller.

Furthermore, the graph below illustrates that Weatherford’s average residential tax bill (at \$800) is in the lower 40% of the 94 North Texas cities Weatherford staff was able to survey. Year after year, Weatherford residents consistently receive a high value of services for a relatively low cost.



Major Revenue Summary

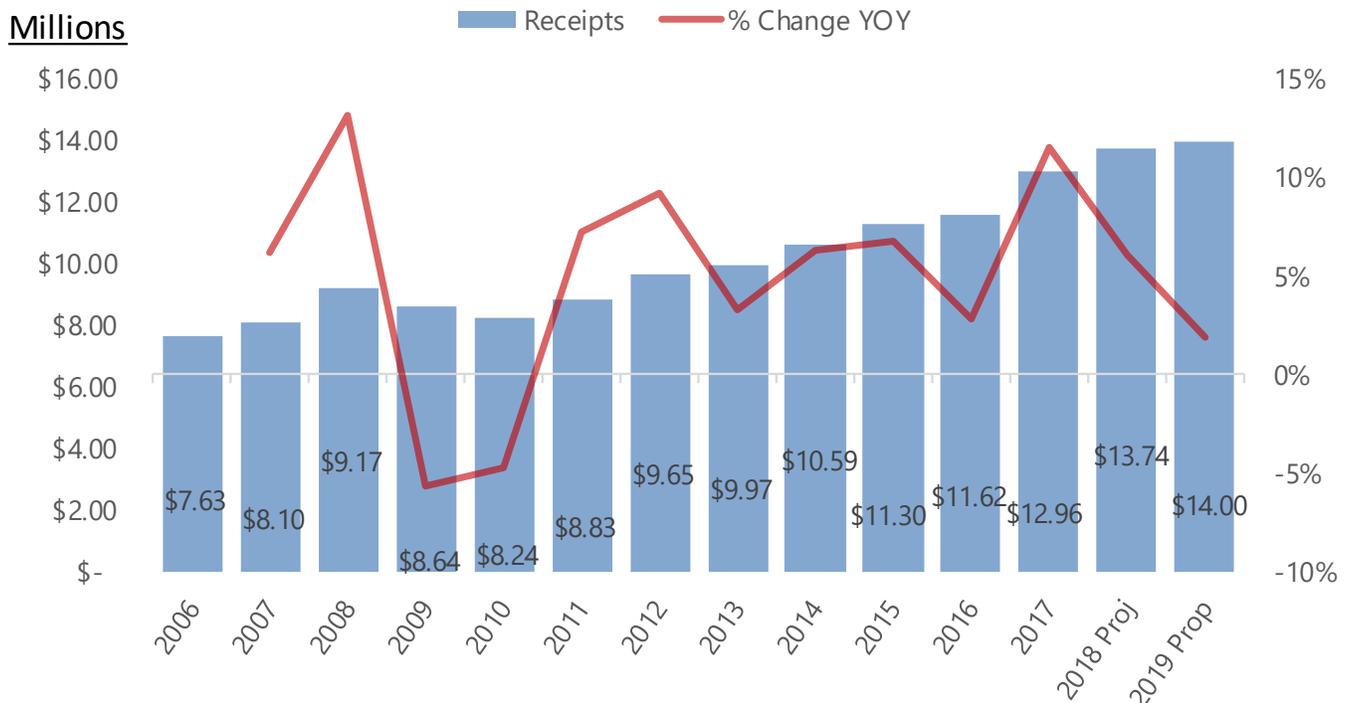
Sales Tax

Revenue Calculations

Sales tax collections in FY18 have continued growth off of the previous years, but at a slower rate than FY17. In order to help mitigate the problem with relying on a volatile revenue stream such as sales tax for a large portion of the ongoing budget, the City has decided to set a baseline for this reliance, and utilize any projected growth over that baseline for one-time items. Weatherford projects to receive \$14 million in sales tax revenue during FY18, and will utilize \$12.6 million of that for its ongoing budget. The remaining \$1.4 million has been earmarked for non-recurring purchases.

FY17 Actual	\$ 12,963,401
FY17 Adopted	\$ 12,924,000
Estimated End of Year Total Collections	\$ 13,743,680
Build in Sustainable Growth	\$ 12,600,000
Variable Growth (for one-time funding)	\$ 1,400,000
FY18 Adopted	<u>\$ 14,000,000</u>

Historical Sales Tax Collections



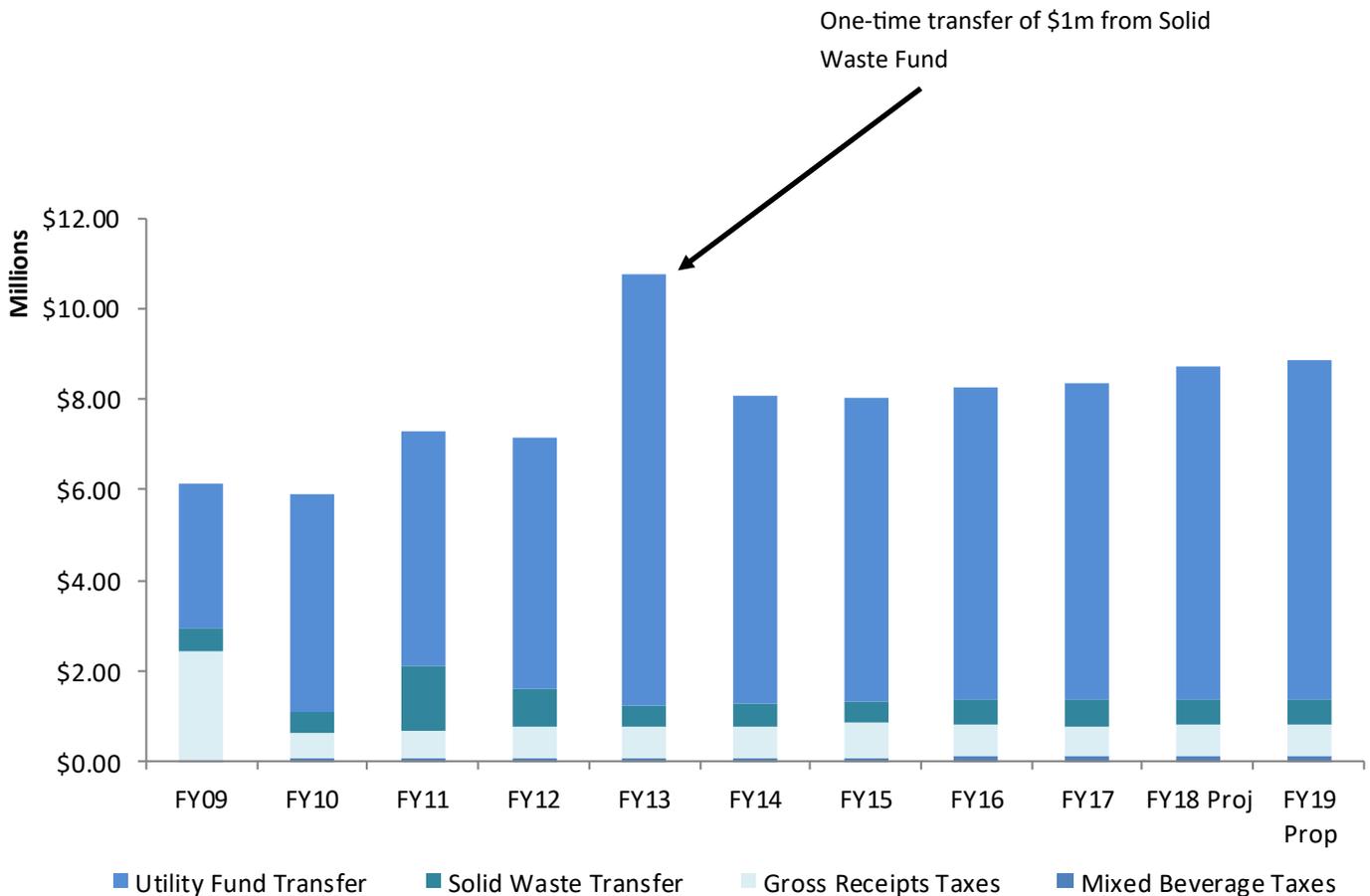
Transfers & Other Sources (General Fund)

The third largest source of General Fund revenue is transfers from other funds. The Solid Waste fund provides a return on investment transfer, and the Municipal Utility Fund (MUF) provides return on investment proceeds as well as gross receipts taxes. Prior to FY10, the gross receipts proceeds from the MUF were deposited into the gross receipts tax account within the Other Taxes revenue group. Since FY10, they have been deposited into the Transfers and Other Sources group, which explains the significant increase in this revenue source beginning that year.

In FY12, proceeds from a lease/purchase agreement were deposited into this revenue group as well. These proceeds were used to fund a performance contract intended to improve the energy efficiency of city buildings.

Below is a chart showing historical collections for accounts within this revenue group.

Historical Gross Receipts and Transfer Revenue



Major Revenue Summary

Hotel Occupancy Tax

Per state law, Texas can collect hotel occupancy tax, which is imposed on the rental of a room or space in a hotel costing \$15 or more each day. The tax applies to hotels, motels, bed and breakfasts, condominiums, apartments, and houses. Texas municipalities can also apply their own additional local tax that is collected by said municipality. This local tax applies to sleeping rooms costing \$2 or more each day, and amounts to 7% of the total cost of the room (for further information, please see the Texas State Comptroller website at www.window.state.tx.us, or Texas State Tax Code, Title 3, Subtitle D, Chapter 351, Subchapter A.) Per law, this revenue is legally restricted in its use, and therefore is recorded in a separate fund. For more information on authorized expenses, please see the Other Funds section of this document.

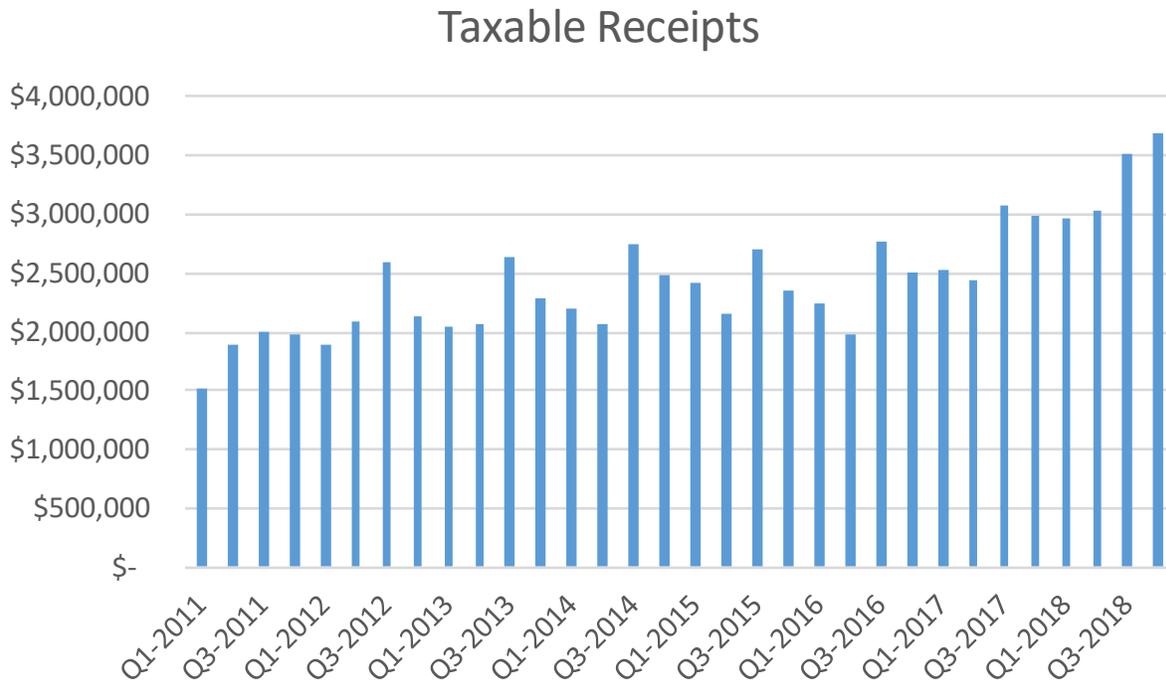
Because of the extremely unpredictable nature of this revenue stream, Weatherford budgets for it close to the previous year's second quarter projection. For FY19, the revenue projected breaks down as follows:

FY18 Budget	\$ 680,000
FY18 2nd Quarter Projection	\$ 776,222
FY19 Budget	\$ 755,000

Based on previous years' collections, Weatherford anticipates its hotel tax revenue to come in as follows:

FY 2018				
	Q1	Q2	Q3	Q4
Taxable Receipts	\$ 2,454,099	\$ 2,457,405	\$ 3,056,972	\$ 2,817,238
Taxes	\$ 171,787	\$ 172,018	\$ 213,988	\$ 197,207

Historical Quarterly Taxable Hotel Receipts



Historical Quarterly Taxable Receipts Crosstabs

	Q1	Q2	Q3	Q4
FY 2011	1,525,104	1,885,939	1,999,257	1,980,494
FY 2012	1,891,438	2,079,434	2,602,511	2,141,754
FY 2013	2,035,771	2,073,258	2,627,479	2,279,829
FY 2014	2,190,129	2,059,002	2,757,917	2,485,278
FY 2015	2,417,243	2,145,147	2,693,490	2,358,259
FY 2016	2,246,183	1,981,608	2,773,004	2,494,866
FY 2017	2,522,425	2,437,537	3,087,170	2,995,407
FY 2018	2,957,737	3,031,250	3,526,569	3,690,819

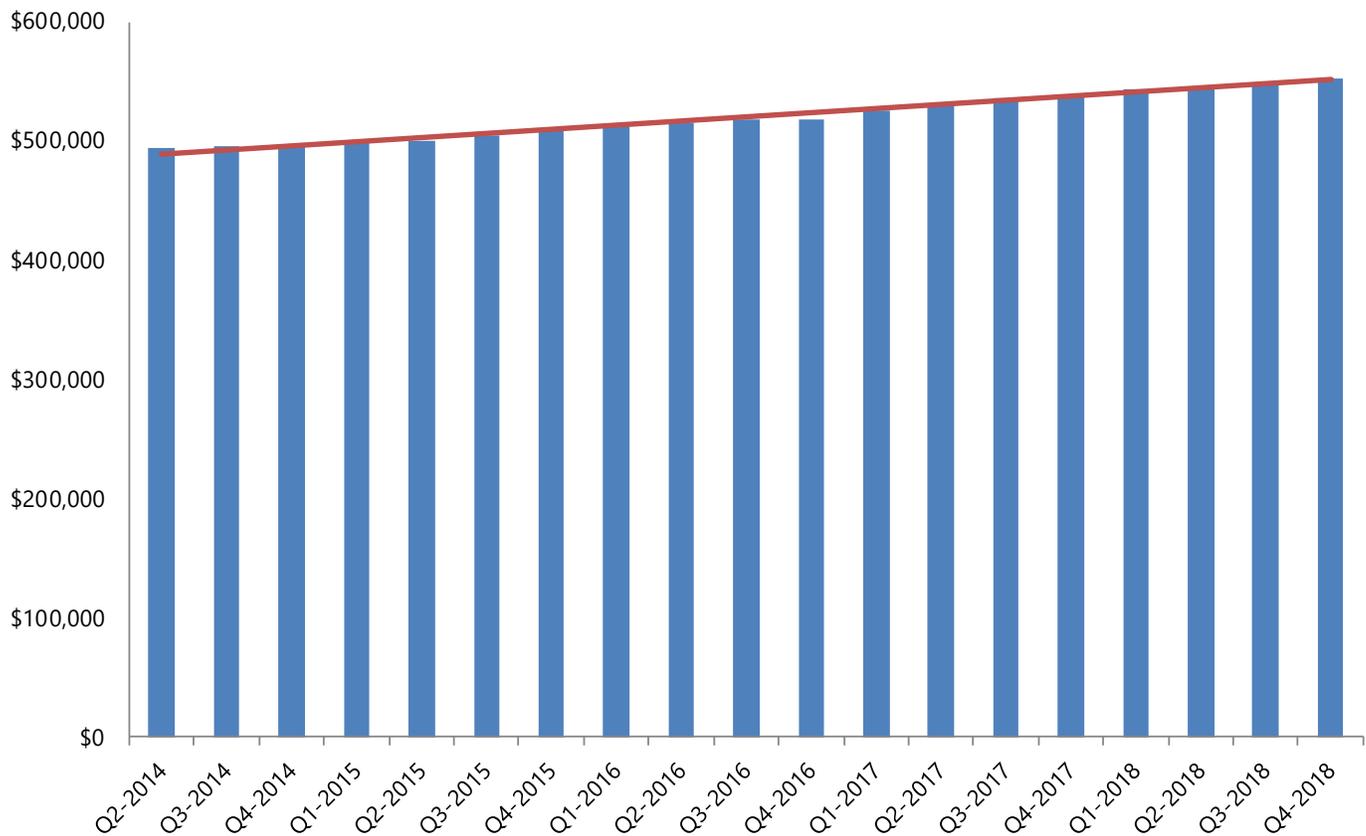
Major Revenue Summary

Garbage Fees

Revenue Calculations

Because sanitation revenue tends to stay true to historical collections, it is extremely stable and predictable. For FY18, The City of Weatherford has budgeted approximately \$2.2 million in Garbage Fees collected.

Historical Collections

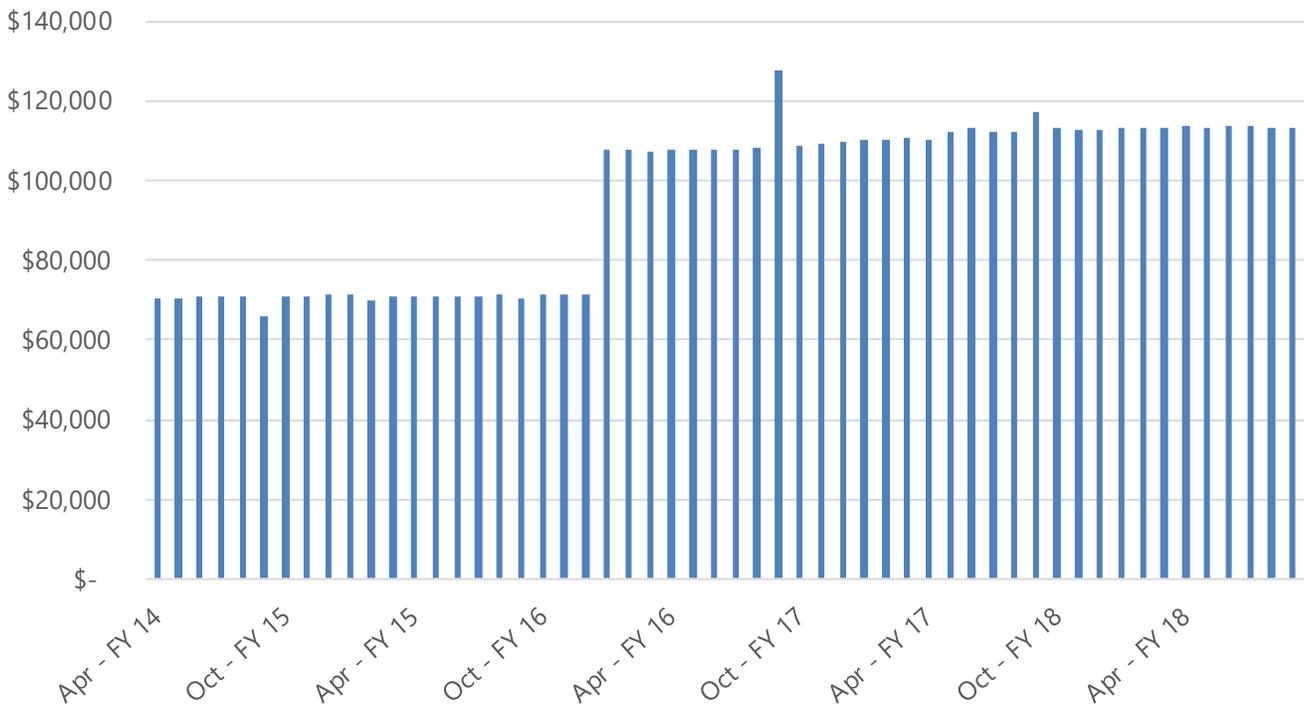


Stormwater Fees

Revenue Calculations

The Weatherford City Council approved the city's first stormwater fee in January of 2013. Budget for FY19 breaks down to \$115,740 in stormwater revenue per month. Based on the previous fiscal year and the recent rate adjustment, this projection is reasonable.

Historical Collections



Weatherford Strategic Plan

Strategic Planning Process

Weatherford's strategic plan is used as a guide for crafting policy and a prioritization tool during the budget process. It reflects the short- and mid-range goals of the City of Weatherford.

From time to time, the City Council goes through a detailed process to update its strategic plan. This is necessary to ensure that the document serves as a valid reflection of the community's goals and objectives.

Weatherford first began its strategic planning process in 2008. This first iteration of the city's strategic plan yielded seven strategic priorities, including maintaining a healthy fiscal position, meeting citizens' expectations through quality service delivery, ensuring responsive communication, and fostering economic development.

As the first step of the City's inaugural strategic plan, the City conducted an analysis of its strengths, weaknesses, opportunities, and threats (SWOT.) After identifying items in each category, elected officials and staff ranked them according to their magnitude. What resulted is a prioritized list of the city's intangible assets and liabilities. These helped staff and officials frame the environment in which Weatherford operates. The results of the initial SWOT analysis is as follows:

Strengths

- Service to Citizens
- Staff is second to none
- City is fiscally healthy
- City has a healthy economic climate
- Weatherford's unique identity
- City is self-sufficient
- Weatherford's unique history
- Great location
- Chandor Gardens (event facility)
- Low crime
- Quality retail shopping

Weaknesses

- Underutilized downtown area
- Attitude toward debt and revenue opportunities
- Some major thoroughfares appear aged
- Need to establish a central vision
- Underfunded/understaffed infrastructure and parks
- Lack of family entertainment
- Lack of sufficient marketing for the city
- The city has difficulty communicating with citizens

Opportunities

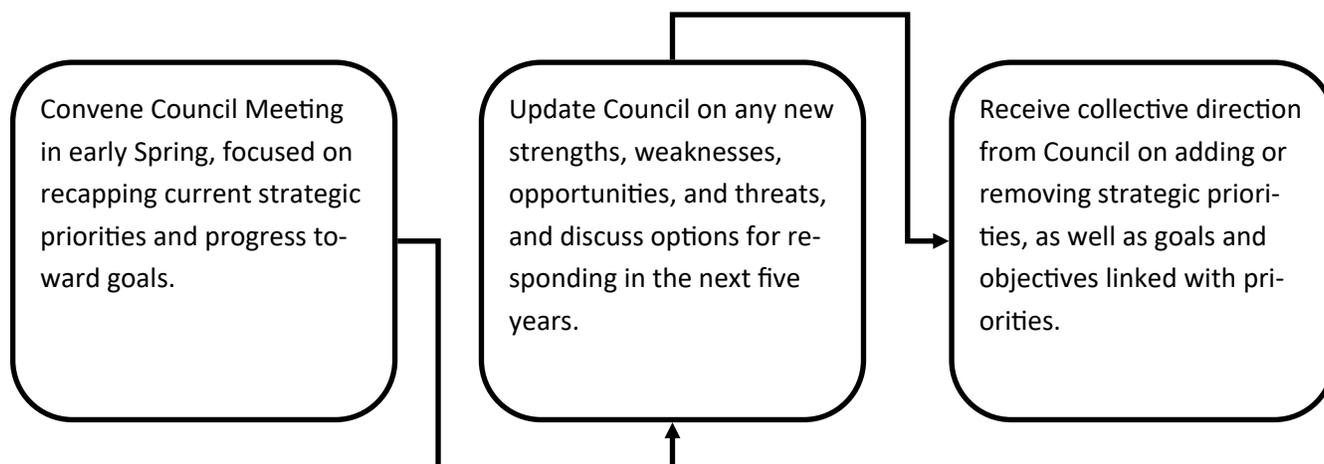
- Maintain & expand revenue sources
- Explore other uses—especially a concert venue—at 1st Monday Trade Days
- Upgrade utility and infrastructure standards
- Better manage tourism opportunities
- Establish an entertainment district downtown
- Do a new comprehensive plan
- Establish a new vision for Downtown, 1st Monday Trade Days, and York Avenue
- Expand and protect natural resources
- Form a citizens’ capital committee

Threats

- Economic environment — cyclical and needs to be well monitored
- Development from the east may affect Weatherford’s unique identity
- Negative growth in the extra-territorial jurisdiction and its affect on Weatherford
- Development may affect public safety and quality of life
- Unrealistic citizen expectations
- Continuing to be reactive rather than proactive
- Not enough annual funding for street system

Since the initial plan was adopted, Council and staff have gone through several iterations of this plan, both adding and removing priorities when necessary.

These revisions began in the Spring of 2013, and then again in the Spring of 2016. Each revision occurs in the same format:



Weatherford Strategic Plan

Mission Statement

The Members of the City Council are committed to serving the people of Weatherford, helping them enjoy the best quality of life of any City in North Texas through an improved infrastructure and appearance, a diversified local economy that generates expanded revenues - and Weatherford's status as a contemporary hub of Parker County, all the while maintaining its small town feel.

Vision Statement

Weatherford, Texas is a service oriented, yet still "small town" community that upgrades its infrastructure, celebrates and shares its rich history, and fosters quality economic growth - in a fiscally-responsible, even revenue generating fashion.

Values

Integrity - possessing an unwavering commitment to doing the right things right; consistently adhering to high professional and ethical standards; keeping commitments to our citizens, co-workers, and others.

Innovation - aware of current issues and changing dynamics; welcoming new ideas; re-examining the way we work and looking for better ways to get the job done; valuing creativity when solving problems; committed to personal growth.

Accountability - delivering on promises; guiding the progress of our community while being mindful of our past; taking personal responsibility for achieving expected outcomes; creating a work culture where everyone knows their individual and collective roles in organizational goals and expected community outcomes.

Commitment - demonstrating through our actions that we can be counted on to consistently do what is necessary, expected, and required, and when able, exceed expectations.

Teamwork - recognizing the importance of working together to meet everyone's needs; treating everyone with respect; sharing resources and information freely; communicating regularly and honestly with employees, council members, and citizens.

General Focus Areas

During the spring of 2016, Weatherford City Council went through a revision of the City's strategic plan in order to refine broad operational focus areas and identify goals associated with those focus areas. While the City's specific goals and objectives will change as they are completed, the overall focus areas are designed to remain in place for several years. Because the City is growing quickly, many of its strategic focus areas are concerned with managing that growth.

The focus areas agreed upon are as follows:

1

Communicate with Citizens

It has always been important for municipalities to keep in close communication with their citizens. With Weatherford being a fast-growing city, it is not only crucial that the growth is responsible, but that it is also in line with the quality that Weatherford citizens expect and deserve. As a part of that, staff and Council strive to remain in constant contact with those they serve.

2

Concentrate on Infrastructure

Weatherford's streets and utilities are among the most basic, integral services delivered to citizens. As the City grows, staff and Council will ensure that it provides the same, high quality infrastructure to support this growth while still being able to maintain all existing systems.

3

Re-Align Funding Sources

As with every municipality, Weatherford faces a host of needs, all vying for the same limited financial resources available to meet them. One method to assist in addressing these is to align funding sources with specific needs. For example, matching the availability of sales tax funds (which can be quite volatile) with non-recurring capital needs, utilizing property tax gains to fund specific, recurring costs, and using specific program/event revenues to directly fund those programs/events. It is the policy of Weatherford's staff and Council to evaluate all revenues to maximize the efficiency of the budgeting process.

4

Control our Own Destiny

Weatherford staff and Council strive to be proactive in planning for the City's growth and development, ensuring the growth is smart and manageable.

5

Improve Marketability

In the past several years, Weatherford has added several amenities and businesses that make it an attractive destination for tourism. The City is committed to marketing these developments consistently, while diligently adding more to increase its marketability.

6

Ensure Sustainable Services

The City's continued growth is a given. The danger with rapid growth, however, is that if adequate plans are not in place to sustain all services necessary to support that growth, then the City's overall quality will decline. Weatherford's leadership will ensure that this is not the case.

Weatherford Strategic Plan

Strategic Goals and Objectives (continued)

In tandem with the focus areas, Council identified strategic goals to be met over the next few years. Some of these goals are more specific and measurable than others, but the City will continue to work to discuss and refine these efforts. The goals identified are:

Focus Areas ->	Communicate with Citizens	Concentrate on Infrastructure	Re-Align Funding Sources	Control our Own Destiny (Plan for Future)	Improve Marketability	Ensure Sustainable Services
Stated Goals						
Conduct a Citizen Survey	X					X
Upgrade Infrastructure		X				X
Evaluate Resources put toward "Non Resident" Services			X	X		X
Prepare a New Comprehensive Plan		X		X		X
Explore New Revenue Opportunities			X			X
Focus on Developing Downtown, 1 st Monday, and York Avenue areas				X	X	
Improve Tourism and Marketing				X	X	
Ensure Quality Development				X	X	
Focus on Internal Needs						X
Focus on Transportation		X				
Revitalize the Library						X

Strategic Goals and Objectives (continued)

Conduct a citizens' survey

- ◇ Primary Departments Involved: Finance; Marketing & Communications; City Manager's Office
- ◇ Description: As responsible public servants, it is imperative to keep the lines of communication open with the Citizens of Weatherford. Until recently, Weatherford had not engaged its citizens on the topic of services levels and growth via a formal survey. Therefore, this item was initially intended to work in tandem with the City's Comprehensive Plan, designed to address those issues. This survey will take place biannually in order to monitor the perception of Weatherford's citizens on city services.
- ◇ Timeline: The citizen survey was completed during the spring of FY17. A follow up survey is planned to be conducted in the spring of FY19 or FY20 for comparison purposes.

Upgrade Infrastructure

- ◇ Primary Departments Involved: Transportation and Public Works; Water, Sewer and Electric Utilities
- ◇ Description: Weatherford's City Council has made it an ongoing priority to consistently maintain and upgrade the City's infrastructure. This primarily includes street maintenance, utilities infrastructure, and storm water. The Annual budget for street maintenance has been increased by 28% since FY14 (an approximate average increase of 5% per year) to reach its annual maintenance target, as generated from a survey of Weatherford's streets.
- ◇ In the past two years, Weatherford has also created a Tax Increment Reinvestment Zone, which is a fairly common economic development tool to spur growth in the City. For a period of thirty years, 3/4 of the taxes derived on any increased property values in this zone will be captured and used to directly fund infrastructure projects inside the zone. These projects will ensure the proper amenities are in place to attract quality development. Weatherford has already seen two major retailers construct locations in this area as well as residential development.
- ◇ Additionally, Weatherford has continued to make progress on its storm water infrastructure initiative. The relatively new storm water fee was first authorized and levied in 2013, and the revenues generated from this fee are put toward improving the city's drainage issues. Recently, this fee was increased, per the storm water plan, to fund debt issued in FY15 and again in FY18.
- ◇ Similarly, the Water and Wastewater Utilities have completed its third round of rate increases designed to cash-fund capital projects, and this cash-financing mechanism has been functioning as intended. For further information on this, please see the Weatherford Municipal Utility Fund Program of Services for FY19.
- ◇ Timeline: Ongoing.

Evaluate resources put toward "Non-Resident" services

- ◇ Primary Departments Involved: City Manager's Office; Finance; Library; Animal Services
- ◇ Description: As the Parker County seat and its largest city, Weatherford naturally provides services that reach beyond its geographic borders. Among those are library services and animal control. In order to make these services that reach non-residents more cost-effective, Weatherford staff and Council continue to pursue funding options focused on cost-recovery. This initiative has led to several efficiencies, such as:
 - Partnering with the cities of Hudson Oaks, Willow Park, and Aledo on an interlocal services agreement

Weatherford Strategic Plan

Strategic Goals and Objectives (continued)

that provides the funding for two additional animal services personnel.

- Increasing the City's current interlocal agreement with Weatherford ISD to provide partial funding for four school resource officers and full funding for one additional officer as of FY19.
- Creating an interlocal agreement with Emergency Services District #3 to allow for better overall coverage in emergency services for both the City and the district, and adding funding from the District to the City to provide those services. Additionally, the City is able to utilize existing equipment and apparatus owned by the District.

Evaluation of these services is ongoing, and staff will continue to keep a diligent watch on funding options. In particular, staff and Council are exploring options for modifying the County's contribution to library funding, given the number of non-City residents that enjoy that service. The City will attempt to address this funding incongruity within the next budget cycle.

- ◇ Timeline: Ongoing.

Prepare a new comprehensive plan (General Plan)

- ◇ Primary Departments Involved: Planning & Development; City Manager's Office
- ◇ Description: In an effort to evaluate and control the City's oncoming growth, Weatherford staff has engaged a consultant to assist the City in updating its comprehensive plan. This plan analyzes land use, zoning, and development opportunities within city limits, giving staff and Council the tools needed to set direction for the City's future.
- ◇ Timeline: The General Plan concluded in FY18 and has been frequently cited in Council and staff led decisions.

Explore new revenue opportunities

- ◇ Primary Departments Involved: All
- ◇ Description: With several areas competing for funding, Council and staff have made it a priority to expand existing revenue when appropriate and search for new revenue opportunities. In the past few years, this has led to several revenue enhancements, including:
 - The aforementioned interlocal agreements to better allocate service costs among beneficiaries.
 - Increasing the maintenance & operations property tax rate by a total of 2.6 cents since 2014 to fund fleet replacements, street repairs, mission-critical positions, and keep employee compensation in line with the market. Weatherford has also relied on increases in property values to help fund its operational needs.
 - Implementing the aforementioned storm water utility fee.
 - Implementing three-year utilities rate adjustments to pay for capital, repairs and replacements, and debt. The phased-in rate adjustments concluded in FY17.
 - A new sponsorship program, created by the Marketing & Communications Department. This program has raised almost \$100,000 in support of Weatherford Parks events since its creation.

To date, approximately 11% of Weatherford's General Fund operations are self-funded through service charges and other fees. This percentage has been consistent since 2013.

Weatherford Strategic Plan

Strategic Goals and Objectives (continued)

- ◇ Timeline: Evaluation of Weatherford's revenue streams and funding breakdown is ongoing, and staff will continue to keep a diligent watch on any options for the future.

Focus on developing downtown, 1st Monday, and York Avenue areas

- ◇ Primary Departments Involved: Planning and Development; Parks and Recreation; City Manager's Office
- ◇ Description: Improvements to Weatherford's Heritage Park have been ongoing for several years now. Completed improvements have included new bathrooms, animal stalls, lighting, sidewalks, a food court, and of course the City's new amphitheater, which is used for a concert series throughout the year as well as Weatherford's 4th of July celebration. Currently slated for the future are additional parking, a fitness loop, and the Heritage Memorial Plaza. Special events currently held in Heritage Park include First Monday Trade Days, which has increased its revenue by 81% since 2011, the Blooming Car Show, and Holiday in the Park.
- ◇ Staff is currently exploring opportunities for downtown-centered development. Chief among the difficulties in pursuing this goal is rerouting traffic around the area instead of through it, as it currently stands. There is potential for the construction of a loop around the square, although specifics have yet to be identified.
- ◇ During FY16, staff created a new position to assist with organizing development and revitalization in Weatherford's downtown area. The Main Street Director serves as a staff liaison between the City and the Weatherford Downtown Association.
- ◇ Timeline: Improvements will be ongoing through the next several years.

Improve tourism and marketing for the City

- ◇ Primary Departments Involved: Economic Development; Parks and Recreation; City Manager's Office
- ◇ Description: To help manage tourism and events in Weatherford, the City has a Special Events Coordinator position, which has worked in tandem with the Chamber of Commerce to plan and market events in the City designed to bring in visitors and provide fun activities for residents. A marketing/PR specialist position was also created in FY15 and subsequently upgraded to the Communications & Marketing Director in FY17, while also adding ongoing funding to the PR/marketing program to increase Weatherford's visibility throughout the metroplex. Additionally, whereas the City has outsourced much of its marketing to the Chamber of Commerce in the past, Communications & Marketing staff is taking a more active role in this function. In FY18, a total of \$38,500 was added to the Communications & Marketing budget, primarily to enhance the City's document production capabilities. This budget has been maintained for FY19.
- ◇ Timeline: Ongoing.

Ensure quality development

- ◇ Primary Departments Involved: Economic Development; Planning and Development
- ◇ Description: This is an ongoing priority in conjunction with Weatherford's focus on economic development and tourism. Planning and Development and Economic Development will work in tandem to attract quality development to the area and ensure all new developments are within stated codes. Two initiatives encompass this goal in particular: first, the creation of a tax increment reinvestment zone has already led to several businesses developing within

Weatherford Strategic Plan

Strategic Goals and Objectives (continued)

Weatherford's borders. Second, emphasis on the implementation of Weatherford's comprehensive development strategy as outlined by the General Plan has provided City leaders with a path to follow for future prosperity.

- ◇ Timeline: Ongoing.

Focus on the City's internal needs

- ◇ Primary Departments Involved: City Manager's Office; Municipal and Community Services; Finance; Human Resources; Information Technology
- ◇ Description: Weatherford staff has identified several key areas that are in need of funding in order to ensure the City's operational health. Among them are ongoing fleet funding, compensation/succession planning, and planning for the City's retiree liabilities.
- ◇ Retirement Pressures: Like many cities, Weatherford currently has a large number of staff that is eligible for retirement. As of FY19, approximately one-quarter of Weatherford's General Fund employees have accrued enough time in the Texas Municipal Retirement System to be able to officially retire. This number jumps to almost 40% through FY22. Unfortunately, this presents two problems for the City. First, with many of these employees being long-tenured at Weatherford, that level of staff turnover will undoubtedly cause some operational disruption from the knowledge lost with losing those employees. This would necessitate a delicate succession plan to ensure that proper knowledge-transfer takes place in the midst of turnover. Second, there is a financial component that involves the City's policy on compensated absences. When an employee retires, he or she is entitled to compensation for any remaining vacation and partial sick time they have accrued but not used. Fortunately, this is an issue staff and Council have been aware of for a number of years, and have therefore taken steps to alleviate the financial component. Last fiscal year, Council authorized staff to incrementally reserve \$1.5m in the General Fund's ample balance over the next five years to pay these retirement separation costs. Additionally, staff has built in an ongoing funding component of \$150,000 annually to help pay for any employee separation costs throughout any given fiscal year. Through FY22, these funding sources should be sufficient to cover most, if not all, of Weatherford's projected retiree separation costs. For more information, please see the General Fund 5-Year Forecast.
- ◇ Compensation: Among the highest budget priorities for both the City Council and City Manager is to address employee compensation. As with an organization's facilities, technology, and major equipment, employees are an asset. As an asset, employees need to be maintained, including providing adequate training, equipment and support to perform their jobs, and competitive compensation in order to attract and retain quality talent. Weatherford's pay structure has been inconsistent since recovering from the Great Recession. Several pay grades overlap one another, resulting in staff frustration, and the pay for many positions struggles to remain at market. While staff has implemented several isolated actions to help remedy both of these issues beginning in 2013, the problems still exist. In FY18, the City Manager's Office engaged with an external consultant to help overhaul Weatherford's position classification and pay structure. The result of this initiative is a more organized and consistent system for classification, raises, and promotions across the City that will help retain staff, attract quality talent, and usher in responsible succession planning. For FY19, staff has been able to implement personnel actions to continue along the lines of this newly adopted plan. For more information, please see the General Fund 5-Year Forecast.
- ◇ Health Insurance: Similar to overall compensation, health insurance premiums have been a constant issue for Weatherford, as rising rates shrink the City's operational flexibility. With almost a 15% increase coming in to FY18, staff has decided to discontinue Weatherford's health insurance plan with the Texas Municipal League, and opted for self-funding. This process began on January 1, 2018 and has resulted in significant cost savings while still maintaining benefits for FY19.

Weatherford Strategic Plan

Strategic Goals and Objectives (continued)

- ◇ Training Opportunities: Since FY18, the City Manager's Office has placed an emphasis on staff development and succession planning. The City has engaged with several external consultants to develop staff knowledge, skill set, judgment, and work ethic.
- ◇ Fleet Rotation: Finally, this budget expands upon the creation of a fleet rotation program from FY16. During that year, Weatherford began implementing a modest vehicle/major equipment replacement program, intended to build sufficient funding over time to continually replenish designated assets in a timely manner. By treating the cost to replace these vehicles/major equipment as recurring, staff ensures that Weatherford personnel always have safe, reliable tools to do their jobs. This helps to maintain consistent operational service levels as well as financial health. To date, finance staff has targeted 88 vehicles, primarily public safety and public works related, to put on this ongoing fleet funding rotation at their next replacement period. Currently, 25 of those identified have been allocated to the schedule, amounting to almost 40% of the target. Considering FY19 represents the fourth year in which this program has been in place, Weatherford's progress is exceptional. For more information, please see the General Fund 5-Year Forecast.
- ◇ Timeline: The targets for fleet and retiree funding are calculated on a 5-year basis, although the programs will continue indefinitely.

FY19 Budget Calendar

1

Budget Kickoff

Staff meeting to outline the budget process and methodology, provide target budgets, and distribute instructions for working with OpenGov budget software.

Mar. 28

2

Departmental Budget Submissions Due

Target budgets and any requests for funding over the target base budgets are submitted to OMB over this time frame.

April 15-
May 6

3

Internal Budget Discussions

Administration and staff begin discussing all budget submissions, incorporating council priorities, and developing the proposed budget.

May —
June

4

Certified Tax Rolls Received

Certified appraisal rolls from the Parker County Appraisal District are received showing taxable values. Final property tax assumptions made.

Jul.

5

Effective Tax Rates Published

Pursuant to Texas state law, the City published its effective and roll-back rates for public review.

Jul. 31

6

Presentation of FY19 City Manager's Proposed Budget

The City Manager's FY19 Proposed Budget is presented to the City Council and made available for public inspection.

Aug.
14

7	<p>Tax Rate Proposed by City Council City Council voted to propose a tax rate for the FY19 Weatherford Budget.</p>	Aug. 14
8	<p>Public Hearing Held on Tax Rate Following the required notices, a public hearing is held on the FY19 proposed tax rate.</p>	Aug. 28
9	<p>Public Hearing Held on Budget and Tax Rate Following the required notices, a public hearing is held on the FY19 Proposed Budget and tax rate.</p>	Sep. 11
10	<p>Council Adopts the FY19 Budget and Tax Rate Following extensive discussion in August and September, the City Council adopts the budget and tax rates for the following year.</p>	Sep. 25
11	<p>Follow-Up/Debrief with Staff Finance staff sets meetings with the City Manager’s Office as well as other departments to debrief on the budget for FY19, discussing ways to improve the process for the next budget cycle.</p>	Oct. 2018
12	<p>Adopted Budget Document Published Council changes are incorporated into the final budget document, which is published and made available to the public.</p>	Dec. 2018

Budget Process & Methodology

This budget document serves as the annual operating plan for the City of Weatherford during the fiscal year beginning October 1, 2018, and ending September 30, 2019 (FY19).

The funding choices made for FY19 were the result of hours of deliberation at various levels: from each individual department to the City Manager and his executive team to the City Council and the people. This budget reflects not just the specific financial controls, management information, and policy development information it contains. It is a reflection of the values and goals of the community of Weatherford, Texas. The process by which it was developed was designed to produce a forward-thinking, results-oriented plan for the coming year.

Purpose of the Budget Process

The purpose of the budget process is to identify and assure compliance with policies dictated by State law, the City Charter, City Ordinances, and administrative procedures. The aim of these policies is to achieve long-term growth and stability within a positive financial condition. These guidelines give direction to administration and staff in planning and directing the City's day-to-day financial affairs and in developing financial and management recommendations to the City Council. They provide a strategic framework for evaluating both current and proposed activities by preserving the long-standing principles, traditions, and practices of the City of Weatherford.

Budgeting is an essential element of the financial planning, control, and evaluation process of municipal government. Being an annual process, budgets are influenced by many factors, including current and projected economic conditions, decisions made in prior budgets, current needs, and long-term goals.

The budget process establishes levels of control as well. Once approved, department staff have the ability to adjust their budgets by transferring funds from one line-item to another within appropriated levels by submitting a budget transfer request, which is reviewed by the Office of Management & Budget (OMB) and the City Manager. However, any revisions which alter the total appropriation level for a department must be approved by the City Council.

Objectives of All Budgets

While every year brings different goals and challenges, all budgets are developed with shared objectives:

Realistically Estimated Revenues: Each revenue source should be analyzed and estimated realistically to ensure that the practice of conservatism in revenue projections is maintained.

Efficient, Equitable, and Adequate Funding for Services: Each service receiving funding should be given adequate resources to provide quality levels of service. To achieve this goal, some proposals or programs requested by departments are either not recommended in the budget, or in some cases, alternative requests may be funded at a lesser amount or delayed while utilizing existing services where possible.

Sound Financial Planning: Maintenance of adequate unallocated fund balances and reserves for unanticipated events or future allocations is important. Sufficient resources should exist for maintaining adequate balances and for meeting cash-flow requirements while providing the ability to respond to unforeseen circumstances. To achieve this goal, some expenditure requests are not recommended for funding, or are recommended at a lower level than requested. Reserve requirements for each fund are specified in the Financial Management Policy Statements.

Objectives Specific to This Budget

Over the past several years, Weatherford has transitioned out of recession-era constraints and into long-term financial stability. The FY19 General City budget reflects a city that is continuing to prosper in a healthy economy and is also utilizing its growth to make specific plans for the future. While sales tax and property tax have both reached record-high levels in FY18, Weatherford officials are determined to maintain fiscal discipline by restricting operational expansion to only the most necessary area, ensuring consistent, quality services for citizens while guarding against the effects of an inevitable economic downturn. In conjunction with Council's strategic priorities and goals, the FY19 General City budget does the following:

1. Continue path toward a sustainable, long-term solution to compensation and health insurance pressure.

Every year, staff and Council face the challenge of remaining a marketable employer in the D-FW area. After over a decade of having an inconsistent compensation structure in different areas of the City, staff began consulting with an outside firm in 2017 to help create a sustainable job classification and compensation system. With the study's conclusion in early FY18, Human Resources staff had a compre-

hensive blueprint for job classifications, payroll structures, and pay plans ready to be implemented. The first step was taken in FY18 and continued in FY19.

Additionally, FY18 was the year Weatherford switched to a self-funded insurance system in order to better control rising costs. As a result, FY19 is the first year the City is able to maintain benefits without increasing the cost.

2. Shows a focus on long-term capital planning. For several years, Weatherford's capital plans have focused primarily on roads, in conjunction with the Texas Department of Transportation Pass-Through Financing System, which allows local communities access to state funds in conjunction with state highway projects. With those projects having concluded in the past year, staff can now focus time and resources on unrelated projects that take high priority. In the immediate future, these projects include an overhaul of the region's public safety dispatch system, replacement of the City's accounting software, constructing a new police station, renovating the City's library, and making large-scale repairs and renovations to the City's pool. As a part of this initiative, the City has committed to a modest cash-funding mechanism for some of the lower-cost projects in the near future. This cash-funding was set at \$500,000 annually during FY18 and increased to \$750,000 annually in FY19.

2. Continue Management of Internal Liabilities. Since 2015, Weatherford Finance staff has worked with managers across the City to forecast vehicle/equipment replacement needs, pressing facilities maintenance, and retirements in an effort to adequately prepare financially and operationally for those future costs. To date, Weatherford has created an ongoing vehicle rotation for almost 30 vehicles, treating those assets as recurring expenses that need to be managed rather than one-time replacements. Additionally, Council and staff have worked to incrementally reserve over \$2 million over the next few years to meet projected costs associated with retirements. This forward thinking will prove wise and useful to the City for a number of years.

FY19 Budget Process

In January of 2013, a strategic planning consultant assisted the City Manager's Office in leading a workshop with staff and Council to discuss city priorities. Over the next several meetings, this discussion led to an analysis of the city's strengths, weaknesses, opportunities, and threats, as well as the city's goals and objectives for the coming year. It was against these goals and objectives that any budget request

was weighed. Since that time, this plan has been thoroughly discussed and updated. This provided the primary driving force of this budget.

Budget kickoff was subsequently held with department staff to provide an overview of the budget outlook, identify changes to the budget process, and provide the necessary documents and forms. This was the formal beginning of the budget process.

Budget submissions were due from each department in April through May. At this time, the data were reviewed by the Finance Department and compiled and presented to the City Manager prior to departmental budget discussions.

Between late-May and early July, budget discussions were held with the City Manager wherein departments discussed their line-item requests and explained their supplemental requests and prioritizations.

In July, the City received its final assessed values from the Parker County Appraisal District. Final revenue projections were made from this information and the proposed budget book was prepared by Finance staff.

In early August, the City Manager's proposed budget was presented to the City Council. Over the next two months, several work sessions and public hearings were held to discuss the various proposals included in the City Manager's budget as well as the tax rate. The City Council approved the FY19 General City Budget on September 25, 2015.

This process is summarized on the preceding pages.

Basis of Accounting

The accrual basis of accounting is utilized by the Enterprise Funds (the Solid Waste Fund as well as the Utilities Fund, which is represented in a separate budget book). Accordingly, revenues and expenses are recognized in the accounting period in which they are earned and incurred, respectively.

All appropriated funds in this document are included in the Comprehensive Annual Finance Report (CAFR). Funds related to the operations and capital improvements of the Municipal Utility System are included in the CAFR but appropriated by the Municipal Utility Board.

The modified accrual basis is used for all other funds. Modifications in the accrual basis for these funds include the following:

Budget Process & Methodology (cont.)

- Revenues are recognized when they become both measurable (i.e. the transaction amount can be determined) and available (i.e. collectible within the current period or soon thereafter to pay current period liabilities). Primary revenue sources treated as susceptible to accrual include property taxes collected within 60 days of year-end and sales taxes collected and held by the state at year end on behalf of the City. Revenue sources from licenses, fines and forfeitures, service charges and other miscellaneous revenues are generally recognized as the cash is received.
- Expenditures are included in the budget when they are measurable, a fund liability is incurred, and the liability will be liquidated with resources included in the budget. This includes interest and principal on general long-term debt which are recorded when due or otherwise payable.
- Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation, is employed as an extension of formal budgetary integration.

Basis of Budgeting

The City Council adopts an annual legal budget which covers the General Fund, Debt Service Fund, Enterprise Funds, Capital Funds, and certain Special Revenue Funds. All appropriations lapse at fiscal year-end. The budgets for the General Fund, Debt Service Fund and Special Revenue Funds are prepared on the modified accrual basis except for encumbrances, which are treated as budgeted expenditures. In addition, capital purchases are budgeted within the year of appropriation. The budgets for the Enterprise Funds are prepared on the modified accrual basis and include encumbrances, debt principal retirements and capital outlays as expenditures. Additionally, the Enterprise Funds do not include depreciation as a budgetary expense.

The budget process establishes levels of control as well. Once approved, department staff has the ability to adjust their budgets by transferring funds from one line-item to another within appropriated levels by submitting a budget transfer request, which is reviewed by the Finance Department and the City Manager. However, any revisions which alter the total appropriation level for a department or fund must be approved by the City Council.

Impact of Financial Policies on the Budget Process

The City's financial policies provide guidance throughout the budget process, including, but not limited to, the following considerations:

- **Revenue Estimates:** Revenues have been conservatively estimated to ensure reliable, equitable, and sufficient amounts are available to support desired services. An analysis of probable economic changes has been considered for all revenue estimates, most notably sales taxes.
- **Use of Fund Balance:** Over \$1.5 million of the City's General Fund balance is being utilized in FY19 for one-time purchases. For more information, please see the *General Fund Summary*.
- **Performance Measures:** In order to ensure efficient and effective service delivery, each department has included a list of performance measures which are reviewed by staff and key stakeholders. For more information, please see the department pages.
- **Replacement of Capital Assets:** This budget includes approximately \$440,000 in vehicle replacement costs based on the fleet replacement schedule. Additionally, \$68,000 of ongoing costs related to the new vehicle replacement rotation has been added to the General Fund Budget.
- **Fiscal Monitoring:** Each month, staff of the Finance Department prepares expenditure and revenue reports in order to monitor departmental budgetary information, and to stay ahead of economic trends as they emerge. Additionally, staff prepares formal year-end projections of revenue and expenditures on a quarterly basis.
- A budget is balanced when all ongoing, operational costs are supported by ongoing revenues. One-time costs may be covered by ongoing or one-time revenue sources, or through the use of fund balance.

