

# City of Weatherford, TX

## FY20 Adopted Budget Cover Page

The FY20 budget will raise more total property taxes than last year's budget by \$742,970, or 6.2%. Of that amount, \$287,364 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—Paul Paschall

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>2019-2020</u>	<u>2018-2019</u>
Property Tax Rate	\$0.4879/100	\$0.4899/100
*Effective Tax Rate	\$0.4679/100	\$0.4790/100
*Effective Maintenance & Operations Tax Rate	\$0.3393/100	\$0.3234/100
Rollback Tax Rate	\$0.5154/100	\$0.5285/100
Debt Rate	\$0.1486/100	\$0.1555/100
Total debt obligation for City of Weatherford se- cured by property taxes	\$ 53,500,000	\$ 59,755,000

\*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

## FY20 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, 2018. 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**  
Paul Paschall



**Place 1**  
Heidi Wilder



**Place 3**  
Curtis Tucker



**Place 2**  
Jeff Robinson



**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
Jessica Doss	Director, Finance
Diana Allen	Director, Human Resources
Dustin Deel	Director, Municipal & Community Services
Kaleb Kentner	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 FY20 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 14-80 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 81-187 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 188-256. 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 FY20.