Capital Expenses included in this Budget

Department	Item	Ongoing	One-Time	Total
Animal Services	Replace Police Polaris	\$ -	\$11,000	\$11,000
Development & Neighborhood Services	Remodel of Old City Hall and conference room	\$ -	\$70,000	\$70,000
Facilities Maintenance	FM Renovating Kennel Floors	\$20,000	\$ -	20000
Fire	Replacement Brush Truck	\$20,723	\$140,000	\$160,723
Parks & Recreation	15ft. Bat-Wing Mower	\$ -	\$16,452	\$16,452
Police	Patrol Unit 91	\$7,615	\$50,000	\$57,615
Police	Patrol Unit 62	\$9,164	\$40,500	\$49,664
Sanitation	Rear Load Garbage Truck	\$ -	\$200,000	\$200,000
Sanitation	Rear Load Garbage Truck	\$ -	\$200,000	\$200,000
Sanitation	Ford F150 Long Bed	\$ -	\$32,730	\$32,730
Sanitation	Ford F150 Short Bed	\$ -	\$32,470	\$32,470
Transportation & Public Works	Roundabout Construction	\$ -	\$350,000	\$350,000
Transportation & Public Works	Replacement of Zipper	\$31,256	\$31,256	\$62,512
Transportation & Public Works	Access Gater with controller	\$ -	\$12,000	\$12,000
Transportation & Public Works	Barricade Trailer for Streets Division	\$ -	\$9,000	\$9,000
		\$88,758	\$1,195,408	\$1,284,166

All of the above capital expenditures can be found in the operating budgets detailed in this document. These expenditures include facilities renovations as well as both non-recurring and recurring costs for ongoing fleet rotation. Expenditures such as these contribute to the long-term health of Weatherford by ensuring the City keeps low-maintenance, working vehicles and other assets on hand to assist in daily operations. To qualify as a capital expenditure in this regard, the item must cost over \$5,000 and have a clearly defined expected lifespan of greater than one year. The expenditures detailed above will increase the city's operating costs to the extent listed.

These capital expenditures are different from those found in the capital improvement plan, which is designated for long-term, multi-year construction projects, rather than the purchase of rolling assets.

Authorized Position Summary

General Fund Authorized Positions

	Actual FY16	Actual FY17	Actual FY18	Adopted FY19
City Administration				
City Manager (Full Time)	1	1	1	1
City Secretary (Full Time)	1	1	1	1
Assistant City Manager/CFO (Full Time)	1	1	1	1
Deputy City Manager (Full Time)	1	1	1	1
Exec. Asst. To Cm (Full Time)	1	1	1	1
	5	5	5	5
Emergency & Risk Management				
Emergency Management Specialist (Full Time)	1	1	1	1
Administrative Assistant	0	0	0	1
Risk & Training Manager	0	1	1	0
	1	2	2	2
Communications & Marketing				
Director of Communications & Marketing	1	1	1	1
Public Relations Coord (Full Time)	1	1	1	1
	2	2	2	2
City Attorney Office				
City Attorney (Contract)	1	1	1	1
	1	1	1	1
City Council				
Mayor	1	1	1	1
Council Members	4	4	4	4
	5	5	5	5
Economic Development				
Economic Development Director (Full Time)	1	1	0	0
Economic Development Planning Coordinator (Full Time)	0	0	1	1
Administrative Secretary (Full Time)	1	1	0	0
	2	2	1	1

Authorized Position Summary

General Fund Authorized Positions

	Actual FY16	Actual FY17	Actual FY18	Adopted FY19
Finance				
Finance Analyst (Full Time)	1	1	0	0
Director of Finance (Full Time)	0	0	1	1
Assistant Director Of Finance (Full Time)	0	1	0	0
Accounts Payable Clerk (Full Time)	1	1	1	1
Staff Accountant (Full Time)	1	1	1	1
Assistant Director: Budget & Purchasing (Full Time)	1	0	0	0
Purchasing Coordinator (Full Time)	1	1	1	1
Accounting Manager (Full Time)	0	1	1	1
Assistant Director: Accounting (Full Time)	1	0	0	0
Senior Finance Manager (Full Time)	0	0	1	1
Court Clerk (Full Time)	1	1	1	1
Sr. Deputy Clerk (Full Time)	1	1	1	1
Municipal Judge (Contract)	2	2	2	2
Deputy Court Clerk (Full Time)	1	1	1	1
Juvenile Case Mgr/DCC (Full Time)	1	1	1	1
Court Administrator (Full Time)	1	1	1	1
	13	13	13	13
Fire Department				
Battalion Chief (Full Time)	3	3	3	3
Deputy Fire Chief (Full Time)	0	0	1	1
Deputy Fire Marshal (Full Time)	1	1	1	1
Division Chief Of Training (Full Time)	1	1	0	0
Division Chief/Fire Marshal (Full Time)	1	1	1	1
Driver/Engineer (Full Time)	12	12	12	12
Firefighter-EMT (Full Time)	28	28	28	28
Executive Assistant (Full Time)	1	1	1	1
Fire Apparatus Mechanic (Part Time)	1	1	1	1
Fire Chief (Full Time)	1	1	1	1
Fire Captain (Full Time)	0	0	3	3
Fire Lieutenant (Full Time)	11	11	8	8
	60	60	60	60

Authorized Position Summary

General Fund Authorized Positions

	Actual FY16	Actual FY17	Actual FY18	Adopted FY19
Human Resources				
H/R Specialist (Full Time)	1	1	1	1
Risk & Training Manager (Full Time)	1	0	0	0
Director Of Human Resources (Full Time)	1	1	1	1
	3	2	2	2
Information Technology				
Director Of Information Technology (Full Time)	1	1	1	1
GIS Coordinator (Full Time)	1	1	1	1
GIS Tech (Full Time)	1	1	1	1
Sr. Network Administrator (Full Time)	1	1	1	1
Network Administrator (Full Time)	0	1	1	1
System Analyst (Full Time)	1	1	1	1
GIS Analyst (Full Time)	1	1	1	1
IT Specialist (Full Time)	1	1	1	2
	7	8	8	9
Library				
Sr. Library Clerk (Full Time)	2	2	2	2
Library Associate (Full Time)	1	1	1	1
Sr. Library Clerk (Part Time)	1	1	1	1
Director Of Library Srv (Full Time)	1	1	1	1
Assistant Director Of Library Srv (Full Time)	0	0	0	0
Supervising Library Technician (Full Time)	1	1	1	1
Manager Of Youth Services (Full Time)	1	1	1	1
Reference Librarian (Full Time)	1	1	1	1
Library Clerk (Part Time)	6	6	6	6
Librarian (Part Time)	3	1	1	1
Librarian (Full Time)	1	1	1	1
Library Circulation Clerk (Full Time)	1	1	1	1
Sr. Office Assistant (Full Time)	1	1	1	1
	20	18	18	18

Authorized Position Summary

General Fund Authorized Positions

	Actual FY16	Actual FY17	Actual FY18	Adopted FY19
Municipal & Community Services				
Senior Mechanic (Full Time)	1	1	1	0
Mechanic (Full Time)	1	1	1	0
AC Vet Tech (Full Time)	2	2	2	2
Animal Care Tech (Full Time)	4	4	4	4
Animal Control Officer (Full Time)	2	2	2	2
Animal Service Clerk (Full Time)	1	1	1	1
Campaign Coordinator (Part Time, Temporary)	1	1	0	0
Director (Full Time)	1	1	1	1
Assistant MACS Director (Full Time)	0	0	0	1
Assistant Director Animal Services (Full Time)	0	0	0	1
Operations Manager (Full Time)	1	1	1	1
Sr. Animal Care Tech (Full Time)	1	1	1	1
Sr. Animal Control Officer (Full Time)	1	1	1	1
Sr. Shelter Clerk (Full Time)	1	1	1	1
Custodian (Full Time)	2	2	2	2
Administrative Assistant II	0	0	0	1
Lead Custodian (Full Time)	1	1	1	1
Custodian (Part Time)	3	3	3	3
Fleet Manager (Full Time)	0	0	0	1
Facilities Maintenance Mgr (Full Time)	1	1	1	1
Facility Maintenance Tech (Full Time)	1	1	1	1
	25	25	24	26

Authorized Position Summary

General Fund Authorized Positions

	Actual FY16	Actual FY17	Actual FY18	Adopted FY19
Planning & Development				
Building Inspector (Full Time)	2	2	2	2
Building Official (Full Time)	1	1	1	1
Planning Tech (Full Time)	0	1	1	1
Plans Examiner (Full Time)	1	1	1	1
Director Of Plan & Dev (Full Time)	1	1	1	1
City Planner (Full Time)	1	2	2	2
Permit Tech (Full Time)	2	1	1	1
Clerical Assistant (Part Time)	1	1	1	0
Permit Center Manager (Full Time)	0	0	0	1
Main Street Coordinator (Full Time)	1	1	1	1
Code Enforcement Officer (Full Time)	1	1	2	2
Administrative Assistant (Full Time)	1	1	1	1
Lead Code Compliance Officer (Full Time)	0	0	1	1
Consumer Health Inspector (Full Time)	1	1	1	1
	13	14	16	16
Parks & Recreation				
Groundskeeper (Full Time)	7	5	5	5
Groundskeeper (Part Time)	1	1	1	1
Light Equipment Operator (Full Time)	1	0	0	0
Summer Maintenance (Part Time)	6	4	4	4
Licensed Irrigator (Full Time)	1	0	0	0
Athletic & Aquatic Tech (Full Time)	1	1	1	1
Grounds Maint Supervisor (Full Time)	2	1	1	1
Park Operations Manager (Full Time)	0	1	1	1
Assistant Director (Full Time)	0	0	1	1
Crew Leader (Full Time)	2	3	3	3
Sr. Groundskeeper (Full Time)	1	2	2	2
Recreation Assist (Part Time)	1	2	2	2
Director Parks & Rec (Full Time)	1	1	1	1
Park Facilities Assist (Part Time)	1	0	0	0
Special Events Coord. (Full Time)	1	1	1	1
Parks Department Coord (Full Time)	1	1	1	1
Recreation Manager (Full Time)	1	1	1	1
	28	24	25	25

Authorized Position Summary

General Fund Authorized Positions

	Actual FY16	Actual FY17	Actual FY18	Adopted FY19
Police				
Office Assistant (Part Time)	1	1	1	0
Background Investigator (Part Time)	1	1	1	1
Police Telecomm Officer (Part Time)	1	1	1	3
Police Chief (Full Time)	1	1	1	1
Police Commander (Full Time)	5	5	5	4
Police Corporal (Full Time)	14	14	14	12
Police Court Bailiff (Full Time)	1	1	1	1
Police Deputy Chief (Full Time)	1	1	1	1
Police Finance Specialist (Full Time)	1	1	1	1
Police Officer (Full Time)	30	30	30	35
Police Plan & Dev Coord (Full Time)	1	1	1	1
Police Prop & Evid Tech (Full Time)	1	1	1	1
Police Records Clerk (Full Time)	2	2	2	3
Police Sergeant (Full Time)	9	9	9	9
Police TCO (Full Time)	11	11	11	11
Police TCO/TAC (Full Time)	1	1	1	1
Prop & Evidence Tech (Part Time)	1	1	1	0
Reserve Police Officer (Paid) (Part Time)	2	2	2	2
	84	84	84	87

Authorized Position Summary

	Actual FY16	Actual FY17	Actual FY18	Adopted FY19
Transportation & Public Works				
Dir Of Capital Improvement Projects (Full Time)	1	1	1	1
Dir Of Trans P&W (Full Time)	1	1	1	1
Trans & PW Coord. (Full Time)	1	1	1	1
Civil Engineer (Full Time—Partially funded in Storm Water Utility Fund)	0	0	0	0
TPW Operations Manager (Full Time)	1	1	1	1
Sr. Office Assistant (Full Time)	1	1	1	1
Field Service Tech (Full Time)	1	1	1	1
Field Service Aid (Full Time)	0	0	0	0
Traffic Technician (Full Time)	2	1	1	1
Traffic Maintenance Worker I (Full Time)	1	1	1	1
Traffic Maintenance Worker (Part Time)	2	2	2	2
Heavy Equipment Operator (Full Time)	3	3	3	3
Light Equipment Operator (Full Time)	1	1	1	1
Street Supervisor (Full Time)	1	1	1	1
Crew Leader (Full Time)	1	1	1	1
Maintenance Worker (Full Time)	5	5	5	5
Street Crew Leader (Full Time)	1	1	1	1
	23	22	22	22
Total General Fund	292	287	288	294

Authorized Position Summary

Heritage Park Fund Authorized Positions

	Actual FY16	Actual FY17	Actual FY18	Adopted FY19
Parks & Recreation				
Recreation Coordinator (Full Time)	1	1	1	1
Office Assistant (Part Time)	2	2	2	2
Groundskeeper (Part Time)	4	4	4	4
First Monday Assistant (Part Time)	4	4	4	4
	11	11	11	11

Chandor Gardens Fund Authorized Positions

	Actual FY16	Actual FY17	Actual FY18	Adopted FY19
Parks & Recreation				
Recreation Manager (Full Time)	1	1	1	1
Horticulturalist (Full Time)	1	1	1	1
Facility Coordinator (Full Time)	1	0	0	0
Sr Groundskeeper (Full Time)	1	1	1	1
Groundskeeper (Part Time)	1	1	1	1
Recreation Assistant (Part Time)	2	2	2	2
Office Assistant (Full Time)	0	1	1	1
	7	7	7	7

Solid Waste Fund Authorized Positions

	Actual FY16	Actual FY17	Actual FY18	Adopted FY19
Municipal & Community Services				
Assistant MACS Director (Full Time)	0	1	1	0
MACS Manager (Full Time)	1	0	0	0
Foreman (Full Time)	1	1	1	1
Sanitation/Fleet Coordinator (Full Time)	1	0	0	0
Administrative Assistant II	0	1	1	0
Truck Driver (Full Time)	4	4	4	4
Sr Sanitation Worker (Full Time)	2	2	2	2
Sanitation Worker (Full Time)	9	9	9	9
	18	18	18	16

Authorized Positions—Major Changes

Emergency & Risk Management and Human Resources

During FY17, the City's Risk & Training Manager was relocated from Human Resources to this department. This position was subsequently eliminated and replaced with an Administrative Assistant in FY19.

Economic Development

The Economic Development department has undergone significant restructuring during FY17. After the retirement of the Economic Development Director and the resignation of his Administrative Secretary, the City chose to dissolve both positions and hire an Economic Development Planning Coordinator to take on the bulk of the coordination duties previously assumed by the Director. This restructuring resulted in a net decrease of one position.

Fire Department

Similarly, the Fire department has undergone significant restructuring in the past several years. In FY16, the City refined its agreement with Emergency Services District #3, utilizing the interlocal revenue earned to hire three additional full-time firefighters. As the department's needs further expanded, the City Manager's Office determined it would be in the City's best interest to promote the Division Chief of Training position to Deputy Fire Chief, and convert three Fire Lieutenant positions to Fire Captains, with expanded duties.

Information Technology

The Information Technology department has operated with largely the same staffing levels for several years. As of FY17, it was determined that the City would benefit from an additional Network Administrator to help with the increased workload in this department. A position was also added in FY19 to help administer the transition to a new Electronic Resources Planning system.

Municipal & Community Services

In previous years, Municipal Community Services only included Sanitation, Fleet Maintenance, and Facilities Maintenance. With the turnover of the department's director position in FY16, management made the decision to merge Animal Services in with Municipal & Community Services resulting in several staffing changes, including adding one additional Animal Care Tech,. Additionally, a Campaign Coordinator was temporarily added for the division's capital expansion, funded through donations. This position was terminated in FY18. Finally, in order to help better manage the Animal Services division, the City has elected to add an Assistant Director level position in that area for FY19.

Fleet Maintenance has also undergone a major restructure. Previously, the City kept its fleet services in-house, staffed by two mechanics. With an ever-expanding list of vehicles and equipment, City staff has decided to outsource fleet maintenance for the time being. This resulted in the closure of the City's garage, elimination of two mechanic positions, and the addition of a Fleet Coordinator.

Finally, in previous years the Assistant MACS Director and Admin Assistant II were housed in the Solid Waste Fund. Because the reorganization of the department has shifted the responsibilities of these positions, they are now housed in the General Fund, with the Solid Waste Fund paying for part of their salaries.

Authorized Positions—Major Changes

Parks & Recreation

In the past several years, significant resources have been spent increasing parks operations through special events. The City has overseen in-depth expansion at its Heritage Park, where is added additional parking, restrooms, a dog park, and an amphitheater, among other amenities. These additions have enabled the City to host concert events during the summer months as well as Holiday in the Park during the winter season and Spark in the Park during 4th of July. As a result of increased operations, the department has been in need of an Assistant Director for several years. For FY18, management has decided to create that position.

Police

City Management has decided to add three new police officers: one K9 officer and two School Resource Officers, fully paid for through payments made from Weatherford ISD. As of the writing of this document, the ISD has only approved payment for one new School Resource Officer. If this holds true throughout FY19, only one officer will be added.



General Fund





The General Fund is the primary operating fund for the City of Weatherford. It is used to account for all financial resources except those required to be accounted for in another fund. This fund is accounted for on the modified accrual basis of accounting. Revenues are recorded when available and measurable, and expenditures are recorded when the liability is incurred.

General Fund Summary

	Actual FY16	Actual FY17	Adopted FY18	Projected FY18	Proposed FY19
Beginning Fund Balance	12,532,196	12,858,261	13,510,409	13,510,409	11,626,124
Revenues					
Property Taxes	6,371,087	7,044,870	7,784,643	7,866,812	8,250,027
Sales Taxes	11,619,054	12,963,401	12,924,000	13,743,680	14,000,000
Other Taxes	836,336	778,058	840,000	802,555	840,000
Licenses	706,495	652,163	712,728	718,101	745,004
Intragovernmental Revenue	1,092,113	1,286,335	1,033,242	1,074,826	1,286,404
Service Charges	1,270,719	1,335,573	1,193,391	1,238,504	1,293,730
Fines & Forfeitures	524,196	493,060	550,000	468,706	443,200
Miscellaneous Revenue	486,424	307,542	154,025	369,194	208,030
Transfers & Other Sources	5,395,255	5,395,713	5,295,798	5,309,241	5,276,443
Intergovernmental Services	2,148,345	2,286,396	2,667,790	2,667,790	3,030,804
Total Revenue	30,450,023	32,543,112	33,155,617	34,259,409	35,373,642
Available Resources	42,982,219	45,401,373	46,666,026	47,769,818	46,999,766
Expenditures					
City Administration	1,170,007	813,874	851,220	908,799	1,141,797
Emergency Management	3	156,407	441,748	480,736	384,988
Communications & Marketing	-	174,182	225,619	222,371	220,724
City Attorney	119,564	362,816	137,190	201,230	137,190
City Council	116,603	54,166	62,650	50,861	57,340
Economic Development	213,024	266,989	228,666	178,472	155,087
Finance	1,038,774	1,066,773	1,221,553	1,119,920	987,967
Fire Services	5,856,887	6,412,628	6,163,163	6,487,813	6,442,418
Human Resources	375,188	360,106	364,150	342,596	396,625
Information Technology	2,046,494	2,110,602	2,991,956	2,921,204	2,920,773
Library	1,071,987	1,062,387	1,078,096	1,113,489	1,095,881
Municipal & Community Services	2,035,378	2,073,680	2,928,701	2,875,939	2,330,408
Non Departmental	1,450,028	1,380,471	2,639,044	2,589,211	2,129,725
Parks & Recreation	1,908,073	2,083,475	2,270,394	2,286,249	2,134,562
Development & Neighborhood Services	1,239,930	1,356,448	1,603,754	1,493,153	1,493,865
Police Services	7,866,965	8,178,783	8,130,955	8,166,450	8,630,657
Transportation & Public Works	3,554,678	3,889,175	4,612,091	4,705,202	4,621,268
Total Expenditures	30,063,584	31,802,963	35,950,950	36,143,694	35,281,276

	Actual FY16	Actual FY17	Adopted FY18	Projected FY18	Proposed FY19
Total Revenue	30,450,023	32,543,112	33,155,617	34,259,409	35,373,642
Total Expenditures	30,063,584	31,802,963	35,950,950	36,143,694	35,281,276
Other Adjustments					
Other Misc.	(60,374)	(88,001)		-	-
Ending Fund Balance	12,858,261	13,510,409	10,715,076	11,626,124	11,718,490
Ending Days*				152	132

In the previous several years, Weatherford’s General Fund has accumulated a substantial fund balance above its required reserves. Beginning in FY16, the City Council set as a budget goal the utilization of a portion of existing fund balance for one-time purchases that achieve the goal of closing the City’s asset gap and/or reducing operating costs. Currently, this budget is the first year in several that does not include a fund balance decrease. The General Fund is expected to end FY18 with 132 days of operating reserves (including the City’s earmarked compensated absences reserve), which is well above the city’s minimum requirement of 90 days. A survey of similar cities and an analysis of historical use of fund balance for the City of Weatherford found this 90 day requirement to be both reasonable and appropriate.

One Time Costs	1,546,586
Sales Tax Freeze	1,400,000
One-Time Revenue	238,952
Ongoing Revenue	33,734,690
Ongoing Costs	<u>33,734,690</u>
Ongoing Over/(Under)	-

Working Day Cost Calculation

Ongoing Costs	33,734,690
Direct Revenue Offsets	
Three FF's from ESD	(195,000)
Utility Patching	(150,000)
Fleet Contributions	(317,352)
Utility Funded IT Admin	(62,844)
ACO Agreements	(114,000)
School Resource Officers	(456,344)
Subtotal Offsets	(1,295,540)
Total Working Cost	32,439,150
Daily Cost	88,874

Balance	11,718,490
Comp. Absences Reserve	1,007,920
**30 Day Council Preference	2,666,232
90 Day Reserve	7,998,695
Available	45,644

***All ending days calculations are made based on FY19 daily cost.**

****While the City’s official policy is to keep 90 operating days on hand, City Council prefers to supplement this up to 120 days.**

General Fund Summary (cont.)

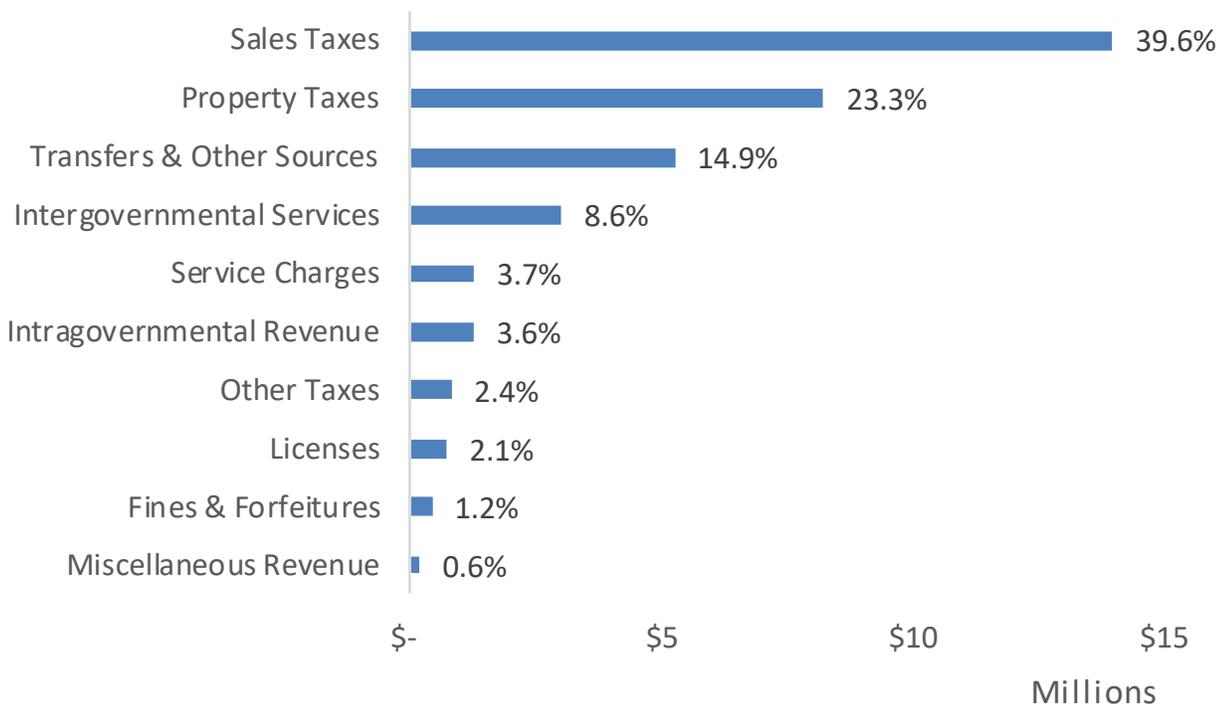
Revenues are comprised of general taxes (ad valorem, sales, and franchise), service charges, intergovernmental transfers and grants, fines, and transfers from other city funds.

These revenues finance general municipal operations, including law enforcement, fire protection, street maintenance, recreational activities, library services, plan review and permitting, human resources, financial services, and others.

Where does the money come from?

General Fund revenue is composed primarily of sales tax, property taxes, and transfers. These three sources comprise 77.8% of the total annual revenue.

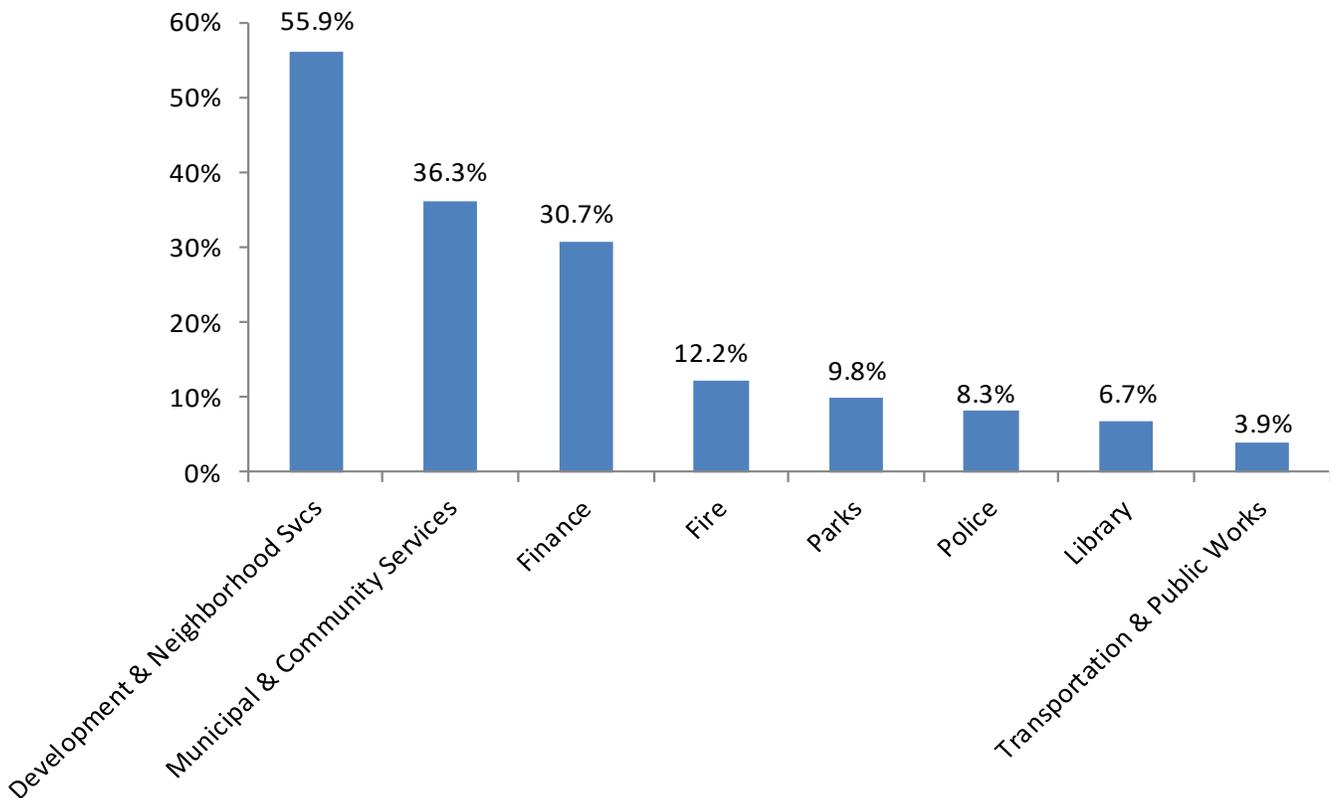
General Fund Revenue Sources by Category



This revenue funds most of the common functions of local government, paying for an array of diverse activities such as police and fire protection, routine street maintenance, parks and recreation, libraries, and planning. While property taxes are an important revenue source for local governments, as they are the most predictable and controllable, they are not the General Fund's largest revenue stream. Only \$8.25 million, or 23.3% of the City's operating revenue, is from taxes on property. In contrast, sales taxes generate 39.6% of the annual revenue.

For some of the functions covered in the General Fund it is possible to assess a direct fee for providing a service, such as when an animal is adopted from the Weatherford/Parker County Animal Shelter, or for inspection services rendered. While these revenue sources help to defray some of the cost for these programs, they are typically insufficient to cover the entire cost. The following chart shows the percentage of operational costs that are covered by revenue generated by each department.

Percentage of Department Costs Covered by Direct Revenues & Chargebacks



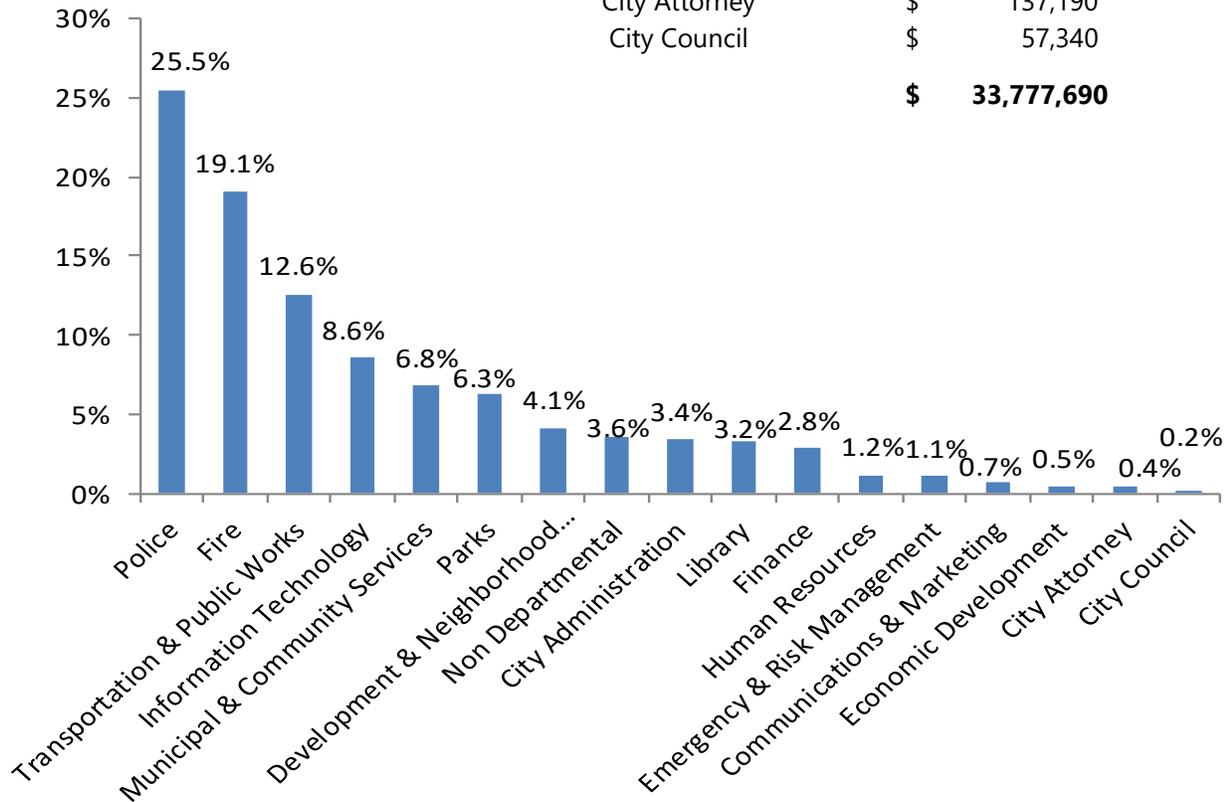
Overall, approximately 11% of the General Fund is covered through direct department-generated revenues, interlocal agreements, or other grants. This figure has been consistent for several years, indicating that self-supporting revenue as kept pace with cost increases.

General Fund Summary (cont.)

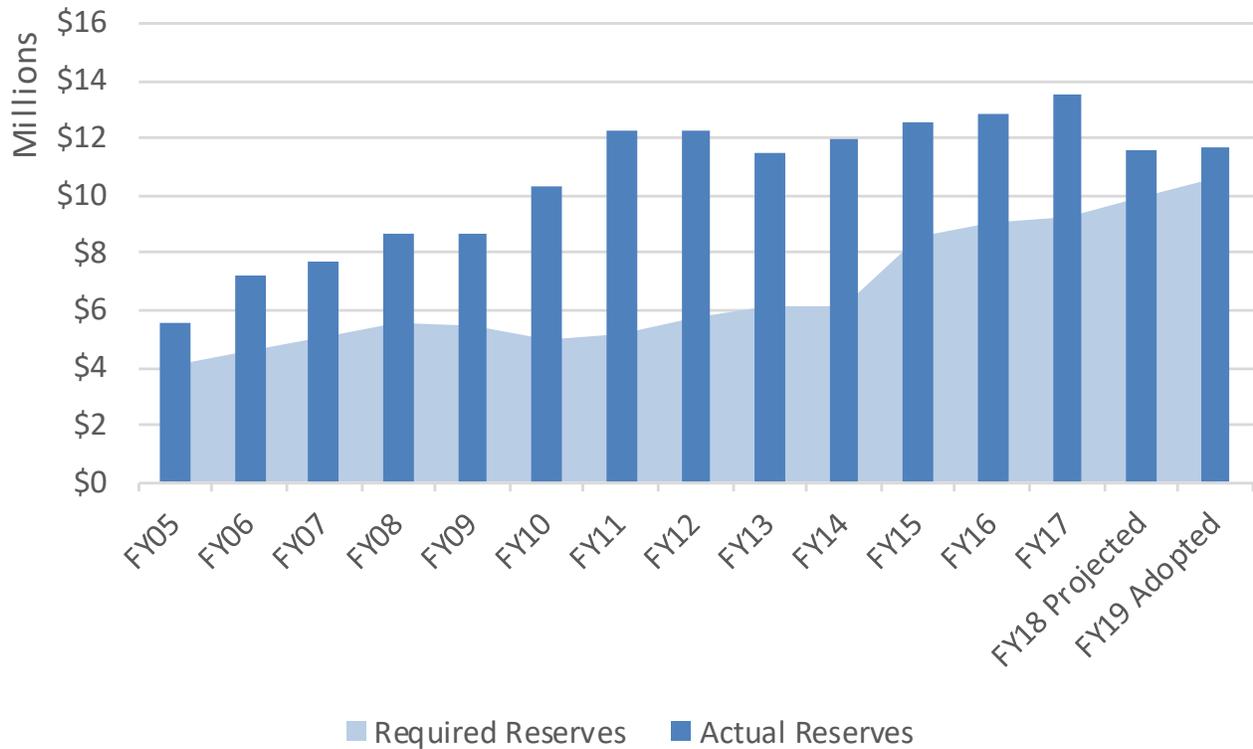
Where does the money go?

The below information shows the City's total ongoing budget, less the aforementioned self-supported funding, broken down by department. The column to the right breaks down the percentage of the total ongoing budget that each department is responsible for. As with the Service Area Summary earlier in this document, the percentages tend to follow the personnel breakdown in the General Fund.

Ongoing Budget			
Dept	Budget	% Self Supported	
Police	\$ 8,615,657	25.51%	
Fire	\$ 6,442,418	19.07%	
Transportation & Public Works	\$ 4,250,268	12.58%	
Information Technology	\$ 2,889,773	8.56%	
Municipal & Community Services	\$ 2,297,774	6.80%	
Parks	\$ 2,118,111	6.27%	
Development & Neighborhood Svcs	\$ 1,398,865	4.14%	
Non Departmental	\$ 1,229,225	3.64%	
City Administration	\$ 1,141,797	3.38%	
Library	\$ 1,095,881	3.24%	
Finance	\$ 957,967	2.84%	
Human Resources	\$ 396,625	1.17%	
Emergency & Risk Management	\$ 372,988	1.10%	
Communications & Marketing	\$ 220,724	0.65%	
Economic Development	\$ 155,087	0.46%	
City Attorney	\$ 137,190	0.41%	
City Council	\$ 57,340	0.17%	
	\$ 33,777,690		



Historical General Fund Reserves

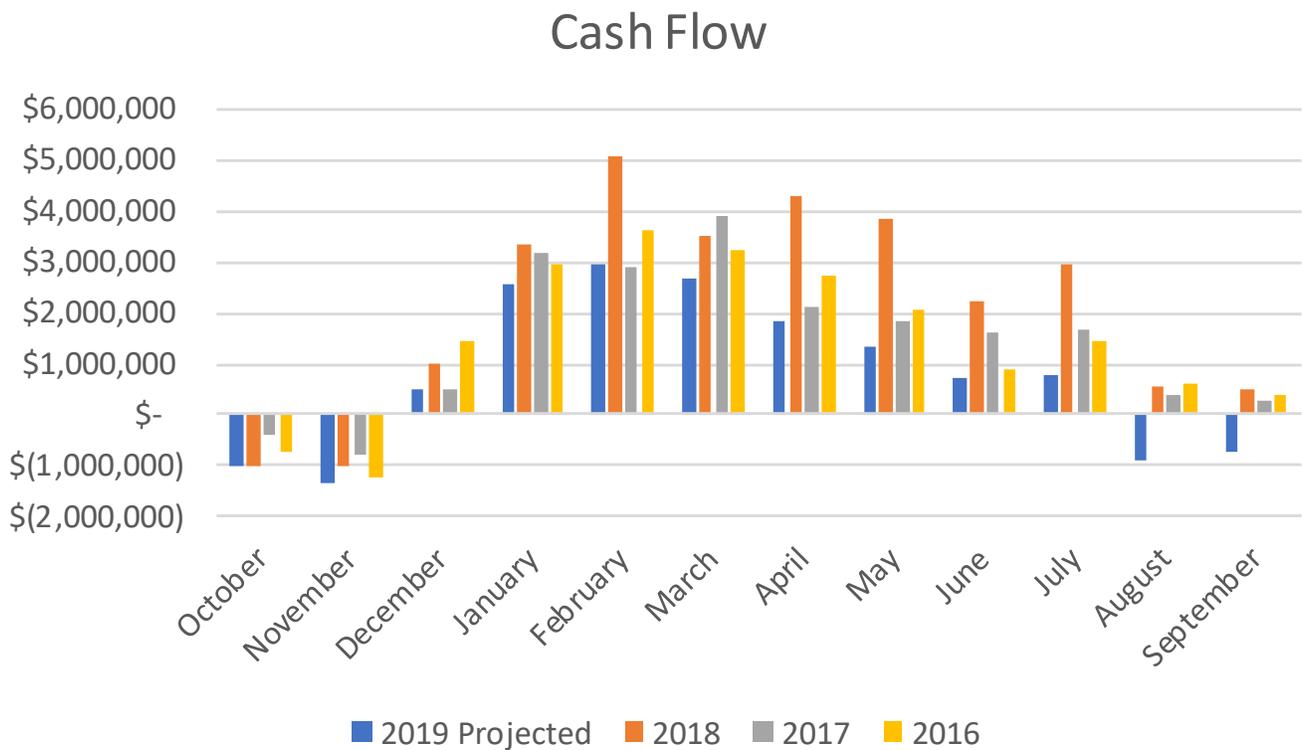


While the City’s formal reserve policy is to keep 90 days worth of operating costs on hand, it has been the practice to maintain at least 120 days. These reserves are set aside as a rainy day fund in the event of economic downturns, major natural disasters, or other unforeseen events. The cost-per-day is calculated by taking the total operating (ongoing) costs for the fund and dividing by 365. For FY19, that total is \$88,874. To achieve 120 days of coverage, the General Fund would need \$10.66 million reserves. This budget expects to exceed that requirement.

General Fund Summary (cont.)

Cash Flow Look

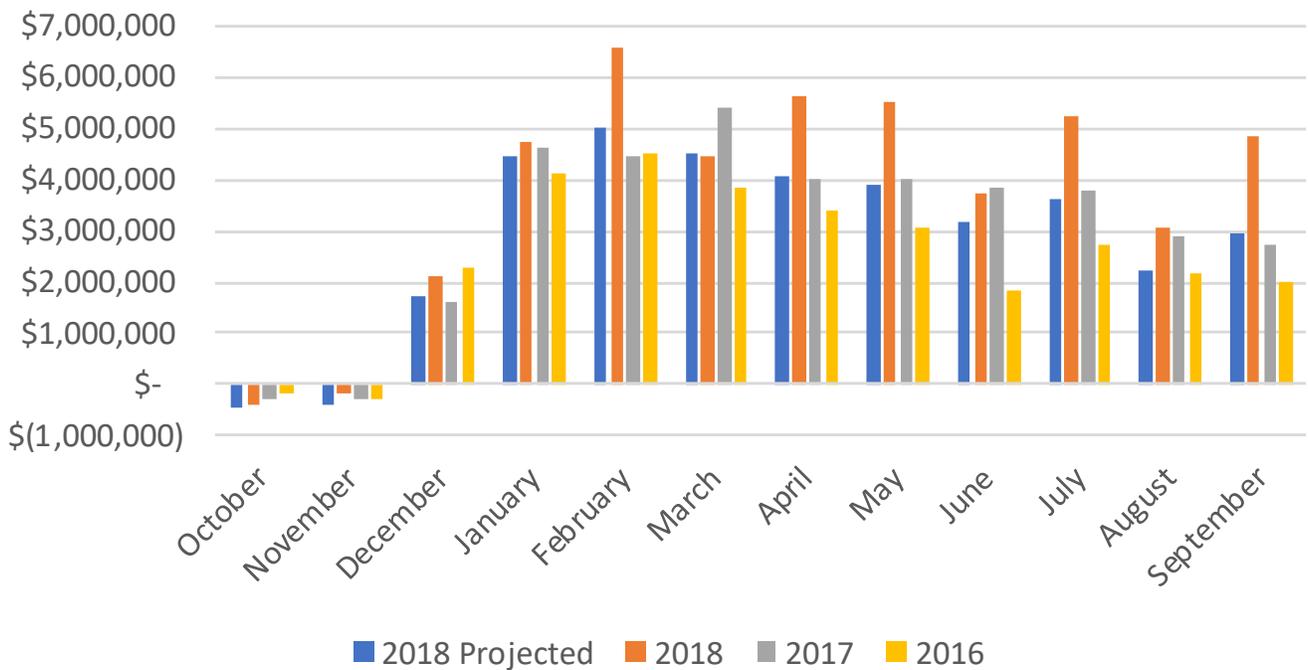
While the City operates on a balanced budget, the cycle of cash disbursement (spending) does not match cash intake (receiving revenue.) Below is a basic cash-flow for the General Fund for the past three fiscal years and the projected cash-flow for the current fiscal year. This shows the monthly net of revenues received vs. total costs realized. Note that the General Fund tends to run a cash deficit for the first quarter, large surpluses in the second and third quarters, and evens out in the fourth. For FY19, the City is projected to end in a cash deficit, as staff has planned to utilize fund balance for large, non-recurring expenses.



Cash Flow Look (cont.)

The reason for this trend is that the City’s top three revenues (property tax, sales tax, and Utility Fund gross receipts/ return-on-investment) don’t begin to pick up until December or January. In fact, this is when the City’s property tax payments come due. Conversely, the largest cost to the City (payroll) is much more linear from month-to-month. When we compare cash received from these top 3 revenues to cash disbursed for payroll, we see an almost identical trajectory as the overall cash-flow chart on the previous page.

Personnel Costs to Top 3 Revenues



General Fund 5-Year Forecast

The Finance Department updates its five-year General Fund forecast annually in conjunction with the budget process. This forecast helps staff and Council view the City’s financial position as constantly-evolving, rather than a snapshot in time. The forecast is presented alongside the budget so that key decision-makers can consider the long-term effects of financial decisions and potential external factors. The initial year of the forecast is the budget year, which then extends four years out.

Baseline Operational Assumptions

The initial forecast is built under a “baseline” assumption. It is not intended to be a forecast of future events, but a benchmark against which future budget decisions can be measured. It assumes that current programs are maintained at current service levels during the forecast window. This baseline assumption is primarily used to avoid assuming any specific policy decisions that the City Council may or may not enact during the forecast window.

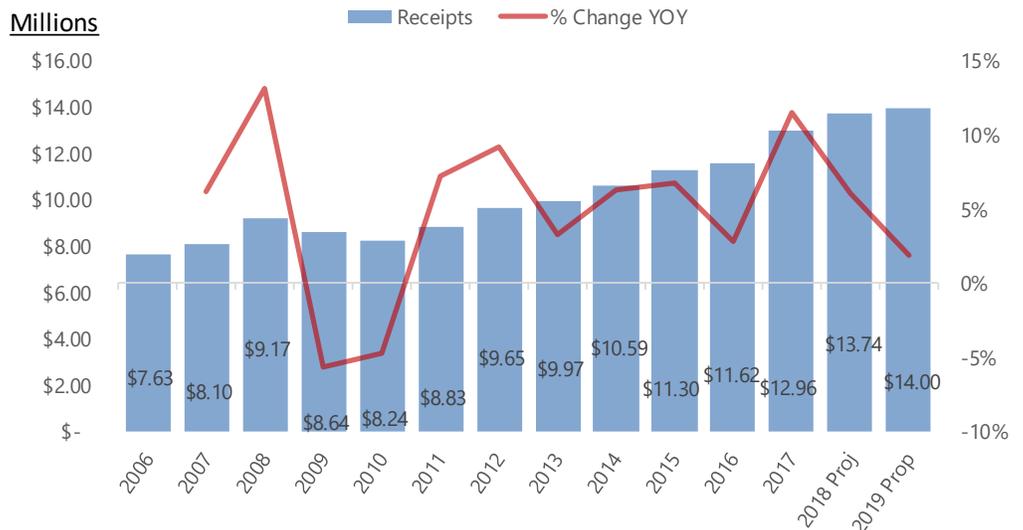
Major revenue items were projected in detail using trend analysis, including property and sales taxes, and transfers from other funds. Property taxes were projected by evaluating assessed value trends and taking into account any development projects underway or scheduled for completion during the forecast window, and any economic development agreements that may reduce the amount of revenue to be collected. Sales tax projections were developed using a similar method, accounting for possible economic development agreements and business turnover that may limit revenue growth.

For expenditure projections, the primary focus was placed on personnel costs, which represent the largest single cost incurred. The baseline assumption required that no net new positions were added during the forecast window, while personnel costs increased at a modest rate due to expected increases in health insurance and other benefit costs. No salary increases were assumed, as those are approved by Council via the budget process. Additionally, fuel, electricity, and street repair costs were considered individually. Other expenditure items were projected based on historical growth trends relative to expected inflation rates.

Revenue Considerations

Sales Tax—Historical

Weatherford’s sales tax has experienced several strong years in a row, in conjunction with new commercial development inside city limits. Coming out of a deep recessionary period in 2008 and 2009, the City saw its sales tax reach consistently record-high levels year-after-year, beginning in 2012. In fact, since coming out of the Great Recession in 2011, Weatherford’s sales tax has grown a total of 47% through FY17, and is projected to grow a further 6% over FY17 when all FY18 collections are counted.



While this growth is certainly good for the City, staff and Council must be sure to manage this revenue stream with care.

Sales Tax—Baseline vs. Full Projection

In FY15, the City introduced a new method of budgeting for sales tax. Following this method, staff will budget for the full projection in sales tax collections--\$14m in the case of FY19. However, only a portion of the sales tax is relied upon for recurring expenditures--\$12.6m in this case. By doing this, the City lags its sales tax growth in order to mitigate sharp downturns and their effect on operations. The previous year’s baseline was set at \$11.29m, meaning the new baseline effectively adds over \$1.3m in revenue capacity. This large increase is emblematic of the rapid growth Weatherford has seen to its retail sector in the recent years. In determining where to set the new year’s baseline, staff considered two broad factors: (1) the last several years (including current year projected) collections for sales tax as well as (2) the largest year-over-year decrease the City has experienced. For FY19, these considerations were as follows:

Multi-Year Average: from 2015 through 2019 projected collections, the average annual sales tax receipts is sitting at \$12.7m. Weatherford’s adopted baseline for operational sales tax use is slightly below this.

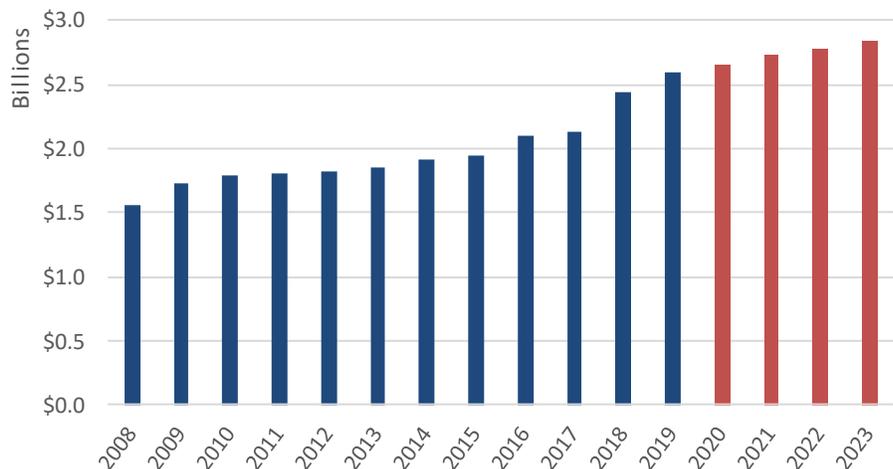
Historical Volatility: the largest declines in Weatherford’s sales tax figures came during the recession of the mid-2000’s. Much like other cities across Texas, Weatherford experienced two years of successive 5% declines in year-over-year sales tax revenue, for a total recessionary impact of slightly over –10%. As of this budget, staff has been able to build in a sufficient buffer in this revenue stream to enable the City to take another 10% reduction without scaling back necessary operations.

For the purposes of this forecast, staff assumes that this baseline will remain approximately 10% lower than full sales tax projections. Our forecast window extends through 2023, and over that time period staff assumes total growth of 11%, amounting to an average 2.8% per year. Taking into account previous years as well as oncoming commercial development within the City, this assumption is reasonable.

Property Tax—Growth Considerations

Over the past ten years, the City has seen average assessed value growth of 4.2%. The largest growth in that period came in the previous budget year, with a 15% increase in city-wide taxable values. While not as high, this year still brought significant growth of 6% across-the-board. Because this level of growth is likely not sustainable on an annual basis, staff took a more modest approach regarding previous annual changes, as well as factoring in the amount captured in the Tax Increment Reinvestment Zone. For the duration of the forecast, the average assumed property tax increase is 2.25%.

Historical and Projected Assessed Values



General Fund Five-Year Forecast

Output

How to Read this Model

Forecasts such as this can appear complex and difficult to understand, so it helps to concentrate on two primary pieces of data: operating capacity and fund balance. Operating capacity makes sure the City has enough recurring revenue to cover all operational overhead (salaries, supplies, etc.) It answers the question, "Just how much can the City's annual, recurring expenses grow before we run out of annual recurring revenue to fund it?" An operational capacity that grows indicates that revenues outpace expenses. One that declines indicates the opposite.

The second data point to watch for is fund balance. In a nutshell, it helps to think of fund balance as how much the City has in its checking account. Each year, certain revenue items will come in over budget and certain expense items will come in under budget. The excess stays in the City's "checking account" (i.e. fund balance) and is available for future needs. However, this available cash should only be used for non-recurring purchases (such as capital items), since it cannot be fully relied upon for expense items that occur every year.

Below is a summary of the model's output, given the revenue and expense assumptions, with operating capacity and ending balance highlighted in blue:

	FY19 Base	FY20 Proj	FY21 Proj	FY22 Proj	FY23 Proj
Revenues	\$ 35,373,642	\$ 36,269,687	\$ 37,139,999	\$ 37,801,687	\$ 38,516,068
Expenses	\$ 35,281,276	\$ 34,495,285	\$ 35,038,411	\$ 35,566,183	\$ 36,227,439
Over/(Under)	\$ 92,366	\$ 1,774,402	\$ 2,101,588	\$ 2,235,503	\$ 2,288,629
Recurring Revenues	\$ 33,734,690	\$ 34,813,687	\$ 35,640,319	\$ 36,272,013	\$ 36,955,801
Recurring Expenses	\$ 33,734,690	\$ 34,495,285	\$ 35,038,411	\$ 35,566,183	\$ 36,227,439
Operating Capacity	\$ (0)	\$ 318,402	\$ 601,908	\$ 705,830	\$ 728,362
Beg. Bal	\$ 11,626,124	\$ 11,718,490	\$ 13,492,892	\$ 15,594,480	\$ 17,829,983
Ending Bal	\$ 11,718,490	\$ 13,492,892	\$ 15,594,480	\$ 17,829,983	\$ 20,118,612

As you can see, Weatherford's operating capacity increases fairly significantly over the course of our timeline. Because payroll has been held mostly constant throughout this forecast, revenues (led most notably by sales tax) are able to slightly outpace expenditures, led primarily by development throughout the City. However, at some point staff fully expects some form of recession to hit the City, thinning Weatherford's operating margin. For the purposes of this forecast, staff has shown this slowing to occur around 2022, although that shouldn't be treated as a hard-and-fast prediction. Thankfully, Weatherford's long-sighted policy on sales tax usage as well as ample cash reserves and strict operational management should allow sufficient room to ride out an economic downturn without seeing major operational cutbacks.

Having said that, there are still several factors Weatherford continues to face that help shape the City's outlook. Among those are the City's capital improvement plans, remaining competitive with employee salary and benefits packages, and managing an aging workforce where almost one-quarter of the City's employees are retiree-eligible, and keeping a safe and up-to-date vehicle rotation. This document will break down the City's response in the following pages.

Baseline Forecast

Risk Factors

Lower-Cost Capital Needs

For the past decade, Weatherford's capital improvement plan has been relatively sparse. Starting in 2007, the majority of resources available for cash funding were utilized for the expansive Texas Department of Transportation pass-through toll program, designed to work with local communities to fund state highway improvements. With those projects completed, Weatherford staff has been able to shift focus to other areas of the City that require capital improvements. The cost of these improvements may range from several hundred thousand dollars to several millions. To address these issues, Weatherford will need to rely on a combination of debt financing and cash-on-hand. Some of the lower-cost improvements that are likely to be at least partially funded through cash for the next 5-10 years are as follows:

Department	Description	Estimated Cost
Parks & Rec	Downtown Bathrooms	\$180,000
Parks & Rec	Heritage Park Improvements (in progress)	\$250,000
City Management	Old City Hall Remodel (in progress)	\$250,000
Parks & Rec	Soldier Springs Park Improvements (in progress)	\$250,000
Transportation & Public Works	Roundabout	\$350,000
Fire	Fire Station #1 Remodel	\$400,000
Emergency Management	Outdoor Warning System (in progress)	\$430,000
Parks & Rec	Repurpose old Police Station	\$500,000
Library	Library Renovation	\$1,000,000
Parks & Rec	Harberger Hill Facility Remodel	\$1,000,000
Parks & Rec	Cherry Park Improvements	\$1,000,000
Information Technology	Information Technology Improvements	\$1,131,500
		\$6,741,500

At lower dollar amounts than the City's other capital projects, these items will likely be addressed during the normal budget process or as cash becomes available. The project costs were not assumed for our five-year forecast, but it bears noting that many of these will need to be addressed at some point in the future.

Retirement Pressure

As with many cities in Texas, Weatherford is facing the relatively temporary problem of having a high percentage of employees who are eligible for retirement. As of FY19, close to one-quarter of Weatherford's employees have accrued enough time in the Texas Municipal Retirement System to be able to officially retire. This presents two problems for the City. First, with many of these employees being long-tenured at Weatherford, that level of staff turnover will undoubtedly cause some operational disruption from the knowledge lost with losing those employees. This would necessitate a delicate succession plan to ensure that proper knowledge-transfer takes place in the midst of turnover. Second, there is a financial component that involves the City's policy on compensated absences. When an employee retires, he or she is entitled to compensation for any remaining vacation and partial sick time they have accrued but not used. Fortunately, this is an issue staff and Council have been aware of for a number of years, and have therefore taken steps to alleviate the financial component.

General Fund Five-Year Forecast Risk Areas

Retirement Pressure (continued)

In the near-term, finance staff has put together a plan to reserve sufficient cash over the course of 5-years to fund the majority, if not all, of the potential retirement separation costs. Because it cannot truly be determined which employee will choose to retire at what time, staff took a broad approach by looking at age, eligibility, and hourly rate. By isolating those employees aged 55 and over, it was determined that, at current salary levels, potentially more than \$2.3 million worth of separation costs are possible between FY19 and FY23. Staff has planned to incrementally reserve sufficient funding for this level of stress without impacting operating capacity or available fund balance (as shown on the previous page):

	FY19	FY20	FY21	FY22	FY23
Retiree Possibility (eligible & age 55/up)	\$ 1,459,296	\$ 1,762,260	\$ 2,014,793	\$ 2,240,034	\$ 2,355,472
Funding Reserve Avail	\$ 1,157,920	\$ 1,534,795	\$ 1,764,328	\$ 1,922,338	\$ 2,084,693
% Funded	79%	87%	88%	86%	89%

However, it is entirely possible that Weatherford could see a higher acceleration of these retirements than projected. Additionally, any pay increase for employees will be reflected in the overall liability in compensated absences that the City carries. Therefore, while the majority of these near-term costs have been planned for, it is entirely possible that more will be needed, which could put further pressure on available cash-on-hand.

Fleet Rotation Funding

Around the same time Weatherford initiated its sales tax methodology, staff began implementing a modest fleet-replacement program. This program is intended to build sufficient funding over time to continually replace designated vehicles and major equipment in a timely manner, treating these costs as annual expenses rather than one-time. Doing this has two primary advantages: first, in years where there is substantial cash availability but also large fleet replacement needs, the City is able to maximize its opportunity since substantial fleet replacement costs have already been built in to the annual budget. Second, it ensures sufficient resources will be available to replace mission-critical vehicles and major equipment, even in periods of recession or economic decline. This ensures services levels remain consistent across all economic climates.

To date, finance staff has begun by targeting 88 vehicles, primarily public safety and public works related, to put on this ongoing fleet funding rotation at their next replacement period. Currently, staff has initiated some level of ongoing replacement funding for 29 of those identified, amounting to 33% of the target. Considering FY19 represents the fourth year in which this program has been in place, Weatherford's progress is exceptional.

Determining the value of the annual replacement cost for the full 88 vehicles can differ substantially, depending on the assumptions used for inflation, but the total annual target to maintain the full rotation generally sits between \$900,000 and \$1,000,000. Currently, staff has funded over \$380,000.

Each year, finance staff surveys every operating department to determine the condition of their vehicles as well as work with them to project estimated replacement dates. With heavy usage departments like public safety and public works, the projected replacement needs can get expensive quickly. Through FY23, it is entirely possible that Weatherford could see its replacement needs reach several million dollars. With maintaining and expanding this program being integral to operations, the City will have to lean heavily on available cash resources here, as well as show significant discretion in prioritizing replacements.

General Fund Five-Year Forecast Risk Areas

Compensation & Implications of Operational Increases

Every major city struggles with maintaining competitive salary and benefits in order to attract and retain quality staff. Weatherford is no exception, and this has only been exacerbated by increases in the cost of health insurance in the past several years. Furthermore, personnel costs are the largest categorical expenses in the entire City. A modest pay increase across-the-board will have a significant effect on each operating fund. As such, a good barometer of a City's true operating capacity is to see what modest pay increases would cost in relation to the existing capacity. Below is an operational comparison of Weatherford's base forecast with one that incorporates 2.5% cost-of-living increases in 2020 and 2022. This is a fairly small compensation package increase, typically equivalent to general consumer price index changes. However, the aggregate dollar value is substantial:

	FY19 Base	FY20 Proj	FY21 Proj	FY22 Proj	FY23 Proj
Recurring Revenues	\$ 33,734,690	\$ 34,813,687	\$ 35,640,319	\$ 36,272,013	\$ 36,955,801
Recurring Expenses	\$ 33,734,690	\$ 34,495,285	\$ 35,038,411	\$ 35,566,183	\$ 36,227,439
Operating Capacity	\$ (0)	\$ 318,402	\$ 601,908	\$ 705,830	\$ 728,362
Beg. Bal	\$ 11,626,124	\$ 11,718,490	\$ 13,492,892	\$ 15,594,480	\$ 17,829,983
Ending Bal	\$ 11,718,490	\$ 13,492,892	\$ 15,594,480	\$ 17,829,983	\$ 20,118,612

	FY19 Base	FY20 Proj	FY21 Proj	FY22 Proj	FY23 Proj
Salary increases in 2020 and 2022					
Recurring Revenues	\$ 33,734,690	\$ 34,841,563	\$ 35,668,432	\$ 36,329,414	\$ 37,013,690
Recurring Expenses	\$ 33,734,690	\$ 34,989,768	\$ 35,537,095	\$ 36,584,366	\$ 37,254,279
Operating Capacity	\$ (0)	\$ (148,206)	\$ 131,337	\$ (254,952)	\$ (240,588)
Beg. Bal	\$ 11,626,124	\$ 11,718,490	\$ 13,026,285	\$ 14,657,301	\$ 15,932,023
Ending Bal	\$ 11,718,490	\$ 13,026,285	\$ 14,657,301	\$ 15,932,023	\$ 17,251,702

As the comparison shows, these adjustments deplete the City's operating capacity in the final year of our forecast, as well as significantly restricting the operating capacity in FY20 and beyond. It should also be noted that, while fund balance increases substantially in both versions of the forecast, this is an effect of the non-recurring sales tax dollars, which are available to be allocated to the capital improvement program, fleet rotation, or other one-time costs. However, it bears noting that whenever operational costs increase, so, too, does the dollar amount for the reserve requirement as mandated by Weatherford's financial policies. Whereas the cost to fund one day's worth of operations in FY19 is \$88,874, this requirement grows to over \$98,000 in FY23, should the 2.5% payroll increases occur. This in turn means the 120-day reserve requirement would go from \$10.6m in 2019 to \$11.8 in 2023. This would likely mean that some of the non-recurring sales tax or prior years' savings would be needed in order to ensure the reserve is funded to its necessary level. Staff always considers this when discussing any operational increases.

Baseline Forecast

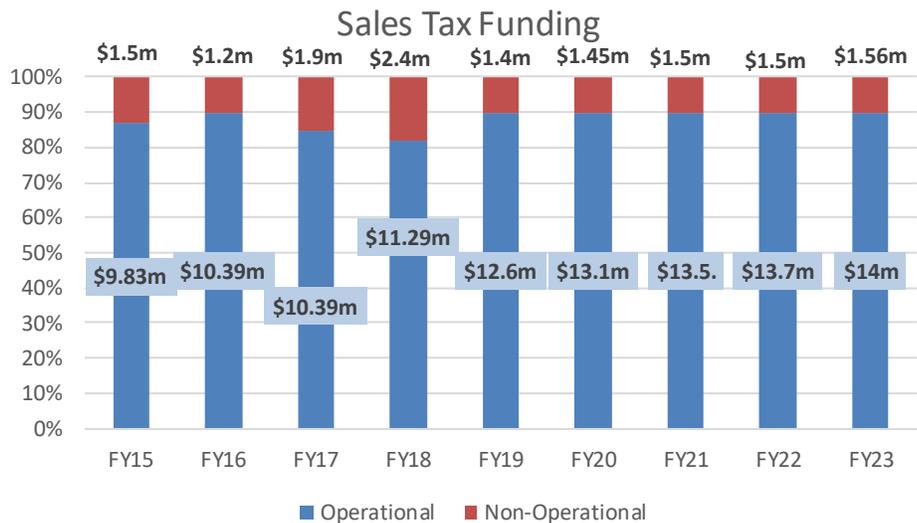
Addressing Risk Factors

The FY19 budget process housed two major initiatives for Weatherford in regards to these risk-factors. The first is to add to the City's cash-funding mechanism intended to help address major capital improvements. There are two primary sources of revenue that comprise the City's capital cash availability: sales tax and property tax.

Significant Sales Tax Availability

As discussed earlier in this section, Weatherford has a unique approach to its reliance on sales tax. This approach is intended to act as a stabilization mechanism for the City's service levels, ensuring they stay constant during economically challenging times. As the graph below shows, the City began utilizing this structure in FY15, when sales tax began showing strong upsurge. It bears noting that, while FY15 shows that non-operational sales tax made up approximately 13% of the total year's receipts, the original budget had this percentage a great deal lower. At the time, economic indicators showed uncertainty, and staff budgeted for sales tax at a much lower dollar amount. As of FY19, the non-operational sales tax portion will comprise 10% of the total sales tax budget, allowing for \$1.4m annually (to begin with) to be used on capital and other non-recurring needs.

In fact, looking over the course of the forecast, the non-operational sales tax portion is projected to yield around \$7.4m over a five-year period. While FY19's receipts have been allocated to non-recurring items, all projected receipts from FY20 to FY23 are available, yielding a possible \$6m, as the chart below shows:



Sales Tax Look	FY19 Base	FY20	FY21	FY22	FY23
Operational	\$ 12,600,000	\$ 13,104,000	\$ 13,497,120	\$ 13,767,062	\$ 14,042,404
Non-Operational	\$ 1,400,000	\$ 1,456,000	\$ 1,499,680	\$ 1,529,674	\$ 1,560,267
Total Annual	\$ 14,000,000	\$ 14,560,000	\$ 14,996,800	\$ 15,296,736	\$ 15,602,671

Baseline Forecast

Property Tax Availability

As was mentioned earlier in this document, Weatherford staff and Council have built-in additional cash availability from a revenue stream historically more stable than sales tax: property tax. The purpose for this was to capitalize on a higher tax yield from favorable appraisals without expanding operations, thereby freeing up cash for smaller capital needs in the immediate future while also giving the fund room to grow operationally in the long-term and keeping the tax rate stable. For the purposes of the forecast, staff assumed that \$750,000 in annual property tax receipts would be available for capital or other non-recurring needs:

Over the course of five years, \$3.75m would be accumulated. This amount is assumed to be earmarked for non-operational costs throughout the 5-year forecast.

	FY19 Base	FY20	FY21	FY22	FY23	Total
Operational	\$ 8,250,027	\$ 8,455,659	\$ 8,667,051	\$ 8,840,392	\$ 9,017,200	\$43,230,329
Non-Operational	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$3,750,000

Conclusions and Takeaways

The point of this forecast is to highlight risks and opportunities facing the City of Weatherford. Overall, the City is in a very good position coming into FY19. As required, the budget is balanced and staff projects significant operational room in the future as well as non-recurring cash funding. The question is, how should those resources be used? This section highlighted some of the major need areas — fleet funding, smaller capital items, retirement pressures, and general compensation and operational needs — but the main takeaway is that a City’s needs will always outpace its resources. This is what makes budgeting such a crucial task — all City stakeholders must prioritize in order to make adequate gains in all necessary areas. Each of these have substantial dollar values to them, making prioritization and goal-tracking integral to the City’s future. Staff and Council will continually work hard to maximize use of available resources, ensuring Weatherford a financially and operationally prosperous future.



1933 WEATHERFORD CITY HALL

THE CONSTRUCTION OF THIS CITY HALL CREATED MANY JOBS FOR THE UNEMPLOYED IN WEATHERFORD DURING THE HARD TIMES OF THE GREAT DEPRESSION. WEATHERFORD CITIZENS PASSED A BOND ELECTION TO PROVIDE FUNDS FOR A NEW CITY HALL AND FIRE STATION IN 1933, AND CONSTRUCTION BEGAN IMMEDIATELY ON THIS STRUCTURE, BUILT ON LAND DESIGNATED EARLY IN THE CENTURY FOR CITY HALL AND FIRE DEPARTMENT USE. DEDICATION CEREMONIES FOR THE NEW FACILITY WERE HELD ON JANUARY 16, 1934. THE ART DECO BRICK STRUCTURE FEATURES VERTICAL CORBELLED PILASTERS AND STONE COPING AND INSERTS.

RECORDED TEXAS HISTORIC LANDMARK - 1987

General Fund Departments and Programs

	FY19 Budget	FY19 Position Count
Internal Services		
Organizational Management		
City Administration	\$ 1,141,797	5
City Attorney	\$ 137,190	1
City Council	\$ 57,340	5
Finance		
Accounting	\$ 280,349	3
Management & Budget	\$ 366,391	3
Human Resources	\$ 396,625	2
*Non Departmental	\$ 1,859,725	0
Total Organizational Management	\$ 4,239,418	19
Asset Management		
Information Technology	\$ 2,920,773	8
Municipal & Community Services		
Administration	\$ 321,566	3
Facilities Maintenance	\$ 655,570	8
Fleet Maintenance	\$ 38,759	1
Total Asset Management	\$ 4,036,668	22
Total Internal Services	\$ 8,276,086	39
External		
Growth & Development		
Economic Development	\$ 155,087	1
Communications & Marketing	\$ 220,724	2
Development & Neighborhood Services	\$ 1,099,258	11
Total Growth & Development	\$ 1,475,070	14
Infrastructure		
Transportation & Public Works		
Administration	\$ 604,814	4
Capital Projects Admin	\$ 328,796	2
Field Services	\$ 90,615	1
Traffic	\$ 280,430	4
Streets	\$ 3,316,613	12
Total Infrastructure	\$ 4,621,268	23

General Fund Departments and Programs

	FY19 Budget	FY19 Position Count
Community Quality		
Library		
Library	\$ 1,095,881	20
PEACH Grant*	\$ 0	0
Parks & Recreation		
Parks & Properties	\$ 1,451,936	18
Recreation	\$ 682,626	7
Development & Neighborhood Services		
Code Compliance	\$ 222,627	3
Total Community Quality	\$ 3,453,070	48
Public Safety		
Development & Neighborhood Services		
Consumer Health	\$ 146,980	1
Emergency & Risk Management	\$ 384,988	2
Finance		
Municipal Court	\$ 341,226	6
Fire Services		
Fire Department	\$ 6,442,418	60
Municipal & Community Services		
Animal Shelter	\$ 1,214,514	14
Police Services		
Police Department	\$ 8,630,657	87
Total Public Safety	\$ 17,160,783	166
Total External Services	\$ 26,710,190	251
Grand Total	\$ 34,986,276	294

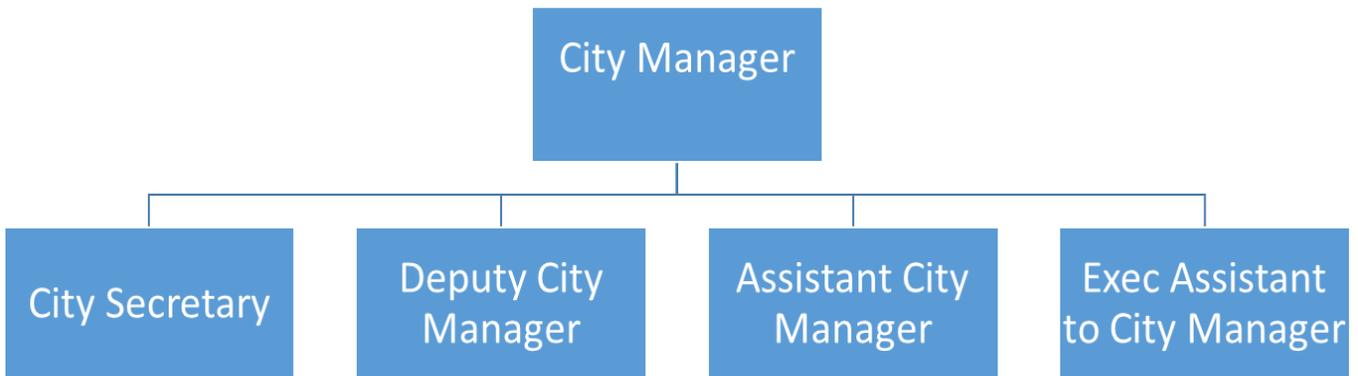
Personnel Action Summary for FY19

- Two new School Resource Officers were added to the Police Department budget, paid for by Weatherford ISD
- One K9 Police Officer was added to the Police Department budget
- One additional System Analyst was added to the IT Department
- An Assistant Director position was added to Animal Services

Contact Information

City Service	Address	Phone Number	Hours	Director/Manager
Animal Services	403 Hickory Lane	(817) 598-4111	Tues-Sat: 11am - 4pm; Wed and Fri:	Dustin Deel
City Administration	303 Palo Pinto	(817) 598-4102	Mon-Fri: 8am - 5pm	Sharon Hayes
City Attorney	303 Palo Pinto	(817) 598-4134	Mon-Fri: 8am - 5pm	Zellers & Zellers (contract)
Code Enforcement	119 Palo Pinto	(817) 598-4484	Mon-Fri: 8am - 5pm	Randy Law
Consumer Health	119 Palo Pinto	(817) 598-4149	Mon-Fri: 8am - 5pm	Erica Haney
Economic Development	303 Palo Pinto	(817) 598-4279	Mon-Fri: 8am - 5pm	Kristen Pegues
Facilities Maintenance	802 E Oak	(817) 598-4212	Mon-Fri: 8am - 5pm	Ken Bean
Finance	303 Palo Pinto	(817) 598-4130	Mon-Fri: 8am - 5pm	Kyle Lester
Fire Services	202 W. Oak	(817) 598-4280	Mon-Fri: 8am - 5pm (on call 24/7)	Paul Rust
Fleet Maintenance	802 E Oak	(817) 598-4299	Mon-Fri: 7am - 4pm	Dustin Deel
Human Resources	303 Palo Pinto	(817) 598-4104	Mon-Fri: 8am - 5pm	Diana Allen
Information Technology	917 Eureka	(817) 598-4276	Mon-Fri: 8am - 5pm (on call 24/7)	Troy Garvin
Library	1014 Charles	(817) 598-4150	Mon-Thurs: 10am - 8pm; Fri-Sat: 10am-	Chris Accardo
Municipal Court	303 Palo Pinto	(817) 598-4120	Mon-Fri: 8am - 5pm	Brian Dickerson
Parks & Recreation	119 Palo Pinto	(817) 598-4248	Mon-Fri: 8am - 5pm	Shannon Goodman
Planning & Development	119 Palo Pinto	(817) 598-4284	Mon-Fri: 8am - 5pm	Craig Farmer
Police Department	801 Santa Fe	(817) 598-4320	Mon-Fri: 8am - 5pm (on call & Patrol)	Lance Arnold
Solid Waste	612 FW Highway	(817) 598-4188	Mon-Fri: 8am - 5pm	Dustin Deel
Transportation & Public Works	802 E Oak	(817) 598-4245	Mon-Fri: 8am - 5pm	Manny Palacios

City Administration



Service Type	Service Area	Fund	Dept/Division
Internal	Organizational Management	General	City Administration/City Manager's Office

Related Strategic Areas

As the central administration arm for the City, the City Manager's Office is in charge of all progress made toward the Council-identified strategic goals. Weatherford's City Manager ensures adequate plans are made in pursuit of each goal and that those plans are subsequently carried out.

Purpose and Description of the Service

The City Manager serves at the direction of the City Council and is responsible for the administration of City operations. Additionally, the City Manager serves as the Director of emergency services (Fire and Police). Consequently, this office is responsible for seeing that all Strategic Plan goals are achieved, policies are carried out, and the operations of the City are conducted in an efficient and effective manner. The City Manager accomplishes this through a leadership team consisting of one Deputy City Manager, one Assistant City Manager, one Executive Assistant, a City Secretary, and the Office of Public Relations.

City Administration

General Departmental Goals

- 1 Provide advice and policy recommendations to the City Council on issues, activities, and operations.
- 2 Ensure the delivery of quality services through effective management and efficient administration.
- 3 Ensure the development and implementation of goals and objectives set forth by the City Council.

FY17 or FY18 Noteworthy Accomplishments

- 1 Led and administered set up of Tax Increment Reinvestment Zone.
- 2 Worked with HR to initiate City-wide training curriculum.
- 3 Continued improvements at First Monday Trade Days, allowing for new, City-wide events to take place.

Current Objectives

- 1 Continue to look for opportunities to utilize improvements at Heritage Park.
- 2 Maintain all fund balance reserves at policy levels.
- 3 Maintain the City's newly adopted employee compensation and insurance plan.
- 4 Work with the Finance Department on a general capital improvement plan.

Budgetary Issues

Increased development throughout the City is putting pressure on several operating departments that are already at their service-level capacity. The City needs a long-term plan for service-level adjustments to keep up with growth, as well as keeping all employee compensation and insurance at competitive, yet reasonable levels. Additionally, the City Manager will have to work with the Finance Department to identify funding for large capital needs in the coming years.

Position Summary	FY16	FY17	FY18	FY19
City Manager (Full Time)	1	1	1	1
Dputy City Manager (Full Time)	1	1	1	1
City Secretary (Full Time)	1	1	1	1
Assistant City Manager (Full Time)	1	1	1	1
Exec. Asst. To Cm (Full Time)	1	1	1	1
Total	5	5	5	5

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 898,351	\$ 609,649	\$ 577,409	\$ 597,089	\$ 788,380
Supplies	\$ 18,897	\$ 15,454	\$ 22,190	\$ 25,352	\$ 12,290
Contractual	\$ 137,801	\$ 186,964	\$ 163,521	\$ 198,258	\$ 241,127
Capital	\$ 114,959	\$ 1,808	\$ 88,100	\$ 88,100	\$ 100,000
Total	\$ 1,170,007	\$ 813,874	\$ 851,220	\$ 908,799	\$ 1,141,797

Significant Budget Changes

In fiscal years 2015 and 2016, both the Public Relations and Emergency Management Divisions were contained in this Department. As of FY17, the City moved those divisions into their own cost centers.

Emergency & Risk Management



Service Type	Service Area	Fund	Dept/Division
External	Public Safety	General	Emergency & Risk Management

Related Strategic Areas

Ensure Sustainable Services

As the leader for disaster preparedness and risk mitigation for the City, Emergency & Risk Management exists to ensure adequate plans are in place to keep key services running, even during crisis events, as well as educating employees regarding safety, workers compensation, and liability issues. As a part of this, the Department has been preparing a comprehensive Emergency Operations Plan.

Purpose and Description of the Service

The City of Weatherford's Office of Emergency & Risk Management is charged with coordinating the City of Weatherford's emergency management program, as well as mitigating any safety, workers compensation, or liability issues. This is accomplished by developing emergency plans, offering disaster preparedness and safety training, conducting drills and exercises, and participating in public education programs. The program operates through the four phases of emergency management in an all hazards approach in order to properly prepare for disasters, coordinate response efforts, provide timely recovery assistance, and implement projects to try to prevent and/or lessen the impacts of disasters.

Emergency & Risk Management

General Departmental Goals

- 1 Help the City of Weatherford become disaster resilient.
- 2 Help educate the Citizens of Weatherford on emergency preparedness.
- 3 Establish and constantly improve the City's alert and early notifications systems.
- 4 Build partnerships with other jurisdictions and businesses through mutual aid agreements.

FY17 or FY18 Noteworthy Accomplishments

- 1 Completed the City COOP plan
- 2 Completed the P25 Radio Project
- 3 Worked in Partnership with NCTCOG PWERT Group to apply for a grant for emergency response trailer for the region.
- 4 Conducted a full scale community wide exercise
- 5 Installed city wide outdoor warning system

Current Objectives

Target Completion Date

- | | | |
|---|---|--------|
| 1 | Finish City's Emergency Operations Plan and Finish City's COOP Plan | Dec-18 |
| 2 | Secure a learning management system | Oct-18 |
| 3 | Secure more certificate trainings for city staff | FY18 |
| 4 | Establish a safety award and incentive program. | FY17 |
| 5 | Go out for proposal on a possible replacement for Blackboard | FY18 |

Performance Dashboard

Workload Measures	FY14	FY15	FY16	FY17
1 Exercises		1	5	6
2 Certificate Trainings		5	6	5
3 Public Outreach Events		5	6	3
4 Emergency Operations Plan meetings		12	20	10
5 Workers Compensation Claims	55	49	57	30

Budgetary Issues

Need to concentrate on funding for learning management system. Also need to go out for proposal for a mass notification system.

Position Summary	FY16	FY17	FY18	FY19
Emergency Management Specialist (Full Time)	1	1	1	1
*Risk & Raining Manager	0	1	1	1
Total	1	2	2	2

*This position was previously located in the Human Resources Department.

Emergency & Risk Management

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ -	\$ 132,400	\$ 183,788	\$ 181,845	\$ 189,311
Supplies	\$ -	\$ 7,904	\$ 17,789	\$ 30,317	\$ 10,905
Contractual	\$ 3	\$ 16,102	\$ 40,171	\$ 38,593	\$ 184,772
Capital	\$ -	\$ -	\$ 200,000	\$ 229,981	\$ -
Total	\$ 3	\$ 156,407	\$ 441,748	\$ 480,736	\$ 384,988

Significant Budget Changes

Prior to FY17, this Department was funded out of the City Manager's Office. As of FY17, the Department was converted from Emergency Management to Emergency & Risk Management, relocating one employee from the Human Resources Department. Additionally, FY18 carried a significant, non-recurring capital expense in this budget. That expense was removed for FY19.

Supplemental Funding Item	Ongoing	One-Time
New notification and alert system	\$ 15,000	\$ 12,000
P25 Radio System Maintenance and Upkeep	\$ 104,577	\$ -
Utilities for Sirens	\$ 7,200	\$ -
Utilities for Towers	\$ 7,200	\$ -
EM/Risk COSI	\$ 500	\$ -
Safety awards and incentives	\$ 1,000	\$ -
	\$ 135,477	\$ 12,000

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Communications & Marketing



Service Type	Service Area	Fund	Dept/Division
External	Growth & Development	General	Communications & Marketing

Related Strategic Areas

Communication with Citizens
Improve Marketability

Specific Goals

Improve tourism & marketing for the City

The Communications & Marketing Department was added to the budget in FY15, and its purpose is to serve as the primary communications and marketing office for the City. In line with that purpose, the office has led several initiatives to improve communications with citizens, such as Citizens' University, Youth Advisory Council and Experience Weatherford. The Department is also responsible for producing marketing materials for events and other City-wide initiatives.

Purpose and Description of the Service

The Department of Communications and Marketing was reinstated as a division of the City Manager's Office, and has since broadened to become its own department, housing two full-time positions. This Department's responsibilities include managing City-wide community engagement, including the Youth Advisory Council, Citizen's Academy, Experience Weatherford tourism brand, Experience Weatherford Sponsor Program, social media, centralized internal communications, media relations and specialty printing jobs.

Communications & Marketing

General Departmental Goals

- 1 To deliver accurate information that informs our public, citizens and employees.
- 2 Utilize and discover ways to better communication within the scope of new technological advances that can improve overall City communication and create conversation with our public.
- 3 To have the public, businesses, elected officials and City staff adopt, support and live the Experience Weatherford tourism brand.
- 4 Engage and maintain better relationships with news media, both locally and regionally.
- 5 Ensure citizens, public, businesses, employees and elected officials are notified in the case of an emergency or crisis.

FY17 or FY18 Noteworthy Accomplishments

- 1 Monitoring and management of Experience Weatherford and partner program that has raised \$50,000+.
- 2 Built and managed the new Heritage Square website (www.heritagesquareweatherford.com) to better communication the downtown project to citizens and public.
- 3 Completion of citywide strategic communication plan in collaboration with Texas Christian University (TCU).
- 4 Launch and management of City's new brand and tagline. Currently getting branding officially trademarked through the United States Patent and Trademark Office.
- 5 Addition of new social media platforms reaching more citizens and public.

Current Objectives	Target Completion Date
1 Educate employees and elected officials on proper City communication.	Ongoing
2 Expand to new, targeted social media and mobile technology that enhance citywide communication and marketing each year while increasing base followers.	Ongoing
3 Develop partnerships and participate in speaking engagements to promote Experience Weatherford brand.	Ongoing
4 Utilize the External Affairs Annex (ESF #15) to help communicate to the public during an emergency or crisis event within the City of Weatherford.	Ongoing
5 Official trademarking of City's new brand and slogan through the United States Patent and Trademark Office.	2018

Performance Dashboard

Workload Measures	FY15	FY16	FY17
1 Number of new boards developed and being managed.	1	1	1
2 Number of new outreach programs developed and being managed. (Citizen University)	1	1	1
3 Number of news releases produced and distributed.	50	50	
4 Number of sponsor/partners.		20	20

Key Result Indicators

	FY16	FY17
1 Partner/Sponsor Program Revenue	New	\$55,875

Communications & Marketing

Budgetary Issues

Budget is at a reasonable level to fulfill internal and external communications based on staffing levels. Although, Communications and Marketing could do a lot more, we do not have the staff and available time to expand at this time. To fulfill better video and social media efforts, the Department of Communications and Marketing would need to hire a third full-time employee. This does not include our need for a tourism representative as well.

Position Summary	FY16	FY17	FY18	FY19
Director of Communications & Marketing (Full Time)	0	1	1	1
Public Relations Manager (Full Time)	1	0	0	0
Public Relations Coord (Full Time)	1	1	1	1
Total	2	2	2	2

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ -	\$ 127,618	\$ 136,719	\$ 143,211	\$ 146,611
Supplies	\$ -	\$ 9,987	\$ 27,737	\$ 14,450	\$ 15,250
Contractual	\$ -	\$ 36,578	\$ 61,163	\$ 64,710	\$ 58,863
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ 174,182	\$ 225,619	\$ 222,371	\$ 220,724

Significant Budget Changes

Prior to FY17, this division was funded out of the City Manager's Office.

City Attorney

Service Type	Service Area	Fund	Dept/Division
Internal	Organizational Management	General	City Attorney

Related Strategic Areas

All

As the City pursues its strategic areas and their related goals, it will be the responsibility of the City Attorney Office to provide legal support in all endeavors.

Purpose and Description of the Service

The City Attorney provides legal services to the city as requested by staff and serves as chief legal advisor to the city. This position is appointed by the City Council, and is responsible for attending City Council and Municipal Utility Board Meetings, evaluating responses to public information requests, and providing legal assistance to the City Manager, among other services.

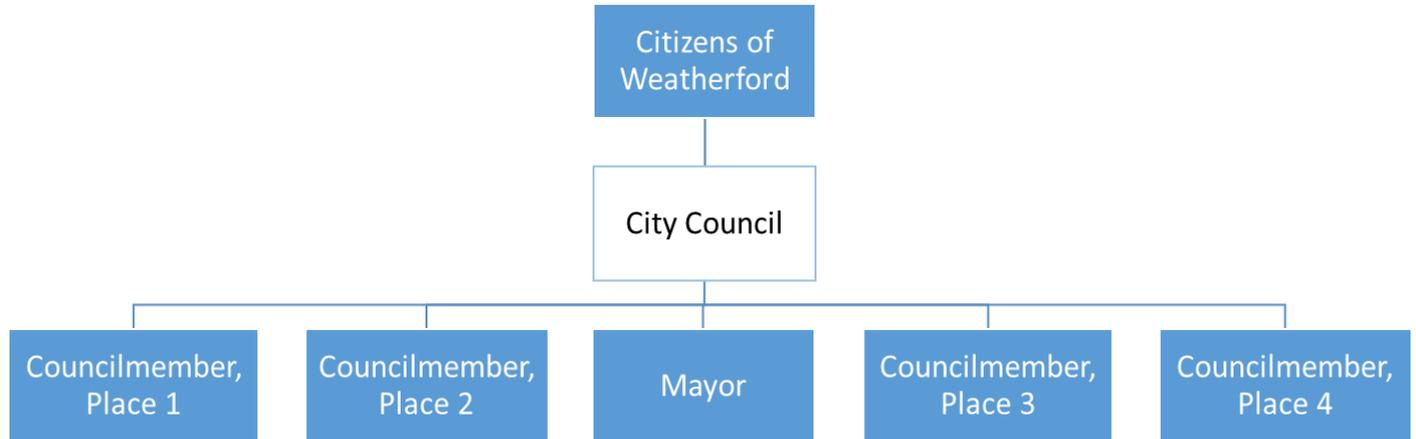
General Departmental Goals

- 1 Provide of legal services to the City in a professional and responsive manner, consistent with all ethical obligations to the client.

Position Summary	FY16	FY17	FY18	FY19
City Attorney (Contract)	1	1	1	1
Total	1	1	1	1

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 63,256	\$ 69,866	\$ 81,000	\$ 72,303	\$ 81,000
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Contractual	\$ 56,308	\$ 292,950	\$ 56,190	\$ 128,927	\$ 56,190
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 119,564	\$ 362,816	\$ 137,190	\$ 201,230	\$ 137,190

City Council



Service Type	Service Area	Fund	Dept/Division
External	Organizational Management	General	City Council

Related Strategic Areas

All

As the policy-making body of the City of Weatherford, the City Council dictates the Strategic Plan and approves all initiatives in pursuit of the stated goals.

Purpose and Description of the Service

The City Council is the governing body of the City of Weatherford. The City Council defines the direction of the City by establishing goals and enacting legislation that provides for City programs, services, and policies. The City Council provides direction to the City Manager and oversight of the Manager's work. The City Council adopts the annual Program of Services in accordance with their strategic plan.

General Departmental Goals

- 1 Set goals and objectives for the City that address the needs and values of the Community.
- 2 Provide necessary regulatory authority for the community by the passing of ordinances, resolutions, and actions.
- 3 Provide necessary budgetary oversight.
- 4 Levy and assess taxes and fees that provide for the program development, implementation, and service delivery to meet the goals and objectives of the City.
- 5 Provide political leadership on issues and needs of the community.

City Council



Mayor
Craig Swancy



Place 1
Heidi Wilder



Place 3
Curtis Tucker



Place 2
Jeff Robinson



Place 4
Kevin Cleveland

Position Summary	FY16	FY17	FY18	FY19
Mayor	1	1	1	1
Council Members	4	4	4	4
Total	4	4	4	4

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Budget Summary	\$ FY16 16,436	\$ FY17 12,608	\$ FY18 Budg 18,912	\$ FY18 Prj 23,608	\$ FY19 Prop 12,602
Personnel	\$ \$ 16,436	\$ \$ 12,608	\$ \$ 18,912	\$ \$ 23,608	\$ \$ 13,602
Supplies	\$ \$ 11,892	\$ \$ 10,139	\$ \$ 13,708	\$ \$ 12,657	\$ \$ 12,700
Capital	\$ \$ 89,135	\$ \$ 31,418	\$ \$ 31,038	\$ \$ 26,597	\$ \$ 31,038
Total	\$ 116,603	\$ 54,166	\$ 62,650	\$ 50,861	\$ 57,340
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 116,603	\$ 54,166	\$ 62,650	\$ 50,861	\$ 57,340

Significant Budget Changes

In FY16, the City's audit was paid out of this Department. The cost was subsequently relocated into the Finance budget.

Economic Development



Service Type	Service Area	Fund	Dept/Division
External	Growth & Development	General	Economic Development

Related Strategic Areas

Growth & Development

Specific Goals

Focus on developing downtown & York Ave.

[New business] Marketing for the city

Ensure quality development

As a key member of the Growth & Development service area, the Economic Development Department is responsible for attracting and retaining quality business development and growth for the City, which enhances Weatherford's standing as a regional retail shopping destination and as the Western Gateway Business Centre of the DFW Metroplex, which strengthens the local economy.

Purpose and Description of the Service

The Weatherford Economic Development Department is the City's leader for attracting and retaining quality businesses. It seeks to do this through marketing and promoting Weatherford, as well as providing strategic incentives to qualified businesses seeking to locate inside the City.

Economic Development

General Departmental Goals

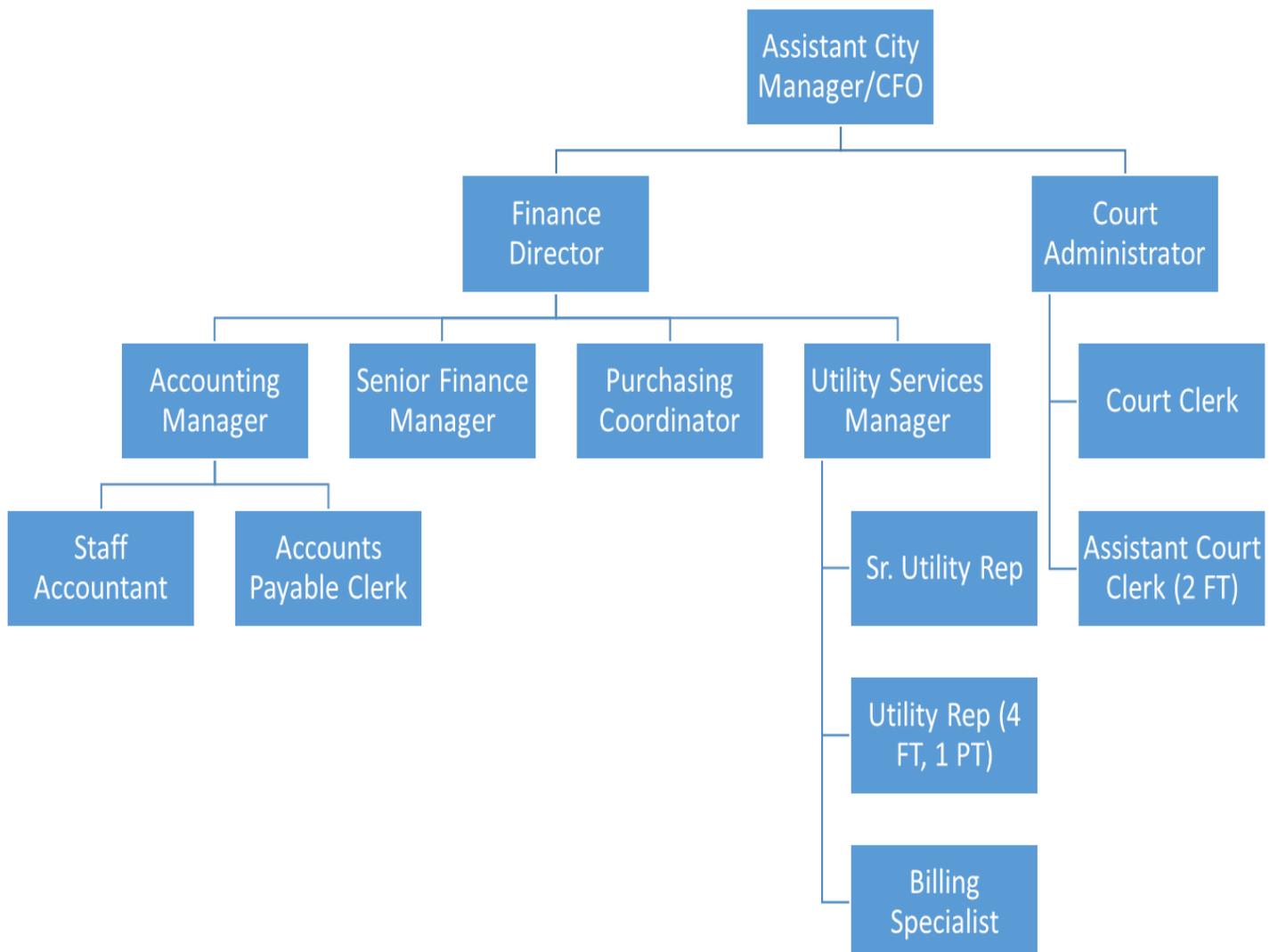
- 1 Increase job diversity through retail development & recruitment, as well as industrial/manufacturing & commercial development.
- 2 Strengthen quality of life measures through promotion of a diverse downtown, mixed use development, and retail corridor development.
- 3 Enhance and expand development-related infrastructure through the promotion of the 2016 TIRZ, thoroughfare plan, and general plan.
- 4 Facilitate business retention and expansion through regular contact with established businesses and building relationships with new businesses.

Position Summary	FY16	FY17	FY18	FY19
Economic Development Director (Full Time)	1	0	0	0
Economic Development Planning Coordinator (Full Time)	0	1	1	1
Administrative Secretary (Full Time)	1	0	0	0
Total	2	1	1	1

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 172,410	\$ 166,375	\$ 139,266	\$ 73,862	\$ 76,417
Supplies	\$ 3,113	\$ 3,667	\$ 5,900	\$ 2,177	\$ 2,600
Contractual	\$ 37,501	\$ 96,947	\$ 83,500	\$ 102,432	\$ 76,070
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 213,024	\$ 266,989	\$ 228,666	\$ 178,472	\$ 155,087

Finance

Under the direction of the Chief Financial Officer, the Finance Department oversees the Administration, Accounting, Budget/Purchasing, Municipal Court, and Utility Billing divisions. The Municipal Court Judges employed by the City are Council-appointees, and report directly to the City Council. The Finance Department works to ensure that best practices are utilized for all financial transactions, budgeting, and accounting, and provides Comprehensive Annual Financial Reports to the City Council and Citizens of Weatherford.



Finance—Administration

Purpose and Description of the Service

As of FY19, this division will be folded into the Budget and Purchasing division, and the Assistant City Manager/CFO will be located in the City Manager's Office.

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 216,604	\$ 234,095	\$ 310,077	\$ 181,532	-
Supplies	\$ 2,730	\$ 3,827	\$ 6,275	\$ 6,275	-
Contractual	\$ 37,292	\$ 41,386	\$ 46,432	\$ 43,194	-
Capital	\$ -	\$ -	\$ -	\$ -	-
Total	\$ 256,626	\$ 279,308	\$ 362,784	\$ 231,002	-

Finance—Accounting

Service Type	Service Area	Fund	Dept/Division
Internal	Organizational Management	General	Finance / Accounting

Related Strategic Areas

- Re-Align Funding Structures
- Ensure Sustainable Services

Specific Goals

Evaluate resources put toward "Non-Resident" services

Explore new revenue opportunities

Focus on the City's internal needs

The Accounting Division has a unique look at the City's financial position. As the primary custodian of Weatherford's financial resources and assets, this division is a key player in the evaluation of funding needs and capacity for growth.

Purpose and Description of the Service

The Accounting division accurately records and timely reports all financial transactions of the city in accordance with state and local laws and generally accepted accounting principles. This division also maintains a system of internal controls so as to safeguard the city's financial resources and assets, and works closely with the external auditors.

General Departmental Goals

- 1 Continue to receive GFOA Certificate of Achievement for Excellence in Financial Reporting.
- 2 Pay the City's bills in a timely fashion.
- 3 Maintain cash balances to earn as much as possible while making sure expenses are covered.
- 4 Assist City departments in recording expenses/revenues properly and evaluate accounts for proper recording.

FY17 or FY18 Noteworthy Accomplishments

- 1 Received GFOA Certificate of Achievement for Excellence in Financial Reporting for the FYE 09/30/16 (29th consecutive award).
- 2 Migrated to processing bank reconciliations in our financial software instead of manually with Excel spreadsheets.
- 3 Went from entering all p-card transactions into financial software individually to uploading them from Excel which saves a couple of days time.
- 4 Began the process of creating procedural manuals for accounting department functions.

Finance—Accounting

Current Objectives		Target Completion Date
1	Create a signature card type system so anyone processing accounting paperwork can tell who signed necessary documents and who has the authority to do so.	11/30/2018
2	Continue the process of creating procedural manuals for accounting department functions.	9/30/2019
3	Implement the financial portion of the City's new ERP system.	8/31/2019
4	Update Chart of Accounts	12/31/2018

Performance Dashboard

Workload Measures		FY14	FY15	FY16	FY17
1	Number of Invoices Received	6,919	8,030	10,706	10,988
2	Number of Accounts Payable Checks Issued	3,111	4,486	5,604	6,154
3	Number of Wire Transfers Issued and Processed	79	87	99	84
4	Number of Journal Entries Processed	961	968	1,035	1,053

Key Result Indicators		FY14	FY15	FY16	FY17
1	GFOA Certificate of Achievement for Excellence in Financial Reporting received	1	1	1	1
2	Number of Auditor Requested Journal Entries	3	2	3	5
3	Accounts Payable Invoices Paid within 30 Days	99%	99%	99%	99%
4	Vendor Checks Voided due to Accounting Division Error	3	1	7	10

Position Summary	FY16	FY17	FY18	FY19
Assistant Director Of Finance (Full Time)	1	1	0	0
Accounting Manager (Full Time)	0	0	1	1
Accounts Payable Clerk (Full Time)	2	1	1	1
Staff Accountant (Full Time)	1	1	1	1
Total	4	3	3	3

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 226,526	\$ 225,640	\$ 236,239	\$ 215,995	\$ 220,504
Supplies	\$ 4,464	\$ 3,278	\$ -	\$ 250	\$ -
Contractual	\$ 16,064	\$ 25,961	\$ 25,590	\$ 29,482	\$ 59,845
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 247,053	\$ 254,879	\$ 261,829	\$ 245,727	\$ 280,349

Finance—Budget & Purchasing

Service Type	Service Area	Fund	Dept/Division
Internal	Organizational Management	General	Finance / Budget & Purchasing

Related Strategic Areas

- Re-Align Funding Structures
- Ensure Sustainable Services

Specific Goals

Evaluate resources put toward "Non-Resident" services

Explore new revenue opportunities

Focus on the City's internal needs

The Budget and Purchasing division is one of the key analytical arms for Weatherford's funding structure and outstanding liabilities, as well as the central office for municipal purchases. This division's expertise assists all other city staff in major purchasing, capital asset tracking, evaluating services offered to non-residents, provides recommendations and analysis on new revenue opportunities, and proposes methods to fully fund any internal needs the City may be facing.

Purpose and Description of the Service

Budget and Purchasing is the city's budget, management analysis, and research arm. Additionally, this division serves as the central purchasing function for the City of Weatherford, and as such it ensures all legal and ethical requirements are followed in making purchases. As the city's budget arm, this division is responsible for preparing and monitoring the annual budget for all funds, and produces quarterly end-of-year revenue and expenditure estimates. It is also responsible for preparing a regular five-year financial forecast of projected revenues and expenditures for the General Fund and Utilities Fund. It also provides management analysis and assistance for all city departments, and serves as the chief data office of the city, coordinating public data collection and sharing to enhance transparency and performance measurements.

The purchasing portion of this division strives to obtain the most cost-effective goods and services on behalf of all city departments and to assure compliance with applicable state and local laws relating to the expenditure of public funds. This division works with current and potential vendors and other departments in a timely and courteous manner.

General Departmental Goals

- 1 Prepare and manage the annual budget.
- 2 Create quarterly budget variance analyses, and provide feedback on the status of revenue and expense variances/expectations
- 3 Ensure that budgeted programs and services are tied to broad strategic goals, and that their performance is being measured accurately and reasonably.
- 4 Continue purchasing procedures to ensure we get the best quality at the lowest price for materials, supplies and services that are in accordance with state and local guidelines.
- 5 Implement new accounting software for Financial Operations.

Finance—Budget & Purchasing

FY17 or FY18 Noteworthy Accomplishments

- 1 Published the General and Utility Fund Operating budgets on time.
- 2 Continued successful implementation of a retiree reserve and vehicle rotation.
- 3 Received GFOA's Distinguished Budget Presentation Award.
- 4 Created comprehensive General City forecast and Capital Improvement Plan.

Current Objectives

- 1 Implement OpenGov transparency software, and integrate all periodic reports into that format.
- 2 Create internal audit function.
- 3 Perform zero-based budgets for no fewer than five departments.
- 4 Successfully implement portions of the City's new ERP system.
- 5 Create a financial dashboard for the General City, similar to the Utilities Fund.

Performance Dashboard

Workload Measures	FY14	FY15	FY16	FY17
1 Number of re-estimates completed during the year	3	4	4	4
2 Formal Budget Adjustments put through Council and Utility Board	6	7	10	9
3 Number of Purchase orders issued	608	610	498	562
4 Sealed bids processed	15	15	21	17

Key Result Indicators	FY14	FY15	FY16	FY17
1 GFOA Distinguished Budget Presentation Award received	1	1	1	1
2 Number of purchasing disputes resulting in rebid	0	0	0	0
3 Adjustments made due to over projection of revenues	0	0	0	0

Budgetary Issues

The city's budget process has typically involved a large number of manual processes, which result in a misallocation of resources, not just in this division but across the organization. Our forthcoming ERP package could increase productivity during the budget process by up to 20% or more, while also improving the accuracy and reliability of data.

Finance—Budget & Purchasing

Position Summary	FY16	FY17	FY18	FY19
Director Of Finance (Full Time)	0	0	1	1
Assist. Director Of Finance (Full Time)	1	1	0	0
Purchasing Coordinator (Full Time)	1	1	1	1
Senior Finance Manager (Full Time)	0	0	1	1
Total	2	2	3	3

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 139,970	\$ 177,709	\$ 194,812	\$ 242,829	\$ 307,773
Supplies	\$ 870	\$ 3,093	\$ -	\$ 1,691	\$ 8,275
Contractual	\$ 26,067	\$ 39,142	\$ 77,372	\$ 76,450	\$ 50,344
Capital	\$ --	\$ -	\$ -	\$ -	\$ -
Total	\$ 166,908	\$ 219,944	\$ 272,184	\$ 320,970	\$ 366,391

Significant Budget Changes

During FY18, the Finance Department reorganized in two primary ways. First, the Assistant Director was promoted to Finance Director, and now oversees all Finance Department activity with the exception of the Municipal Court. Second, the Finance Analyst position was relocated from the now-defunct Finance Administration division and upgraded to become the Senior Finance Manager. This position takes a lead role in departmental analysis, the budget process, periodic reporting, accounts receivable, and purchasing, as well as serves as a backup for the payroll function. This position's responsibilities are expected to increase throughout FY19. Finally, expenses previously located in Finance Administration have been relocated to this division.

Finance—Non-Departmental

Service Type	Service Area	Fund	Dept/Division
Internal	Organizational Management	General	Finance / Non-Departmental

Purpose and Description of the Service

Non Departmental is a non-operational department that houses costs not directly borne by a particular department.

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ -	\$ -	\$ 150,503	\$ 99,124	\$ 150,000
Supplies	\$ 653	\$ -	\$ -	\$ -	\$ -
Contractual	\$ 1,267,267	\$ 1,380,471	\$ 2,488,541	\$ 2,490,087	\$ 1,709,725
Capital	\$ 182,109	\$ -	\$ -	\$ -	\$ -
Total	\$ 1,450,028	\$ 1,380,471	\$ 2,639,044	\$ 2,589,211	\$ 1,859,725

Significant Budget Changes

Significant one-time costs came out of the budget for FY18.

Supplemental Funding Item	Ongoing	One-Time
Ongoing Cash-Funded Capital Program	\$ 750,000	\$ -
ERP Project	\$ -	\$ 400,000
Replacement of Brush Truck (Transfer funds to Vehicle Replacement Fund)	\$ -	\$ 140,000
Chevrolet Tahoe Police SUV Vehicle - Replacing Unit 91 (Transfer funds to Vehicle Replacement Fund)	\$ -	\$ 50,000
Chevrolet Tahoe Police SUV Vehicle—Replacing Unit 62 (Transfer funds to Vehicle Replacement Fund)	\$ -	\$ 40,500
Approved Grants	\$ -	\$ 20,000
	\$ 750,000	\$ 650,500

Finance—Municipal Court

Service Type	Service Area	Fund	Dept/Division
External	Public Safety	General	Finance / Municipal Court

Related Strategic Areas

Ensure Sustainable Services

The City of Weatherford is experiencing a period of strong population growth and the City's strategic plan reflects such. The City Council and staff are focusing on growing City operations in a smart way to ensure we maintain our key service levels due to population growth. The Municipal Court is a member of our Public Safety service area and will continue to focus on providing support necessary to ensure any violation of the State of Texas along with our City's codes and ordinances are properly and consistently han-

Purpose and Description of the Service

Under the direct supervision of the CFO the Municipal Court handles the judicial processing of Class C misdemeanors that originate from traffic citations, penal code offenses, city code violations, and misdemeanor arrests. The Court also prepares dockets, schedules trials, processes juries, records and collects fine payments, magistration duties and issues warrants.

General Departmental Goals

- 1 Conduct fair and impartial hearings.
- 2 Set proper fines and penalties that are commensurate with the offense.
- 3 Review and process warrants as applicable.
- 4 Maintain formal training of Court personnel to assure knowledgeable performance of duties.
- 5 Provide efficient and courteous service to all who appear before the Court.

FY17 or FY18 Noteworthy Accomplishments

- 1 Filled a new JCM/Deputy Court Clerk position that can focus on juveniles and programs that will be beneficial to the citizens and youth of our City.
- 2 Automated court calls to defendants past their appearance date which has increased revenue.
- 3 Increase in online payments with the QR code printed on postcards and letters which directs defendants to our website payment portal.
- 4 Judge issued standing orders recently to where clerks can process certain options without seeing the judge.

Current Objectives

- 1 Going paperless with a document management program.
- 2 Training our new JCM in juvenile duties and have her present programs to the school for public awareness.
- 3 Implement a new collections/warrant software to increase our monies on collections and warrants.
- 4 Streamline our court processes with one judge with our new standing orders to reduce the amount of dockets and the amount of time that people are currently having to return to court.
- 5 Implement a juvenile community service program where juveniles can go for community service when they receive tickets in our court.

Finance—Municipal Court

Performance Dashboard

Workload Measures		FY14	FY15	FY16	FY17
1	Citations Filed	4,541	4,705	4,142	3,396
2	Pre-Trials	425	451	390	540
3	Cases Disposed	5,524	4,062	4,276	3,350

Key Result Indicators		FY14	FY15	FY16	FY17
1	Percentage of cases closed within 30 days	30%	37%	29%	31%
2	Percentage of cases closed within 90 days	48%	67%	49%	53%
3	Percentage of cases closed within 180 days	71%	86%	73%	79%
4	Percentage of cases closed 180 or more	29%	14%	27%	21%

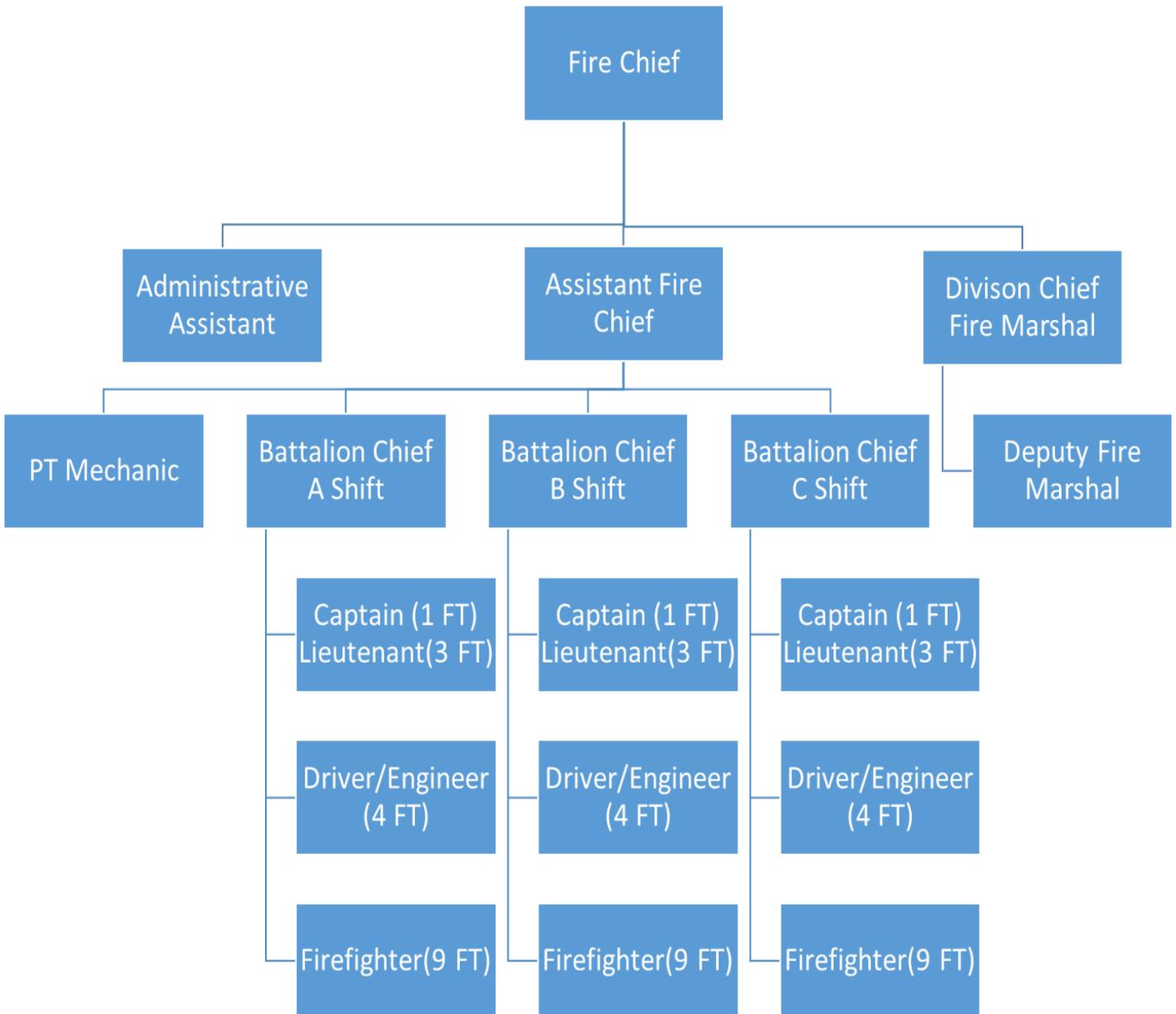
Position Summary	FY16	FY17	FY18	FY19
Court Clerk (Full Time)	1	1	1	1
Sr. Deputy Clerk (Full Time)	1	1	1	1
Municipal Judge (Contract)	2	2	2	2
Deputy Court Clerk (Full Time)	1	1	1	0
Juvenile Case Mgr/DCC (Full Time)	0	0	0	1
Court Administrator (Full Time)	1	1	1	1
Total	6	6	6	6

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 245,392	\$ 227,447	\$ 222,281	\$ 241,753	\$ 242,101
Supplies	\$ 8,038	\$ 3,843	\$ 7,450	\$ 4,206	\$ 6,450
Contractual	\$ 94,517	\$ 81,351	\$ 95,025	\$ 76,262	\$ 92,675
Capital	\$ 20,240	\$ -	\$ -	\$ -	\$ -
Total	\$ 368,187	\$ 312,641	\$ 324,756	\$ 322,221	\$ 341,226

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Fire Department



Fire Department

Service Type	Service Area	Fund	Dept/Division
External	Public Safety	General	Fire Services

Related Strategic Areas

Ensure Sustainable Services

The City of Weatherford is experiencing a period of strong population growth and the City's strategic plan reflects such. The City Council and staff are focusing on growing City operations in a smart way to ensure we maintain our key service levels due to population growth. Fire Services is a key member of our Public Safety service area and will continue to focus on providing the necessary support to ensure our citizens and business-owners, as well their property, is safe, both presently and into the future.

Purpose and Description of the Service

The Fire Department is organized into the following divisions: Administration, Prevention, and Operations. Administration, staffed by the Fire Chief, Assistant Fire Chief, and an Executive Assistant; is responsible for providing overall direction of the department. Prevention is carried out primarily by the Fire Marshal and Deputy Fire Marshal. This division conducts fire and arson investigations, ensures public safety through fire code compliance and fire inspections, and champions public fire safety education. Operations is composed of the fire personnel assigned to rotating 24-hour shifts and spread among four fire stations. Each shift is comprised of a Battalion Chief, a Captain, three Lieutenants, four Driver Engineers, and nine Firefighters. This division responds to the needs of the citizens by providing timely fire suppression, rescue, emergency medical services, and hazardous materials mitigation.

General Departmental Goals

- 1 Respond rapidly to fire calls and carry out effective firefighting operations.
- 2 Educate the public on fire protection measures. Promote public awareness on fire safety.
- 3 Provide effective and efficient rescue services.
- 4 First respond expeditiously to medical calls, providing optimal initial medical care.
- 5 Establish professional development programs that prepare our members for the challenges of today; as well as, future.

FY17 or FY18 Noteworthy Accomplishments

- 1 Implemented an annual pre-incident planning program on all "target hazards."
- 2 Reclassified the Division Chief of Training to an Assistant Fire Chief of Operations.
- 3 Reclassified three Lieutenant positions to Captains. Added training and other responsibilities to these positions.
- 4 Continued and expanded upon the annual firefighter wellness program. Established a peer-support team to assist with mental wellbeing of our members.
- 5 Initiated salary market adjustments tied to the department's professional development program

Fire Department

Current Objectives		Target Completion Date
1	Updating all department policies and procedures to align with current "best practices."	Ongoing
2	Further expand the firefighter wellness program to include periodic body scans and cancer screenings.	Ongoing
3	Along with the Police Department, evaluating replacement software for Computer Aided Dispatch (CAD) program.	9/1/2018
5	Complete another Citizens Fire Academy.	6/1/2019

Performance Dashboard

Workload Measures		FY14	FY15	FY16	FY17
1	Total number of incidents	5201	5392	5069	4877
2	Total fire inspection activities	520	904	954	872
3	Total number of training classes offered	443	716	504	456

Key Result Indicators		FY14	FY15	FY16	FY17
1	Overall average response time	5:27	5:57	5:05	5:17
2	Average number of firefighters per structure fire	8.26	9.48	14.93	15.77
3	Total dollar loss to fire (within City of Weatherford)	\$671,011	\$840,241	\$423,290	\$750,050
4	Total dollar saved to fire (within City of Weatherford)			\$1,328,180	\$7,846,360

Significant Budget Changes

Keep firefighters' pay competitive with our benchmark cities in order to attract top-level candidates.

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 5,248,083	\$ 5,513,173	\$ 5,585,494	\$ 5,908,984	\$ 5,894,006
Supplies	\$ 234,591	\$ 242,758	\$ 246,555	\$ 235,991	\$ 243,694
Contractual	\$ 319,629	\$ 349,901	\$ 291,377	\$ 303,839	\$ 304,717
Capital	\$ 54,493	\$ 306,796	\$ 39,000	\$ 39,000	-
Total	\$ 5,856,797	\$ 6,412,628	\$ 6,162,426	\$ 6,487,813	\$ 6,442,418

Fire Department

Position Summary	FY16	FY17	FY18	FY19
Battalion Chief (Full Time)	3	3	3	3
Deputy Fire Marshal (Full Time)	1	1	1	1
Division Chief Of Training (Full Time)	1	1	0	0
Division Chief/Fire Marshal (Full Time)	1	1	1	1
Driver/Engineer (Full Time)	12	12	12	12
Firefighter-EMT (Full Time)	28	28	28	27
Executive Assistant (Full Time)	1	1	1	1
Fire Apparatus Mechanic (Part Time)	1	1	1	1
Fire Chief (Full Time)	1	1	1	1
Assistant Fire Chief (Full Time)	0	0	1	1
Fire Captain (Full Time)	0	0	3	3
Fire Lieutenant (Full Time)	11	11	8	9
Total	60	60	60	60

Supplemental Funding Item	Ongoing	One-Time
Replacement Brush Truck	\$ 20,723	\$ 140,000
Increase in OT and uniform expense		\$ 34,712
	\$ 20,723	\$ 174,712

Human Resources



Service Type	Service Area	Fund	Dept/Division
Internal	Organizational Management	General	Human Resources

Related Strategic Areas

Ensure Sustainable Services

As Weatherford grows as a city, so will the services it provides to its citizens and business-owners. Human Resources will be involved in ensuring sustainable services across the City through providing internal support as pertains to all employees and benefits throughout each department.

Purpose and Description of the Service

The Human Resources Department recruits, develops and retains a high-performing workforce and fosters a healthy, safe, and productive work environment for employees in order to maximize individual and organizational potential. The HR administers, develops, and directs employment and risk management policies for all departments within the city. Benefit programs administered include TMRS, deferred compensation, medical, life, dental and vision insurance coverage, vacation, sick leave, longevity pay, and any other benefits provided by the city. The Human Resources Department counsels with employees on employment grievances and/or complaints in an attempt to resolve such grievances in a timely and effective manner.

Human Resources

General Departmental Goals

- 1 Communicate honestly and constructively with others, work with each other to resolve issues in a prompt, fair manner
- 2 Maintain an open, inclusive and non threatening environment
- 3 treat everyone with respect, courtesy, dignity, and integrity.
- 4 Recognize, reward, and celebrate success.

FY17 or FY18 Noteworthy Accomplishments

- 1 Worked with Ray and Associates to complete a comprehensive compensation study including completing Job Analysis Questionnaires on all positions. Graded 158 unique job titles for the new Pay Classification Plan
- 2 Worked closely with Gallagher and Associates in finding alternatives to our current insurance plans.
- 3 After a nationwide search, recruited Lance Arnold as the new Chief of Police.
- 4 58 service awards were given out from 5 years of service to 30 years of service.

Current Objectives

		Target Completion Date
1	Facilitate an Emerging Leaders Class to assist with succession planning	On going
2	Develop an interview guide that reflects building strong communities.	8/1/19

Performance Dashboard

Workload Measures	FY14	FY15	FY16	FY17
1 Number of applications processed	2,303	3,016	2,857	2,125
2 Number of new hires	68	64	57	74

Key Result Indicators

	FY14	FY15	FY16	FY17
1 Employee Turnover	17%	16.00%	20.00%	21.00%

Budgetary Issues

Legal fees are beginning to go over budget consistently. These will need to be adjusted in the future.

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 308,172	\$ 264,656	\$ 222,974	\$ 217,993	\$ 272,249
Supplies	\$ 2,227	\$ 3,601	\$ 5,250	\$ 7,526	\$ 5,250
Contractual	\$ 64,788	\$ 91,849	\$ 135,926	\$ 117,077	\$ 119,126
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 375,188	\$ 360,106	\$ 364,150	\$ 342,596	\$ 396,625

Human Resources

Position Summary	FY16	FY17	FY18	FY19
H/R Specialist (Full Time)	1	1	1	1
Risk & Training Manager (Full Time)	1	1	0	0
Director Of Human Resources (Full Time)	1	1	1	1
Total	3	3	2	2

*Risk & Training Manager was moved from Human Resources into the Emergency & Risk Management Department in FY17.

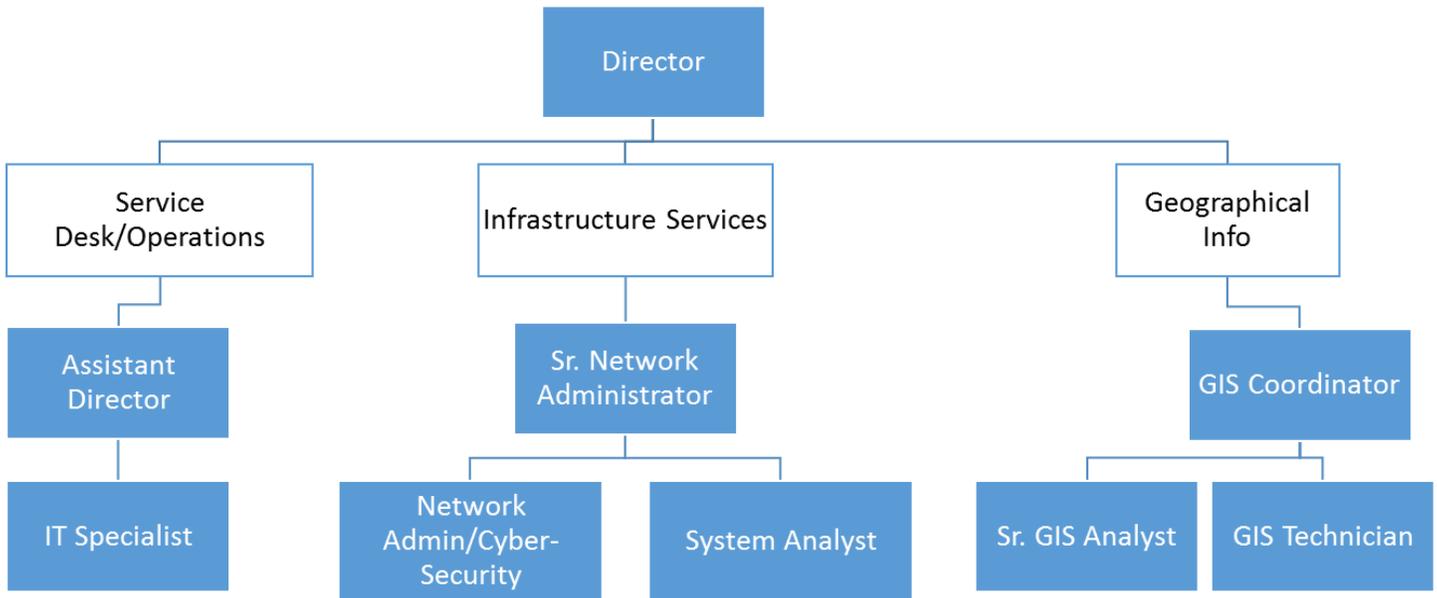
Significant Budget Changes

During FY16 and continuing into FY19, the City will continue its contract with a staff training provider. This adds a substantial cost to the Human Resources Department's budget. Additionally, during FY17 the Risk & Training Manager position was relocated to the Emergency & Risk Management Department

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Information Technology



Service Type	Service Area	Fund	Dept/Division
Internal	Internal Asset Management	General	Information Technology

Related Strategic Areas

Ensure Sustainable Services

As Weatherford grows as a city, so will the services it provides to its citizens and business-owners. Information Technology will be involved in ensuring sustainable services across the City through providing internal support on software and hardware management, data and work processing solutions, and mobile device management.

Purpose and Description of the Service

The Information Technology Division is responsible for ensuring the efficient operations of the City's computers, networking systems, and Geographical Information Systems (GIS). The Wide Area Network (WAN), GIS, and computer support operations are managed under the Information Technology Division. Maintenance of the WAN involves networking hardware and software troubleshooting, network device upgrades, contract negotiations, fiber optic coordination, data management, and administration. GIS employees manage functions of mapping services to all users including database integrity and data validation. The GIS system supports 18 applications and is used by citizens, internal departments and outside consultants to make decisions and recommendations regarding daily operations and future needs. HelpDesk/PC Support performs hardware and software troubleshooting, incident management for city staff, HelpDesk problem resolution for over 1,200 connected devices including computers, thin clients, phones and mobile devices throughout the City. Information Technology is under the direction of the Director of Information Technology and reports directly to the Assistant City Manager.

Information Technology

General Departmental Goals

- 1 Implement and maintain technology solutions that improve the delivery of quality services to our citizens.
- 2 Ensuring responsive communications and improving customer service through effective deployment of technology.
- 3 Provide timely and accurate information to City Council, city staff, and citizens through the continued expansion of Geographical Information System (GIS) and web-based technologies.

FY17 or FY18 Noteworthy Accomplishments

- 1 Expanded the use of Office 365 by deploying Skype for Business to improve the enterprise communications system.
- 2 Implemented the latest multi-threat endpoint solution to safeguard the City network and computer systems against virus, malware, and ransomware attacks.
- 3 Completed Security Awareness Training for all computer users to safeguard against phishing attempts and strengthen the organization's human-firewall.
- 4 Completed deployment of Interactive GIS mapping application that is available to the public.
- 5 Replaced critical uninterruptible power supply (UPS) at City Hall and Police Department to avoid network downtime during power outages.

Current Objectives		Target Completion Date
1	Develop Fire Pre-incident application to better inform and prepare first responders about potential hazards for situational awareness.	8/1/2018
2	Expand existing 311 mobile application to provide a mobile self-service portal to key City services and information to citizens.	9/1/2018
3	Integrate interactive GIS mapping solution into a new Economic Development website.	9/1/2018
4	Analyze and evaluate modern public safety software solutions that will better support effective and efficient public safety processes for law enforcement and fire services.	9/1/2019
5	Complete a detailed requirements assessment and replace older software packages with a modern Enterprise Resource Planning system.	1/1/2021

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 649,736	\$ 743,121	\$ 776,843	\$ 788,146	\$ 900,235
Supplies	\$ 167,735	\$ 211,828	\$ 337,594	\$ 323,109	\$ 284,242
Contractual	\$ 1,019,895	\$ 952,249	\$ 1,582,616	\$ 1,515,046	\$ 1,666,393
Capital	\$ 209,128	\$ 203,404	\$ 294,903	\$ 294,903	\$ 69,903
Total	\$ 2,046,494	\$ 2,110,602	\$ 2,991,956	\$ 2,921,204	\$ 2,920,773

Information Technology

Performance Dashboard

Workload Measures		FY14	FY15	FY16	FY17
1	Technology support issues completed	2,365	2,455	3,630	3,755
2	GIS web mapping request	2,833	3,052	3,345	4,250
3	Technology accounts supported	589	662	770	1037
4	Technology devices supported	940	990	1,100	1,200

Key Result Indicators		FY14	FY15	FY16	FY17
1	Average time to complete support request	55 minutes	60 minutes	67 minutes	63 minutes
2	Needs satisfaction survey	89%	91%	87%	90%
3	Execution satisfaction survey	90%	90%	88%	87%
4	Communication satisfaction survey	92%	88%	85%	86%

Budgetary Issues

Priority should be placed on adding additional full time employees. To maintain high levels of stakeholder satisfaction, IT will be prevented from taking on new projects and strategic initiatives since the IT staff are already 100% utilized supporting existing core services. Failure to add additional staffing will not serve the organization well in the future as it is IT's duty to help advance the City through wise investments in strategic technologies.

Position Summary	FY16	FY17	FY18	FY19
Director Of Information Technology (Full Time)	1	1	1	1
Assistant Director of Information Technology (Full Time)	0	0	1	1
GIS Coordinator (Full Time)	1	1	1	1
GIS Tech (Full Time)	1	1	1	1
Sr. Network Administrator (Full Time)	1	1	1	1
Network Administrator (Full Time)	0	0	0	1
System Analyst (Full Time)	1	1	1	1
GIS Analyst (Full Time)	1	1	1	1
IT Specialist (Full Time)	1	1	1	1
Total	7	7	8	9

Information Technology

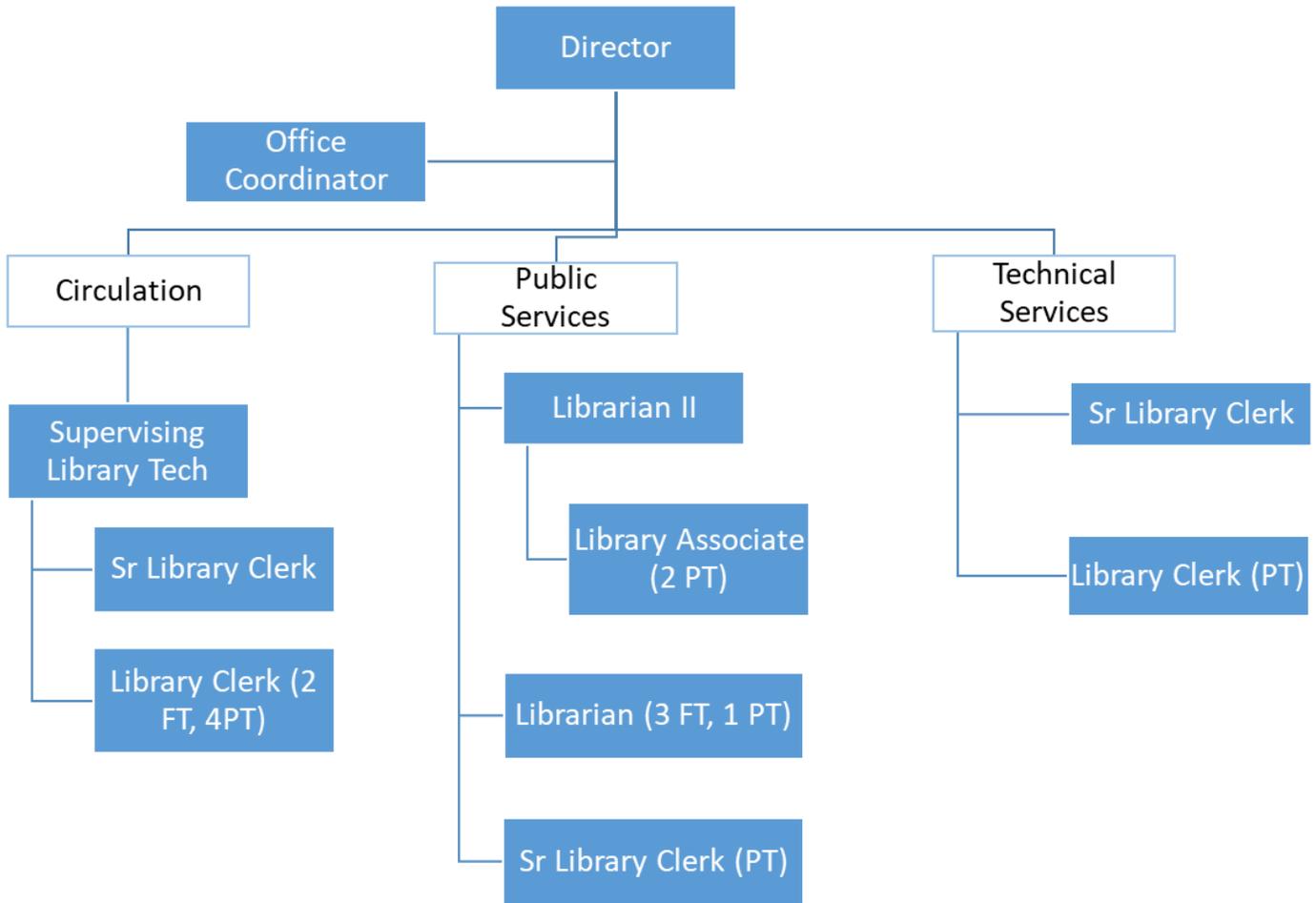
Supplemental Funding Item	Ongoing	One-Time
CityWorks ERP, API License	\$13,000.00	\$2,000.00
CityWorks Software Upgrade	\$7,000.00	\$0.00
System Analyst (FTE)	\$3,500.00	\$94,190.00
5% Increase in Software License Fees	\$0.00	\$87,000.00
Enterprise Training	\$0.00	\$3,000.00
New ERP System/Implementation (cost in Capital Projects Fund)	\$400,000.00	\$0.00
iPad Refresh	\$7,500.00	\$0.00
Library Internet Solution	\$0.00	\$9,000.00
	\$431,000.00	\$195,190.00

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WEATHERFORD PUBLIC LIBRARY

Library



Service Type	Service Area	Fund	Dept/Division
External	Community Quality	General	Library

Related Strategic Areas

Revitalize the City’s library, focusing on renovation of current facilities and, if feasible, expansion
 Weatherford’s strategic plan singles out the Library as an area for facility improvement.

Purpose and Description of the Service

The Weatherford Public Library provides library services for the City of Weatherford and Parker County. The Library is located on Charles Street on the western edge of Weatherford, and provides meeting space, book and media checkout, Internet, genealogical research, and other services. In addition to the main library, the department manages various grant and donation funds. The Weatherford Public Library exists to promote reading, support the formal educational efforts of the community, and provide resources for life-long learning for all citizens. To achieve these goals, a well-trained and professional staff collects and organizes current materials focusing on educational, informational, civic, cultural, business and recreational interests. The staff provides assistance in the use of print and online reference sources; organizes and offers events that advance the growth of the individual; preserves city and county documents of historical, genealogical, or governmental interest; and serves as a referral source for other community services.

General Departmental Goals

- 1 Provide staffing and hours of service that meet community needs.
- 2 Provide for the delivery of accurate and timely content and services that focus on satisfying the informational and recreational needs of the community.
- 3 Offer meaningful events designed to meet the needs of the community.
- 4 Increase community awareness of the library and the services offered.
- 5 Review all aspects of the library's operation to improve current services and explore innovations.

FY17 or FY18 Noteworthy Accomplishments

- 1 Received 2017 "Achievement Library Excellence" Award from TMLDA.
- 2 Received Honorable Mention in the Texas Library Association Branding Iron Awards print advertising category.
- 3 Introduced Beanstack online reading tracking app for public use during Summer Reading Challenge
- 4 Increased total library-sponsored program attendance by 16.7% over FY2016.

Current Objectives

	Target Completion Date
1 Pursue increase in funding from Parker County	September 1, 2018
2 Offer wireless printing for library users	September 30, 2018
3 Install new wireless internet tracking system	September 30, 2018
4 Increase Summer Reading Challenge registration by 5%	August 2018

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 790,677	\$ 812,469	\$ 846,605	\$ 869,813	\$ 859,800
Supplies	\$ 147,782	\$ 153,250	\$ 147,238	\$ 151,803	\$ 148,917
Contractual	\$ 100,461	\$ 96,623	\$ 84,253	\$ 91,872	\$ 87,163
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 1,038,920	\$ 1,062,342	\$ 1,078,096	\$ 1,113,489	\$ 1,095,881

Performance Dashboard

Workload Measures	FY14	FY15	FY16	FY17
1 Number of events sponsored	233	280	448	460
2 Internet sessions provided*	26,193	56,063	86,949	63,863
3 Internet hours provided*	14,290	29,047	38,159	31,206
4 Reference transactions	11,637	10,984	11,581	10,131

*Wireless session hours are estimated from March 2017 onward

Library

Key Result Indicators		FY14	FY15	FY16	FY17
1	Youth event attendance	8,963	10,518	15,234	17,050
2	Teen event attendance	856	693	886	1,601
3	Adult event attendance	20	945	2,608	3,205
4	Items circulated	347,745	353,854	347,241	341,593

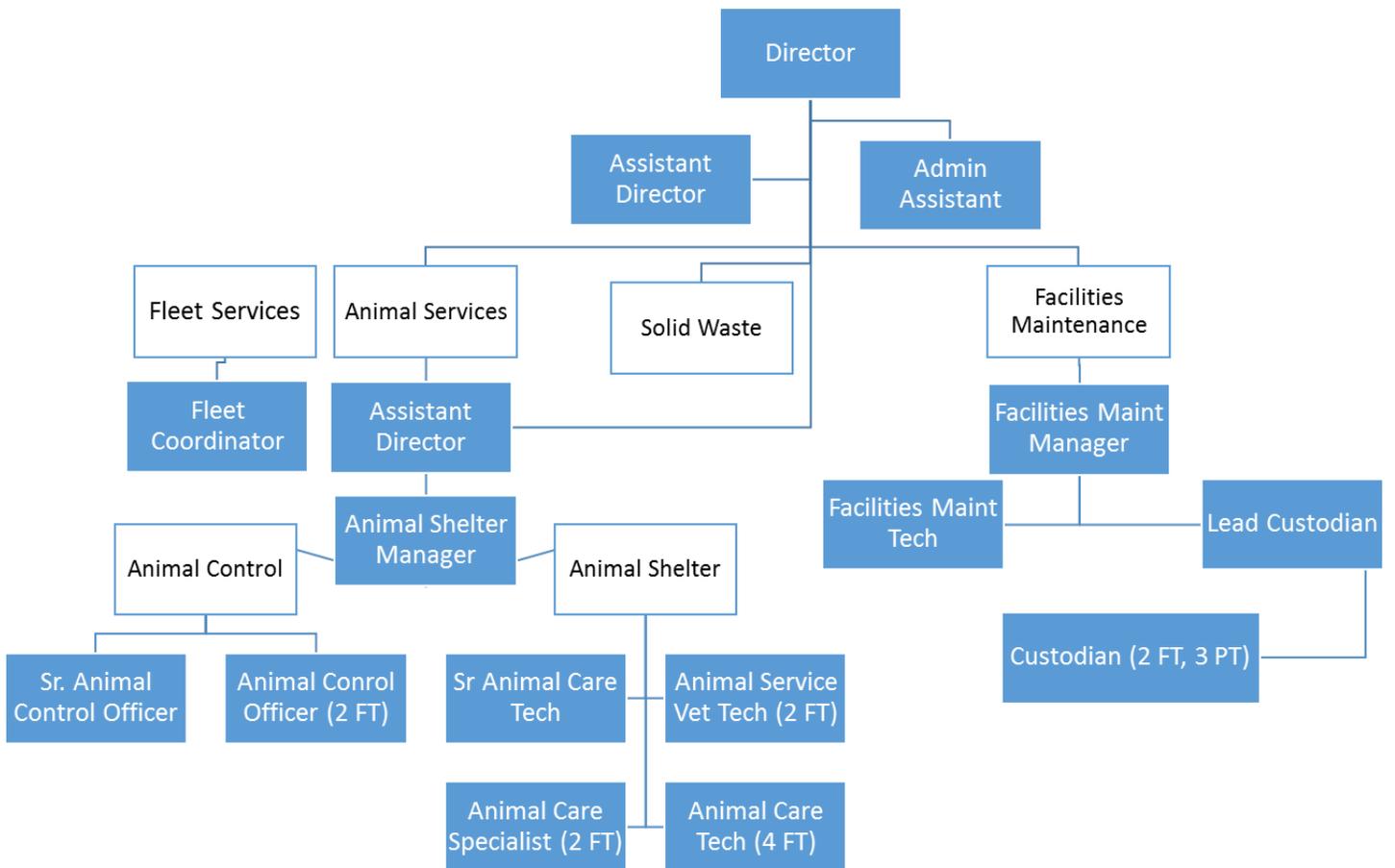
Budgetary Issues

As the Library completes its needs assessment, staff will need to make sure to calculate any increase in operational costs resulting from expansion and renovation plans.

Position Summary	FY16	FY17	FY18	FY19
Director Of Library Svcs(Full Time)	1	1	1	1
Office Coordinator (Full Time)	1	1	1	1
Librarian II (Full Time)	1	1	1	1
Supervising Library Technician (Full Time)	1	1	1	1
Reference Librarian (Full Time)	2	2	2	3
Librarian (Part Time)	1	1	1	1
Library Circulation Clerk (Full Time)	1	1	1	2
Sr. Library Clerk (Full Time)	2	2	2	2
Library Associate (Full Time)	1	1	1	0
Library Associate P/T (Part Time)	1	1	1	2
Sr. Library Clerk (Part Time)	1	1	1	1
Library Clerk (Part Time)	6	6	6	5
Total	20	20	20	20

Supplemental Funding Item	Ongoing	One-Time
COSI - Increase in books, electronic database fees	\$ 8,359	\$ -
Increase in staff training	\$ 2,400	\$ -
	\$ 10,759	\$ -

Municipal & Community Services



Municipal & Community Services— Administration

Service Type	Service Area	Fund	Dept/Division
Internal	Infrastructure Management	General	Municipal & Community Services

Related Strategic Areas

Ensure Sustainable Services

Purpose and Description of the Service

As the administrative branch for the Municipal and Community Services (MaCS) department, the Administrative division of MaCS is in charge of all progress made toward the City Manager's-identified strategic goals. The MaCS department is a department formed for the effective management and efficient administration of the Animal Control, Animal Shelter, Custodial Services, Facilities Maintenance, Fleet Maintenance, and Solid Waste and Recycling divisions.

General Departmental Goals

- 1 Provide advice and policy recommendations to the City Manager's Office on issues, activities, and operations.
- 2 Ensure the delivery of quality services through effective management and efficient administration.
- 3 Ensure the development and implementation of goals and objectives set forth by the City Manager's Office.

Position Summary	FY16	FY17	FY18	FY19
Dir. Mun & Comm Services (Full Time)	0	0	0	1
Assist. Dir. Of Mun & Com Serv (Full Time)	0	0	0	1
Admin Assistant Ii (Full Time)	0	0	0	1
Total	0	0	0	3

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 112,050	\$ 6,794	\$ -	\$ -	\$ 316,766
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Contractual	\$ 51	\$ -	\$ -	\$ -	\$ 4,800
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 112,101	\$ 6,794	\$ -	\$ -	\$ 321,566

Note: In effect, this division was unused for FY17 and FY18. As Municipal and Community Services was re-organized, Finance elected to reactivate this division in order to house all administrative costs for the Department.

Municipal/Comm. Svcs—Fleet Maintenance

Service Type	Service Area	Fund	Dept/Division
Internal	Internal Asset Management	General	Municipal & Community Services/Fleet Maintenance

Related Strategic Areas

Ensure Sustainable Services

Specific Goals

Focus on the City's internal needs

As a part of the Internal Asset Management service area, Fleet Maintenance supports departments' rolling assets, providing routine maintenance as well as expertise in purchasing, if needed. As the City transitions into an ongoing fleet rotation program, this division will play an integral and more central role in managing vehicle and equipment needs.

Purpose and Description of the Service

In past years, the Fleet Maintenance division was essentially a garage operation, housing maintenance records of vehicles and performing routine maintenance. Near the end of FY18, management determined that it would be more efficient to close the garage operation and hire a Fleet Coordinator to assist departments with outsourcing vehicle maintenance.

General Departmental Goals

- 1 Provide accurate information to departments in order to ensure that vehicles are properly maintained.
- 2 Provide a 30 day notice to departments to ensure no vehicles are past due for maintenance.
- 3 Standardize the fleet for the City of Weatherford

FY17 or FY18 Noteworthy Accomplishments

- 1 Standardize the inspection/registration process to ease the burden on other departments
- 2 Completed a Fleet Maintenance and Fueling Services Study

Current Objectives

	Target Completion Date
1 Hire a Fleet Services Manager	FY2018
2 Review and determine operational policies for Fleet Services	FY2019

Performance Dashboard

Workload Measures

	FY14	FY15	FY16	FY17
1 All Service Requests	643	715	586	906
4 Total Service Hours	2,757	2,974.50	2,115.00	2442

Key Result Indicators

	FY14	FY15	FY16	FY17
1 Average Labor Hours per Service Request	4.29	4.16	3.61	2.7

Municipal/Comm. Svcs—Fleet Maintenance

Position Summary	FY16	FY17	FY18	FY19
Senior Mechanic (Full Time)	1	1	1	0
Mechanic (Full Time)	1	1	1	0
Fleet Coordinator	0	0	0	1
Total	2	2	2	1

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 159,582	\$ 124,477	\$ 128,511	\$ 125,806	\$ 128,759
Supplies	\$ 8,177	\$ 15,241	\$ 14,475	\$ 13,774	-
Contractual	\$ 19,374	\$ 46,610	\$ 30,161	\$ 24,243	10,000
Capital	\$ -	\$ -	\$ -	\$ -	-
Total	\$ 187,134	\$ 186,328	\$ 173,147	\$ 163,823	\$ 138,759

Muni./Comm. Svcs—Facilities Maintenance

Service Type	Service Area	Fund	Dept/Division
Internal	Internal Asset Management	General	Municipal & Community Services/Facilities Maintenance

Related Strategic Areas

Ensure Sustainable Services

Specific Goals

Focus on the City's internal needs

As a part of the Internal Asset Management service area, Facilities Maintenance supports departments' building maintenance, providing routine upkeep as well as expertise in expansion, if needed. As the City begins to address more of these needs, this division will play an integral and more central role in coordinating all facility renovations.

Purpose and Description of the Service

The Facilities Maintenance division's responsibilities are to maintain the integrity and extend the lifespans of city owned facilities through the effective oversight of janitorial services, electrical, plumbing, painting, structural, mechanical, alterations, and/or remodels through in-house staff or contract services.

General Departmental Goals

- 1 Maintain and sustain the integrity of all city owned buildings and facilities.
- 2 Standardize building materials and equipment throughout city buildings.
- 3 Conduct a thorough assessment of city buildings and structures to identify needs.

FY17 or FY18 Noteworthy Accomplishments

- 1 City Hall Public Restroom Remodel
- 2 City Hall Carpet
- 3 Police Department Fence
- 4 TPW Entry Counter/ Security
- 5 Old City Hall Remodel

Current Objectives

- 1 Maintain high resolution of work order and service requests.
- 2 Complete additional capital requests as funding allows.

Muni./Comm. Svcs—Facilities Maintenance

Performance Dashboard

Workload Measures		FY14	FY15	FY16	FY17
1	Work orders submitted.	490	490	709	814
2	Work orders completed	480	480	706	792

Position Summary	FY16	FY17	FY18	FY19
Custodian (Full Time)	2	2	2	2
Lead Custodian (Full Time)	1	1	1	1
Custodian (Part Time)	3	3	3	3
Facilities Maintenance Mgr (Full Time)	1	1	1	1
Facility Maintenance Tech (Full Time)	1	1	1	1
Total	8	8	8	8

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 309,688	\$ 333,283	\$ 327,563	\$ 330,281	\$ 337,095
Supplies	\$ 33,430	\$ 43,735	\$ 52,300	\$ 52,859	\$ 52,592
Contractual	\$ 244,825	\$ 246,060	\$ 1,006,963	\$ 1,019,362	\$ 242,928
Capital	\$ 108,137	\$ 71,278	\$ 22,955	\$ 22,955	\$ 22,955
Total	\$ 696,079	\$ 694,357	\$ 1,409,781	\$ 1,425,457	\$ 655,570

Budgetary Issues

Significant Facility Maintenance pressures exist and need to be addressed at the following facilities: Animal Shelter, Library, Old City Hall, Fire Station 1, Wright House, Chandor Gardens, and City Garage.

Supplemental Funding Item	Ongoing	One-Time
Outsource custodial service (pilot for Old City Hall)	\$ 13,600	
FM Renovating Kennel Floors	\$ 20,000	
	\$ 33,600	\$ -



Muni./Comm. Svcs—Animal Services

Service Type	Service Area	Fund	Dept/Division
External	Public Safety	General	Municipal & Community Services/Animal Services

Related Strategic Areas

Ensure Sustainable Services

The City of Weatherford is experiencing a period of strong population growth and the City's strategic plan reflects such. The City Council and staff are focusing on growing City operations in a smart way to ensure we maintain our key service levels due to population growth. The Animal Services Department is a member of our Public Safety service area and will continue to focus on providing support necessary to ensure our City can manage our animal population, both presently and into the future.

Purpose and Description of the Service

The Animal Services division oversees the operations of the Weatherford Parker County Animal Shelter (WPCAS), as well as the Animal Control function for the city of Weatherford and all of its partners. The WPCAS is dedicated to maintaining a sanitary and safe environment to ensure a comprehensive animal impound and adoption program, as well as controlling the animal population with aggressive spay and neuter programs. The shelter is also responsible for ensuring that all ordinances and laws regarding stray, abandoned, abused, vicious, or nuisance animals are enforced.

General Departmental Goals

- 1 Decrease length of stay while maintaining our live release rate.
- 2 Increase public outreach and education opportunities.
- 3 Continue to expand Animal Control program through increased service and proactive programs.
- 4 Continue providing and facilitating adoption opportunities to enrich the lives of families.
- 5 Support a healthy and responsible pet community by proactive methods and outreach efforts.

FY17 or FY18 Noteworthy Accomplishments

- 1 FY2017 surpassed 6,000 animal intakes, over 500 more than the previous year and finished the year with a 96% Live Release Rate.
- 2 First annual National Spay Day – worked with several local veterinarians in the community to spay and neuter animals in the underserved community during the month of February/February 23rd totaling 49 animals spayed/neutered.
- 3 Won the Parker County Today Boots, Bachelors, and Barbecue event, raising more money than any charity has raised in the history of the competition
- 4 Volunteers served a total of 11,945.37 hours of volunteer service during the FY 2017
- 5 Adopted out 2,123 animals, returned to owner 1098 animals, and rescued 890 animals. Began a Field Return to Owner program and had 34 successful reunions

Muni./Comm. Svcs—Animal Services

Current Objectives		Target Completion Date
1	Maintain Live Release Rate while decreasing Length of Stay average.	Ongoing
2	Accomplish donation goals for the Capital Campaign	Ongoing
3	Improve Field Return to Owner project and shorten Length of Stay for the animals.	Ongoing
4	Maintain our online volunteer management program through Better Impact to track hours and activities as well as improve our volunteer program.	Ongoing
5	Improve shelter husbandry and enrichment for shelter pets.	Ongoing

Performance Dashboard

Workload Measures		FY14	FY15	FY16	FY17
1	Number of animals intaken	4,483	4,935	5,564	6,063
2	Number of animals dispositioned, less euthanasia	3,689	4,427	5,026	5,169
3	Number of customers assisted	5,615	5,858	6,581	5,898
4	Number of surgeries completed	2,147	2,753	3,206	3,425
5	Number of Bite Reports	13	122	255	230
6	Calls for Service	1,810	2,704	3,277	3,197

Key Result Indicators		FY14	FY15	FY16	FY17
1	Goal of 90% or higher live release rate	89.0%	93.5%	94.4%	96.0%
2	Number of incidents closed	1,810	2,704	3,277	3,197
3	Average Length of Stay (days)	11.14	12.54	9.67	9.77
4	Number of Return to Owners	752	817	971	1,133

Budgetary Issues

With increasing intake numbers, the shelter has a need to expand their facilities. With this expansion will come an increase in operational costs that could be realized within the next five years. Staff will work closely with the Budget Office to adequately plan for this increase in cost.

Muni./Comm. Svcs—Animal Services

Position Summary	FY16	FY17	FY18	FY19
AC Vet Tech (Full Time)	2	2	2	1
Animal Care Tech (Full Time)	4	4	4	4
Animal Control Officer (Full Time)	2	2	2	2
Animal Care Specialist (Full Time)	1	1	1	1
Campaign Coordinator (Part Time, Temporary)	1	1	1	0
Director Animal Services (Full Time)	1	1	1	0
Assistant Director (Full Time)	0	0	0	1
Operations Manager (Full Time)	1	1	1	1
Sr. Animal Vet. Tech. (Full Time)	0	0	0	1
Sr. Animal Care Tech (Full Time)	1	1	1	1
Sr. Animal Control Officer (Full Time)	1	1	1	1
Sr. Animal Care Specialist (Full Time)	1	1	1	1
Total	15	15	15	14

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 692,239	\$ 845,885	\$ 867,769	\$ 842,095	\$ 823,244
Supplies	\$ 156,132	\$ 152,218	\$ 199,107	\$ 169,052	\$ 184,591
Contractual	\$ 153,155	\$ 188,097	\$ 252,547	\$ 246,880	\$ 195,679
Capital	\$ 38,539	-	\$ 26,350	\$ 28,632	\$ 11,000
Total	\$ 1,040,065	\$ 1,186,200	\$ 1,345,773	\$ 1,286,658	\$ 1,214,514

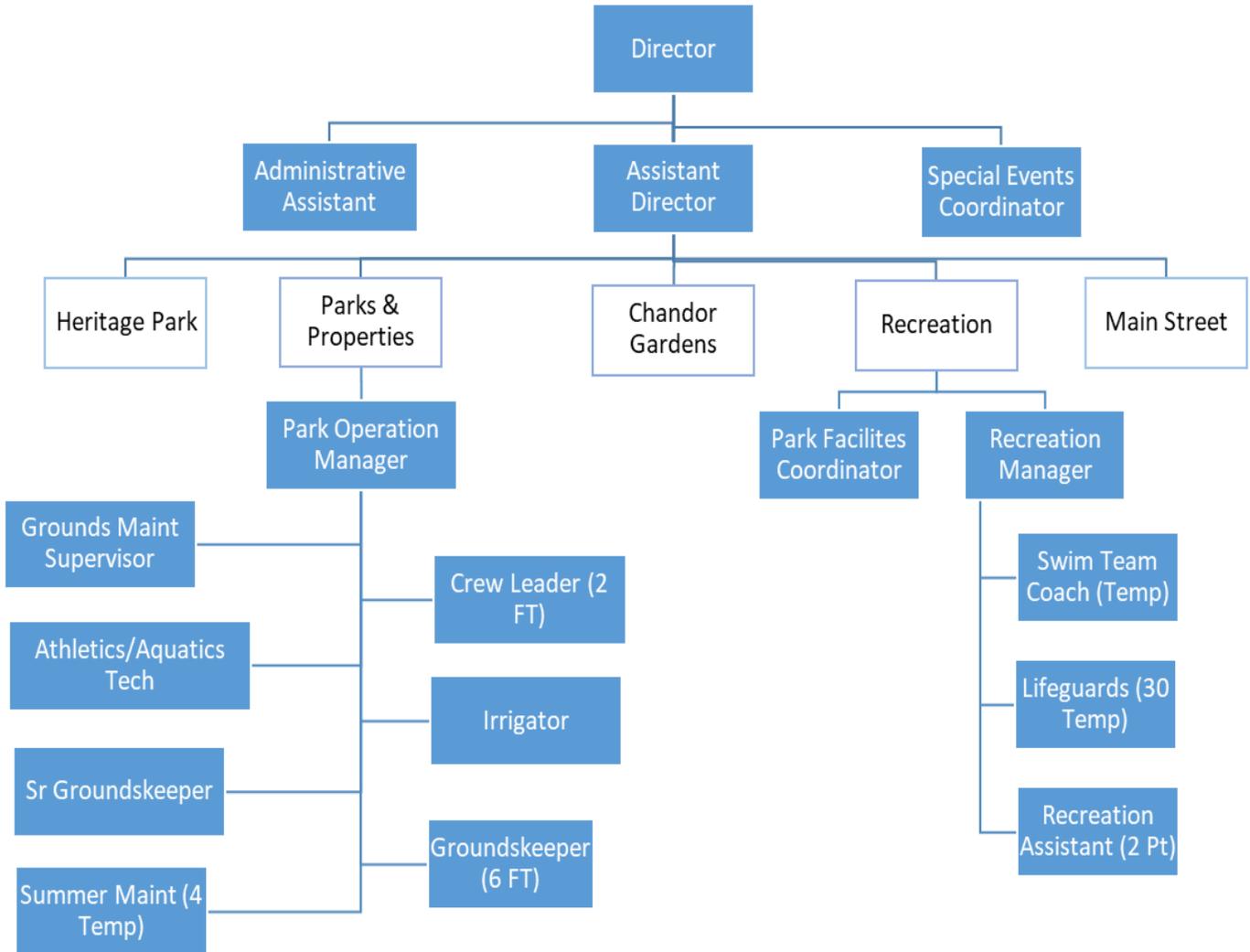
Significant Budget Changes

This Department was added as a part of Municipal & Community Services as of FY17. For FY19, an additional position was added, Assistant Director over Animal Services, in order to help run this division. Funding for this position will come in part from interlocal agreements with surrounding governments.

Supplemental Funding Item	Ongoing	One-Time
Assistant Director	\$ 52,834	
AS Washer and Dryer		\$ 12,734
AS Anesthesia Machine		\$ 3,900
AS Autoclave		\$ 5,000
AS Replace Police Polaris		\$ 11,000
	\$ 52,834	\$ 32,634



Parks & Recreation



Parks & Recreation—Parks & Properties

Service Type	Service Area	Fund	Dept/Division
External	Community Quality	General	Parks & Recreation / Parks & Properties

Related Strategic Areas

Ensure Sustainable Services

Purpose and Description of the Service

The Parks & Recreation Department is responsible for the maintenance and upkeep of all city parks, landscaping of city facilities, operations of First Monday Trade Days, and all recreation programming. It is also responsible for maintenance and operations of Chandor Gardens and coordinates any special events within the city. This department manages several special events which includes Weatherford Blooms, Spark in the Park, and Holiday in the Park each year. As of FY16, the First Monday division is located in a separate fund, called the Heritage Park Events Fund.

General Departmental Goals

- 1 To improve on daily maintenance standards and create accurate and trackable work data.
- 2 To focus on the details within the existing park system by more frequent park and playground inspections.

FY17 or FY18 Noteworthy Accomplishments

- 1 Quannah Hill Restrooms
- 2 Veterans Memorial Park
- 3 Drainage at Love Playground/Pour in Place ADA swings
- 4 Add drinking fountains and picnic areas at Heritage Park
- 5 Built a splash pad, pavilion and playground at Marshall Park

Current Objectives

Current Objectives	Target Completion Date
1 Focus on maintenance of existing parks	All year
2 Construct restrooms at Heritage Park	Jan-19
3 Construct restrooms at Marshall Park	Mar-19
4 Improve the spring at Soldier Spring Park	Feb-19

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 784,800	\$ 721,507	\$ 762,441	\$ 759,901	\$ 790,938
Supplies	\$ 154,439	\$ 178,926	\$ 217,062	\$ 214,544	\$ 196,636
Contractual	\$ 357,429	\$ 457,640	\$ 437,029	\$ 464,611	\$ 447,910
Capital	\$ -	\$ 107,987	\$ 79,680	\$ 81,218	\$ 16,452
Total	\$ 1,296,668	\$ 1,466,061	\$ 1,496,212	\$ 1,520,273	\$ 1,451,936

Parks & Recreation—Parks & Properties

Budgetary Issues

The increasing need for equipment and personnel to keep up with the growing use of park properties. If we can continue to grow the mowing contract we can use current staff to help maintain the large workload of safety and maintenance needs throughout the park system without asking for an increase in personnel.

Position Summary	FY16	FY17	FY18	FY19
Groundskeeper (Full Time)	7	5	5	6
Groundskeeper (Part Time)	1	1	1	0
Light Equipment Operator (Full Time)	1	0	0	0
Summer Maintenance (Part Time)	6	4	4	4
Licensed Irrigator (Full Time)	1	0	0	1
Athletic & Aquatic Tech (Full Time)	0	1	1	1
Grounds Maint Supervisor (Full Time)	2	1	1	1
Park Operations Manager (Full Time)	0	1	1	1
Crew Leader (Full Time)	2	3	3	3
Sr. Groundskeeper (Full Time)	1	2	2	1
Total	21	18	18	18

Supplemental Funding Item	Ongoing	One-Time
15ft. Bat-Wing Mower	\$	- \$ 16,452
	\$ 0	\$ 16,452

Parks & Recreation—Recreation

Service Type	Service Area	Fund	Dept/Division
External	Community Quality	General	Parks & Recreation / Parks & Properties

Related Strategic Areas

Ensure Sustainable Services

Purpose and Description of the Service

The Recreation Division enriches the lives of the community by providing staff, facilities, and resources for a variety of leisure activities, programs, and opportunities in both structured and unstructured settings. With our web based software; these services and amenities are available ONLINE to cover a broad demographic of the population of our City. The Parks and Recreation division operates the municipal pool, oversees the community buildings, pavilions & ball field rentals, along with coordinating various recreational endeavors, athletic programs, and special events. It also encompasses the various City sponsored or partnering Special Events held at Heritage Park and Chandor Gardens. Recreation division also offers and organizes staff development activities for employees.

General Departmental Goals

- 1 Diversify summer activities within all parks to reach more of the community.
- 2 Actively seek community input for new programs.
- 3 Create new outdoor program that reaches a more diverse group of citizens.

FY17 or FY18 Noteworthy Accomplishments

- 1 Updated the Learn to Swim program
- 2 Created a Geocaching series
- 3 Developed a Pickleball program

Current Objectives

Current Objectives	Target Completion Date
1 Establish multiple new programs. Camp Holland Outdoor camp, Ping Pong Social Club, kayak rental program, and newbie computer class for the computer-impaired portion of the city	Summer of 2019

Parks & Recreation—Recreation

Performance Dashboard

Workload Measures		FY14	FY15	FY16	FY17
1	Ball field preps		170	210	228
2	Pool Admissions		9,813	10,371	13,225
3	Baseball tournaments	n/a	n/a	22	15

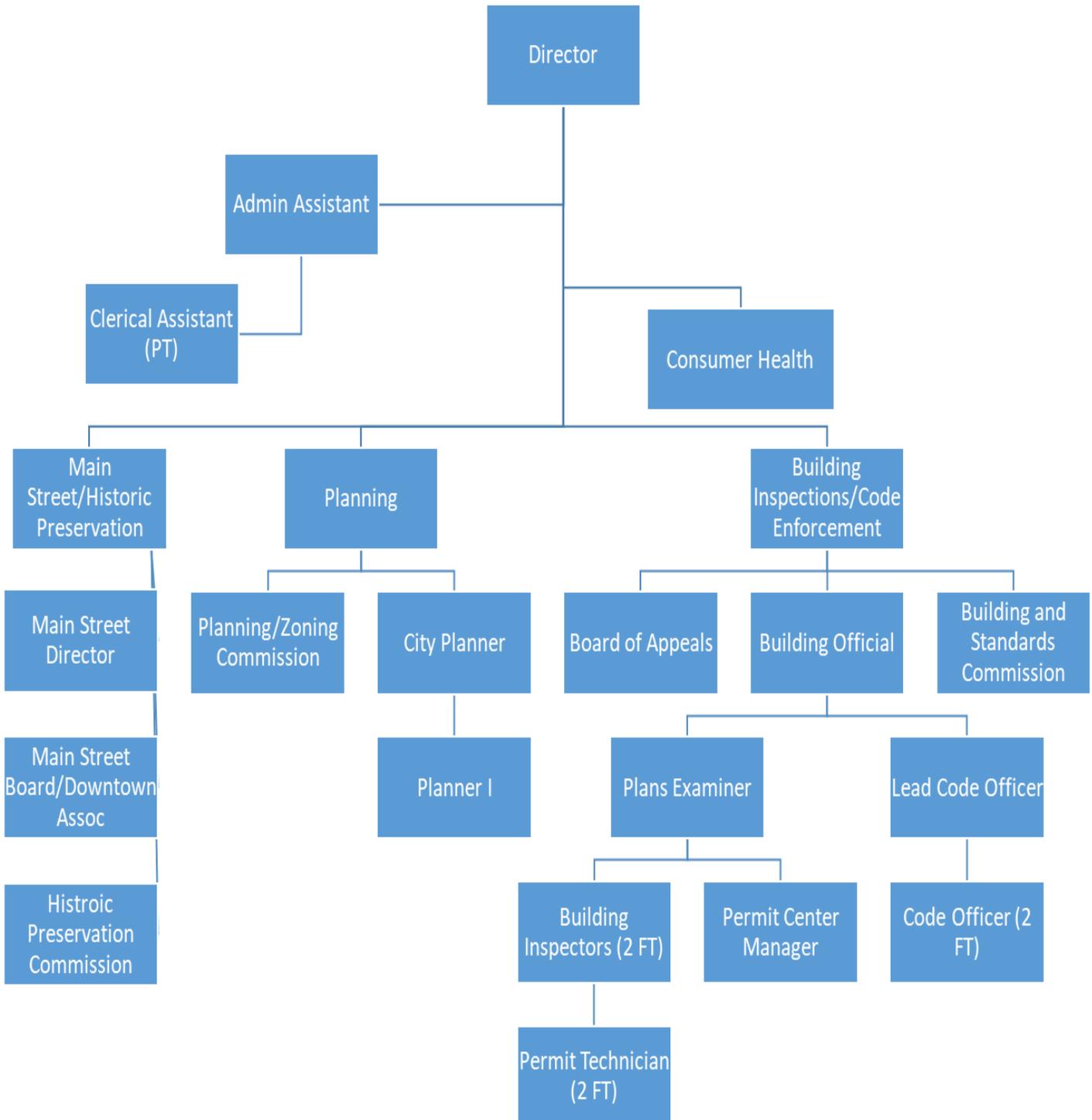
Key Result Indicators		FY14	FY15	FY16	FY17
1	Facility Rental Revenue	\$ 52,551	\$ 57,420	\$ 73,327	\$ 71,557.20
2	Program Revenue	\$ 66,503	\$ 53,119	\$ 37,199	\$ 46,768.94
3	Pool Revenue	\$ 949	\$ 100,059	\$ 94,686	\$ 86,159.00

Position Summary*	FY16	FY17	FY18	FY19
Recreation Assist (Part Time)	1	2	2	2
Director Parks & Rec (Full Time)	1	1	1	1
Assist Dir Of Parks & Rec (Full Time)	0	0	1	1
Park Facilities Assist (Part Time)	1	0	0	0
Special Events Coord. (Full Time)	1	1	1	1
Athletic & Aquatic Tech (Full Time)	1	0	0	0
Parks Department Coord (Full Time)	1	1	1	1
Recreation Manager (Full Time)	1	1	1	1
Total	7	6	7	7

* The Recreation Division is responsible for staffing the City's pools in the Summer months. Various part-time personnel will be hired during those months, which will add to the Division's position count.

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 432,022	\$ 473,570	\$ 596,617	\$ 580,008	\$ 525,765
Supplies	\$ 84,78	\$ 77,632	\$ 73,537	\$ 80,122	\$ 87,896
Contractual	\$ 94,645	\$ 66,212	\$ 77,028	\$ 78,846	\$ 68,965
Capital	\$ -	\$ -	\$ 27,000	\$ 27,000	\$ -
Total	\$ 611,405	\$ 617,414	\$ 774,182	\$ 765,976	\$ 682,626

Development & Neighborhood Services



Development & Neighborhood Services

Service Type	Service Area	Fund	Dept/Division
External	Growth & Development	General	Development & Neighborhood Services

Related Strategic Areas

- Plan for Future
- Improve Marketability
- Facilitate Quality Development

Specific Goals

- Implement the new General Plan
- Focus on developing downtown, Heritage Park, and York Avenue areas
- Develop new anti-monotony, landscaping, residential standards
- Develop historic design guidelines, design handbook, develop downtown overlay district
- Revise subdivision ordinance, tree ordinance

With its specific focus on future growth and land use, Development & Neighborhood Services is at the center of the City's strategic plan. Staff and consultants recently completed a new City-wide General plan, which included citizen interaction via "town-hall" meetings and an Advisory Committee. City Council adopted the plan on January 23, 2018. The Department also plays an integral role in the development of targeted areas of the City, thereby improving Weatherford's marketability.

Purpose and Description of the Service

Development & Neighborhood Services oversees five major functions. The Planning Division is responsible for regulating land use development by implementing the policies and regulations established by the City Council and the State of Texas. Those duties include: professional planning and zoning research, providing information to the public regarding the city's General Plan, zoning requirements, subdivision rules and development standards, and facilitating historic preservation. The Building Division ensures that commercial buildings and residential homes constructed, altered, or maintained in the City of Weatherford meet the adopted standards for building including life safety. Duties include commercial and residential plan review, permitting, and inspections. The Code Compliance Division insures that neighborhoods, properties and buildings meet the maintenance and nuisance codes of the City. The Main Street/Historic Preservation Division improves the Downtown, works with the Association to increase tourism and marketing. It also works with the downtown, neighborhoods and individual properties to preserve Weatherford's history. The Consumer Health division conducts inspections of food establishments, child care facilities, mobile food units, convenient stores, retail grocery stores, public swimming pools and spas, and temporary food establishments (includes seasonal food vendors and food vendors at special events). Consumer Health is also responsible for investigating environmental complaints, conducting plan reviews, conducting pre-opening inspections for new businesses and/or conducting walk thrus for extensive remodeling on existing businesses. The Division processes the permits and requests but third-party licensed health officers review plans and perform inspections.

General Departmental Goals

- 1 Continue revising and streamlining development ordinances and processes and work with applicants to increase knowledge of codes/permitting.
- 2 Facilitate Quality Development and create incentives to promote historic preservation and infill development
- 3 Expand code compliance efforts to become more proactive and encourage protection/clean up of entryway corridors and gateways and to preserve existing neighborhoods.
- 4 Develop plans for one stop building permit department in remodeled old City Hall.
- 5 Expand technology-based solutions to better deliver services, information, etc.

Development & Neighborhood Services

General Departmental Goals

- 1 Continue revising and streamlining development ordinances and processes and work with applicants to increase knowledge of codes/permitting.
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- 4 Develop plans for one stop building permit department in remodeled old City Hall.
- 5 Expand technology-based solutions to better deliver services, information, etc.

FY17 or FY18 Noteworthy Accomplishments

- 1 Adopted General Plan in January 2018.
- 2 Approval and implementation of land use charts.
- 3 Successful start of Weatherford Downtown Business Alliance of Texas to combine efforts of downtown businesses.
- 4 Started the City of Weatherford Community Revitalization Team (CRT) to include other departments in compliance process.
- 5 Updated the Consumer Health webpage to include things that residents can do to prevent/repel mosquitoes.

Current Objectives

- 1 Continue to work toward implementing online permitting solutions.
- 2 Further integrate Consumer Health into department processes.
- 3 Data integrity for online mapping.
- 4 Further integration of other master plans into daily processes.
- 5 Improve reporting functions.

Performance Dashboard

Workload Measures		FY14	FY15	FY16	FY17
1	Plats and zoning cases processed	31	37	313	330
2	Code enforcement cases opened/substandard structures handled	420	413		547
3	Number of Public Meetings staffed by P&D	87	113		74

Key Result Indicators		FY14	FY15	FY16	FY17
1	Number of permits issued	2,049	2,400	2,216	2348
2	New single family homes	197	220	211	207
3	Substandard Structures Handled	18	22	23	27
4	# of downtown special events assisted by Main St.	3	13		20

Development & Neighborhood Services

Budgetary Issues

The Department had several budgetary needs met last year but are still facing some needs due to re-modeling and consistent growth within the City. Because the Department works in conjunction with nearly all other City departments for permitting, inspection and other customer needs, in order to maintain high-level customer service, staffing needs to be addressed and workflow processes need refining. The Department would also benefit from additional training, technological upgrades regarding TRAKit software, on-line permitting, GIS improvements, and furniture upgrades to the conference room.

Position Summary	FY16	FY17	FY18	FY19
Building Inspector (Full Time)	2	2	2	2
Building Official (Full Time)	1	1	1	1
Planning Tech (Full Time)	0	1	1	1
Plans Examiner (Full Time)	1	1	1	1
Director Of Plan & Dev (Full Time)	1	1	1	1
City Planner (Full Time)	1	2	2	2
Permit Tech (Full Time)	2	1	1	1
Permit Center Manager (Full Time)	0	0	0	1
Admin Assistant (Part Time)	1	1	1	0
Administrative Assist. (Full Time)	1	1	1	1
Main Street Coordinator (Full Time)*	1	1	1	1
Total	11	12	12	12

* This position is partially funded out of the Hotel/Motel Tax Fund.

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 737,113	\$ 839,082	\$ 967,621	\$ 864,571	\$ 946,289
Supplies	\$ 19,427	\$ 14,121	\$ 50,439	\$ 51,829	\$ 91,892
Contractual	\$ 174,537	\$ 175,876	\$ 201,222	\$ 200,802	\$ 61,077
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 931,077	\$ 1,029,079	\$ 1,219,282	\$ 1,117,202	\$ 1,099,258

Supplemental Funding Item	Ongoing	One-Time
Remodel of OCH and conference room	\$ -	\$ 70,000
	\$ -	\$ 70,000

Dev./Neighborhood Svcs.—Code Enforcement

Service Type	Service Area	Fund	Dept/Division
External	Community Quality	General	Dev. & Neighborhood Svcs / Code Enforcement

Related Strategic Areas

Plan for Future
Improve Marketability

Specific Goals

Emphasize enforcement against violators with blighting effect on adjacent property owners, neighborhoods and commercial areas.

Prioritize limited resources and efforts on a "worst first" basis to address those violators with the largest negative impacts.

Weatherford's Code Enforcement division helps to fulfill the strategic goal of ensuring quality development through enforcing codes, ensuring all development is held to the quality standards of the City.

Purpose and Description of the Service

The mission of the Weatherford Code Compliance Team is to have a positive impact on the City as a whole and to improve the quality of life throughout the community. Code Compliance is responsible for preserving the quality and value of public and private property, and maintaining a high standard of living by eliminating conditions that threaten the health, safety, life and general welfare of the public.

General Departmental Goals

- 1 Develop community outreach information on common violations.
- 2 Research and develop list of organizations and groups to assist citizens who need help with violation compliance.
- 3 Development communication with other local and State agencies for compliance assistance.

FY1 or FY18 Noteworthy Accomplishments

- 1 Hired entire new staff (3FTE) November 2017, appointed Code Manager in February; all officers trained/certified by April 2018
- 2 Effective handling of substandard buildings through demolition or remodel process.
- 3 Started Code Enforcement Review Committee (CMO&Attorneys) for prioritizing worst violations throughout the City.
- 4 Incorporated new research tools to help identify property owners.
- 5 Used COW Community Revitalization Team, (CRT) to include other city departments, church groups, fire, police in compliance process.

Current Objectives

- 1 Refine the substandard building process to include available agencies for compliance assistance.
- 2 Utilize computers to automate letters, update TrakIt in the field with violations, pictures, compliance inspections, etc.
- 3 Prioritize code issues, non-conforming zoning cases, used car lots, outside storage, tires, signs along gateways/major corridors
- 4 Gain voluntary compliance on code compliance issues & obtaining assistance from outside organizations, neighborhood groups
- 5 Increase COW Community Revitalization Team, (CRT) efforts, include city departments, church groups, fire, police in compliance process.

Dev./Neighborhood Svcs.—Code Enforcement

Performance Dashboard

Workload Measures		FY14	FY15	FY16	FY17
1	Number of citizen complaint responses resulting in cases opened	660	419	622	547
2	Number of citizen complaints handled per officer	220	209	311	274

Key Result Indicators		FY14	FY15	FY16	FY17
1	Average days to resolve case from initial complaint to compliance	11	7	5	5
2	Percentage of cases closed based upon compliance received	97%	99%	98%	99%
3	Percentage of repetitive violation properties	25%	11%	8%	5%

Position Summary	FY16	FY17	FY18	FY19
Code Enforcement Officer (Full Time)	1	1	1	2
Code Enforcement Officer (Part-Time)	0	0	0	0
Lead Code Compliance Officer (Full Time)	1	1	1	1
Total	2	2	2	3

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 149,953	\$ 132,427	\$ 135,497	\$ 143,628	\$ 183,083
Supplies	\$ 5,546	\$ 4,069	\$ 28,925	\$ 25,256	\$ 9,963
Contractual	\$ 14,429	\$ 36,494	\$ 28,231	\$ 27,207	\$ 29,581
Capital	\$ -	\$ 43,922	\$ 41,400	\$ 44,174	\$ -
Total	\$ 169,927	\$ 216,912	\$ 234,053	\$ 240,265	\$ 222,627

Supplemental Funding Item	Ongoing	One-Time
Additional training for Code	\$ 1,750	\$ -

Dev./Neighborhood Svcs.—Consumer Health

Service Type	Service Area	Fund	Dept/Division
External	Community Quality	General	Dev. & Neighborhood Svcs / Code Enforcement

Related Strategic Areas

Plan for Future
Improve Marketability

Specific Goals

Ensure quality development
Utilize third party inspection and plan review services (Bureau Veritas) to provide timely, independent health services
To streamline the process, delete unnecessary requirements and inspections and expedite reviews and annual inspections

Purpose and Description of the Service

The Consumer Health division conducts inspections of food establishments, child care facilities, mobile food units, convenient stores, retail grocery stores, public swimming pools and spas, and temporary food establishments (includes seasonal food vendors and food vendors at special events). It is also responsible for investigating environmental complaints (restaurant complaints, public swimming pool/spa complaints, hotel/motel complaints, mosquito complaints), conducting plan reviews, managing/editing the City of Weatherford Consumer Health webpage, conducting pre-openings inspections for new businesses and/or conducting walk thrus for extensive remodeling on existing businesses. Lastly, the division provides education in food safety by providing food handler classes to employees in both English & Spanish.

General Departmental Goals

- 1 Ensure a healthy environment in food service facilities by trying to prevent foodborne illnesses and conditions that cause illness.
- 2 Ensure healthy food facilities by routine periodic inspections, plan review, operator education, and regulation enforcement.

FY17 or FY18 Noteworthy Accomplishments

- 1 Continued working on digitizing health inspection forms for use out in the field through an app on an iPad device.
- 2 Staff/contract health inspectors continued to provide minimum standards on inspections, respond to inquiries, provide information and respond to complaints from customers/businesses/employees while the only full time health inspector was out of the office on leave.
- 3 Updated the City of Weatherford Consumer Health Dept. webpage to include things that residents can do around their house to prevent/repel mosquitoes (to include plants, outdoor foggers, etc.)

Dev./Neighborhood Svcs.—Consumer Health

Current Objectives

- 1 Coordinate efforts with other City of Weatherford departments to enforce/notify residents to get rid of areas around their house/business that are harboring mosquitoes
- 2 Increase efforts to the City of Weatherford Mosquito Public Awareness to educate residents about the deadly diseases that they carry and to provide tips for preventing exposure and transmission (information on the City website, Facebook page, door hangers, etc.)
- 3 Continue contracting outside professional contract services for mosquito management services (training, disease testing, reports, and adult mosquito control).
- 4 Assessing the infrastructure of the health department to benefit the citizens/visitors/businesses of Weatherford (prompting part-time administrative assistant to full-time and instead of contracting out a portion of the health inspection, hire another full-time health inspector.

Performance Dashboard

Workload Measures		FY14	FY15	FY16	FY17
1	Number of Inspections Conducted (This Includes Routine, Compliance, Courtesy & Temporary)	616	684	587	614
2	Number of Plan Reviews Conducted	22	19	14	20
3	Number of Food Handler Classes Taught	9	8	3	0
4	Number of Complaints/Field Investigation Inspections	25	33	23	27
5	Number of Revised Occupancy/Pre-Opening Inspections			47	52

Key Result Indicators		FY14	FY15	FY16	FY17
1	Number of re-inspection/compliance inspections completed on time		90%	85%	87%
2	Number of establishments that scored 10 points or higher on their re-inspection/compliance inspections (from their initial inspection)		85%	90%	84%
3	Number of establishments that passed initial inspection with a score of an 80 or higher		80%	85%	83%

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 82,102	\$ 70,311	\$ 87,224	\$ 70,673	\$ 67,139
Supplies	\$ 1,372	\$ 2,900	\$ 12,725	\$ 12,616	\$ 12,871
Contractual	\$ 55,451	\$ 37,246	\$ 50,470	\$ 52,397	\$ 66,970
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 138,925	\$ 110,456	\$ 150,419	\$ 135,686	\$ 146,980

Dev./Neighborhood Svcs.—Consumer Health

Budgetary Issues

The City's growth and addition of food establishments have put more pressure on this Division. Utilizing 3rd party Health Services will reduce the need for additional personnel to increase growth but increases costs. However, health fees can be reviewed and increased to offset the additional consulting expense.

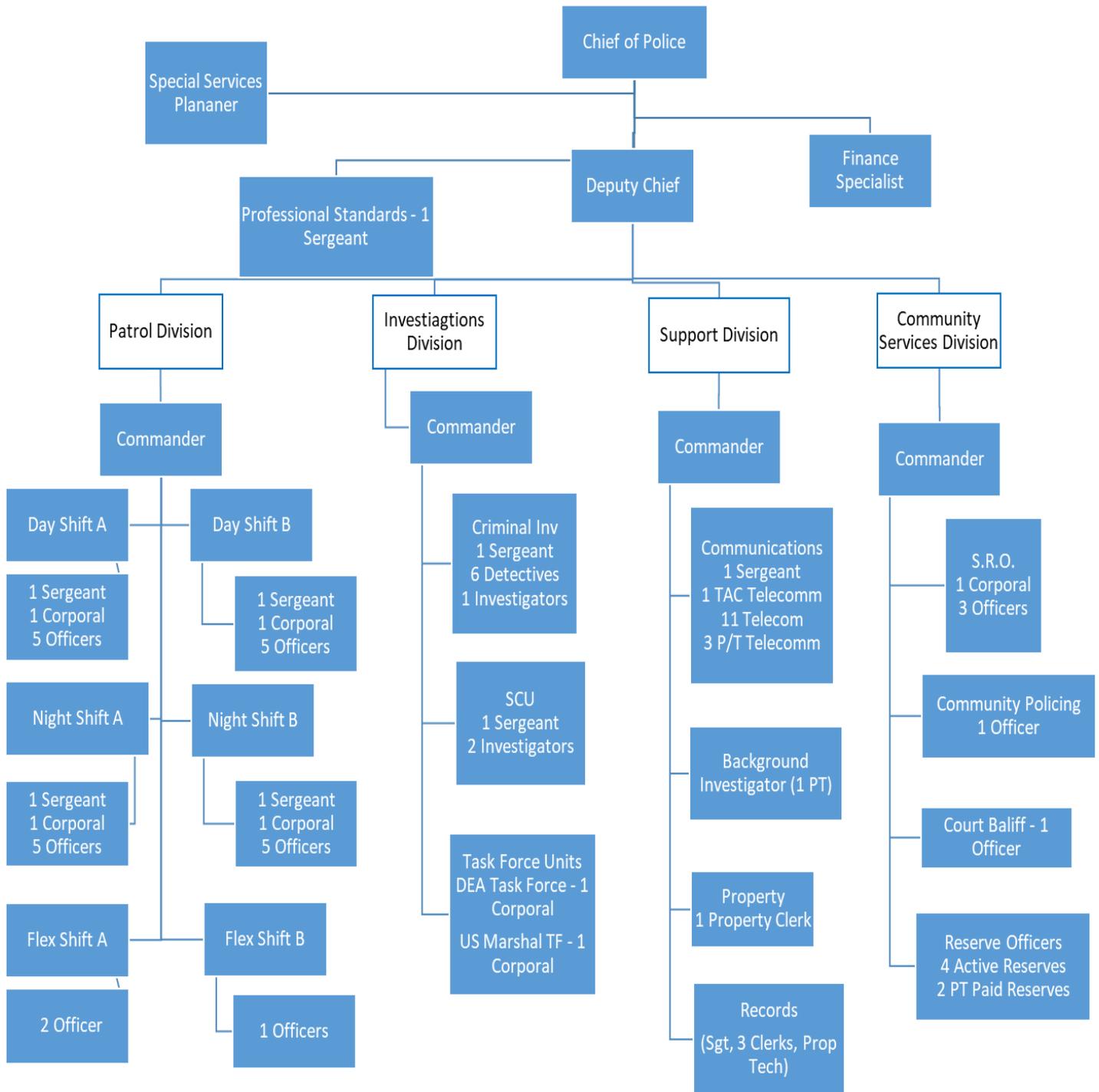
Position Summary	FY16	FY17	FY18	FY19
*Consumer Health Inspector (Full Time)	1	1	1	1
Total	1	1	1	1

*At the end of FY18, staff decided to outsource all consumer health duties. The City will utilize the salary savings to pay for the consumer health contract.

Police Department



Police Department



Police Department

Service Type	Service Area	Fund	Dept/Division
External	Public Safety	General	Police Department

Related Strategic Areas

Plan for Future

Specific Goals

Ensure quality development

The City of Weatherford is experiencing a period of strong population growth and the City's strategic plan reflects such. The City Council and staff are focusing on growing City operations in a smart way to ensure we maintain our key service levels due to population growth. The police department is a member of our Public Safety service area and will continue to focus on providing support necessary to ensure our City is safe, both presently and into the future.

Purpose and Description of the Service

The Weatherford Police Department provides professional public safety services for the City of Weatherford. The department is directed to preserve law and order and to enforce state and local laws and ordinances. The department's operating budget is composed of general tax dollars. Special programs and capital purchases are financed through tax dollars, grants, and seized funds. The Weatherford Police Department is organized into four divisions: Patrol, Investigations, Support, and Community Services. Each division works together to achieve the department's mission of enriching our community through exceptional professionalism, collaboration, and commitment to proactive policing.

General Departmental Goals

- 1 Hiring, investing, and retaining quality employees to provide exceptional police services.
- 2 Reduce crime for a safer community.
- 3 Prepare for future growth, needs, and opportunities.

FY17 or FY18 Noteworthy Accomplishments

- 1 Body worn cameras and in-car cameras were successfully deployed throughout the Department.
- 2 All sworn personnel successfully completed de-escalation training.
- 3 TASERS were fully deployed to sworn officers.
- 4 Four ballistic shields were deployed to the Patrol Division.
- 5 Purchased 4 special use vehicles through a state grant for use at special events, trail patrols, missing person searches, etc.

Police Department

Current Objectives		Target Completion Date
1	Select and implement a new Computer Aided Dispatch and Law Enforcement Records Management System software.	1/1/2020
2	Successfully implement Data Driven Approaches to Crime and Traffic Safety.	6/1/2019
3	Implement the Lexipol Policy platform to track policy archives and reduce agency and officer liability.	10/1/2019
4	Improve processes to improve efficiency and reduce individual workload.	10/1/2019
5	Develop and implement Community Oriented Policing programs specifically aimed at youth, neighborhoods, businesses, and seniors.	10/1/2019

Performance Dashboard

Workload Measures		FY14	FY15	FY16	FY17
1	Calls for Service	17,757	28,556	37,777	40,141
2	Number of 9-1-1 Calls	15,676	16,737	16,827	17,480
3	Total Arrests	1,593	1,595	1,792	1,763
	Traffic Stops	10,999	10,132	11,121	9,990
4	Part I Crimes	734	654	663	724

Key Result Indicators		FY14	FY15	FY16	FY17
1	Recognition from TPCA	0	0	1	1

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 6,959,529	\$ 7,220,214	\$ 7,231,781	\$ 7,229,816	\$ 7,623,383
Supplies	\$ 352,868	\$ 404,642	\$ 371,238	\$ 375,469	\$ 387,587
Contractual	\$ 449,361	\$ 469,856	\$ 430,580	\$ 463,809	\$ 476,687
Capital	\$ 101,008	\$ 80,159	\$ 97,356	\$ 97,356	\$ 143,000
Total	\$ 7,862,766	\$ 8,174,871	\$ 8,130,955	\$ 8,166,450	\$ 8,630,657

Budgetary Issues

Overtime costs for the growing number of special events throughout the City as well as mandatory training continues to impact the budget. The increasing number of Public Information Act requests for body worn camera and in-car video that require a large amount of staff hours to redact will also impact operations and budget. As the population and corresponding number of police calls increase, so does the need for additional staff to handle the growing workload.

Police Department

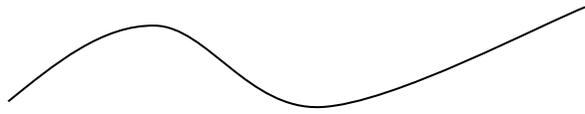
Position Summary	FY16	FY17	FY18	FY19
Office Assistant (Part Time)	1	1	1	0
Background Investigator (Part Time)	1	1	1	1
Police Telecomm Officer (Part Time)	1	1	1	3
Police Chief (Full Time)	1	1	1	1
Police Commander (Full Time)	5	5	5	4
Police Corporal (Full Time)	14	14	14	12
Police Court Bailiff (Full Time)	1	1	1	1
Police Deputy Chief (Full Time)	1	1	1	1
Police Finance Specialist (Full Time)	1	1	1	1
Police Officer (Full Time)	30	30	30	35
Police Plan & Dev Coord (Full Time)	1	1	1	1
Police Prop & Evid Tech (Full Time)	1	1	1	1
Police Records Clerk (Full Time)	2	2	2	3
Police Sergeant (Full Time)	9	9	9	9
Police TCO (Full Time)	11	11	11	11
Police TCO/TAC (Full Time)	1	1	1	1
Prop & Evidence Tech (Part Time)	1	1	1	0
Reserve Police Officer (Paid) (Part Time)	2	2	2	2
Total	84	84	84	87

Significant Budget Changes

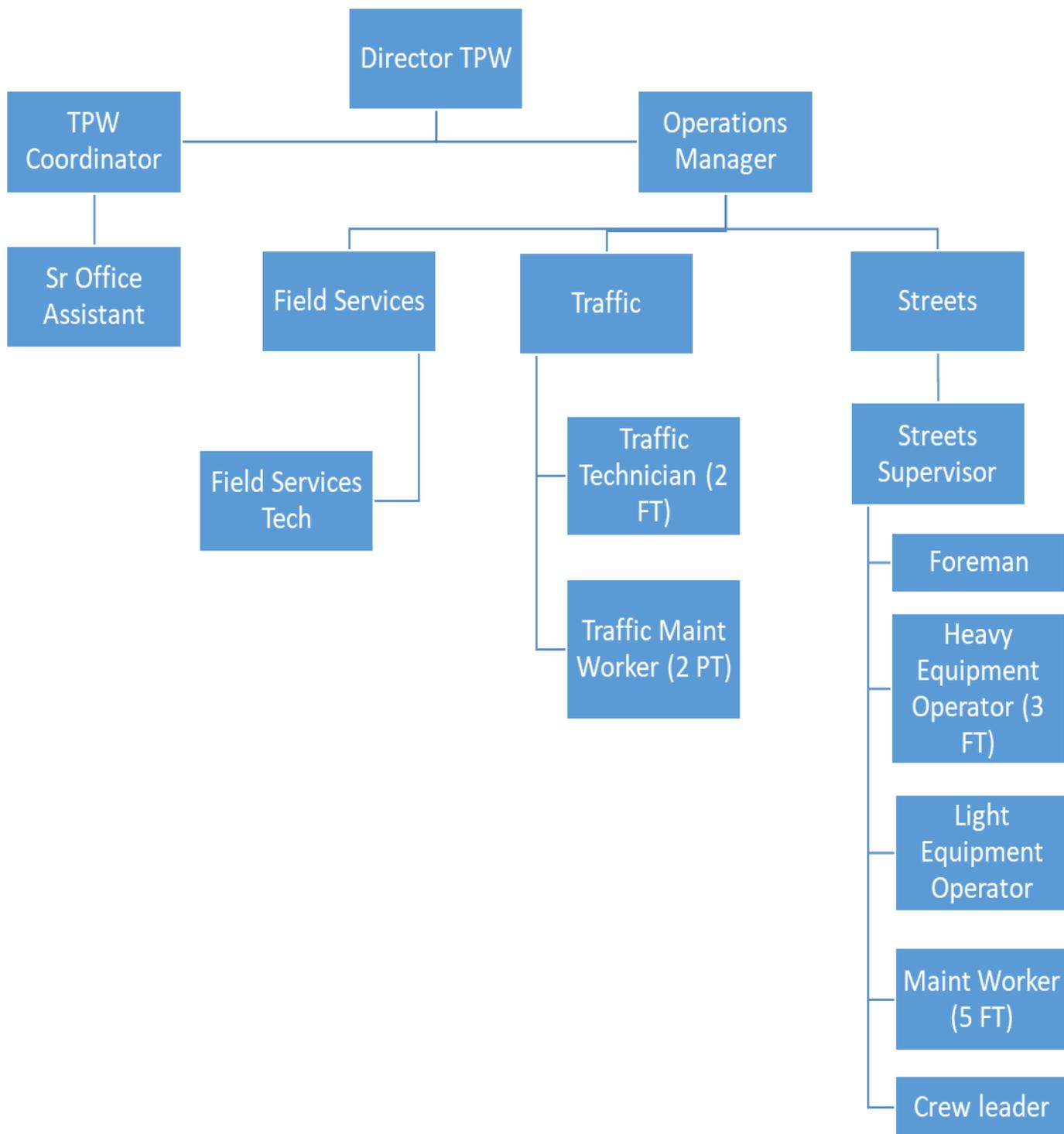
The Police Department has a significant number of employees who are eligible to retire. In FY15, FY16, and FY17, some of these employees left the City, resulting in large, non-recurring personnel costs.

Supplemental Funding Item	Ongoing	One-Time
Police Officer (K-9 Officer) (1 of 4 Requested)	\$ 72,442	\$ -
Vehicle Fleet Rotation Program - Patrol Unit 91	\$ 7,615	\$ 50,000
Vehicle Replacement Program - Unit 62	\$ 72,442	\$ 40,000
SRO Officer and vehicle- funded by WISD	\$ 72,442	\$ 75,730
SRO Officer and vehicle- funded by WISD	\$ 72,442	\$ 75,730
Purchase of Total Advanced Accident Equipment & Mapping Software	\$ -	\$ 15,000
	\$ 234,105	\$ 256,960

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Transportation & Public Works Department



Trans. & Public Works—Administration

Service Type	Service Area	Fund	Dept/Division
External	Infrastructure Management	General	Transportation & Public Works / Administration

Related Strategic Areas

Concentrate on Infrastructure

Specific Goals

Upgrade Infrastructure
 Convene a Capital Advisory Committee
 Focus on Revitalizing Transportation throughout the City

Weatherford's Transportation and Public Works Department is focused on improving City streets, traffic flow, and drainage, while also working with developers on inspections. As the administrative arm of Transportation and Public Works, this division is responsible for administering all transportation improvement projects undertaken by the City.

Purpose and Description of the Service

Transportation and Public Works oversees TPW Administration, Field Services, Traffic, Streets, and Capital Improvement Projects. Each division has specific areas of expertise that relates to each of the other divisions in unique ways. TPW Administration coordinates the efforts of all divisions into a useful tool that is designed to meet the community's need for a well-planned transportation system. Field Services provides inspection and surveying services. Traffic monitors and maintains all traffic control devices on city streets. Streets provides preventive maintenance and reconstruction of city streets, mows city rights-of-way, and maintains the drainage system.

General Departmental Goals

- 1 Develop a strategy for promoting and directing growth to correlate with the City's comprehensive thoroughfare plan.
- 2 Maintain and operate the City's transportation system.
- 3 Ensure transportation services meet the need of residents, customers and employees through the developments of annual department goals, objectives, and strategic budgeting.
- 4 Develop clear avenues of communications with citizens and respond to citizens' inquiries, complaints and/or suggestions in a timely manner.

FY17 or FY18 Noteworthy Accomplishments

- 1 Complete MicroPaver software integration with City Works.
- 2 Updated Department Goals, Mission and Vision statements.
- 3 Planned and designed bike lanes on two roads per complete street policy.

Current Objectives	Target Completion Date
1 Update City's street rehabilitation and preventative maintenance plan.	9/1/2018
2 Continue utilizing Pavement Management System to strategically evaluate the City's street system in order to spend funds appropriately.	9/1/2018
3 Complete Roundabout location master plan	9/1/2018
4 Complete City's Technical Construction Standards and Specifications Manual	9/1/2018

Trans. & Public Works—Administration

Performance Dashboard

Workload Measures		FY14	FY15	FY16	FY17
1	Number of citizen request processed	201	479	500	550
2	Number of R.O.W. construction permits processed	290	300	400	410
3	Work Orders processed	1,500	1,245	1,300	1,500

Key Result Indicators		FY14	FY15	FY16	FY17
1	Citizen requests resolved	90%	95%	96%	96%
2	R.O.W. Construction permits completed on time	99%	99%	99%	99%

Budgetary Issues

As the economy recovers, there is more development which there is an increase in construction activity. More permits and inspections are processed increasing the workload for TPW Administration.

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 476,791	\$ 536,324	\$ 511,328	\$ 521,808	\$ 534,678
Supplies	\$ 7,451	\$ 19,239	\$ 7,950	\$ 8,062	\$ 7,950
Contractual	\$ 68,606	\$ 105,917	\$ 197,369	\$ 195,884	\$ 62,186
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 552,849	\$ 661,480	\$ 716,647	\$ 725,754	\$ 604,814

Position Summary	FY16	FY17	FY18	FY19
Dir Of Capital Improvements (Full Time)	1	1	1	0
Dir Of Trans P&W (Full Time)	1	1	1	1
Trans & PW Coord. (Full Time)	1	1	1	1
TPW Operations Manager (Full Time)	1	1	1	1
Sr. Office Assistant (Full Time)	1	1	1	1
Total	5	5	5	4

Supplemental Funding Item	Ongoing	One-Time
Asphalt Zipper Reclaimer	\$ 242,411	\$ 31,256
	\$ 242,411	\$ 31,256

Trans. & Public Works—Field Services

Service Type	Service Area	Fund	Dept/Division
External	Infrastructure Management	General	Transportation & Public Works / Field Services

Related Strategic Areas

Concentrate on Infrastructure

Specific Goals

Upgrade Infrastructure

Focus on Revitalizing Transportation throughout the City

Ensure quality development

The Field Services division helps infrastructure management in Weatherford through ensuring all construction projects meet the standards of Weatherford.

Purpose and Description of the Service

Field Services provides survey services for design needs of construction projects within the city's rights-of-way, as well as inspection and testing services on right-of-way excavation and capital road projects. Field services staff also coordinate and manage street rehabilitation projects with street division and other private or public entities.

General Departmental Goals

- 1 Perform accurately and timely inspections of private utility company construction and public infrastructure construction projects to ensure with plans, applicable City standards and specifications.
- 2 Ensure efficient and timely construction of infrastructure improvements assigned to the Department.
- 3 Respond in a timely manner and facilitate appropriate and feasible resolution to concerns and issues posed by internal and external customers. Promptly and courteously respond to resident requests for service. Efficiently manage and interpret general and technical information in order to respond accurately and timely to internal and external customer question and requests.
- 4 Perform accurately and timely surveying/ CAD services for street projects and other departments.

FY17 or FY18 Noteworthy Accomplishments

- 1 Designed and surveyed 8 major street rehab projects including storm drainage.
- 2 Inspected 6 major residential developments.

Current Objectives

Current Objectives	Target Completion Date
1 Continue providing timely inspections on residential and commercial developments	9/1/2018
2 Continue providing quality control, inspections and surveying for street rehab and stormwater projects.	9/1/2018

Trans. & Public Works—Field Services

Performance Dashboard

Workload Measures		FY14	FY15	FY16	FY17
1	Private Development construction inspections performed (Hrs.)	60	500	550	1,200
2	Capital Improvement Project inspections performed (Hrs.)	650	400	200	600
3	Right-of-Way construction inspections performed (Hrs.)	250	300	320	500
4	Surveys and CAD requests/performed (hrs.)	220	300	320	350

Key Result Indicators		FY14	FY15	FY16	FY17
1	Inspections completed within 24 hours	90%	95%	95%	98%
2	Surveys completed on schedule	100%	100%	100%	100%
3	CAD plans completed on schedule	100%	100%	100%	100%

Position Summary	FY16	FY17	FY18	FY19
Field Service Tech (Full Time)	1	1	1	1
Total	1	1	1	1

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 60,499	\$ 63,571	\$ 67,038	\$ 68,507	\$ 67,630
Supplies	\$ 13,121	\$ 5,888	\$ 11,501	\$ 8,181	\$ 11,793
Contractual	\$ 72,422	\$ 66,364	\$ 209,502	\$ 210,075	\$ 11,192
Capital	\$ -	\$ 13,814	\$ 150,000	\$ 150,000	\$ -
Total	\$ 146,042	\$ 149,637	\$ 438,041	\$ 436,763	\$ 90,615

Budgetary Issues

With the increase in developments, staff is being inundated with inspections. Already contracting inspection services. Either increase funding for inspection services or acquire a FT construction inspector.

Trans. & Public Works—Traffic

Service Type	Service Area	Fund	Dept/Division
External	Infrastructure Management	General	Transportation & Public Works / Traffic

Related Strategic Areas

Concentrate on Infrastructure

Specific Goals

Upgrade Infrastructure

Focus on Revitalizing Transportation throughout the City

As development increases throughout the City, so will traffic flow. This division will work to assess traffic needs and plan for the best method of meeting those needs.

Purpose and Description of the Service

The Traffic Division is responsible for assessing short and long-term traffic flow needs by constantly monitoring traffic volumes. Proper installation, repair, and maintenance of all traffic control devices are also under the division's direction. The increased traffic volumes within the city make this division and its functions critical to the city's economic vitality and the quality of life for citizens.

General Departmental Goals

- 1 Ensure traffic signs meet City's, State, and Federal guidelines.
- 2 Continually improve and maintain City's pavement markings and traffic control.
- 3 Continue developing guidelines and acquiring traffic count data for assessment of traffic impacts.
- 4 Continue assisting public and private special events with traffic control.
- 5 Continue assisting citizens and motorists on residential traffic calming programs.

FY17 or FY18 Noteworthy Accomplishments

- 1 Implemented new neighborhood sign toppers
- 2 Successfully upgraded 80% of street name signs to meet MUTCD compliance program.
- 3 Installed first Bike lanes on Foster and Russell Street.

Current Objectives

Current Objectives	Target Completion Date
1 Complete street name sign compliance to meet MUTCD standards.	9/1/2018
2 Rehab approximately 10,000 linear feet of pavement markings.	9/1/2018

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 117,423	\$ 113,444	\$ 137,937	\$ 128,339	\$ 179,965
Supplies	\$ 67,647	\$ 68,343	\$ 80,360	\$ 92,285	\$ 85,827
Contractual	\$ 8,475	\$ 5,361	\$ 14,638	\$ 14,337	\$ 14,638
Capital	\$ 17,100	\$ 7,673	\$ 44,995	\$ 44,995	-
Total	\$ 210,644	\$ 194,820	\$ 277,930	\$ 279,956	\$ 280,430

Trans. & Public Works—Traffic

Performance Dashboard

Workload Measures		FY14	FY15	FY16	FY17
1	Number of traffic signs replaced, repaired, and installed	2,300	2,500	2,200	2,000
2	Linear feet of pavement markings installed	2,600	4,500	5,000	8,000
3	Hours of Traffic Control for special events, departments, emergency, etc.	86	250	320	520

Key Result Indicators		FY14	FY15	FY16	FY17
1	Traffic signs placed on schedule	100%	100%	100%	99%
2	Traffic Control placed on schedule	100%	100%	100%	99%
3	Citizen Requests completed within 48 hours	100%	100%	100%	99%

Position Summary	FY16	FY17	FY18	FY19
Traffic Technician (Full Time)	2	1	1	2
Traffic Maintenance Worker I (Full Time)	1	1	1	0
Traffic Maintenance Worker (Part Time)	2	2	2	2
Total	5	4	4	4

Budgetary Issues

Special events continue to increase every year which staff is working more hours increasing work loads and over time. Increase in traffic within the City is wearing out pavement markings which will require increase in pavement marking maintenance.

Supplemental Funding Item	Ongoing	One-Time
Sign Topper Program	\$ 5,000	\$ -
	\$ 5,000	\$ -

Trans. & Public Works—Street Maintenance

Service Type	Service Area	Fund	Dept/Division
External	Infrastructure Management	General	Transportation & Public Works / Traffic

Related Strategic Areas

Concentrate on Infrastructure

Specific Goals

Upgrade Infrastructure

Focus on Revitalizing Transportation throughout the City

This division exists to ensure proper working roads exist to serve citizens and ensure proper infrastructure for development.

Purpose and Description of the Service

The Street Maintenance Division is responsible for the maintenance of all paved and unpaved streets and city-owned parking lots. Activities include major and minor construction and re-construction of streets by stabilizing and paving with hot mix, cold mix, or penetration services. Other activities include crack sealing, repairing pot holes and minor street failures, street sweeping, R.O.W. mowing and tree trimming, maintaining gutters and street shoulders, and repairing utility cuts; and concrete maintenance which is responsible for City sidewalks, driveways, approaches, City ADA ramps, curbs and gutters, and concrete repairs.

General Departmental Goals

- 1 Protect the investment in public streets through adequate repair to assure maximum street life of 20 years for asphalt streets.
- 2 Ensure public safety for all who drive on City streets.
- 3 Maintain all public right-of-way's to provide the best appearance possible by mowing, litter pick-up, tree trimming, etc.
- 4 Perform quality street rehabilitation projects by utilizing a complete reclamation construction process.
- 5 Continually improve and maintain City's storm drainage systems.

FY16 or FY17 Noteworthy Accomplishments

- 1 Constructed first roundabout in City located at Charles and Mockingbird Lane.
- 2 Rehabilitated approximately 4 miles of City streets through department street rehabilitation program.
- 3 Micro surfaced approximately 1.5 miles of roads being part of departments preventative maintenance program.

Current Objectives

- 1 Continue five-year street rehabilitation program.

Trans. & Public Works—Street Maintenance

Performance Dashboard

Workload Measures		FY14	FY15	FY16	FY17
1	Squared Yards of HMAC streets rehabilitated	82,000	82,500	85,000	86,000
2	Square yards of preventative maintenance performed	31,000	35,000	36,000	37,000
3	Number of street repairs including pot holes	6,000	7,200	6,000	6,500
4	Linear feet of drainage improvements	500	450	1,800	1,200

Key Result Indicators

	FY14	FY15	FY16	FY17	
1	Streets rehabilitated on schedule	99%	99%	99%	95%
2	Street failures including pot holes repaired within 48 hours	95%	95%	95%	95%
3	Citizen Requests resolved	90%	90%	99%	99%

Position Summary

	FY16	FY17	FY18	FY19
Heavy Equipment Operator (Full Time)	3	3	3	3
Light Equipment Operator (Full Time)	1	1	1	1
Street Supervisor (Full Time)	1	1	1	1
Crew Leader (Full Time)	1	1	1	0
Foreman (Full Time)	0	0	0	1
Maintenance Worker (Full Time)	5	5	5	5
Street Crew Leader (Full Time)	1	1	1	1
Total	12	12	12	12

Budgetary Issues

With the current staff level it is difficult to address service requests in a timely manner while continuing normal maintenance operation duties and projects. Our service requests have increased within the past years which have increased work orders. Normal maintenance operational duties are being delayed so that other maintenance service requests can be addressed. Our department goal is to prioritize all service requests and work orders, responding within 48 hours or sooner. Many of these request or work orders are considered top priority which are based on safety, property damage, or mobility. A majority of these work orders require a typical crew of 3 workers, but others require a full crew of 6 workers. During paving projects, the entire street division (11 FTE) is required to accomplish the job.

Supplemental Funding Item

	Ongoing	One-Time
Street Maintenance Services	\$ 95,000	\$ -
	\$ 95,000	\$ -

Trans. & Public Works—Capital Projects Admin

Service Type	Service Area	Fund	Dept/Division
External	Infrastructure Management	General	Transportation & Public Works / Traffic

Related Strategic Areas

Concentrate on Infrastructure

Specific Goals

Upgrade Infrastructure

Focus on Revitalizing Transportation throughout the City

Weatherford's Transportation and Public Works Department is focused on improving City streets, traffic flow, and drainage, while also working with developers on inspections. As the Administrative arm of Transportation and Public Works, this division is responsible for administering all transportation improvement projects undertaken by the City.

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Position Summary	FY16	FY17	FY18	FY19
Dir Of Cap Improv Proj- (Full Time)	0	0	0	1
Civil Engineer (Part Time)	0	0	0	1
Total	0	0	0	2

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ -	\$ -	\$ -	\$ -	213,346
Supplies	\$ --	\$ -	\$ -	\$ -	-
Contractual	\$ -	\$ -	\$ -	\$ -	115,450
Capital	\$ -	\$ -	\$ -	\$ -	-
Total	\$ -	\$ -	\$ -	\$ -	328,796

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Solid Waste Fund



The Solid Waste Fund is an enterprise fund used to account for the business-type activity of sanitation collection. This fund is accounted for on the modified-accrual basis of accounting. Revenues are recorded when available and measurable, and expenses are recorded when the liability is incurred.

Solid Waste Fund

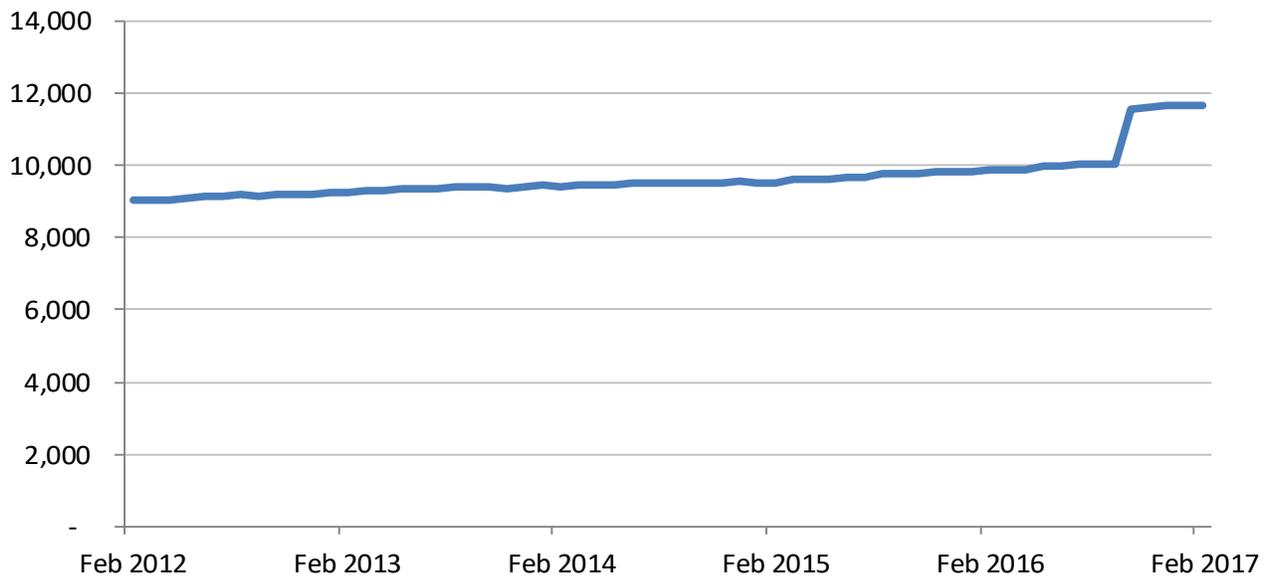
	Actual FY16	Actual FY17	Adopted FY18	Projected FY18	Adopted FY19
Beginning Fund Balance	1,752,118	2,073,463	1,744,298	1,744,298	1,627,369
Revenues					
Licenses & Permits	1,500	1,500	1,500	1,500	1,500
Charges for Services	2,192,908	2,267,963	2,351,951	2,333,796	2,441,586
Miscellaneous Revenue	614,868	580,385	517,000	523,405	520,000
Proceeds from Insurance	-	3,155	-	39,100	
Total Revenue	2,809,276	2,853,003	2,870,451	2,897,801	2,963,086
Available Resources	4,561,394	4,926,467	4,614,749	4,642,099	4,590,455
Expenditures					
Sanitation	1,193,152	1,686,127	1,532,829	1,497,899	1,910,112
Non-Departmental	1,352,367	1,582,530	1,515,014	1,516,831	1,565,997
Total Expenditures	2,545,520	3,268,657	3,047,843	3,014,730	3,476,109
Net Operating Balance	263,756	(415,654)	(177,392)	(116,929)	(513,023)
Non-Budgetary	57,589	86,488			
Ending Working Capital	2,073,463	1,744,298	1,566,906	1,627,369	1,114,346
				Reserve for Capital Equipment Replacement	0
				Target Fund Balance (90 days operations)	605,991
				Total Available	508,355

FY19 Operations Breakdown

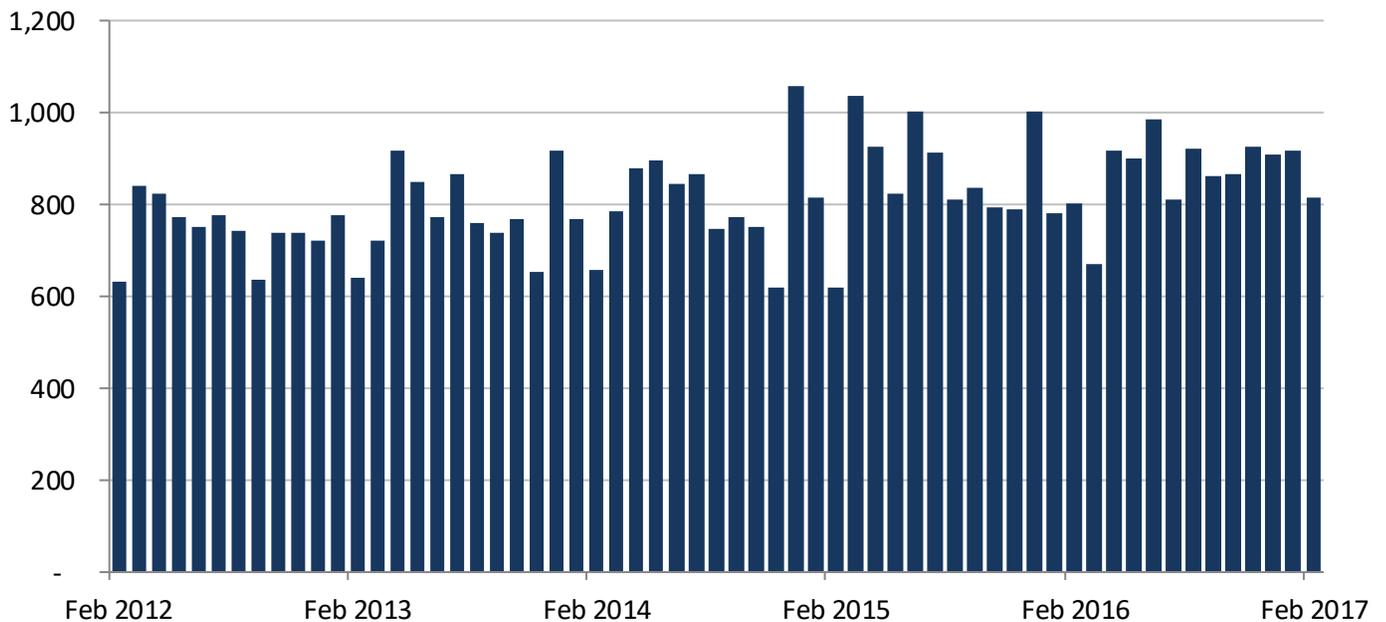
	Ongoing	One-Time	Total
Revenue	2,463,086	500,000	2,963,086
Expenses	2,457,631	1,018,477	3,476,109
Over/(Under)	5,455	(518,477)	(513,023)

Historical Monthly Sanitation Customers

The following chart shows the average number of monthly customers by quarter since FY12. The customer base for basic trash collection services has increased 13% during this time period, growing from 9,039 in February 2012 to 10,363 in August 2017. In FY10, the city began offering curbside recycling services. Within three months, more than 700 customers had signed up. As of August 2017, that number had grown to 1,571, or about 15% of the sanitation customer base.



Historical Tonnage Collected (Sanitation)



Solid Waste Fund - Non Departmental

Non Departmental (905)

Non-Departmental is used for non-operational expenses including transfers.

Expenditure Summary	Actual	Actual	Adopted	Projected	Adopted
Category		FY17	FY18	FY18	FY19
Personnel		-	-	-	-
Supplies		-	-	-	-
Contractual		1,582,530	1,515,014	1,516,831	1,565,997
Capital Outlay		-	-	-	-
Total		1,582,530	1,515,014	1,516,831	1,565,997

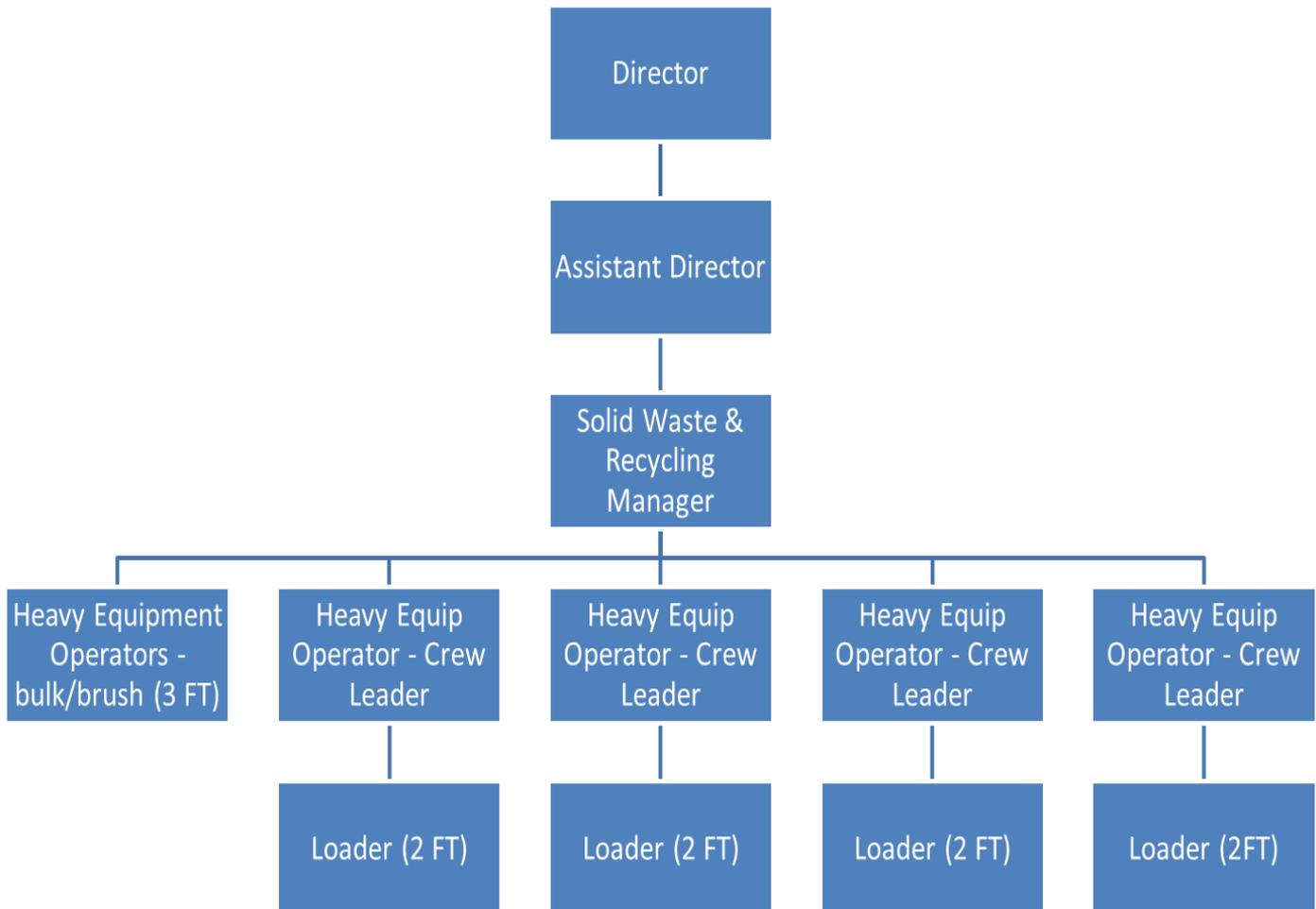
Significant Budget Changes

In most years, the Solid Waste Fund transfers its non-recurring landfill royalty revenue into the General Capital Projects Fund for use on non-recurring parks capital expenses. In FY17, an additional \$220,000 was transferred in order to finish out the City's TxDOT capital projects. For FY19, the transfer will revert to the usual \$500,000.

Municipal & Community Services

Solid Waste Fund Municipal & Community Services

Municipal & Community Services is responsible for providing a variety of services to internal and external customers, including City Departments and residents of Weatherford. The divisions of this department include: Facilities Maintenance, Fleet Maintenance, and Sanitation (which is located in the Solid Waste Fund).



Sanitation Collection

Address 612 Fort Worth Highway, Weatherford, TX 76086
Phone Number (817) 598-4145

Hours of Operation Monday to Friday, 7:00 am to 4:00 pm

Program Description To ensure a clean and healthy environment for the City of Weatherford residents, Solid Waste provides curbside collection on a twice weekly basis for each resident and on a "as needed basis" for commercial customers. In addition, the Solid Waste department supports various organizations throughout the City such as Peach Festival, Christmas on the Square, carnivals, First Monday Trade Days, Heritage Park and various activities provided to residents and visitors alike. Solid Waste also promotes a Waste Reduction Program by providing a voluntary Recycle Program where residents may recycle paper, various metals, cardboard, glass and plastics to further ensure a positive stewardship of the environment. Finally to further assist our customers, Brush and Bulk collection consists of brush and bulk collections on a four week schedule from our customers residence.

Major Division Goals

- 1 Provide curbside solid waste collection services to ensure a clean and healthy environment.
- 2 Contribute to the cleanliness of the City and enhance community awareness.
- 3 Encourage waste minimization and recycling of solid waste.

FY17 and FY18 Noteworthy Accomplishments

- 1 Begin Solid Waste and Recycling rate/operational review
- 2 Divert the most material from the landfill in the City's history due to brush diversion and household recycling efforts.

Performance Dashboard

Workload Measures		FY15	FY16	FY17
1	Increase recycling customer data base by 108.	1480	1588	1549
2	Citizen service request completed.	2930	2920	2989
3	Total tons of household garbage picked up.	9565	10218	11434

Key Result Indicators

1	Due to recycling program tons diverted from landfill.	325	364	398
2	Landfill fees avoided due to recycling program.	5018	6474	7084

Budgetary Issues

The city is currently conducting a Solid Waste and Recycling Rate Study, as well as an Operations Study, to ensure that the city is operating as efficiently as possible and recovering all costs associated with the provided services. Study should be completed by end of August 2018 and may have recommendations on rates and services provided.

Sanitation Collection

Position Summary	FY16	FY17	FY18	FY19
Solid Waste Manager (Full Time)	1	1	1	1
Sanitation Driver (Full Time)	4	4	4	4
Sanitation Loader (Full Time)	8	8	8	8
Heavy Equipment Operator (Full Time)	0	0	3	3
Sr. Sanitation Worker (Full Time)	2	2	0	0
Total	15	15	16	16

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 910,717	\$ 969,273	\$ 951,122	\$ 928,853	\$ 888,083
Supplies	\$ 253,281	\$ 281,726	\$ 351,331	\$ 333,073	\$ 449,183
Contractual	\$ 29,154	\$ 41,496	\$ 230,376	\$ 235,973	\$ 107,646
Capital	\$ -	\$ 393,632	\$ -	\$ -	\$ 465,200
Total	\$ 1,193,152	\$ 1,686,127	\$ 1,532,829	\$ 1,497,899	\$ 1,910,112

Significant Budget Changes

The significant increase in capital is related to the purchase of Solid Waste vehicles.

Supplemental Funding Item	Ongoing	One-Time
Rear Load Garbage Truck	\$ -	\$ 200,000
Rear Load Garbage Truck	\$ -	\$ 200,000
Clothing and PPE	\$ 6,885	\$ -
Increase in OT for holidays	\$ 21,500	\$ -
Camera Safety Program	\$ 4,000	\$ 19,000
Recycling Carts	\$ -	\$ 28,705
Ford F150 Short Bed	\$ -	\$ 32,470
Ford F150 Long Bed	\$ -	\$ 32,730
Vehicle Parts and Labor	\$ 7,088	\$ -
	\$ 39,473	\$ 512,905

The courthouse is the centerpiece of Weatherford's historic downtown, which offers a variety of shopping and restaurants.



Other Funds



Special revenue funds are used to account for specific revenues that are legally restricted to expenditures for particular purposes. These funds are accounted for on the modified-accrual basis of accounting. Revenues are recorded when available and measurable, and expenditures are recorded when the liability is incurred.

Hotel Motel Tax Fund (13)

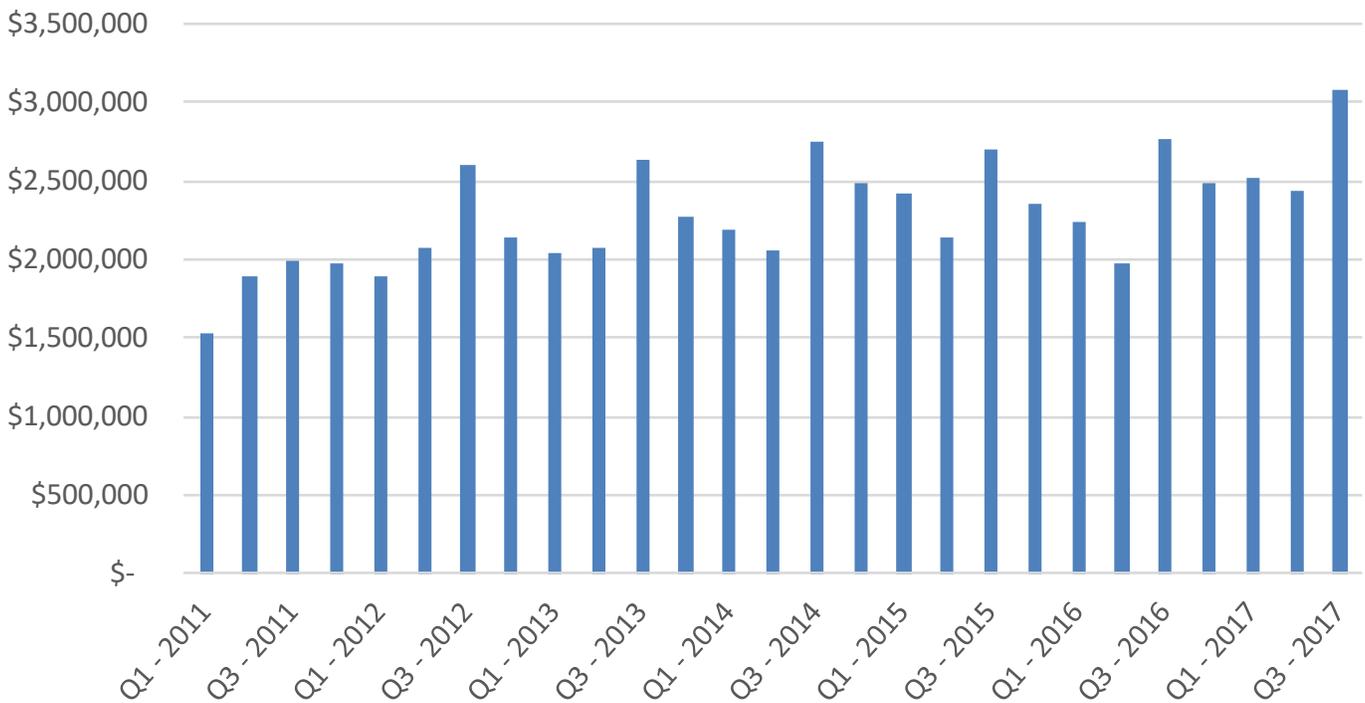
This fund is used to account for the City's hotel/motel occupancy tax that is legally restricted by state law for use in convention center facilities, promotion of tourism, encouragement and promotion of the arts, and historical restoration or preservation per Weatherford Code of Ordinances Article 5 Chapter 6 (Ordinance 3-76) as allowed by Texas Tax Code Chapter 351.

	Actual FY16	Actual FY17	Approved FY18	Projected FY18	Adopted FY19
Beginning Fund Balance	825,398	720,818	296,854	296,854	329,856
<u>Revenues</u>					
113 - Hotel/Motel Tax	655,350	758,005	680,000	776,222	755,000
601 - Interest Income	1,223	2,972	1,000	1,642	1,000
Other	10,498	5,312	6,500	868	6,500
Total Revenues	667,072	766,290	687,500	778,733	762,500
<u>Expenditures</u>					
Main Street Program	63,519	67,834	72,523	119,292	76,733
Tourism & Promotion					
Special Events	80,028	111,035	113,930	112,091	108,877
Professional Services	19,923	28,813	21,000	21,000	21,000
Chamber of Commerce	131,400	96,000	96,000	96,000	96,000
Doss Historical & Cultural Center*	30,000	25,000	25,000	25,000	5,000
Chandor Gardens Debt Service	128,437	550,000	-	-	-
Transfer to Chandor Gardens	318,344	308,889	372,348	372,348	361,221
Other Miscellaneous	-	2,683	-	-	-
Total Expenditures	771,651	1,190,254	700,801	745,732	668,832
Over/(Under)	(104,580)	(423,964)	(13,301)	33,001	93,668
Ending Fund Balance	720,818	296,854	283,553	329,856	423,524

One-Time Expenses	5,000
Ongoing Revenues	762,500
Ongoing Expenses	<u>663,832</u>
Operating Surplus	98,668

Target Fund Balance (20% Operations)	132,766
Reserved for OPEB	9,612
Available Balance	281,146

Historical Quarterly Hotel/Motel Taxable Receipts



Historical Quarterly Hotel/Motel Taxable Receipts Crosstabs

	Q1	Q2	Q3	Q4
FY 2011	1,525,104	1,885,939	1,999,257	1,980,494
FY 2012	1,891,438	2,079,434	2,602,511	2,141,754
FY 2013	2,035,771	2,073,258	2,627,479	2,279,829
FY 2014	2,190,129	2,059,002	2,757,917	2,485,278
FY 2015	2,417,243	2,145,147	2,693,490	2,358,259
FY 2016	2,246,183	1,981,608	2,773,004	2,494,866
FY 2017	2,522,425	2,437,537	3,087,170	

Main Street Program

Planning & Development Main Street Program (105)

The Texas Main Street Program is part of the Texas Historical Commission's Community Heritage Development Division. The Main Street Program was created to assist Texas Cities revitalize historic downtowns through preservation and economic development strategies. As of FY14, the Main Street Program has moved under the pervue of Planning and Development.





Planning & Development

Main Street Program

Address

303 Palo Pinto, Weatherford, TX 76086

Phone Number

(817) 598-4034

Hours of Operation

Monday to Friday, 8:00 am to 5:00 pm

Major Division Goals

- 1 Enhance the pedestrian environment by including streetscape, lighting, parking area plans and way-finding signage.
- 2 Support current businesses within the downtown area and create a recruitment program for new businesses.
- 3 Create a mix of uses downtown that will allow the center of Weatherford to be revitalized.
- 4 Support historic preservation within the downtown area.
- 5 Create residential opportunities downtown. Implement more activity and special events downtown to encourage growth and tourism.

FY18 Objectives

- 1 Continue working with the Weatherford Downtown Business Alliance of Texas, supporting projects, fund-raising events, etc., and Association membership.
- 2 Assist in the downtown enhancements including sidewalks, and in finding adequate funding for said enhancements (matching grants, etc.)
- 3 Continue to implement plans to revitalize, re-grow and reinvent downtown. Utilizing resources and assistance with the Texas Main Street USA team.
- 4 Assess capabilities for enhanced parking areas, a restroom facility, fund raising, and annual events, such as the Bankhead Festival.

Main Street Program

Position Summary	FY16	FY17	FY18	FY19
Main Street Coordinator (Full Time)*	1	1	0.5	0.5
Total	1	1	0.5	0.5

* Main Street Coordinator position funded partially out of General Fund.

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel		\$ 28,761	\$ 53,023	\$ 50,163	\$ 53,933
Supplies		\$ 11,644	\$ 4,200	\$ 4,200	\$ 7,500
Contractual		\$ 23,114	\$ 15,300	\$ 14,766	\$ 15,300
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ 63,519	\$ 72,523	\$ 69,129	\$ 76,733

Supplemental Funding Item	Ongoing	One-Time
Promo Supplies	\$ 3,300	
	\$ 3,300	\$ -

Special Events Program

Parks & Recreation

During FY14, the City broke out the Special Events program budget from the Main Street budget. It is now managed by a Special Events Coordinator, who's position is funded from the General Fund. The Special Events Division manages several city sponsored events during the year and coordinates with other departments, agencies, businesses and the community for a successful program.



General Departmental Goals

- 1 Establish a great working relationship with the community while informing event organizers about the safety of planning an event on public or private property
- 2 Add events which will bring tourism to the City of Weatherford as well as promoting local shopping.

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	-	28,777	33,332	32,525	33,381
Supplies	12,031	7,072	2,352	1,875	-
Contractual	67,998	75,186	78,246	77,691	75,496
Capital	-	-	-	-	-
Total	\$ 80,028	\$ 111,035	\$ 113,930	\$112,091	\$ 108,877

Parks & Recreation

Special Events (109)

Address	303 Palo Pinto, Weatherford, TX 76086	
Phone Number	(817) 598-4034	
Hours of Operation	Monday to Friday, 8:00 am to 5:00 pm	
Related Strategic Areas	<ul style="list-style-type: none"> 1 Plan for future 2 Improve Marketability 	
Specific Strategic Goals	<ul style="list-style-type: none"> Explore new revenue opportunities Improve tourism and marketing for the City. 	
Major Goals	Special Events goal is to establish a great working relationship with the community while informing event organizers about the safety of planning an event on public or private property while adding events which will bring tourism to the City of Weatherford as well as promoting local shopping.	
Current Objectives		Target Completion Date
	1 Organize and host successful events such as Blooms, Spark in the Park and Holiday in the Park.	12/8/2018
	2 Organize the 3rd Grade Social Studies Tour this year and inviting other schools that are not in the City of Weatherford to join that have asked the previous years.	10/14/2018
	3 Host a successful Movie in the Park for the month of October while beating last years attendance record of 1000.	10/29/2018
	4 Increase the number of local vendors at the Weatherford Blooms Festival.	4/1/2019

Chandor Gardens is the historic home of English artist Douglas Chandor. Construction of this 3.5 acre suburban paradise began in 1936, shortly after he married Ina Kuteman, a Weatherford native.



Chandor Gardens Fund (35)

This fund is used to account for the maintenance and operations of Chandor Gardens. Operations are funded through facility rental and tour fees, as well as hotel/motel tax funds.

	Actual FY16	Actual FY17	Approved FY18	Projected FY18	Adopted FY19
Beginning Fund Balance	63,304	77,706	138,617	138,617	169,351
<u>Revenues</u>					
412 - Facility Rental Fees	52,614	67,227	48,000	65,472	63,000
414 - Labor Use Fees	-	-	-	200	-
435 - Garden Tour Fees	11,426	12,149	10,000	18,005	10,000
437 - Sale of Goods	564	687	600	751	600
601 - Interest Income	23	56	50	295	50
608 - Contributions	350	150		250	
651 - Miscellaneous	1	1		1532	
822 - Transfer From Gen Fund	35,753	35,753	28,443	28,443	
825 - Transfer from HOT Fund	318,344	308,889	372,348	372,348	361,221
Total Revenues	419,076	424,912	459,441	487,296	434,871
<u>Expenditures</u>					
Chandor Gardens	404,675	364,001	456,135	56,562	433,559
Total Expenditures	404,675	364,001	456,135	56,562	433,559
Over/(Under)	14,401	609,12	3,306	30,734	1,312
Ending Fund Balance	77,706	138,617	141,923	169,351	170,663

One-Time Expenses	0
Ongoing Revenues	434,871
Ongoing Expenses	<u>433,559</u>
Operating Surplus	1,312

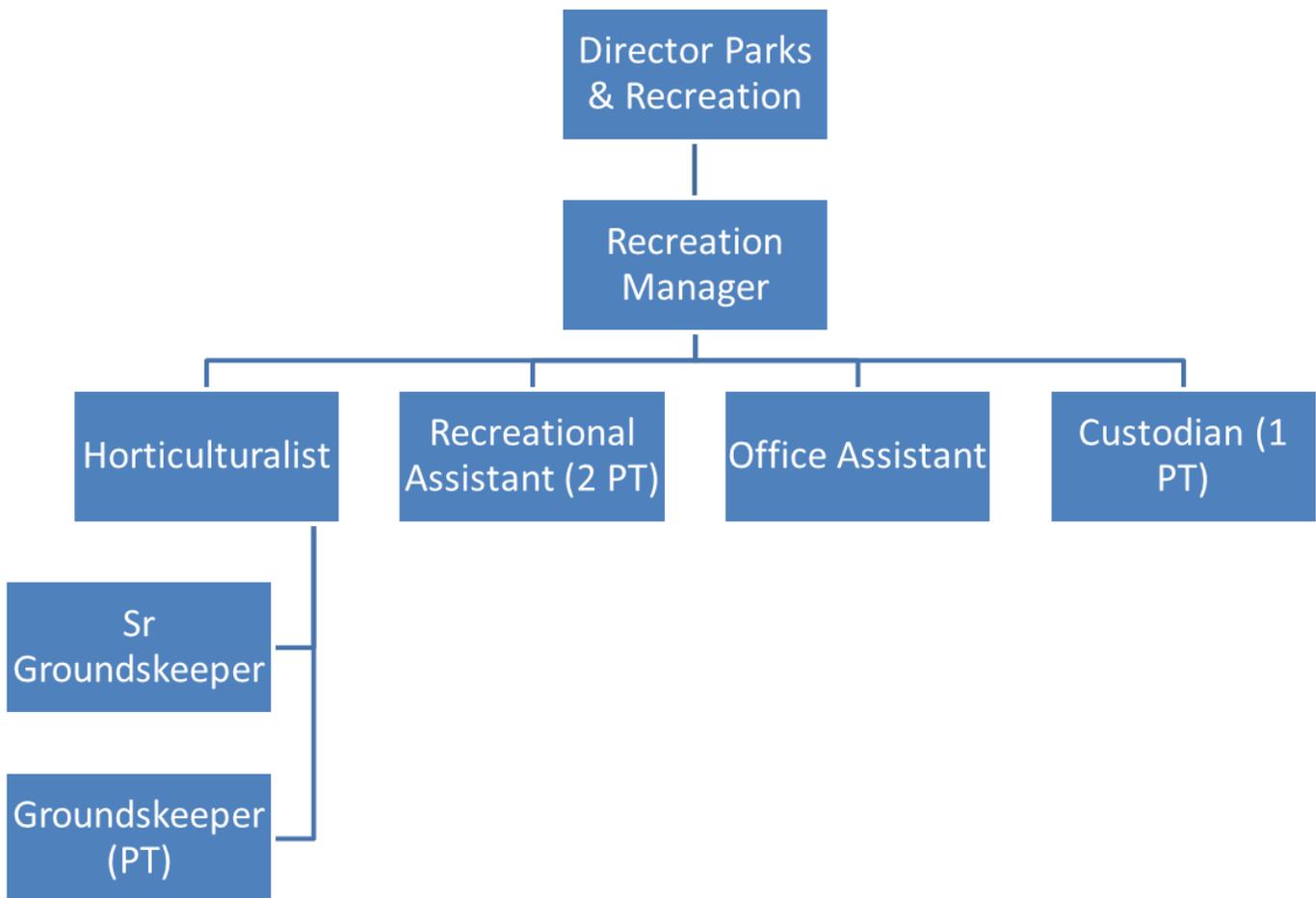
Target Fund Balance (20% Operations)	86,712
Reserved for OPEB	19,224

Available 64,727

Chandor Gardens

Parks & Recreation

Chandor Gardens consists of 3.5 developed acres that include a 5,685 square foot residence, Chinese gardens, and 4 adjacent buildings to the Mansion. The undeveloped property, located due west of the residence, consists of 13 acres. Chandor Gardens is available for public and private tours, as well as special events, weddings, and other such celebrations. Convention, retreat, and meeting room facilities are also available.



Chandor Gardens

Parks & Recreation Chandor Gardens (490)

Address 711 W Lee Street, Weatherford, TX 76086
Phone Number (817) 613-1700

Related Strategic Areas

- 1 Plan for future
- 2 Improve Marketability

Specific Strategic Goals

Explore new revenue opportunities
 Improve tourism and marketing for the City.

As one of the more maintenance-heavy parks, Chandor Gardens has been heavily subsidized by Hotel/Motel dollars since the City acquired it. Administration is currently focused on increasing the visibility of Chandor Gardens, which has the added possibility of greater revenue coming from the facility.

Major Division Goals

- 1 Develop and promote property within the 3.5 acre estate grounds to include educational, recreational, and group meeting activities.
- 2 Work with Chandor Gardens Foundation to promote development of adjacent 13.5 undeveloped acres.

FY17/FY18 Accomplishments

- 1 Restored Dragon Fountain
- 2 Hosted the large attendance for Gobblens in the Garden since the event was created.
- 3 Worked with the Chandor Foundation to create two large fundraising events.

FY19 Objectives

- 1 Create a Strategic plane to improve revenue and operation of the Gardens.
- 2 Create a strong marketing presents for the Garden.

Chandor Gardens

Performance Dashboard

Workload Measures		FY14	FY15	FY16	FY17
1	Facility Rentals	85	85	210	207
	Photo Sessions			170	165
	Garden Rentals			40	42
2	Garden Tours	55	50		47
3	Maintained Acreage	3.5	3.5	3.5	3.5

Key Result Indicators		FY14	FY15	FY16	FY17
1	Facility Rental Revenue	\$40,386	\$53,779	\$52,614	\$67,277
2	Garden Tours	\$7,292	\$8,310	\$11,426	\$12,149
	Annual Events			\$2,095	\$11,540
	Memberships			\$1,700	\$1,200
	Gift Shop Sales			\$564	\$687

Position Summary	FY16	FY17	FY18	FY19
Recreation Manager	1	1	1	1
Horticulturalist	1	1	1	1
Facility Coordinator	1	0	0	0
Sr Groundskeeper	1	1	1	1
PT Groundskeeper	1	1	1	1
PT Recreation Assistant	2	2	2	2
Office Assistant	0	1	1	1
Total	7	7	7	7

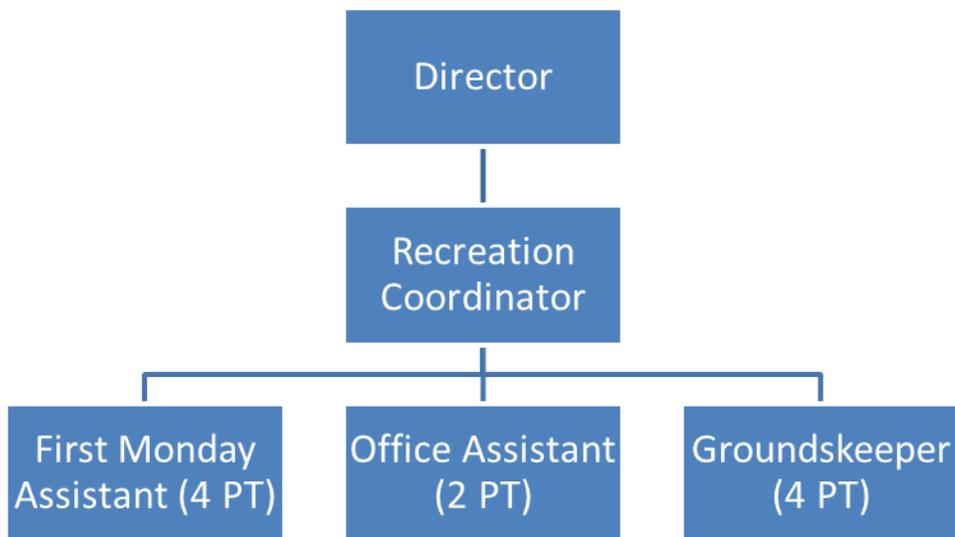
Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 254,926	\$ 244,655	\$ 275,915	\$ 68,881	\$ 295,614
Supplies	\$ 36,931	\$ 39,374	\$ 54,550	\$ 57,715	\$ 46,345
Contractual	\$ 94,143	\$ 79,972	\$ 79,670	\$ 83,966	\$ 91,600
Capital	\$ 18,674	\$ -	\$ 46,000	\$ 46,000	\$ -
Total	\$ 404,675	\$ 364,001	\$ 456,135	\$ 456,562	\$ 433,559

Heritage Park Revolving Fund

	Actual FY16	Actual FY17	Adopted FY18	Projected FY18	Proposed FY19
Beginning Fund Balance	-	44,766	59,898	59,898	30,495
Revenue					
Vendor/Special Events Permits	1206	363	1,500	1,500	1,500
First Monday Parking Fees	20,270	6,519	22,000	10,199	22,000
Heritage Park Utility Fee	6,500	-	6,500	-	-
First Monday Rental Fee	142,519	146,620	150,000	142,727	150,000
Sale of Salvage	-	1,900	-	380	1,200
Miscellaneous	2	3	20	1,563	40
Event Sponsorship	-	48,605		55,000	55,000
Interest Income	-	-		104	100
Fm Grounds Rental Other Thn Fm	1,820	6,166	2,000	7,333	5,000
Gen Fund Xfer	45,400	98,000	54,963	54,963	112,796
Proceeds from Insurance			(10,331)		
Total Revenue	217,717	297,844	236,983	273,769	347,636
Expenses					
Personnel	98,054	112,000	137,528	122,234	131,064
Supplies	11,954	25,781	20,950	20,878	29,952
Contractual	62,944	144,930	78,002	160,059	186,370
Capital Outlay	-	-	-	-	-
Total Expenses	172,952	282,711	236,480	303,172	347,386
Revenue Over/(Under) Expenses	44,766	15,133	503	(29,403)	250
Ending Fund Balance	44,766	59,898	60,401	30,495	30,745
				Target Fund Balance	69,477
				Available Balance	(38,732)

First Monday Parks & Recreation

The Parks & Recreation Department is responsible for the maintenance and upkeep of all city parks, landscaping of city facilities, operations of First Monday Trade Days, and all recreation programming. It is also responsible for maintenance and operations of Chandor Gardens and the Main Street Program. As of FY16, the First Monday division is located in a separate fund, called the Heritage Park Events Fund.



Budgetary Issues

Need for increase in operational funds to meet higher demand for Heritage Park events. Need for more part-time personnel staff or overtime funding to meet the demands of staff requirements at Heritage Park Events.

Parks & Recreation

First Monday (462)

Related Strategic Areas

- 1 Plan for future
- 2 Improve Marketability

Specific Strategic Goals

Explore new revenue opportunities
Improve tourism and marketing for the City.

New developments at Heritage Park offer the opportunity to hold a greater number of events at the grounds which include a new Amphitheater area with amenities such as picnic tables, open space, and food truck area to host special events, movies in the park, concert series, and food truck rallies. Staff is committed to capitalizing on the developments, helping to market this historic area of Weatherford as an event-destination while increasing revenue throughout the City.

Program Description

The First Monday Trade Days event is held the weekend before the first Monday of each month and is considered to be one of the oldest flea markets in the state. The event grounds have been renovated and resembles a park like atmosphere. The main market area has approximately 500 vendor spaces with an average size of 15 ft. x 25 ft. which are available to rental each month on the event weekend.

Major Division Goals

- 1 Generate more interest for visitors concerning any Heritage Park event.
- 2 Push for more community rentals at Heritage Park.
- 3 Development the South Lot after the Black Warrior Creek project is complete in late June of 2019.

FY17/FY18 Accomplishments

- 1 Continued to see a strong showing of support with high attendance at Holiday in the Park and Spark in the Park.
- 2 We increased attendance at Keep Weatherford Beautiful from 39 participants in 2017 to 109 in 2018.
- 3 Attendance doubled at the Summer Concert Series.
- 4 Started collecting fees for parking in the North Lot.

FY19 Objectives

- 1 Hone in on our strengths from past events, evaluate weaknesses and make our events that much better.
- 2 Create attractive/eye catching advertising and marketing for our events.
- 3 Continue to connect with the community on events.

First Monday Parks & Recreation

Performance Dashboard

Workload Measures		FY14	FY15	FY16	FY17
1	Available General Vendor Spaces Per Month	333	333	350	380
2	Available Food Vendor Spaces Per Month	12	20	15	15
3	Available Farm & Ranch Spaces Per Month	30	30	30	83
4	Available Parking Spaces Per Month	48	48	48	157

Key Result Indicators		FY14	FY15	FY16	FY17
1	Average Monthly Capacity Reached (pertains to all vendors)	96%	100%	100%	95%
2	Average number of returning vendors per month	257	280	300	290

Position Summary	FY16	FY17	FY18	FY19
Recreation Coordinator	1	1	1	1
PT Office Assistant	2	2	2	2
PT Groundskeeper	4	4	4	4
PT First Monday Assistant	4	4	4	4
Total	11	11	11	11

Budget Summary	FY16	FY17	FY18 Budg	FY18 Prj	FY19 Prop
Personnel	\$ 98,054	\$ 112,000	\$ 137,528	\$ 122,234	\$ 131,064
Supplies	\$ 11,954	\$ 25,781	\$ 20,950	\$ 20,878	\$ 29,952
Contractual	\$ 62,944	\$ 144,930	\$ 78,002	\$ 160,059	\$ 186,370
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 172,952	\$ 282,711	\$ 236,480	\$ 303,172	\$ 347,386

Federal Forfeiture Fund (46)

This fund is used to account for funds received from the District Attorney's office that have been seized and confiscated during criminal prosecution. These funds may only be used for law enforcement purposes.

	Actual FY16	Actual FY17	Approved FY18	Projected FY18	Adopted FY19
Beginning Fund Balance	592,001	413,527	261,486	261,486	54,965
<u>Revenues</u>					
601 - Interest Income	1,538	2,066	800	1,527	1,500
651 - Forfeited Funds	30,494	30,219	40,000	36,980	40,000
810 - Proceeds from Lease	-	-	-	-	-
Total Revenues	32,032	32,285	40,800	38,506	41,500
<u>Expenditures</u>					
Police Personnel Services	-	-	-	-	-
Police Supplies & Equipment	123,390	23,601	-	1,920	-
Informants & Investigations & Services	87,115	27,930	-	24,074	54,965
Capital	-	132,795	245,027	219,032	-
Transfer to Debt Service Fund	-	-	-	-	-
Total Expenditures	210,506	184,326	245,027	245,027	54,965
Over/(Under)	(178,474)	(152,041)	(204,227)	(206,521)	(13,465)
Ending Fund Balance	413,527	261,486	57,259	54,965	41,500

State Forfeiture Fund (06)

This fund is used to account for funds received from the District Attorney's office that have been seized and confiscated during criminal prosecution. These funds may only be used for law enforcement purposes.

	Actual FY16	Actual FY17	Approved FY18	Projected FY18	Adopted FY19
Beginning Fund Balance	62,847	125,258	112,972	112,972	57,593
<u>Revenues</u>					
601 - Interest Income	-	-	-	-	-
604 - Sale of Fixed Assets	-	-	-	-	-
651 - Forfeited Funds	77,725	6,158	10,000	10,621	10,000
Total Revenues	77,725	6,158	10,000	10,621	10,000
<u>Expenditures</u>					
Police Supplies & Equipment	6,450	11,135	-	-	-
Contractual Services	8,863	7,310	66,000	66,000	57,593
Capital	-	-	-	-	-
Total Expenditures	15,313	18,444	66,000	66,000	57,593
Over/(Under)	62,412	(12,286)	(56,000)	(55,379)	(47,593)
Ending Fund Balance	125,258	112,972	56,972	57,593	10,000

TCDP—SFX Grant Fund (20)

These funds were established for the receipt and reimbursement of lease payments from SFX Design, Inc. to the Texas Community Development Program.

	Actual FY16	Actual FY17	Approved FY18	Projected FY18	Adopted FY19
Beginning Fund Balance	-	-	1,864	1,864	1,864
<u>Revenues</u>					
620 - Rent Income	22,368	22,368	22,368	22,368	22,368
Total Revenues	22,368	22,368	22,368	22,368	22,368
<u>Expenditures</u>					
Rent Expense	22,368	20,504	22,368	22,368	22,368
Total Expenditures	22,368	20,504	22,368	22,368	22,368
Over/(Under)	-	1,864	-	-	-
Ending Fund Balance	-	1,864	1,864	1,864	1,864

Municipal Court Technology Fund (32)

This fund was established by action of the City Council (Ordinance 1999-40), as authorized by Article 102-0172 of the Texas Code of Criminal Procedure, to account for a \$4.00 fee assessed on each misdemeanor conviction for the purchase of technological enhancements for the Municipal Court.

	Actual FY16	Actual FY17	Approved FY18	Projected FY18	Adopted FY19
Beginning Fund Balance	52,432	52,977	61,886	61,886	10,909
<u>Revenues</u>					
501 - Municipal Court Fees	12,572	10,622	10,000	10,000	10,000
601 - Interest Income	-	-	-	-	-
Total Revenues	12,572	10,622	10,000	10,000	10,000
<u>Expenditures</u>					
Computer Equipment	7,131	210	-	2,895	-
Small Tools & Equipment	-	-	-	-	-
Other Professional Services	3,385	-	60,977	56,581	10,909
R&M Office Equipment	1,510	1,504	-	1,502	-
Office Equipment	-	-	-	-	-
Total Expenditures	12,026	1,714	60,977	60,977	10,909
Over/(Under)	546	8,908	(50,977)	(50,977)	(909)
Ending Fund Balance	52,977	61,886	10,909	10,909	10,000

Municipal Court Building Security Fund (44)

This fund was established by action of the City Council (Ordinance 336-2008-10), as authorized by Article 102-017 of the Texas Code of Criminal Procedure, to account for a \$3.00 fee assessed on each misdemeanor conviction for the purpose of providing security to Municipal Court.

	Actual FY16	Actual FY17	Approved FY18	Projected FY18	Adopted FY19
Beginning Fund Balance	40,778	16,327	22,762	22,762	9,005
<u>Revenues</u>					
501 - Municipal Court Fees	9,417	7,959	10,000	10,000	10,000
601 - Interest Income				70	
Total Revenues	9,417	7,959	10,000	10,070	10,000
<u>Expenditures</u>					
Personnel Services					
Supplies	30		22,327	22,327	7,505
Contractual Services	3,598	1,524	1,500	1,500	1,500
Capital Outlay	30,240				
Total Expenditures	33,868	1,524	23,827	23,827	9,005
Over/(Under)	(24,451)	6,435	(13,827)	(13,757)	995
Ending Fund Balance	16,327	22,762	8,935	9,005	10,000

Municipal Court Juvenile Case Manager Fund

This fund was established by action of the City Council (Ordinance 462-2009-43), as authorized by Article 102-0174 of the Texas Code of Criminal Procedure, to account for a \$5.00 fee on each misdemeanor conviction to finance the salary and benefits of a juvenile case manager employed by the City as defined under the Code of Criminal Procedure Article 45.0596.

	Actual FY16	Actual FY17	Approved FY18	Projected FY18	Adopted FY19
Beginning Fund Balance	3,591	9,435	23,883	23,883	14,282
<u>Revenues</u>					
501 - Municipal Court Fees	8,652	14,448	16,000	16,000	16,000
601 - Interest Income	-	-	-	80	-
Total Revenues	8,652	14,448	16,000	16,080	16,000
<u>Expenditures</u>					
Personnel Services	-	-	25,681	25,681	14,282
Supplies	2,808	-	-	-	-
Total Expenditures	2,808	-	25,681	25,681	14,282
Over/(Under)	5,844	14,448	(9,681)	(9,601)	1,718
Ending Fund Balance	9,435	23,883	14,202	14,282	16,000

Library Special Revenue Fund (14)

This fund is used to account for donations to the public library and profits from the coin-operated copiers in the library, which are restricted for use at the public library.

	Actual FY16	Actual FY17	Approved FY18	Projected FY18	Adopted FY19
Beginning Fund Balance	110,764	138,843	150,610	150,610	60,394
<u>Revenues</u>					
407 - Charges for Services	11,786	11,025	10,500	10,500	10,500
601 - Interest Income	152	369	100	802	100
608 - Contributions	37,434	6,877	10,000	10,332	10,000
640 - Library Sales	11,922	14,145	-	13,869	-
828 - Incomes from Trust	13	377	373	373	649
Total Revenues	61,308	32,793	20,973	35,877	21,249
<u>Expenditures</u>					
Personnel	-	-	-	-	-
Supplies	5,749	9,567	-	-	-
Services	27,480	11,459	126,093	126,093	60,394
Capital	-	-	-	-	-
Total Expenditures	33,229	21,026	126,093	126,093	60,394
Over/(Under)	28,079	11,767	(105,120)	(90,216)	(39,145)
Ending Fund Balance	138,843	150,610	45,490	60,394	21,249

Permanent Library Fund* (15)

This fund is used to account for a \$50,000 endowment to the Library System, and only the interest earnings are available for use by the Library Department.

	Actual FY16	Actual FY17	Approved FY18	Projected FY18	Adopted FY19
Beginning Fund Balance	50,012	50,143	50,361	50,361	50,319
<u>Revenues</u>					
601 - Interest Income	144	348	120	330	330
Total Revenues	144	348	120	330	330
<u>Expenditures</u>					
Equipment, Supplies, Materials	-	-	-	-	-
Transfer to					
Library Special Revenue Fund	13	129	373	373	649
Total Expenditures	13	129	373	373	649
Over/(Under)	131	219	(253)	(43)	(319)
Ending Fund Balance	50,143	50,361	50,108	50,319	50,000

Animal Shelter Fund (38)

This fund is used to account for donations received for improvements to the Animal Shelter.

	Actual FY16	Actual FY17	Approved FY18	Projected FY18	Adopted FY19
Beginning Fund Balance	118,125	31,312	108,607	108,607	565,980
<u>Revenues</u>					
601 - Interest Income	-	-	-	2,391	-
608 - Contributions	42,594	162,937	30,000	542,143	30,000
651 - Miscellaneous	23,977	23,422	20,000	15,096	70,000
822 - Transfer from General Fund				50,000	
Total Revenues	66,571	186,360	50,000	609,630	100,000
<u>Expenditures</u>					
Personnel Expenses					
Improvements to Shelter	153,384	109,065	152,257	152,257	565,980
Total Expenditures	153,384	109,065	152,257	152,257	565,980
Over/(Under)	(86,813)	77,295	(102,257)	457,373	(465,980)
Ending Fund Balance	31,312	108,607	6,350	565,980	100,000

Stormwater Utility Fund (51)

	Actual FY16	Actual FY17	Approved FY18	Projected FY18	Adopted FY19
Beginning Working Capital	1,117,932	2,079,310	1,525,940	1,525,940	4,057,363
<u>Revenues</u>					
Interest Income	19,362	19,495	15,000	18,400	1,000
Stormwater User Fees	1,185,918	1,334,599	1,354,618	1,361,470	1,388,882
Bond Proceeds	2,000,000	-	-	4,500,000	-
Total Revenues	3,205,281	1,354,095	1,369,618	5,879,870	1,389,882
<u>Expenditures</u>					
Administrative	-	333,577	43,500	43,500	51,982
Contractual Services	-	-	-	107,717	-
Drainage Projects	1,995,384	1,332,442	2,611,328	2,956,500	4,762,249
Debt Service	240,730	235,442	240,730	240,730	240,730
Transfers to General Fund	-	-	-	-	-
Total Expenditures	2,236,114	1,901,462	2,895,558	3,348,447	5,054,961
Over/(Under)	969,167	(547,367)	(1,525,940)	2,531,423	(3,665,080)
Working Capital Adjustments	(7,789)	(6,003)		-	-
Ending Working Capital	2,079,310	1,525,940 (0)		4,057,363	392,283

Park Special Revenue Fund (26)

This fund was repurposed in FY12 to account for the purchase of, and debt service on, a new lighting system at the Soldier Springs sports complex.

	Actual FY16	Actual FY17	Approved FY18	Projected FY18	Adopted FY19
Beginning Fund Balance	55,398	32,786	32,603	32,603	57,603
<u>Revenues</u>					
440 - Ball Field User Fee	27,700	63,717	25,000	25,000	25,000
601 - Interest Income	-	-	-	-	-
Total Revenues	27,700	63,717	25,000	25,000	25,000
<u>Expenditures</u>					
Miscellaneous	2,692	4,950	-	-	-
Debt Service	-	-	-	-	-
Other Improvements	47,620	58,949	83,198	-	57,603
Total Expenditures	50,312	63,899	83,198	-	57,603
Over/(Under)	(22,612)	(183)	(58,198)	25,000	(32,603)
Ending Fund Balance	32,786	32,603	(25,595)	57,603	25,000

Park Dedication Fund (28)

This fund is used to account for the use of Park Dedication Fees, which are restricted for the development and improvement of the parks system.

	Actual FY16	Actual FY17	Approved FY18	Projected FY18	Adopted FY19
Beginning Fund Balance	264,234	229,382	213,426	213,426	276,066
<u>Revenues</u>					
Interest Income	733	1,050	100	1,568	100
Transfer/Misc donations				4,409	
Park Dedication Fees	103,950	106,050	100,000	219,450	100,000
Total Revenues	104,683	107,100	100,100	225,427	100,100
<u>Expenditures</u>					
Other	139,534	123,056	162,787	162,787	276,066
Heritage Master Plan	-	-	-	-	-
Total Expenditures	139,534	123,056	162,787	162,787	276,066
Over/(Under)	(34,852)	(15,956)	(62,687)	62,640	(175,966)
Ending Fund Balance	229,382	213,426	150,739	276,066	100,100

Holland Lake Park features nature trails, historic log cabins, a playground, softball fields, and access to the Town Creek Trail. The lake is host to the annual Kid Fish event.



Debt Service Schedules



This fund has been established by bond ordinance for the purpose of servicing the City's general obligation debt. A portion of the annual ad valorem tax collections are allocated to the fund and payments are forwarded to the designated paying agent bank as principal and interest requirements come due for each debt issue. Payments on lease/purchase agreements for city equipment are also financed and paid from this fund.

General Debt Service Requirements

The City does not have any legal debt limits for General Debt Service. However, the Financial Management Policy Statements included in the Appendix section of this document provide specific guidelines for considering new debt obligations.

Among those, staff commits to objectively analyzing all factors to determine whether or not new general-purpose debt will be in the City's best interest. These factors include the project's importance and immediacy, cash-on-hand availability, and several financial metrics, such as debt per capita, debt as a percent of taxable value, debt service payments as a percent of current revenues and expenditures, and the level of overlapping debt of adjacent jurisdictions. A detailed cost-benefit analysis is routinely performed on the possibility of any new debt issues.

During FY14, the City's General Obligation Bonds and Certificates of Obligation were reviewed by Standard & Poor's and affirmed at a "AA-" rating with a stable outlook. In April 2010, Moody's recalibrated their municipal ratings to a global scale and Weatherford's General Obligation rating increased from "A2" to "Aa3". This was reaffirmed in December 2010, for the 2010 refunding and 2011 issuance. The Utility Systems Revenues rating increased from "A3" to "A1" in April 2010. Additionally, Standard & Poor's increased the Utility System rating from A to A+ with a stable outlook in November of 2017.

The largest portion of the City's outstanding debt is related to transportation projects under a Pass-Through Financing agreement with the Texas Department of Transportation (TxDOT). Under this agreement, the City issued debt to fund transportation projects on state highways in order to expedite the construction of said projects. Upon completion, TxDOT will reimburse the city based on traffic counts at a rate of \$.15 per vehicle per mile (vehicle-mile). The total amount to be reimbursed is \$52,443,517. Once all projects are completed, the maximum annual amount to be reimbursed may not exceed 10% of the total reimbursement. Based on traffic counts, the City expects to receive \$5.2 million in FY19. Discussions are currently underway with the state to expedite these reimbursements, now that the projects have been completed.

In conjunction with the new Tax Increment Reinvestment Zone approved in FY16, Weatherford issued approximately \$6 million in tax notes to fund infrastructure construction. While City staff is currently evaluating capital needs and options for possible funding, at present no excess bond authorization exists within the City.

Description	Principal	Interest	Total
Series 2006 Certificates of Obligation	235,000	108,328	343,328
Series 2008 Certificates of Obligation	150,000	77,287	227,287
Series 2010 G.O. Refunding Bonds	-	988,525	988,525
Series 2011 C.O. Bonds	315,000	276,855	591,855
Series 2012 G.O. Refunding Bonds	3,320,000	239,375	3,559,375
Series 2014 G.O. Refunding Bonds	550,000	199,400	749,400
Series 2014 Tax Notes	145,000	7,350	152,350
Series 2016 Tax Notes	860,000	59,326	919,326
Series 2017 Tax Notes	695,000	70,844	765,844
<i>Total Bonded Requirements</i>	<i>6,270,000</i>	<i>2,027,290</i>	<i>8,297,290</i>
Current Lease Requirements			
SunTrust Energy	60,000	-	60,000
<i>Total Lease Requirements</i>	<i>60,000</i>	<i>-</i>	<i>60,000</i>
Total General Debt	6,330,000	2,027,290	8,357,290

General Debt Service Fund (03)

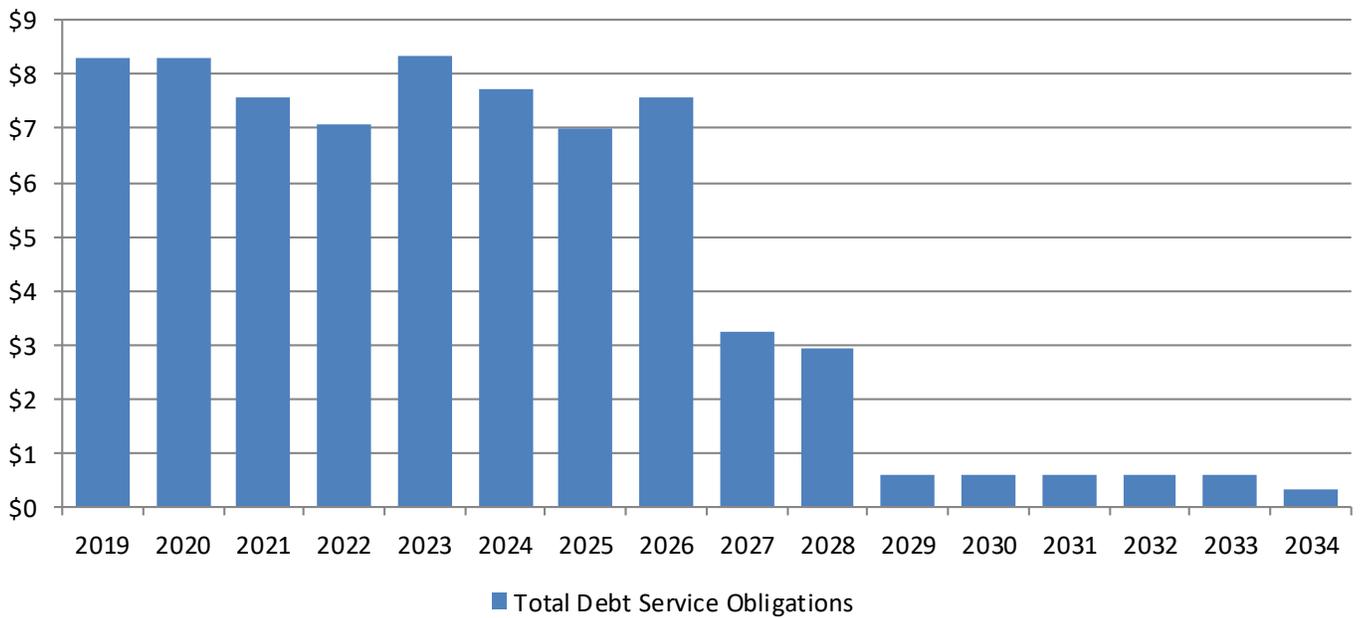
	Actual FY17	Approved FY17	Projected FY18	Adopted FY19
Revenue Summary				
Current Taxes	3,493,082	3,564,965	3,600,000	3,780,333
Delinquent Taxes & Penalties	62,919	55,000	44,500	55,000
Interest Income	25,196	60,000	55,000	60,000
Proceeds from Tax Notes	-	-	-	-
Proceeds from Refunding Issuance	-	-	-	-
Proceeds from GO Premium	-	-	-	-
Transfer from General Fund	152,000	152,000	152,000	152,350
Transfer from Hotel/Motel Fund	550,000	-	-	-
Reimbursement from TxDOT	-	4,800,000	5,244,352	5,200,000
	4,283,197	8,631,965	9,095,852	9,247,683
Expenditure Summary				
Interest	2,326,463	2,175,813	2,166,798	2,027,290
Issuance Costs	-	-	-	-
Fiscal Agent Fees	2,400	2,400	2,400	2,400
Lease Purchase	61,566	60,000	60,000	60,000
Payment to Escrow	-	-	-	-
Principle Retirement	5,055,000	5,375,000	6,095,000	6,270,000
	7,445,428	7,613,213	8,324,198	8,359,690
Revenues Over (Under) Expenditures	(3,162,232)	1,018,752	771,654	887,994
Beginning Fund Balance	10,581,335	7,419,103	7,419,103	8,190,758
Ending Fund Balance	7,419,103	8,437,856	8,190,758	9,078,751

Annual Debt Service Requirements - By Issue

Fiscal Year	CO Series 2006	CO Series 2008	GO Series 2010	CO Series 2011	GO Series 2012	GO Series 2014
2019	343,328	227,287	988,525	591,855	3,559,375	749,400
2020	343,186	225,882	988,525	593,955	3,585,750	749,013
2021	337,605	224,264	988,525	595,455	2,842,000	748,888
2022	341,400	227,432	3,482,625	596,355	-	748,063
2023	344,410	225,173	4,738,125	596,655	-	746,538
2024	419,000	227,700	4,972,925	596,355	-	747,600
2025	420,000	224,801	5,010,425	595,455	-	746,100
2026	415,125	226,688	5,584,800	593,955	-	748,500
2027	-	228,148	1,647,669	596,535	-	749,700
2028	-	224,181	2,120,131	597,855	-	-
2029	-	-	-	597,995	-	-
2030	-	-	-	597,045	-	-
2031	-	-	-	594,985	-	-
2032	-	-	-	596,413	-	-
2033	-	-	-	596,325	-	-
2034	-	-	-	306,750	-	-
Total	2,964,054	2,261,553	30,522,275	9,243,943	9,987,125	6,733,800

Annual Debt Service Requirements - By Issue

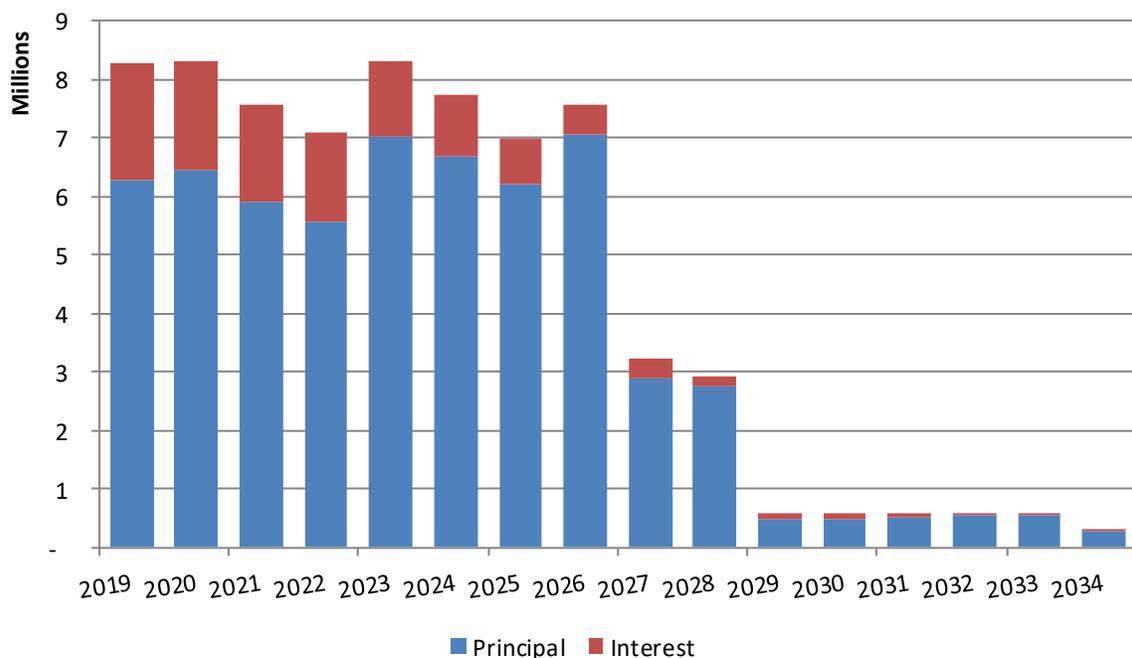
Fiscal Year	Tax Notes Series 2014	Tax Notes Series 2016	Tax Notes Series 2017	Total
2019	152,350	919,326	765,844	8,297,290
2020	149,450	916,481	763,454	8,315,696
2021	151,500	918,450	765,843	7,572,529
2022	-	920,196	767,966	7,084,036
2023	-	916,757	759,913	8,327,569
2024	-	-	761,682	7,725,262
2025	-	-	-	6,996,781
2026	-	-	-	7,569,068
2027	-	-	-	3,222,051
2028	-	-	-	2,942,167
2029	-	-	-	597,995
2030	-	-	-	597,045
2031	-	-	-	594,985
2032	-	-	-	596,413
2033	-	-	-	596,325
2034	-	-	-	306,750
Total	453,300	4,591,209	4,584,702	71,341,959



Principal & Interest Requirements

Annual Principal & Interest Requirements - All Issues

Fiscal Year	Principal Due 3/1/15	Principal Due 9/1/15	Interest Due 3/1/15	Interest Due 9/1/15	Total
2019	6,120,000	150,000	1,087,290	940,000	8,297,290
2020	6,310,000	155,000	995,252	855,444	8,315,696
2021	5,735,000	160,000	897,978	779,551	7,572,529
2022	5,410,000	170,000	809,101	694,935	7,084,036
2023	6,860,000	175,000	711,218	581,351	8,327,569
2024	6,495,000	185,000	584,297	460,965	7,725,262
2025	6,015,000	190,000	457,015	334,765	6,996,781
2026	6,850,000	200,000	330,709	188,359	7,569,068
2027	2,700,000	210,000	184,089	127,963	3,222,051
2028	2,535,000	215,000	123,479	68,688	2,942,167
2029	480,000	-	64,098	53,898	597,995
2030	500,000	-	53,898	43,148	597,045
2031	520,000	-	43,148	31,838	594,985
2032	545,000	-	31,838	19,575	596,413
2033	570,000	-	19,575	6,750	596,325
2034	300,000	-	6,750	-	306,750
Total	57,945,000	1,810,000	6,399,732	5,187,228	71,341,959



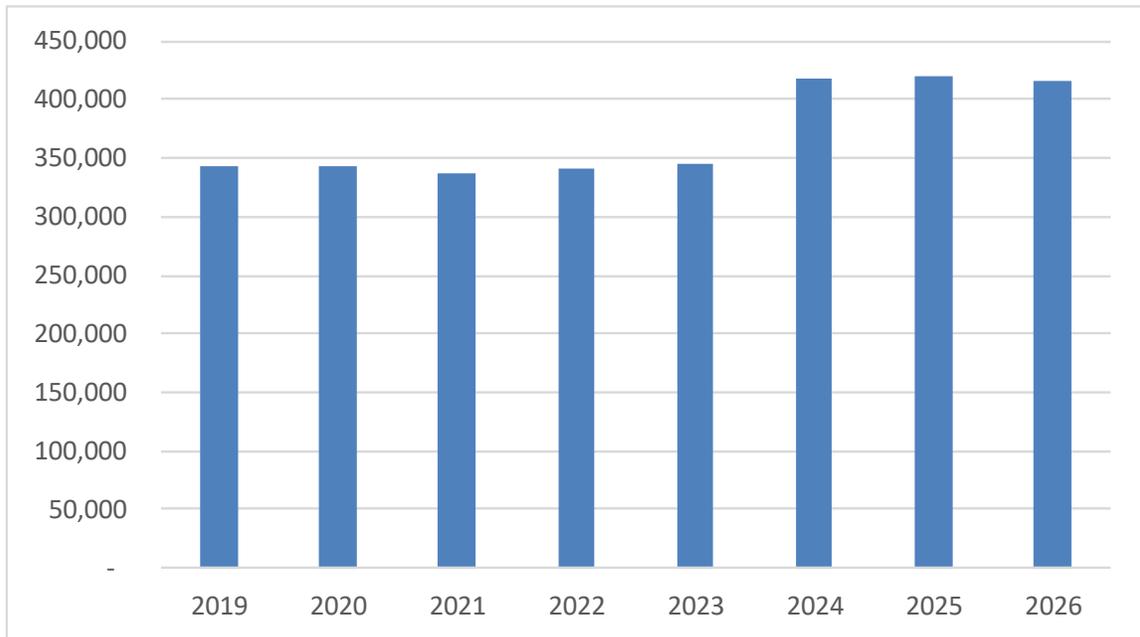
Series 2006 Certificates of Obligation

General Obligation Debt

Certificates of Obligation - Series 2006

Fiscal Year	Principal Due 3/1/15	Principal Due 9/1/15	Interest Due 3/1/15	Interest Due 9/1/15	Total
2019	235,000	-	56,631	51,696	343,328
2020	245,000	-	51,696	46,490	343,186
2021	250,000	-	46,490	41,115	337,605
2022	265,000	-	41,115	35,285	341,400
2023	280,000	-	35,285	29,125	344,410
2024	370,000	-	29,125	19,875	419,000
2025	390,000	-	19,875	10,125	420,000
2026	405,000	-	10,125	-	415,125
Total	2,440,000	-	290,343	233,711	2,964,054

\$4,000,000 2006 Certificates of Obligation, for constructing and improving park and recreational facilities and street improvements, due in annual installments through March 1, 2026, 4.00% - 5.00%.

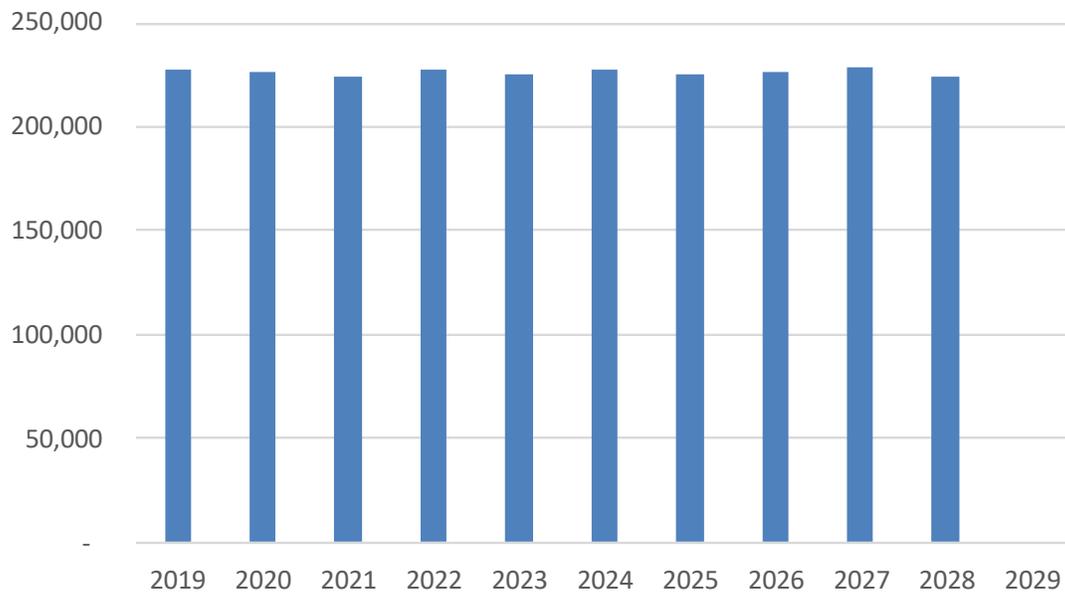


Series 2008 General Obligation Bonds

Certificates of Obligation - Series 2008

Fiscal Year	Principal		Interest		Total
	Due 3/1/15	Due 9/1/15	Due 3/1/15	Due 9/1/15	
2019	-	150,000	38,644	38,644	227,287
2020	-	155,000	35,441	35,441	225,882
2021	-	160,000	32,132	32,132	224,264
2022	-	170,000	28,716	28,716	227,432
2023	-	175,000	25,086	25,086	225,173
2024	-	185,000	21,350	21,350	227,700
2025	-	190,000	17,400	17,400	224,801
2026	-	200,000	13,344	13,344	226,688
2027	-	210,000	9,074	9,074	228,148
2028	-	215,000	4,590	4,590	224,181
Total	-	1,810,000	225,776	225,776	2,261,553

\$3,000,000 2008 Certificates of Obligation, for acquiring, constructing and improving roads, streets, and highways within the City due in annual installments through September 1, 2028, 4.27%.

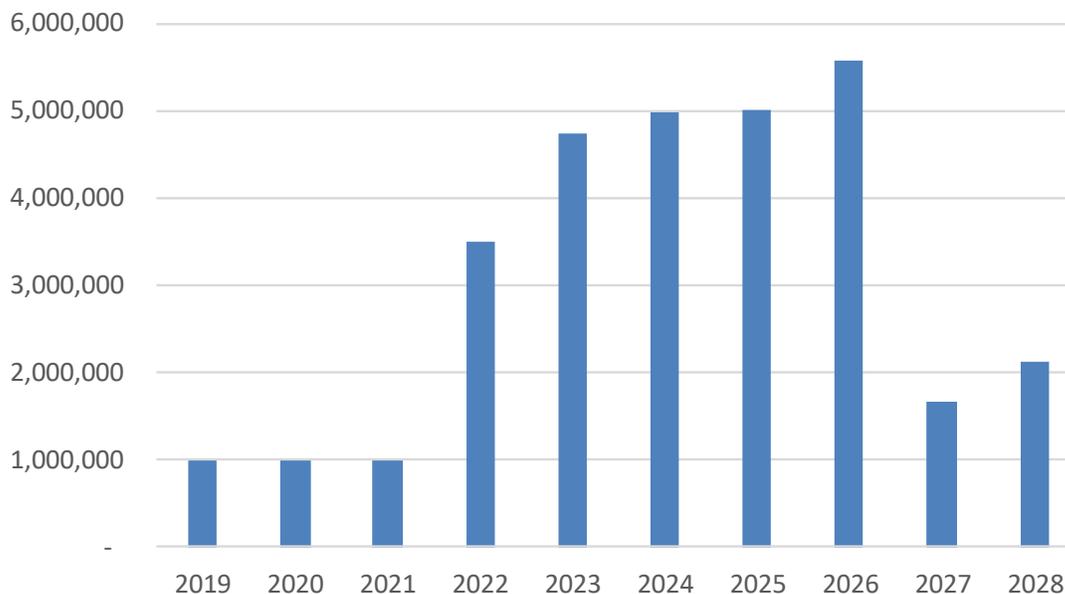


Series 2010 General Obligation Refunding

General Obligation Refunding Bonds - Series 2010

Fiscal Year	Principal Due 3/1/15	Principal Due 9/1/15	Interest Due 3/1/15	Interest Due 9/1/15	Total
2019	-	-	494,263	494,263	988,525
2020	-	-	494,263	494,263	988,525
2021	-	-	494,263	494,263	988,525
2022	2,454,000	-	494,263	443,363	3,482,625
2023	3,930,000	-	443,363	364,763	4,738,125
2024	4,330,000	-	364,763	278,163	4,972,925
2025	4,545,000	-	278,163	187,263	5,010,425
2026	5,320,000	-	187,263	77,538	5,584,800
2027	1,525,000	-	77,538	45,131	1,647,669
2028	2,075,000	-	45,131	-	2,120,131
Total	24,270,000	-	3,373,269	2,879,006	30,522,275

\$25,130,000 2010 General Obligation Refunding Bonds, refunding Series 2000 G.O.'s, 2001 C.O.'s and a portion of the 2007 C.O.'s, due in annual installments through March 1, 2028, 2.00% - 4.35%.

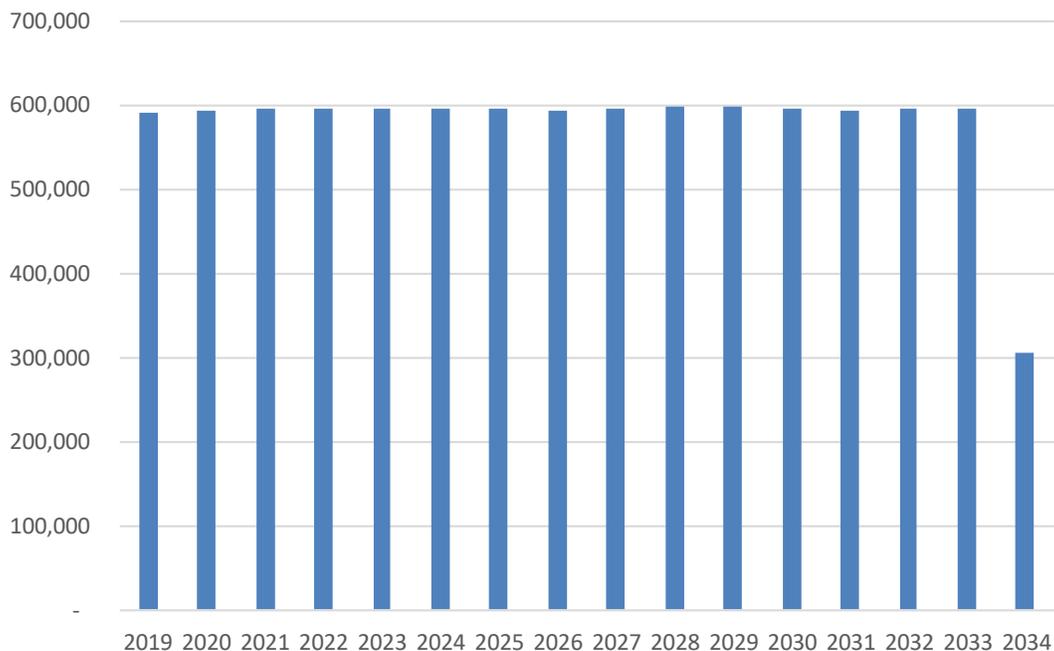


Series 2011 Certificates of Obligation

Certificates of Obligation - Series 2011

Fiscal Year	Principal Due 3/1/15	Principal Due 9/1/15	Interest Due 3/1/15	Interest Due 9/1/15	Total
2019	315,000	-	141,578	135,278	591,855
2020	330,000	-	135,278	128,678	593,955
2021	345,000	-	128,678	121,778	595,455
2022	360,000	-	121,778	114,578	596,355
2023	375,000	-	114,578	107,078	596,655
2024	390,000	-	107,078	99,278	596,355
2025	405,000	-	99,278	91,178	595,455
2026	420,000	-	91,178	82,778	593,955
2027	440,000	-	82,778	73,758	596,535
2028	460,000	-	73,758	64,098	597,855
2029	480,000	-	64,098	53,898	597,995
2030	500,000	-	53,898	43,148	597,045
2031	520,000	-	43,148	31,838	594,985
2032	545,000	-	31,838	19,575	596,413
2033	570,000	-	19,575	6,750	596,325
2034	300,000	-	6,750	-	306,750
Total	6,755,000	-	1,315,260	1,173,683	9,243,943

\$8,645,000 2011 Certificates of Obligation, for street construction and improvements, due in annual installments through March 1, 2034, 3.00% - 4.50%.

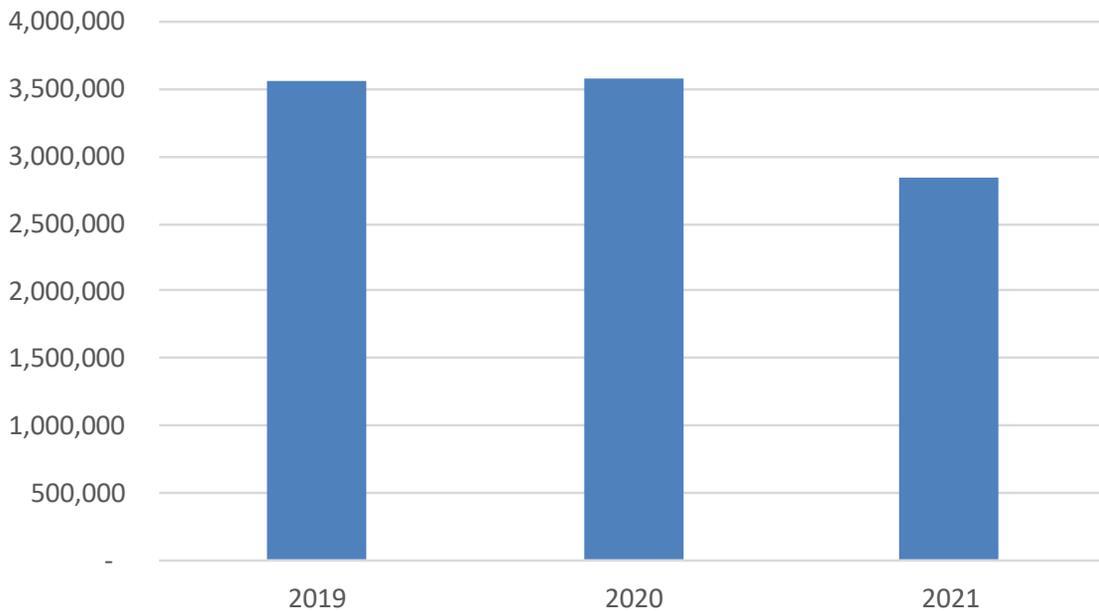


Series 2012 General Obligation Refunding Bonds

General Obligation Refunding Bonds - Series 2012

Fiscal Year	Principal Due 3/1/15	Principal Due 9/1/15	Interest Due 3/1/15	Interest Due 9/1/15	Total
2019	3,320,000	-	145,625	93,750	3,559,375
2020	3,450,000	-	93,750	42,000	3,585,750
2021	2,800,000	-	42,000	-	2,842,000
Total	9,570,000	-	281,375	135,750	9,987,125

\$27,325,000 2012 General Obligation Refunding Bonds, refunding Series 2002 G.O.'s, 2003 G.O.'s and a portion of the 2007 C.O.'s, due in annual installments through March 1, 2028, 2.00% - 4.35%.

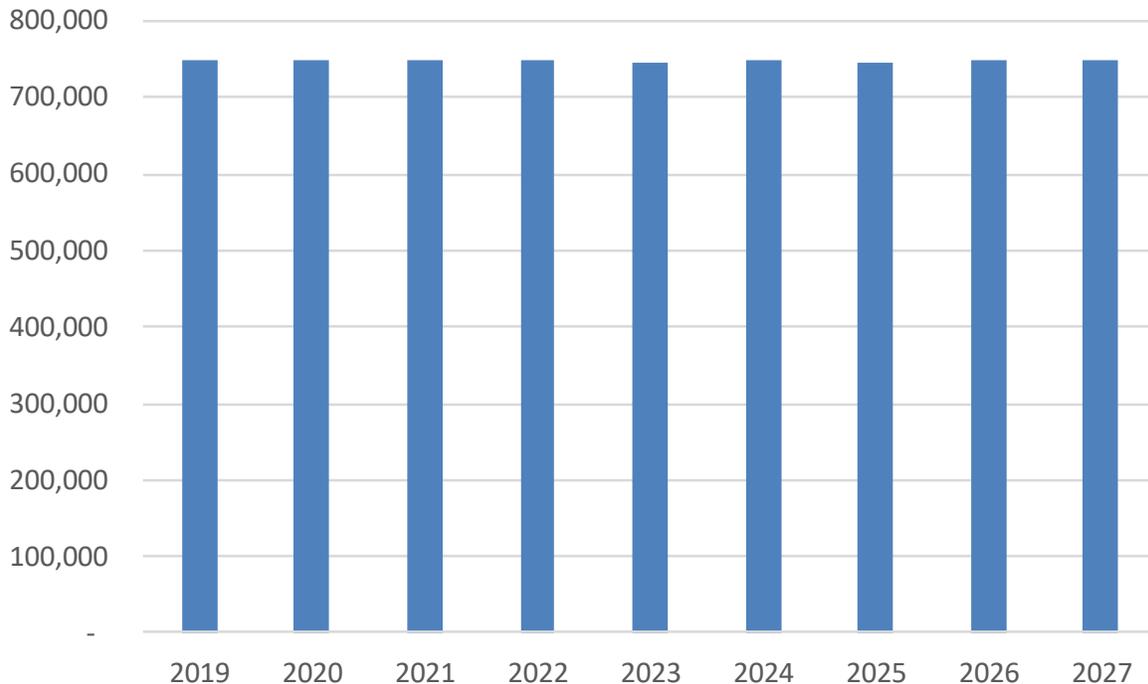


Series 2014 General Obligation Bonds

General Obligation Refunding Bonds - Series 2014

Fiscal Year	Principal Due 3/1/15	Principal Due 9/1/15	Interest Due 3/1/15	Interest Due 9/1/15	Total
2019	550,000	-	102,450	96,950	749,400
2020	565,000	-	96,950	87,063	749,013
2021	585,000	-	87,063	76,825	748,888
2022	605,000	-	76,825	66,238	748,063
2023	625,000	-	66,238	55,300	746,538
2024	650,000	-	55,300	42,300	747,600
2025	675,000	-	42,300	28,800	746,100
2026	705,000	-	28,800	14,700	748,500
2027	735,000	-	14,700	-	749,700
Total	5,695,000	-	570,625	468,175	6,733,800

\$7,345,000 2014 General Obligation Refunding Bonds, Series 2014, due in annual installments through March 1, 2027, 2.00% - 4.00%.

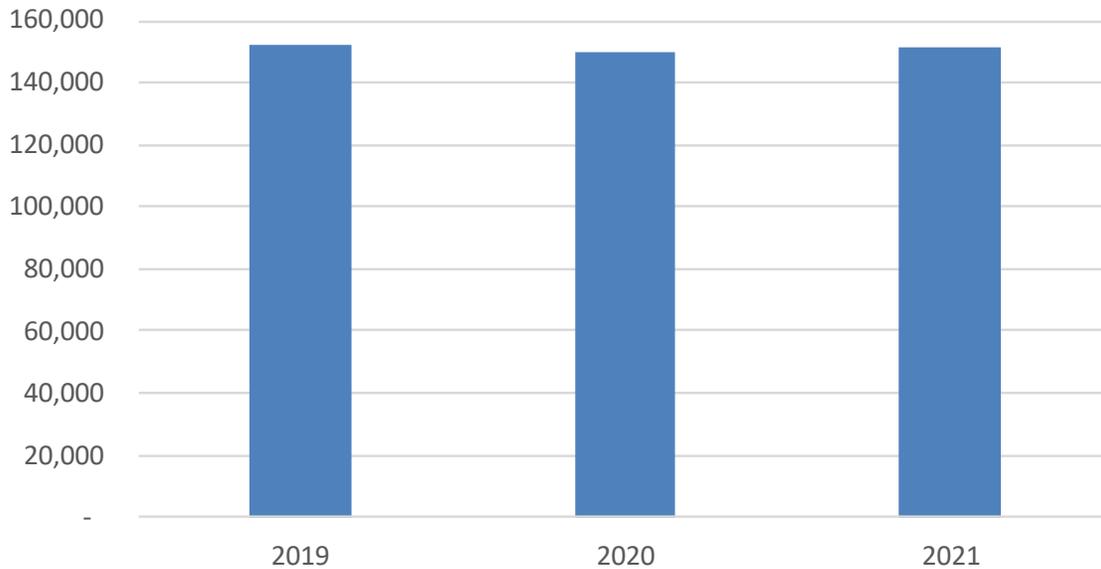


Tax Notes—Series 2014

Tax Notes - Series 2014

Fiscal	Principal	Principal	Interest	Interest	
Year	Due 3/1/15	Due 9/1/15	Due 3/1/15	Due 9/1/15	Total
2019	145,000	-	4,400	2,950	152,350
2020	145,000	-	2,950	1,500	149,450
2021	150,000	-	1,500	-	151,500
Total	440,000	-	8,850	4,450	453,300

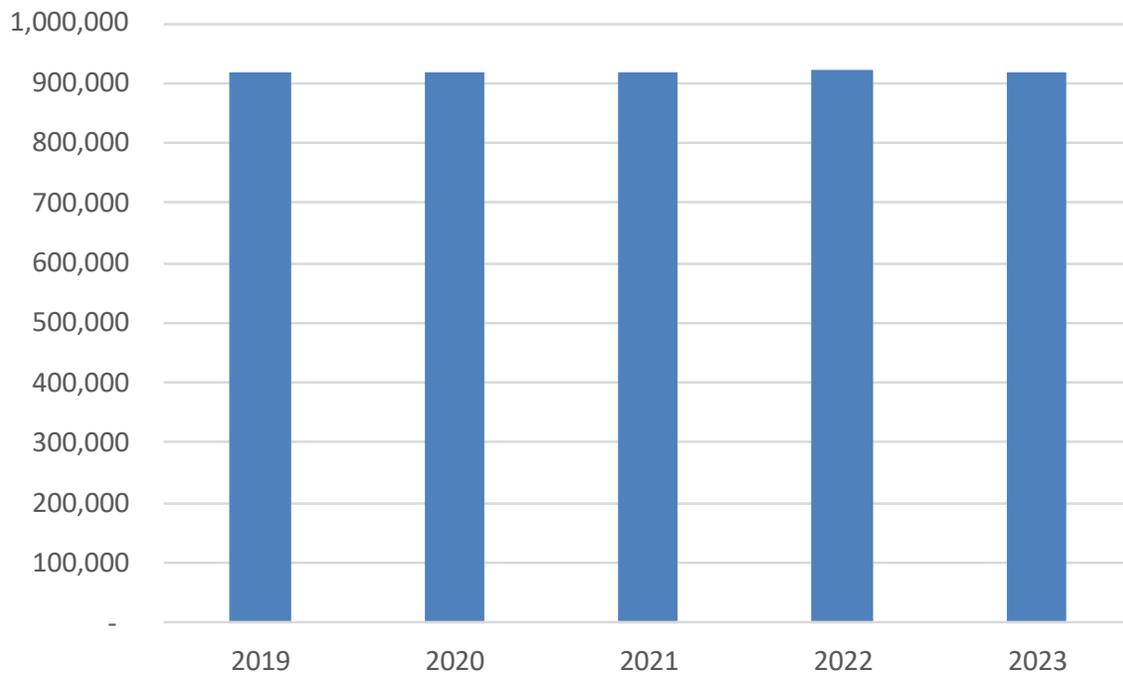
\$985,000 General Obligation Tax Notes were issued in the winter of 2014 (FY15) in order to provide for the purchase of two large apparatus for the Fire Department. This is paid for by general revenues of the City.



Tax Notes: Series 2016

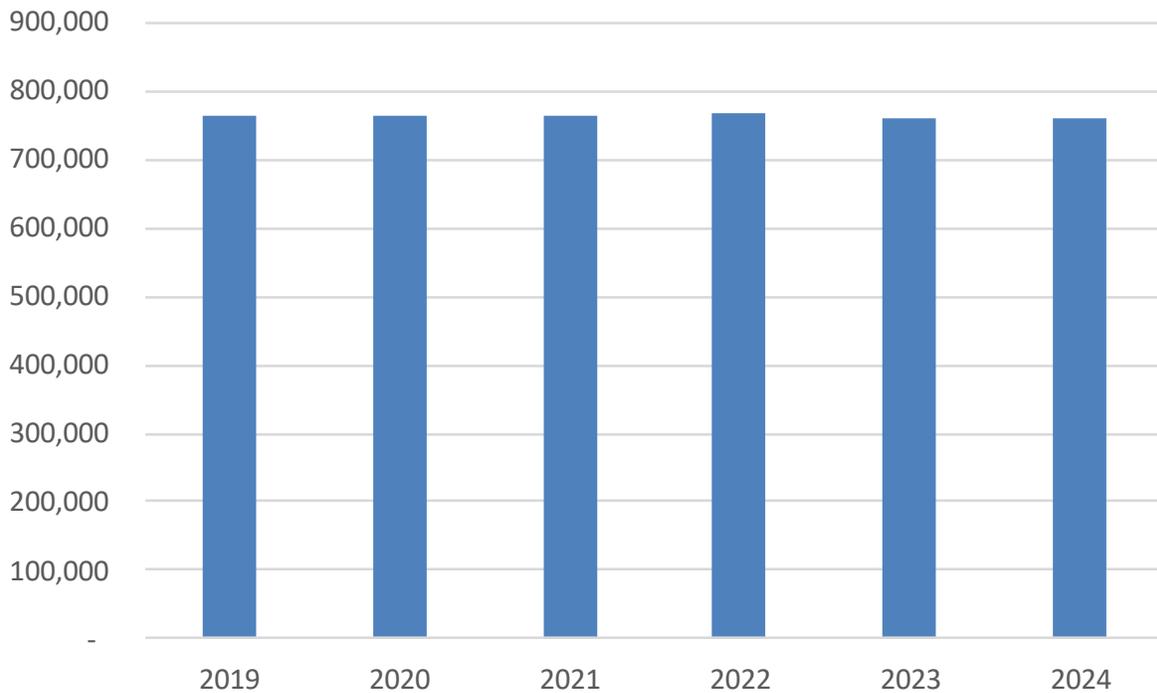
Tax Notes - Series 2016

Fiscal Year	Principal Due 3/1/15	Principal Due 9/1/15	Interest Due 3/1/15	Interest Due 9/1/15	Total
2019	860,000	-	32,856	26,470	919,326
2020	870,000	-	26,470	20,010	916,481
2021	885,000	-	20,010	13,439	918,450
2022	900,000	-	13,439	6,757	920,196
2023	910,000	-	6,757	-	916,757
Total	4,425,000	-	99,532	66,677	4,591,209



Tax Notes—Series 2017

Tax Notes - Series 2017					
Fiscal Year	Principal 3/1	Principal 9/1	Interest 3/1	Interest 9/1	Total
2019	695,000	-	70,844	-	765,844
2020	705,000	-	58,454	-	763,454
2021	720,000	-	45,843	-	765,843
2022	735,000	-	32,966	-	767,966
2023	740,000	-	19,913	-	759,913
2024	755,000	-	6,682	-	761,682
Total	4,350,000	-	234,702	-	4,584,702



Construction crews work on a new bridge over Interstate 20. The Holland Lake Bridge was part of the Pass-Through Financing projects, and provides access to major retail shopping centers.



Capital Project Funds



Capital projects funds are used to account for the acquisition and construction of major capital facilities other than those financed by proprietary and trust funds. Capital Project budgets are approved by project. Projects may go into different fiscal years, so unused but appropriated funds will roll into the new fiscal year until the project is completed. Upon completion, unused funds will be returned to fund balance totals.

Operational Impact of Capital Projects

This budget includes funding for park improvements, Transportation and Public Works improvements at the TIRZ area, and continued storm water projects.

Note that only new dollars are appropriated for capital project funds on an annual basis, while funds that are previously budgeted but were unspent at the end of the fiscal year are rolled over into the new fiscal year.

Additionally, as capital projects are discussed with Council, the ongoing cost implications of those projects are considered.

Heritage Park

Improvements to Heritage Park have occurred over the last several years. While funding was temporarily diverted to Marshall Park for FY18, these improvements are slated to continue this year. As a result, operational costs have increased.

Operational Costs Incurred: With the purchase of additional property and other upgrades, the amount of staff time needed to manage events at Heritage Park will increase. Additional utility costs, and potentially new staff members, will be required for these properties as well.

The total estimated cost increases once the Heritage Park improvements are completed are::

Additional Part-Time Personnel: \$20,000

Miscellaneous Costs: \$10,000

Total Projected Operational Impact: \$30,000

Already Realized Costs:

Costs to hire entertainment for events: \$60,000—\$100,000 annually. The majority of these costs have been paid for through our event sponsorship program. This program brought in approximately \$40,000 in FY17.

At this time, approximately \$8,000 in additional overtime costs has been realized in the FY15 and FY16 Heritage Park budget. Additionally, \$35,000 in additional utilities budget has been added for the park, in response to the number of special events held.

Marshall Park

Improvements from 2018 include equipment and restroom renovation as well as a splash pad. No further costs are anticipated here.

Operational Costs Incurred: This project will increase ongoing costs by an estimated \$15,000 to \$20,000 as a result of utilities and chemicals.

Street Projects

At this time, all bond proceeds related to TxDOT road improvements have been expensed, and the projects themselves have been closed out. During their construction, the Transportation & Public Works department utilized in-house staff for project management and inspections.

Operational Costs Incurred: These assets have become the responsibility of TxDOT. As a result, the City does not expect to incur any additional operating expenses. At some point, the City will be required to take over portions of those assets, resulting in higher street maintenance costs of an average of \$1 million annually. At this point, that timeline has not been decided, but staff is currently making plans for the increase.

Stormwater

The newly created Stormwater Utility Fund issued debt during FY15 and again in FY18 in order to fund long-term drainage rehabilitation projects for the City.

Operational Costs Incurred: This fund is an enterprise fund, and any debt service and rehabilitation projects will be paid for through an increase in the Stormwater Utility Fee. Debt service costs have increased a total of approximately \$240,000 annually, and revenues from the storm water fees have increased \$420,000 annually. Because these expenses represent rehabilitation of existing infrastructure, no increase in operational funding is anticipated. It is possible that projects here will result in marginally increased workload to Transportation & Public Works staff, but no significant costs associated with that increase are anticipated.



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Summary of Capital Projects

Capital Projects Funds Summary

General Capital Projects Fund - This fund is used to account for capital asset acquisition and construction from general government services.

Series 2011 CO Fund - This fund was established to account for proceeds from the issuance of certificates of obligation for the TxDOT projects.

Series 2012 CO Fund - This fund was established to account for proceeds from the issuance of certificates of obligation for the TxDOT projects.

TIRZ Fund—This fund was established to account for the use of proceeds from the City’s tax increment reinvestment zone. Costs contained here are capital in nature.

Stormwater Utility Fund—This fund was established to account for the use of the City’s stormwater fees. This fund houses personnel, capital, and debt-related costs.



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General Capital Projects Fund (17)

This fund is used to account for capital asset acquisition and construction from general government services.

	Actual FY16	Actual FY17	Budgeted FY18	Projected FY17	Adopted FY19
Beginning Fund Balance	1,642,537	1,452,202	1,553,299	1,553,299	7,359,868
<u>Revenues</u>					
320 - Grant Revenue	-	23,433	951,653	575,712	-
601 - Interest Income	4,089	9,253	1,000	97,021	50,000
605 - Royalties	21,355	174	40,000	83	100
806 - Proceeds from Tax Notes	-	-	5,060,000	5,060,000	-
822 - Transfer from General Fund	-	-	-	960,000	-
833 - Transfer from Solid Waste	550,000	550,000	500,000	500,000	500,000
Total Revenues	575,445	582,860	6,552,653	7,192,816	550,100
<u>Expenditures</u>					
Cherry Park Pool	-	-	1,900,605	79,768	-
General	-	-	-	60,000	-
Marshall Park Playground	-	-	463,569	467,568	-
Radio Tower Project	-	-	3,159,305	67,709	-
Hike and Bike Project	-	193,351	951,653	711,202	-
First Monday Projects	765,780	288,412	-	-	496,001
Total Expenditures	765,780	481,762	6,475,132	1,386,247	496,001
Over/(Under)	(190,336)	101,097	77,521	5,806,569	54,099
Ending Fund Balance	1,452,202	1,553,299	1,630,820	7,359,868	7,413,968

Projects located in the General CP Fund

The most consistent project located in the General Capital Projects Fund is the improvements at Heritage Park. These improvements have been ongoing since 2013, and completed projects include a dog park, amphitheater, parking lot expansion, and a bathroom. Multi-year costs for these improvements are:

Year	Improvements
FY13	\$ 414,510
FY14	\$ 352,006
FY15	\$ 463,485
FY16	\$ 736,488
FY17	\$ 292,212
	\$ 2,258,700

As discussed at the beginning of this section, these improvements have had an impact on Weatherford's operations, as costs have naturally increased.

Operational Costs Incurred: With the purchase of additional property and other upgrades, the amount of staff time needed to manage events at Heritage Park will increase. Additional utility costs, and potentially new staff members, will be required for these properties as well. Once the full list of improvements are completed, staff estimates additional operational dollars will be needed to maintain the park. Approximately \$30,000 (primarily in additional part-time help) is anticipated.

Furthermore, some cost increases have already been realized as a result of this project. The largest is the cost to hire entertainment for events, which could range between \$60,000—\$100,000 annually. Fortunately, the majority of these costs have been paid for through our event sponsorship program, which brought in \$40,000 in FY17.

While funding for Heritage Park improvements was temporarily diverted to Marshall Park, Heritage Park will once again be a focus in FY19.

TIRZ Fund

This fund houses all capital projects related to the Tax Increment Finance Zone. Debt was issued to fund these projects, and all taxes earned within the TIRZ will be used to repay the debt service fund. Any dollars left over at the end of the year will be re-budgeted in the following fiscal year via a budget amendment.

	Actual FY16	Actual FY17	Budgeted FY18	Projected FY17	Adopted FY19
Beginning Fund Balance	-	5,611,724	4,304,906	4,304,906	3,453,333
<u>Revenues</u>					
Property Tax Revenue	-	-	149,700	149,700	172,848
Parker Co Hospital District	-	-	25,000	25,000	28,866
601 - Interest Income	10,698	49,184	-	59,800	50,000
807 - Debt Proceeds	6,000,000	-	-	-	-
Interfund Transfers	-	-	-	72,000	72,000
Total Revenues	6,010,698	49,184	174,700	306,500	323,714
<u>Expenditures</u>					
Debt Issuance Costs	-	-	-	-	-
TIRZ Projects	398,974	1,356,003	4,479,606	1,158,073	3,777,047
Administration	-	90,000	-	90,000	-
Unallocated	-	-	4,479,606	-	626,530
BB Fielder Extension	77,635	121,517	-	150,492	3,136,301
South Bowie Extension	90,265	7,861	-	23,140	-
Kirkpatrick Drive	231,073	1,010,624	-	48,750	-
I-20 Ramps at Bethel	-	126,001	-	134,643	-
Kaitlyn Drive	-	-	-	711,047	14,216
	-	-	-	-	-
Total Expenditures	398,974	1,356,003	4,479,606	1,158,073	3,777,047
Over/(Under)	5,611,724	(1,306,818)	(4,304,906)	(851,573)	(3,453,333)
Ending Fund Balance	5,611,724	4,304,906	-	3,453,333	-

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Stormwater Fund

The Stormwater Fund was created in January of 2013, and is designed to pay for infrastructure expenses related to Weatherford's drainage system. While there are some relatively minor personnel costs located in this fund, the majority of expenses are related to capital improvements throughout the City. These expenses are funded through collecting a stormwater fee levied on all residents of the City.

	Actual FY16	Actual FY17	Budgeted FY18	Projected FY18	Adopted FY19
Beginning Working Capital	1,117,932	2,079,310	1,525,940	1,525,940	4,057,363
<u>Revenues</u>					
Interest Income	19,362	19,495	15,000	18,400	1,000
Stormwater User Fees	1,185,918	1,334,599	1,354,618	1,361,470	1,388,882
Bond Proceeds	2,000,000	-	-	4,500,000	-
Total Revenues	3,205,281	1,354,095	1,369,618	5,879,870	1,389,882
<u>Expenditures</u>					
Administrative	-	333,577	43,500	43,500	51,982
Contractual Services	-	-	-	107,717	-
Drainage Projects	1,995,384	1,332,442	2,611,328	2,956,500	4,457,806
Debt Service	240,730	235,442	240,730	240,730	545,174
Transfers to General Fund	-	-	-	-	-
Total Expenditures	2,236,114	1,901,462	2,895,558	3,348,447	5,054,961
Over/(Under)	969,167	(547,367)	(1,525,940)	2,531,423	(3,665,080)
Working Capital Adjustments	(7,789)	(6,003)		-	-
Ending Working Capital	2,079,310	1,525,940	(0)	4,057,363	392,283

Projects Located in Stormwater Fund

Below is a list of Storm Water projects currently slated through FY19. The City issued additional debt in order to help finance these projects.

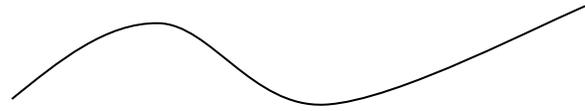
Project Description	Construction Estimate	FY16	FY17	FY18	Total to Date	Projected FY19
Timber Creek	\$ -	\$ 458,235	\$ 651,613	\$ -	\$ 1,109,848	\$ -
Holland Lake Dam & Channel	\$ 6,400,000	\$ 96,665	\$ 391,552	\$ 26,212	\$ 514,429	\$ 6,373,788
Black Warrior Creek	\$ 2,350,000	\$ 253,441	\$ 34,672	\$ 20,981	\$ 309,094	\$ 2,629,019
Briarwood	\$ 44,547	\$ 08,399	\$ 41,037	\$ 3,219	\$ 852,655	\$ -
Underwood Branch	\$ 192,028	\$ 37,091	\$ 193,799	\$ -	\$ 230,890	\$ -
Scotts Meadow Erosion Repair	\$ 80,000	\$ 12,000	\$ 6,875	\$ 49,277	\$ 68,152	\$ -
Holland Lake Upper Watershed	\$ 709,023	\$ -	\$ 12,894	\$ 761,442	\$ 774,336	\$ -
Roger Williams Automall Trashrack	\$ 104,300	\$ -	\$ 132,493	\$ -	\$ 132,493	\$ -
	\$ 9,879,898	\$1,665,831	\$ 1,464,935	\$ 861,130	\$ 3,991,896	\$ 9,002,807

Stormwater Fund—Outstanding Debt

In FY15 and FY18, the City issued debt secured by the annual Stormwater Fees. Below is a schedule of that debt:

Fiscal Year	Principal	Interest	Total
2019	\$ 360,000	\$ 185,174	\$ 545,174
2020	\$ 375,000	\$ 171,098	\$ 546,098
2021	\$ 385,000	\$ 160,233	\$ 545,233
2022	\$ 395,000	\$ 149,080	\$ 544,080
2023	\$ 410,000	\$ 137,638	\$ 547,638
2024	\$ 420,000	\$ 125,769	\$ 545,769
2025	\$ 430,000	\$ 113,611	\$ 543,611
2026	\$ 210,000	\$ 101,090	\$ 311,090
2027	\$ 215,000	\$ 94,175	\$ 309,175
2028	\$ 220,000	\$ 88,190	\$ 308,190
2029	\$ 225,000	\$ 81,515	\$ 306,515
2030	\$ 235,000	\$ 74,615	\$ 309,615
2031	\$ 240,000	\$ 67,490	\$ 307,490
2032	\$ 250,000	\$ 60,015	\$ 310,015
2033	\$ 255,000	\$ 52,188	\$ 307,188
2034	\$ 265,000	\$ 43,929	\$ 308,929
2035	\$ 275,000	\$ 35,085	\$ 310,085
2036	\$ 285,000	\$ 25,774	\$ 310,774
2037	\$ 295,000	\$ 15,838	\$ 310,838
2038	\$ 305,000	\$ 5,338	\$ 310,338
	\$ 6,050,000	\$ 1,787,843	\$ 7,837,843

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Fleet Rotation Fund

The Fleet Rotation Fund was created in FY15 as a means for pre-funding expensive vehicle replacement costs. This program projects the future replacement cost and date of specific vehicles and charges the department owning the vehicle a prorated amount, sufficient for building up funds for the eventual replacement. Currently, the City has 23 vehicles on this schedule. The details by vehicle are found on the next page.

	Actual FY17	Projected FY18	Projected FY19	Projected FY20	Projected FY21	Projected FY22
Beginning Available Working Capital	281,529	883,116	1,166,601	1,341,473	1,705,418	1,547,904
Revenue						
GF Transfer (One-time Purchases)	596,560	274,292	230,500	-	-	-
Interest Earnings	3,636	8,000				
Charge-backs						
General Fund	322,923	317,352	386,026	386,026	386,486	491,263
Fire	148,530	96,035	116,758	116,758	116,758	116,758
Parks & Recreation	4,500	9,202	9,119	9,119	9,578	10,066
Police	123,159	149,651	166,430	166,430	166,430	270,718
TPW	46,734	62,464	93,720	93,720	93,720	93,720
Utilities Fund	4,375	-	-	-	-	-
Water	4,375	-	-	-	-	-
Total Revenue	927,494	599,644	616,526	386,026	386,486	491,263
Expenses						
Capital Purchases						
<i>General Fund</i>	<i>325,907</i>	<i>316,159</i>	<i>441,655</i>	<i>22,082</i>	<i>544,000</i>	<i>423,775</i>
Fire	56,986	46,526	140,000	-	-	-
Parks	-	16,922	-	22,082	-	18,809
Police	268,922	150,266	90,500	-	544,000	404,966
TPW	-	102,444	211,155	-	-	-
<i>Utilities Fund</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Total Expenses	325,907	316,159	441,655	22,082	544,000	423,775
Revenue Over/(Under) Expenses	883,116	1,166,601	1,341,473	1,705,418	1,547,904	1,615,391

Fleet Rotation Detail

Vehicle Description/Use	Initial Investment (\$)	Year Replaced	Est. Shelf Life (yrs.)	Next Replacement Year	Est. Replacement Cost (\$)	Pro-Rated Charge (\$)
Fire Department						
Dodge Truck / Investigations	49,197	2017	9	2026	73,300	8,144
Fire Engine / Incident Response	580,000	2016	15	2031	1,205,778	80,385
Dodge Truck / Investigations	54,983	2018	10	2028	75,049	7,505
Brush Truck	140,000	2019	10	2029	207,234	20,724
<i>Subtotal</i>	<i>824,180</i>	<i>8070</i>			<i>1,561,361</i>	<i>116,758</i>
Parks & Recreation Department						
Mower / Maintenance	10,000	2021	5	2026	11,041	2,208
Mower / Maintenance	10,000	2021	5	2026	11,041	2,208
Mower / Maintenance	8,520	2022	4	2026	9,404	2,351
Mower / Maintenance	8,520	2022	4	2026	9,404	2,351
<i>Subtotal</i>	<i>37,040</i>				<i>40,891</i>	<i>9,119</i>
Police Department						
SUV / Pursuit	46,621	2016	7	2023	53,553	7,650
Cruiser / Pursuit	46,621	2016	4	2020	50,464	12,616
Cruiser / Pursuit	48,179	2016	4	2020	52,150	13,038
Cruiser / Pursuit	48,179	2016	4	2020	52,150	13,038
Cruiser / Pursuit	46,621	2016	7	2023	53,553	7,650
SUV / Pursuit	55,107	2017	7	2024	63,301	9,043
Cruiser / Pursuit	51,021	2017	10	2027	62,200	6,220
Cruiser / Pursuit	51,021	2017	5	2022	56,331	11,266
SUV / Pursuit	42,346	2017	4	2021	48,674	12,169
SUV / Pursuit	55,107	2017	5	2022	74,562	14,912
Cruiser / Pursuit	46,621	2016	7	2023	53,553	7,650
Cruiser / Pursuit	48,179	2016	7	2023	55,343	7,906
SUV / Pursuit	48,000	2018	4	2022	52,983	13,246
SUV / Pursuit	48,000	2018	4	2022	52,983	13,246
Cruiser / Pursuit	50,000	2019	8	2027	60,920	7,615
Cruiser / Pursuit	40,500	2019	5	2024	45,822	9,165
<i>Subtotal</i>	<i>772,123</i>				<i>888,542</i>	<i>166,430</i>
Transportation/Public Works Department						
Sweeper / Maintenance	253,050	2016	8	2024	373,870	46,734
Dump Truck / Maintenance	106,269	2018	10	2028	157,304	15,730
Zipper Reclaimer / Maintenance	211,155	2019	10	2029	312,561	31,256
<i>Subtotal</i>	<i>570,474</i>				<i>843,735</i>	<i>93,720</i>

Citizens show off their classic cars at the annual Weatherford Blooms festival.



Appendix



Glossary

Accrual Accounting: A basis of accounting in which revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period in which they are incurred.

Ad Valorem Tax: A tax assess against property (land, improvements, and personal property) for the purpose of financing general operations of the City and debt service requirements.

Advanced Refunding: A transaction in which new debt is issued to provide monies to pay interest on old, outstanding debt as it becomes due, and to pay the principal on the old debt either as it matures or at an earlier call date.

Allocation: A part of a lump-sum appropriation, which is designed for expenditures by specific organization units and/or for special purposes, activities, or objects.

Appraised Value: The market value of real and personal property located in the City as of January 1 each year, determined by the Parker County Appraisal District.

Appropriation: The maximum level of spending for each fund and for each department as authorized annually by the City Council.

Appropriation Ordinance: The official enactment by the legislative body by means of which appropriations are given legal effect. It is the method by which the expenditure side of the annual operating budget is enacted into law by the legislative body.

Assessed Valuation: A value that is established for real or personal property for use as a basis for levying property taxes. The Parker County Appraisal District establishes property values in Weatherford.

Assessment Ratio: The ratio at which tax rate is applied to tax base. State Law currently sets the assessment ratio at 100%.

Assets: Resources owned or held by the City, which have monetary value.

Balanced Budget: A budget where expenditures are equal to income or sometimes where expenditures are less than income. A balanced budget can include a planned draw down of fund balances within set guidelines.

Basis of Accounting: The timing of recognition, that is, when the effects of transactions or events should be recognized for financial reporting purposes.

Bond: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified

date in the future, call the maturity date, together with periodic interest at a specified rate. The most common types of bonds are general obligation and revenue bonds. There are most frequently used for construction of large capital projects, such as buildings, streets and bridges.

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.

Budget Calendar: The schedule of key dates or milestones, which the City departments follow in the preparation, adoption and administration of the budget.

Budget Document: The instrument used by the budget-making authority to present a comprehensive financial plan of operations to the City Council.

Budgetary Control: The control or management of a governmental or enterprise fund in accordance with an approved budget to keep expenditures within the limitations of available appropriations of revenue.

Capital Budget: A plan for the financing and completion of designated capital projects, financed for the most part with proceeds from general obligation bond issues. The "capital improvements program" is similar multi-year plan, which includes the year covered by the "capital budget".

Capital Projects Fund: A fund created to account for financial resources to be used for the acquisitions or the construction of major capital facilities or equipment.

Capital Outlay: type of expenditure within the budget, which results in the acquisition of an asset which has a value of at least \$5,000 and a useful life of more than one year.

Certificate of Obligation: A type of municipal debt that is unconditionally backed that can be issued without voter approval, usually by a vote of the City Council. Often used for smaller projects.

City Charter: The document of a home rule City similar to a constitution, which established the City's government structure and provides for the distribution of powers and duties among the various branches of government.

City Council: The Mayor and four (4) Council members collectively acting as the legislative and policymaking body of the City.

Comprehensive Annual Financial Report (CAFR): This report is published to provide to the Council, the represent-

atives of financial institutions, our citizens and other interested persons, detailed information concerning the financial condition of the City government.

Contractual Services: The cost related to services performed for the City by individuals, business, or utilities.

Current Refunding: A refunding transaction in which the proceeds of the refunding debt are applied immediately to redeem the debt to be refunded.

Current Taxes: Property taxes that are levied and due within one year.

Debt Service: The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

Debt Service Fund: A fund established to account for the accumulation of resources for the payment of principal and interest on long term debt. May also be called Interest and Sinking Fund.

Delinquent Taxes: Taxes that remain unpaid on and after the date which penalty for non-payment is attached.

Department: A major administrative organizational unit of the City, which indicates overall management responsibility for one or more divisions.

Depreciation: The portion of the cost of a fixed asset charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset. Through this process, the entire cost of the asset is ultimately charged off as an expense.

Division: A minor administrative organizational unit of the City, which indicates overall management responsibility for one or more activities.

Effectiveness: The degree to which an entity, program, or procedure is successful at achieving its goals and objectives.

Effective Tax Rate: State law in Texas prescribes a formula for calculating the effective tax rate for cities. The net effect of the formula is to produce a tax rate that decreases when property values rise because of inflation and vice versa. The intent is to generate a rate that produces approximately the same revenue as the year before. The formula does make adjustments for newly annexed property and newly constructed property for the effective tax rate calculation; however, for notice and hearing requirements, the benefit of new growth is excluded.

Efficiency: The degree to which an entity, program, or procedure is successful at achieving its goals and objectives with the least use of scarce resources.

Encumbrances: Obligations in the form of purchase orders and contracts, which are chargeable to an appropriation and for which a part of the appropriation is reserved because the goods or services have not been received. When paid, the encumbrance is liquidated.

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures.

Estimated Revenue: The amount of projected revenues to be collected during the fiscal year.

Expenditure: Decreases in net financial resources. Expenditures include current operating expenses require the present or future use of net current assets, debt service and capital outlay.

Expenses: This term refers to the outflows or other using up of assets or incurrence of liabilities from rendering services or carrying out other activities that constitute the City's major operations.

Fiduciary Fund: A fund used to report and record assets held in trust or as in an agency capacity for others.

Fiscal Management Policy Statements: Financial policies are used to enable the City to achieve a sound financial position. They are in writing and are periodically updated and endorsed.

Fiscal Year: The 12-month period covered by the budget. For the City of Weatherford, the fiscal year begins October 1 and ends September 30.

Fixed Assets: Assets of long-term character, which are intended to continue to be held or used, such as buildings, machinery and equipment.

Franchise Fee: A fee paid by public service utilities for use of public property in providing their services to the citizens of the community.

Fund: An accounting entity with a separate set of self-balancing accounts, which comprise its assets, liabilities, fund balances, revenues and expenditures.

Fund Balance: The assets of a fund less liabilities, as determined at the end of each fiscal year. Any reservations of fund balance are deducted to result in an "unreserved fund

balance”.

Fund Type: In governmental accounting, all funds are classified into eight fund types: General, Special Revenue, Debt Service, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust and Agency.

GAAP: Generally accepted accounting principles as determined through common practice or as promulgated by the Governmental Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standard setting bodies.

General Fund: The General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, park and recreation, library, public works and general administration.

General Obligation Bonds: Bonds that finance a variety of public projects, which pledge the full faith and credit of the City.

Governmental Accounting Standards Board: The ultimate authoritative accounting and financial reporting standard – setting body for state and local governments.

Governmental Fund: A fund used to account for mainly tax-supported activities.

Impact Fees: Fees charged to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development.

Infrastructure: The underlying permanent foundation or basic framework.

Interest and Sinking Fund: See Debt Service Fund.

Interest Earnings: The earnings from available funds invested during the year in investments authorized by the City of Weatherford Investment Policy.

Interfund Transfer: Amounts transferred from one fund to another.

Internal Service Fund: A fund used to account for the financing of goods or services provided by one department to another on a cost reimbursement basis.

Investments: Securities, bonds and real property (land or buildings) held for the production of revenues in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in the normal course of governmental operations.

Levy: To impose taxes, special assessments, or service charges for the support of the City services.

Liabilities: Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed or refunded at some future date.

Long-term Debt: Debt with a maturity of more than one year after the date earmarked for its retirement.

Maintenance & Operations (M&O): Represents the portion of taxes assessed for the maintenance and operations of the General Fund Services.

Materials and Supplies: Expendable materials and operating supplies necessary to conduct departmental activity.

Modified Accrual Accounting: A basis of accounting in which revenues are recognized in the accounting period when they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred.

Net Bonded Debt: Gross bonded debt less any cash or other assets available and earmarked for its retirement.

Non-Departmental Expense: Expenses that benefit the fund as a whole rather than a particular department within the fund.

Operating Budget: A financial plan outlining estimated revenues and expenditures and other information for a specified period (usually a fiscal year). The “proposed budget” is the financial plan presented by the City Manager for consideration by the City Council, and the “adopted budget” is the financial plan ultimately approved and authorized by the City Council.

Ordinance: A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a State statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances. Ordinances and other legislation are not passed until the plans for and costs of endorsements are known.

Overlapping Debt: Proportionate share that property within a government must bear of the debts of other local governments located wholly or in part within the geographic boundaries of the reporting government.

Paying (Fiscal) Agent Fee: Fee paid to the financial institution that receives and disburses bond payments made on the City's debt obligations.

Per Capita Costs: The cost of service per person. Per capita costs are based on the population estimates provided by the North Texas Council of Governments.

Performance Measures: Specific quantitative measures of work performed within a City department.

Personnel Services: The costs associated with compensating employees for their labor. This includes salaries and fringe benefits.

Proprietary Fund: A fund to account for activities that focus on operating income and cash flows. Such activities are often business like whether internal or external in operations to the organization.

Refunding: The issuance of new debt whose proceeds are used to repay previously issued debt.

Reserve: An account used to indicate that a portion of a fund balance is restricted for a specific purpose.

Revenues: All amounts of money earned or received by the City from external sources.

Revenue Bonds: Bonds usually sold for constructing a project that will produce revenue for the governmental entity. All or part of the produced revenue is used to pay the principle and interest of the bond.

SCADA: Supervisory Control and Data Acquisition is an automated system that is the normal daily means of water system operation. This automated system records flow data, operates pumps and valves.

Special Revenue Fund: A governmental fund, which is used to account for activities in which a specific revenue source is legally restricted for a specific activity.

Tap Fees: Fees charged to join or to extend an existing utility system.

Tax Anticipation Notes: Short-term, interest bearing note issued by a government in anticipation of tax revenues to be received at a later date.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. The term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service

charges.

Tax Levy: The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Tax Rate: An amount applied to the taxable value of assessed property, expressed as so many cents per \$100 of assessed property.

Tax Roll: The official list of taxable property for a given tax year and the amount of taxes levied against each taxpayer.

Texas Municipal Retirement System (T.M.R.S.): An agent multiple-employer public retirement system. Weatherford provides pension benefits for all permanent employees through a joint contributory plan in the state wide Texas Municipal Retirement System.

Utility Franchise Tax: A tax paid by the utilities for a special privilege granted by the Weatherford City Council, permitting the continued use of public property, such as city streets, and usually involving the elements of monopoly and regulation.

Warrants: A legal writ authorizing an officer to make an arrest, seizure, or search.

Financial Management Policy Statement

These policy statements were prepared to provide a framework for fiscal decision-making to ensure that financial resources are available to meet the present and future needs of the citizens of Weatherford.

The benefits of a financial policy are:

- Improve and streamline the decision-making process by allowing elected officials and staff to consider approaches to financial management from a long-term perspective.
- Enhanced credibility with the public, investors, and bond rating agencies.
- Provide a sense of continuity as changes occur in elected officials and staff.
- Provide a means for dealing with fiscal emergencies.

Financial policies should be reviewed periodically by the City Council and revised and updated as necessary.

The following are the fiscal objectives of this policy:

Revenues: Design, maintain, and administer revenues that will ensure reliable, equitable, and sufficient amounts to support desired services.

- A. **Balance and Diversify Revenue Sources:** Maintain a balanced and diversified revenue system to avoid fluctuations in any one source due to changes in economic conditions that adversely impact that source.
- B. **Property Tax Revenues:** Strive to reduce reliance on property tax revenues by implementation of user fees, economic development, and revenue diversification.
- C. **User fees:** Establish and collect fees to recover the costs for services that benefit specific users. When feasible, the City shall recover full direct and indirect costs. These fees should be reviewed on a regular basis to calculate full cost recovery levels, compare them with current structures, and recommend adjustments when necessary.
- D. **Utility/Enterprise Fund Service Fees:** Utility rates shall be set at sufficient levels to recover operating expenditures, meet debt obligations, provide funding for capital improvements, and provide an adequate level of working capital.
- E. **Administrative Service Charges:** An annual administrative service charges due to or from the General Fund from enterprise and special revenue funds for overhead and staff support shall be established.
- F. **Revenue Estimates for Budgeting:** A conservative, objective, and analytical approach shall be used when preparing revenue estimates. This should include an analysis of probable economic

changes, historical collection rates, and trends in revenues. This should maintain a stable level of services, and reduce the probability of actual revenues being short of budget estimates.

- G. **Revenue Collection:** The revenue system should be as simple as possible in order to expedite payments. Since a revenue should exceed the cost of producing it, administrative costs should be controlled and reduced as much as possible. The City shall pursue to the full extent allowed by law all delinquent taxpayers and others overdue in their payments to the City.
- H. **One-Time and/or Unpredictable Revenues:** One-time and/or unpredictable revenues shall only be used for non-recurring capital equipment purchases or retained in fund balance or working capital balances. At no time may the funds be used for recurring costs (salaries, dues, etc...), except for cases of emergency as defined by City Council.

Expenditures: Prioritize services, establish appropriate levels of service, and administer the resources to ensure that fiscal stability is attained and that services are delivered in an effective, efficient manner.

- A. **Current Funding Basis:** Expenditures shall be budgeted and controlled to not exceed current revenues plus the planned use of fund balance accumulated through prior year saving. (Use of fund balance discussed in another section).
- B. **Operating Deficits:** Immediate corrective action should be taken if at any time during a fiscal year expenditures are projected to be greater than projected revenues at year-end. Corrective actions could include, but are not limited to expenditure reductions, fee increases, or use of fund balances. Short-term loans, use of one-time revenue sources, or expenditure deferral to the following fiscal year should be avoided.
- C. **Capital Asset Maintenance:** As resources are available each year, capital assets and infrastructure should be maintained at sufficient levels to minimize future replacement and repair costs, to continue prescribed service levels and to protect the City's investment in the assets. Capitalization of capital asset shall only occur with assets that have a useful life of at least two years following the date of acquisition, are applied to individual items purchased only and only grouped like assets if it is a ma-

terial portion of total capital assets, and is not less than \$5,000 for any individual item. Assets shall be reasonably safeguarded, properly accounted for, and prudently insured.

- D. Program Reviews: Periodic staff and third-party reviews of programs should be made to ensure efficiency and effectiveness. Privatization and contracting with other governmental agencies should be considered as alternative approaches for service delivery. Programs that are determined to be inefficient or ineffective should be eliminated.
- E. Purchasing: Every effort should be made to maximize discounts offered by vendors. Competitive bidding should be used to receive the most advantageous prices on good and services. All State and local purchasing policies and laws shall be followed. See City of Weatherford Purchasing Procedures under a separate cover. The use of co-ops and/or interlocal agreements that have already been competitively bid may be used and are even preferred methods of procurement at times.

Fund Balances/Working Capital: Maintain fund balances/working capital in the various funds at sufficient levels to protect the creditworthiness of the City, mitigate current and future risks, and to ensure stable rates.

- A. Governmental Fund's Fund Balance Categories: City fund balances are divided and designated into various categories based on the extent to which the City is bound to honor constraints on the specific purposes for which amounts in a fund can be spent.
 - 1. Non-Spendable Fund Balance are amounts of the City's fund balance that are:
 - i. not in a spendable form including inventory and prepaid items,
 - ii. cannot be converted to cash within the current period including long-term portion of loans receivable and non-financial assets held for resale, or
 - iii. are required to be maintained intact pursuant to legal or contractual requirements including an endowment or permanent fund.

The City has various amounts of non-spendable monies in various funds but only has one permanent fund and it is the Permanent Library Fund.

- 2. Restricted Fund Balance are amounts of the City's fund balance that reflect resources that are subject to externally enforceable

legal restrictions including those imposed by:

- i. creditors (through debt covenants),
- ii. grantors,
- iii. contributors, and
- iv. other government's legislation or regulations.

- City Special Revenue Funds that fall in this category shall maintain a positive restricted fund balance and those same funds that pay any personnel services shall maintain a target twenty percent (20%) of operating budget in restricted fund balance. This twenty percent (20%) fund balance should only be used in emergency situations where mid-year unanticipated budgetary shortfalls in excess of ten percent (10%) of fund revenues arise. Should the use reduce the balance below the appropriate level of unassigned funds, recommendations will be made on how to restore the balance to its appropriate level in a timely manner. The balance must be restored to its appropriate level within one fiscal year. Restricted special revenue funds of the City include State/Federal Forfeiture Funds, Hotel/Motel Tax Fund, Municipal Court Technology Fund, Municipal Court Building Security Fund, Juvenile Case Manager Fund, SFX Grant Fund, and Weatherford Aerospace Grant Fund. Other restricted funds include all capital bond issuance funds and the General Debt Service Fund.
- 3. Committed Fund Balance are the amounts of the City's fund balance that represent resources whose use is constrained by limitations of the City Council and that remain binding unless removed, modified, or rescinded by the City Council prior to the last day of the fiscal year for which the commitment is made.
 - i. Stabilization Arrangement for General Fund: It is the goal of the City to achieve and maintain a minimum of committed fund balance in the general fund of 90 days of the operating budget for that fiscal year. This amount is annually and formally, through this policy, set aside for use in emergency situations where mid-year unanticipated budgetary shortfalls in excess of ten percent (10%) of fund revenues arise or an unforeseen event occurs that costs the City more than five percent (5%) of budget appropriations. Should the use reduce the balance below the appropriate level of committed funds, recommendations will be made on how to restore the balance to its appropriate

- level in a timely manner. The balance must be restored to its appropriate level within one fiscal year.
- ii. Other Post Employee Benefit Committed Fund Balance: This amount is annually and formally, through this policy, set aside by the amount appropriated through the budget ordinance, for each fund applicable for use to pay current and/or future other post employee benefits.
 - iii. Other Fund Committed Fund Balances: Funds created by the City for a specific service or purpose shall retain in each of those specific funds its remaining fund balance for use only in compliance with original purpose of the fund and/or revenue source. Any special revenue funds that pay any personnel services shall maintain a target twenty percent (20%) operating budget committed fund balance. This twenty percent (20%) fund balance should only be used in emergency situations where mid-year unanticipated budgetary shortfalls in excess of ten percent (10%) of fund revenues arise. Should the use reduce the balance below the appropriate level of committed funds, recommendations will be made on how to restore the balance to its appropriate level in a timely manner. The balance must be restored to its appropriate level within one fiscal year. Committed funds include Weatherford Beautification Fund, Chandor Gardens Fund, Library Fund, Animal Shelter Fund, General Capital Projects Fund, Park Development Fund, and Park Special Revenue Fund.
4. Assigned Fund Balance are those amounts of the City's fund balance that reflect the government's intended use of resources. This would include any future appropriation amounts of fund balance. The City Council has authorized the City Manager as the official authorized to assign fund balance to a specific purpose but retains the power of final appropriation of those funds.
 5. Unassigned Fund Balance are those amounts of the City's fund balance that are in excess of what can properly be classified in one of the previous four categories. These funds are available for any purpose. Unassigned fund balance shall be held to mitigate financial risk that can occur from unforeseen revenues fluctuations and unanticipated expenditures, and provide cash flow for the City's general operations. Annual amounts may vary pending tolerable risk associated with volatility of the economy or exposure to natural risks. Fund unassigned balance should be used only for emergencies, major capital purchases or non-recurring expenditures that cannot be provided by savings in the current year.
- B. Order of Expenditure of Fund Balance: When multiple categories of fund balance are available for expenditure, the City will start with the most restricted category and spend those funds first before moving to the next category with available funds.
 - C. If amounts in a non-spendable form would someday convert into a spendable form and those funds would then be restricted by one of the fund balance categories listed in this policy, those assets should always be classified into that category.
 - D. Working Capital of Proprietary Funds: Positive working capital shall be maintained in enterprise operating funds in order to ensure that sufficient reserves are available for emergencies and revenue shortfalls. In the Municipal Utility Fund an operating reserve will be established and maintained at 60 days of the fiscal year's budget established for operations and maintenance (total budget less debt service and capital project expenditures). Consideration shall be made in the future to increase the number of days in the Utility Fund once rate structure is fully implemented. In the Solid Waste Enterprise Fund an operating reserve will be established and maintained at 90 days for the fiscal year's budget established for maintenance and operations. This reserve should only be used in emergency situations where mid-year unanticipated budgetary shortfalls in excess of ten percent (10%) of fund revenues arise or an unforeseen event occurs that costs the City more than five percent (5%) of budget appropriations. Should the reserve fall below the acceptable level, recommendations will be made on how to restore the reserve to its appropriate level in a timely manner. The reserve must be restored to its appropriate level within one fiscal year.
- Capital Expenditures and Improvements:** Review and monitor the condition of capital equipment and infrastructure, establish priorities for replacement and repair based on needs and availability of resources.
- A. Capital Improvement Planning Program: An annual review of the need for capital improve-

ments and equipment should be conducted to evaluate the current status of the infrastructure, replacement and repair and any potential new projects. All projects, both ongoing and proposed, shall be prioritized based on an analysis of current needs and resource availability. All operations, maintenance, and replacement costs should be listed for every capital project.

- B. **Scheduled Replacement of Capital Assets:** An annual schedule should be prepared for the replacement of non-infrastructure capital assets. As resources are available, these assets shall be replaced according to the schedule.
- C. **Capital Expenditure Financing:** There are three methods of financing capital requirements:
 1. Budget funds from current revenues.
 2. Use funds from fund balance/working capital as allowed.
 3. Borrow money through debt.

Debt financing includes general obligations bonds, revenue bonds, certificates of obligation, tax notes, and lease/purchase agreements. Guidelines for assuming debt are established in the Debt Policy Statements.
- D. **Capital Projects Reserve Fund:** A fund can be established and maintained to accumulate proceeds from the sale of real property, and transfers from the General Fund unassigned fund balance. This fund should be used to pay for capital improvements and equipment with an expected life of greater than 10 years.

Debt: Establish guidelines for debt financing that will provide capital equipment and infrastructure improvements while minimizing the impact of principal and interest payments on current revenues.

- A. **Use of Debt Financing:** Debt financing, including general obligation bonds, revenue bonds, certificates of obligation, tax notes, and lease/purchase agreements shall be used only when capital assets cannot be financed from current revenues or when the useful life of the asset or project exceeds the payout schedule of any debt.
- B. **Assumption of Additional Debt:** Additional tax supported debt should not be assumed without conducting an analysis to determine the community's ability to support additional debt service payments.
- C. **Affordability Targets:** An objective analytical approach should be used to determine whether or not new general-purpose debt can be assumed beyond what is retired each year.

Generally accepted standards of affordability should be used in the analysis. These include debt per capita, debt as a percent of taxable value or revenue source, debt service payments as a percent of current revenues and current expenditures, and the level of overlapping net debt of all local taxing jurisdictions. The direct costs and benefits of the proposed expenditures should be examined. The decision to assume new debt should be based on the costs and benefits plus the ability to assume the new debt without detriment to the City or its citizens.

- D. **Debt Structure:** Debt payments should be structured to ensure level repayment. Level payment schedules improve budget planning and financial management.
- E. **Bond Coverage Ratios and Reserves:** Bond covenant requirements shall be followed completely.
- F. **Competitive v. Negotiated:** The City will analyze on a per issue and market basis the desire to utilize competitive versus negotiated sale of bonds.

Budget: An annual strategic planning session at the start of the budget process in the early spring should occur. The City Manager shall prepare and submit to the governing body, prior to the beginning of each fiscal year, a budget of estimated income and proposed expenditures for the ensuing year, showing in as much detail as practicable the estimated amount required for the efficient operation of each department of the city government under his/her supervision and the reason for such estimated expenditures and be responsible for its administration after adoption. The submitted budget shall be a balanced budget with operating current revenues, exclusive of beginning resources, greater than or equal to operating expense / expenditures with consideration of previously stated use of one-time / unpredictable revenues, use of available fund balances, and the inclusion of sufficient fund balances as stated.

Investments: Invest the City's operating cash to ensure its safety, provide for necessary liquidity, insure public trust, and optimize yield.

Funds of the City should be invested in accordance with the City of Weatherford Investment Policy, which is under a separate cover, so as to ensure the absolute safety of principal and interest, to meet the liquidity needs of the City, insure public trust, and to optimize yield. Interest earned from investments shall be distributed to the operating and

other City funds from which the money was provided.

Fiscal Monitoring: Prepare and present regular reports that analyze, evaluate, and forecast the City's financial performance and economic condition.

- A. Financial Status and Performance Reports: Monthly reports showing the cumulative income and expenditures of each department for the preceding months, and a comparison of such monthly expenditures by department with the monthly allowances made for such departments in the annual budget and outlining any remedial actions necessary to maintain the City's financial position shall be prepared for review by the City Manager and the City Council.

Financial Consultants: With available resources, employ the assistance of qualified financial advisors and consultants, as needed, in the management and administration of the City's financial functions.

These areas include but are not limited to investments, debt administration, financial accounting systems, program evaluations and financial impact modeling. Advisors should be selected on a competitive basis using objective questionnaires and requests for proposals based on the scope of the work to be performed.

Accounting, Auditing and Financial Reporting:

Comply with prevailing federal, state and local regulations. Conform to generally accepted accounting principles as prescribed by the Governmental Accounting Standards Board (GASB), the American Institute of Certified Public Accountants (AICPA), and the Government Finance Officers Association (GFOA).

- A. External auditor rotation is not required but the City should circulate requests for proposals for audit services at least every five years.
- B. Internal auditing should be performed as necessary, as risks warrant, and expanded as resources permit.

Internal Controls: Provide reasonable assurance that assets are safeguarded against loss from unauthorized use or disposition. At all times the City shall maintain an environment conducive to good internal controls. Each Department Manager is responsible to ensure that good internal controls are followed throughout his/her department, that any and all guidelines on accounting and internal controls are implemented, and that all auditor recommendations are

addressed. These policy statements were prepared to provide a framework for fiscal decision-making to ensure that financial resources are available to meet the present and future needs of the citizens of Weatherford.

The benefits of a financial policy are:

- Improve and streamline the decision-making process by allowing elected officials and staff to consider approaches to financial management from a long-term perspective.
- Enhanced credibility with the public, investors, and bond rating agencies.
- Provide a sense of continuity as changes occur in elected officials and staff.
- Provide a means for dealing with fiscal emergencies.

Financial policies should be reviewed periodically by the City Council and revised and updated as necessary.

The following are the fiscal objectives of this policy:

Revenues: Design, maintain, and administer revenues that will ensure reliable, equitable, and sufficient amounts to support desired services.

- A. Balance and Diversify Revenue Sources: Maintain a balanced and diversified revenue system to avoid fluctuations in any one source due to changes in economic conditions that adversely impact that source.
- B. Property Tax Revenues: Strive to reduce reliance on property tax revenues by implementation of user fees, economic development, and revenue diversification.
- C. User fees: Establish and collect fees to recover the costs for services that benefit specific users. When feasible, the City shall recover full direct and indirect costs. These fees should be reviewed on a regular basis to calculate full cost recovery levels, compare them with current structures, and recommend adjustments when necessary.
- D. Utility/Enterprise Fund Service Fees: Utility rates shall be set at sufficient levels to recover operating expenditures, meet debt obligations, provide funding for capital improvements, and provide an adequate level of working capital.
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conomic changes, historical collection rates, and trends in revenues. This should maintain a stable level of services, and reduce the probability of actual revenues being short of budget estimates.

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Decision Packages

General Fund

Department : Development & Neighborhood Services

Program	One-time	Ongoing
Additional Training for Code	\$0.00	\$1,750.00
Remodel of Old City Hall and conference room	\$70,000.00	\$0.00
Development & Neighborhood Services Subtotal	\$70,000.00	\$1,750.00

Department : Emergency & Risk Management

Program	One-time	Ongoing
Badge supplies	\$0.00	\$500.00
New notification and alert system	\$12,000.00	\$15,000.00
P25 Radio System Maintenance and Upkeep	\$0.00	\$104,577.00
Safety awards and incentives	\$0.00	\$1,000.00
Utilities for Sirens	\$0.00	\$7,200.00
Utilities for Towers	\$0.00	\$7,200.00
Emergency/Risk Management Subtotal	\$12,000.00	\$135,477.00

Department : Finance

Program	One-time	Ongoing
Contract service to assist with bank recs	\$30,000.00	\$0.00
Finance Subtotal	\$30,000.00	\$0.00

Department : Fire

Program	One-time	Ongoing
Adjustment for OT increases	\$0.00	\$34,712.00
Increase in Uniforms and Protective Clothing	\$0.00	\$3,681.15
Brush Truck to replace 1999 F350	\$140,000.00	\$20,723.42
Fire Department Subtotal	\$140,000.00	\$59,116.57

General Fund

Department : Information Technology

Program	One-time	Ongoing
CityWorks ERP API License	\$13,000.00	\$2,000.00
Cityworks Software Upgrade	\$7,000.00	\$0.00
System Analyst (FTE)	\$3,500.00	\$94,190.00
5% increase in software license fees	\$0.00	\$87,000.00
Enterprise Training: Secure the Human	\$0.00	\$3,000.00
New ERP system and implementation	\$400,000.00	\$0.00
iPad Refresh	\$7,500.00	\$0.00
Library Internet Solution	\$0.00	\$9,000.00
Information Technology Subtotal	\$431,000.00	\$195,190.00

Department : Library

Program	One-time	Ongoing
Increase in price of library books	\$0.00	\$3,492.00
Increase in price of audiobooks and DVD's	\$0.00	\$2,719.00
Increase in Electronic Database fees	\$0.00	\$170.00
Annual Maintenance on Polaris software	\$0.00	\$276.91
Increase in eBooks and eAudio	\$0.00	\$1,531.56
Staff training	\$0.00	\$2,400.00
Library Subtotal	\$0.00	\$10,589.47

Department : Municipal & Community Services

Program	One-time	Ongoing
Animal Shelter - Anesthesia Machine	\$3,900.00	\$0.00
Animal Shelter - Autoclave	\$5,000.00	\$0.00
Animal Shelter - Replace Police Polaris	\$11,000.00	\$0.00
Animal Shelter - Washer and Dryer	\$12,734.00	\$0.00
Animal Shelter Assistant Director	\$0.00	\$89,171.00
Facilities Maintenance - Outsource Janitorial Svc for OCH	\$0.00	\$13,600.00
Facilities Maintenance - Renovating Kennel Floors	\$0.00	\$20,000.00
Municipal & Community Services Subtotal	\$32,634.00	\$122,771.00

Department : Parks and Recreation

Program	One-time	Ongoing
15ft. Bat-Wing Mower	\$16,451.68	\$0.00
Parks Subtotal	\$16,451.68	\$0.00

Decision Packages

General Fund

Department : Police

Program	One-time	Ongoing
Police Officer (K-9 Officer)	\$0.00	\$72,442.00
SRO Police Officer and vehicle- Fully funded by WISD	\$71,500.00	\$76,672.00
SRO Police Officer and vehicle- Fully funded by WISD	\$71,500.00	\$76,672.00
Total Advanced Accident Equipment & Mapping Software	\$15,000.00	\$0.00
2019 Patrol Tahoe - VRP (replacing 2011 Crown Victoria)	\$50,000.00	\$7,615.02
2019 Tahoe - VRP (replacing 2007 Chevy Malibu)	\$40,500.00	\$9,164.41
Police Subtotal	\$248,500.00	\$242,565.43

Department : Transportation & Public Works

Program	One-time	Ongoing
Access Gate with controller	\$12,000.00	\$0.00
Asphalt Zipper Reclaimer - using VRP and put on VR schedule	\$211,155.00	\$31,256.10
Barricade Trailer for Streets Division	\$9,000.00	\$0.00
Roundabout Construction on College Drive	\$350,000.00	\$0.00
Street Sign Topper Program	\$0.00	\$5,000.00
Outsource street maint (crack sealing, tree trimming, ROW mowing)	\$0.00	\$95,000.00
Transportation and Public Works Subtotal	\$582,155.00	\$131,256.10

General Fund Subtotal	\$1,562,740.68	\$898,715.57
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Solid Waste Fund

Program	One-time	Ongoing
Rear Load Garbage Truck	\$200,000.00	\$0.00
Rear Load Garbage Truck	\$200,000.00	\$0.00
Clothing and PPE	\$0.00	\$6,885.00
Increase in OT for holidays	\$0.00	\$21,500.00
Camera Safety Program	\$23,000.00	\$4,000.00
Recycling Carts	\$28,705.00	\$0.00
Ford F150 Short Bed	\$32,470.00	\$0.00
Ford F150 Long Bed	\$32,730.00	\$0.00
Vehicle Parts and Labor	\$0.00	\$7,088.00
Solid Waste Subtotal	\$516,905.00	\$39,473.00
Solid Waste Fund Subtotal	\$516,905.00	\$39,473.00

Hotel Tax Fund

Program	One-time	Ongoing
Promo Supplies	\$0.00	\$3,300.00
Hotel Occupancy Tax Subtotal	\$0.00	\$3,300.00
Hotel Occupancy Tax Fund Subtotal	\$0.00	\$3,300.00

2018 Tax Rate Calculation Worksheet

Taxing Units Other Than School Districts or Water Districts

CWE-CITY OF WEATHERFORD (2018)

GENERAL INFORMATION: Tax Code Section 26.04(c) requires an officer or employee designated by the governing body to calculate the effective tax rate and rollback tax rate for the taxing unit. These tax rates are expressed in dollars per \$100 of taxable value calculated. The calculation process starts after the chief appraiser delivers to the taxing unit the certified appraisal roll and the estimated values of properties under protest.

School districts do not use this form, but instead use Comptroller Form 50-859 Sample Tax Rate Calculation Worksheet for School Districts.

Water districts as defined under Water Code Section 49.001(1) do not use this form, but instead use Comptroller Form 50-858 Sample Water District Rollback Tax Rate Worksheet.

The Comptroller's office provides this sample worksheet to assist taxing units in determining tax rates. The information provided in this worksheet is offered as technical assistance and not legal advice. Taxing units should consult legal counsel for interpretations of law regarding tax rate preparation and adoption.

SECTION 1: Effective Tax Rate (No New Taxes)

The effective tax rate enables the public to evaluate the relationship between taxes for the prior year and for the current year based on a tax rate that would produce the same amount of taxes (no new taxes) if applied to the same properties that are taxed in both years. When appraisal values increase, the effective tax rate should decrease.

The effective tax rate for a county is the sum of the effective tax rates calculated for each type of tax the county levies.

Line	Effective Tax Rate Activity	Amount/Rate
1.	2017 total taxable value. Enter the amount of 2017 taxable value on the 2017 tax roll today. Include any adjustments since last year's certification; exclude Tax Code Section 25.25(d) one-third over-appraisal corrections from these adjustments. This total includes the taxable value of homesteads with tax ceilings (will deduct in Line 2) and the captured value for tax increment financing (will deduct taxes in Line 14). 1 Tex. Tax Code § 26.012(14)	\$2,441,484,808.00
2.	2017 tax ceilings. Counties, cities and junior college districts. Enter 2017 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing units adopted the tax ceiling provision in 2017 or a prior year for homeowners age 65 or older or disabled, use this step. 2 Tex. Tax Code § 26.012(14)	\$313,004,498.00
3.	Preliminary 2017 adjusted taxable value. Subtract Line 2 from Line 1.	\$2,128,480,310.00
4.	2017 total adopted tax rate.	0.48986000
5.	2017 taxable value lost because court appeals of ARB decisions reduced 2017 appraised value. A. Original 2017 ARB values: \$0 B. 2017 values resulting from final court decisions: \$0 C. 2017 value loss. Subtract B from A. 3 Tex. Tax Code § 26.012(13)	\$0.00
6.	2017 taxable value, adjusted for court-ordered reductions. Add Line 3 and Line 5C.	\$2,128,480,310.00
7.	2017 taxable value of property in territory the taxing unit deannexed after Jan. 1, 2017. Enter the 2017 value of property in deannexed territory. 4 Tex. Tax Code § 26.012(15)	\$0.00

Line	Effective Tax Rate Activity	Amount/Rate
8.	<p>2017 taxable value lost because property first qualified for an exemption in 2018Note that lowering the amount or percentage of an existing exemption does not create a new exemption or reduce taxable value. If the taxing unit increased an original exemption, use the difference between the original exempted amount and the increased exempted amount. Do not include value lost due to freeport or goods-in-transit exemptions.</p> <p>A. Absolute exemptions. Use 2017 market value: <u>\$2,916,090</u></p> <p>B. Partial exemptions. 2018 exemption amount or 2018 percentage exemption times 2017 value: <u>\$7,226,170</u></p> <p>C. Value loss. Add A and B.⁵ Tex. Tax Code § 26.012(15)</p>	\$10,142,260.00
9.	<p>2017 taxable value lost because property first qualified for agricultural appraisal (1-d or 1-d-1), timber appraisal, recreational/scenic appraisal or public access airport special appraisal in 2018.Use only properties that qualified in 2018 for the first time; do not use properties that qualified in 2017.</p> <p>A. 2017 market value: <u>\$634,710</u></p> <p>B. 2018 productivity or special appraised value: <u>\$5,060</u></p> <p>C. Value loss. Subtract B from A.⁶ Tex. Tax Code § 26.012(15)</p>	\$629,650.00
10.	Total adjustments for lost value. Add Lines 7, 8C and 9C.	\$10,771,910.00
11.	2017 adjusted taxable value. Subtract Line 10 from Line 6	\$2,117,708,400.00
12.	Adjusted 2017 taxes. Multiply Line 4 by Line 11 and divide by \$100.	\$10,373,806.37
13.	<p>Taxes refunded for years preceding tax year 2017Enter the amount of taxes refunded by the taxing unit for tax years preceding tax year 2017. Types of refunds include court decisions, Tax Code 25.25(b) and (c) corrections and Tax Code 31.11 payment errors. Do not include refunds for tax year 2017. This line applies only to tax years preceding tax year 2017.⁷ Tex. Tax Code § 26.012(13)</p>	\$0.00
14.	<p>Taxes in tax increment financing (TIF) for tax year 2017Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the taxing unit has no 2018 captured appraised value in Line 16D, enter 0. ⁸ Tex. Tax Code § 26.03(c)</p>	\$166,120.00
15.	<p>Adjusted 2017 taxes with refunds and TIF adjustmentAdd Lines 12 and 13, subtract Line 14. ⁹ Tex. Tax Code § 26.012(13)</p>	\$10,207,686.37
16.	<p>Total 2018 taxable value on the 2018 certified appraisal roll todayThis value includes only certified values and includes the total taxable value of homesteads with tax ceilings (will deduct in Line 18). These homesteads include homeowners age 65 or older or disabled.¹⁰ Tex. Tax Code § 26.012(15)</p> <p>A. Certified values: <u>\$2,600,396,894</u></p> <p>B. Counties: Include railroad rolling stock values certified by the Comptroller's office: <u>\$0</u></p> <p>C. Pollution control and energy storage system exemptionDeduct the value of property exempted for the current tax year for the first time as pollution control or energy storage system property: <u>\$0</u></p> <p>D. Tax increment financingDeduct the 2018 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which the 2018 taxes will be deposited into the tax increment fund. Do not include any new property value that will be included in Line 21 below.¹¹ Tex. Tax Code § 26.03(c) <u>\$41,037,108</u></p> <p>E. Total 2018 value.Add A and B, then subtract C and D.</p>	\$2,559,359,786.00

Line	Effective Tax Rate Activity	Amount/Rate
17.	<p>Total value of properties under protest or not included on certified appraisal roll.^{12 Tex. Tax Code § 26.01(e) and (d)}</p> <p>A. 2018 taxable value of properties under protest. The chief appraiser certifies a list of properties still under ARB protest. The list shows the appraisal district's value and the taxpayer's claimed value, if any or an estimate of the value if the taxpayer wins. For each of the properties under protest, use the lowest of these values. Enter the total value.^{13 Tex. Tax Code § 26.01(c)}</p> <p style="text-align: right;">\$0</p> <p>B. 2018 value of properties not under protest or included on certified appraisal roll. The chief appraiser gives taxing units a list of those taxable properties that the chief appraiser knows about, but are not included in the appraisal roll certification. These properties also are not on the list of properties that are still under protest. On this list of properties, the chief appraiser includes the market value, appraised value and exemptions for the preceding year and a reasonable estimate of the market value, appraised value and exemptions for the current year. Use the lower market, appraised or taxable value (as appropriate). Enter the total value.^{14 Tex. Tax Code § 26.01(d)}</p> <p style="text-align: right;">\$0</p> <p>C. Total value under protest or not certified. Add A and B.</p> <p style="text-align: right;">\$0.00</p>	
18.	<p>2018 tax ceilings. Counties, cities and junior colleges enter 2018 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing units adopted the tax ceiling provision in 2017 or a prior year for homeowners age 65 or older or disabled, use this step.^{15 Tex. Tax Code § 26.012(6)}</p>	\$340,387,490.00
19.	<p>2018 total taxable value. Add Lines 16E and 17C. Subtract Line 18.</p>	\$2,218,972,296.00
20.	<p>Total 2018 taxable value of properties in territory annexed after Jan. 1, 2017. Include both real and personal property. Enter the 2018 value of property in territory annexed.^{16 Tex. Tax Code § 26.012(17)}</p>	\$23,943,280
21.	<p>Total 2018 taxable value of new improvements and new personal property located in new improvements. New means the item was not on the appraisal roll in 2017. An improvement is a building, structure, fixture or fence erected on or affixed to land. New additions to existing improvements may be included if the appraised value can be determined. New personal property in a new improvement must have been brought into the taxing unit after Jan. 1, 2017, and be located in a new improvement. New improvements include property on which a tax abatement agreement has expired for 2018.^{17 Tex. Tax Code § 26.012(17)}</p>	\$63,783,210.00
22.	<p>Total adjustments to the 2018 taxable value. Add Lines 20 and 21.</p>	\$87,726,490.00
23.	<p>2018 adjusted taxable value. Subtract Line 22 from Line 19.</p>	\$2,131,245,806.00
24.	<p>2018 effective tax rate. Divide Line 15 by Line 23 and multiply by \$100.^{18 Tex. Tax Code § 26.04(c)}</p>	0.4789540
25.	<p>COUNTIES ONLY. Add together the effective tax rates for each type of tax the county levies. The total is the 2018 county effective tax rate.^{19 Tex. Tax Code § 26.04(d)}</p>	0.00000000

SECTION 2: Rollback Tax Rate Activity

The rollback tax rate is split into two separate rates:

1. **Maintenance and Operations (M&O):** The M&O portion is the tax rate that is needed to raise the same amount of taxes that the taxing unit levied in the prior year plus eight percent. This rate accounts for such things as salaries, utilities and day-to-day operations.
2. **Debt:** The debt tax rate includes the debt service necessary to pay the taxing unit's debt payments in the coming year. This rate accounts for principal and interest on bonds and other debt secured by property tax revenue.

The rollback tax rate for a county is the sum of the rollback tax rates calculated for each type of tax the county levies. In most cases the rollback tax rate exceeds the effective tax rate, but occasionally decreases in a taxing unit's debt service will cause the effective tax rate to be higher than the rollback tax rate.

Line	Rollback Tax Rate Activity	Amount/Rate
26.	2017 maintenance and operations (M&O) tax rate.	0.33433000
27.	2017 adjusted taxable value. Enter the amount from Line 11.	\$2,117,708,400
28.	2017 M&O taxes.	
	A. Multiply Line 26 by Line 27 and divide by \$100.	\$7,080,134
	B. Cities, counties and hospital districts with additional sales tax: Amount of additional sales tax collected and spent on M&O expenses in 2017. Enter amount from full year's sales tax revenue spent for M&O in 2017 fiscal year, if any. Other taxing units enter 0. Counties exclude any amount that was spent for economic development grants from the amount of sales tax spent.	\$4,351,834
	C. Counties: Enter the amount for the state criminal justice mandate. If second or later year, the amount is for increased cost above last year's amount. Other taxing units enter 0.	\$0
	D. Transferring function: If discontinuing all of a department, function or activity and transferring it to another taxing unit by written contract, enter the amount spent by the taxing unit discontinuing the function in the 12 months preceding the month of this calculation. If the taxing unit did not operate this function for this 12 month period, use the amount spent in the last full fiscal year in which the taxing unit operated the function. The taxing unit discontinuing the function will subtract this amount in H below. The taxing unit receiving the function will add this amount in H below. Other taxing units enter 0.	\$0
	SELECT TRANSFERRING FUNCTION STATE (NA, DISCONTINUED, RECEIVED)	NA
	E. Taxes refunded for years preceding tax year 2017: Enter the amount of M&O taxes refunded in the preceding year for taxes before that year. Types of refunds include court decisions, Tax Code § 25.25(b) and (c) corrections and Tax Code § 31.11 payment errors. Do not include refunds for tax year 2017. This line applies only to tax years preceding tax year 2017.	\$0
	F. Enhanced indigent health care expenditures: Enter the increased amount for the current year's enhanced indigent health care expenditures above the preceding tax year's enhanced indigent health care expenditures, less any state assistance.	\$0
	G. Taxes in TIF: Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the taxing unit has no 2018 captured appraised value in Line 16D, enter 0.	\$201,024
	H. Adjusted M&O Taxes. Add A, B, C, E and F. For taxing unit with D, subtract if discontinuing function and add if receiving function. Subtract G.	\$11,230,744
29.	2018 adjusted taxable value. Enter Line 23 from the Effective Tax Rate Worksheet.	\$2,131,245,806
30.	2018 effective maintenance and operations rate: Divide Line 28H by Line 29 and multiply by \$100.	0.52695679
31.	2018 rollback maintenance and operation rate: Multiply Line 30 by 1.08.	0.56911333

Line	Rollback Tax Rate Activity	Amount/Rate
32.	<p>Total 2018 debt to be paid with property taxes and additional sales tax revenue. Debt means the interest and principal that will be paid on debts that: (1) are paid by property taxes, (2) are secured by property taxes, (3) are scheduled for payment over a period longer than one year, and (4) are not classified in the taxing unit's budget as M&O expenses. A. Debt also includes contractual payments to other taxing units that have incurred debts on behalf of this taxing unit, if those debts meet the four conditions above. Include only amounts that will be paid from property tax revenue. Do not include appraisal district budget payments. Enter debt amount</p> <p style="text-align: right;">\$3,297,290</p> <p>B. Subtract unencumbered fund amount used to reduce total debt.</p> <p style="text-align: right;">\$4,848,000</p> <p>C. Subtract amount paid from other resources.</p> <p style="text-align: right;">\$0</p> <p>D. Adjusted debt. Subtract B and C from A.</p>	\$3,451,290
33.	Certified 2017 excess debt collections Enter the amount certified by the collector.	\$0
34.	Adjusted 2018 debt. Subtract Line 33 from Line 32D.	\$3,451,290
35.		100%
36.	2018 debt adjusted for collections. Divide Line 34 by Line 35	3,451,290
37.	2018 total taxable value. Enter the amount on Line 19.	\$2,218,972,296
38.	2018 debt tax rate. Divide Line 36 by Line 37 and multiply by \$100.	0.15563552
39.	2018 rollback tax rate. Add Lines 31 and 38.	0.72464885
40.	COUNTIES ONLY. Add together the rollback tax rates for each type of tax the county levies. The total is the 2018 county rollback tax rate.	0.00000000

SECTION 3: Additional Sales Taxes to Reduce Property Tax

Cities, counties and hospital districts may levy a sales tax specifically to reduce property taxes. Local voters by election must approve imposing or abolishing the additional sales tax. If approved, the taxing unit must reduce its effective and rollback tax rates to offset the expected sales tax revenue.

This section should only be completed by a county, city or hospital district that is required to adjust its effective tax rate and/or rollback tax rate because it adopted additional sales tax.

Line	Activity	Amount/Rate
41.	Taxable Sales. For taxing units that adopted the sales tax in November 2017 or May 2018, enter the Comptroller's estimate of taxable sales for the previous four quarters. 20 Tex. Tax Code § 26.041(d) Taxing units that adopted the sales tax before November 2017, skip this line.	\$0
42.	<p>Estimated sales tax revenue. Counties exclude any amount that is or will be spent for economic development grants from the amount of estimated sales tax revenue. 21 Tex. Tax Code § 26.041(i)</p> <p>Taxing units that adopted the sales tax in November 2017 or in May 2018 Multiply the amount on Line 41 by the sales tax rate (.01, .005 or .0025, as applicable) and multiply the result by .9522 Tex. Tax Code § 26.041(d)</p> <p style="text-align: center;">- or -</p> <p>Taxing units that adopted the sales tax before November 2017 Enter the sales tax revenue for the previous four quarters. Do not multiply by .95.</p>	\$4,351,634.00
43.	2018 total taxable value. Enter the amount from Line 37 of the Rollback Tax Rate Worksheet.	\$2,218,972,296

Line	Activity	Amount/Rate
44.	Sales tax adjustment rate.Divide Line 42 by Line 43 and multiply by \$100.	0.19611033
45.	2018 effective tax rate, unadjusted for sales tax ²³ Tex. Tax Code § 26.04(c) Enter the rate from Line 24 or 25, as applicable, on the Sample Effective Tax Rate Worksheet.	0.478954
46.	2018 effective tax rate, adjusted for sales tax. Taxing units that adopted the sales tax in November 2017 or in May 2018 Subtract Line 44 from Line 45. Skip to Line 47 if you adopted the additional sales tax before November 2017.	0.00000000
47.	2018 rollback tax rate, unadjusted for sales tax ²⁴ Tex. Tax Code § 26.04(c) Enter the rate from Line 39 or 40, as applicable, of the Sample Rollback Tax Rate Worksheet.	0.72484885
48.	2018 rollback tax rate, adjusted for sales tax Subtract Line 44 from Line 47.	0.52853852

SECTION 4: Additional Rollback Protection for Pollution Control

A taxing unit may raise its rate for M&O funds used to pay for a facility, device or method for the control of air, water or land pollution. This includes any land, structure, building, installation, excavation, machinery, equipment or device that is used, constructed, acquired or installed wholly or partly to meet or exceed pollution control requirements. The taxing unit's expenses are those necessary to meet the requirements of a permit issued by the Texas Commission on Environmental Quality (TCEQ). The taxing unit must provide the tax assessor with a copy of the TCEQ letter of determination that states the portion of the cost of the installation for pollution control.

This section should only be completed by a taxing unit that uses M&O funds to pay for a facility, device or method for the control of air, water or land pollution.

Line	Additional Rollback Protection for Pollution Control Activity	Amount/Rate
49.	Certified expenses from the Texas Commission on Environmental Quality (TCEQ) Enter the amount certified in the determination letter from TCEQ. ²⁵ Tex. Tax Code § 26.045(d) The taxing unit shall provide its tax assessor-collector with a copy of the letter. ²⁶ Tex. Tax Code § 26.045(i)	\$0
50.	2018 total taxable value. Enter the amount from Line 37 of the Rollback Tax Rate Worksheet.	\$2,218,972,296
51.	Additional rate for pollution control. Divide Line 49 by Line 50 and multiply by \$100.	0
52.	2018 rollback tax rate, adjusted for pollution control. Add Line 51 to one of the following lines (as applicable): Line 39, Line 40 (counties) or Line 48 (taxing units with the additional sales tax).	

SECTION 5: Total Tax Rate

Indicate the applicable total tax rates as calculated above.

Effective tax rate (Line 24; line 25 for counties; or line 46 if adjusted for sales tax) **\$0 / 100**

Rollback tax rate (Line 39; line 40 for counties; or line 48 if adjusted for sales tax) **\$0 / 100**

Rollback tax rate adjusted for pollution control (Line 52) **0**

SECTION 6: Taxing Unit Representative Name and Signature

Enter the name of the person preparing the tax rate as authorized by the governing body of the taxing unit.

print here _____
 Printed Name of Taxing Unit Representative

sign here _____
 Tax Unit Representative

_____ Date

For more information, visit our website: comptroller.texas.gov/taxes/property-tax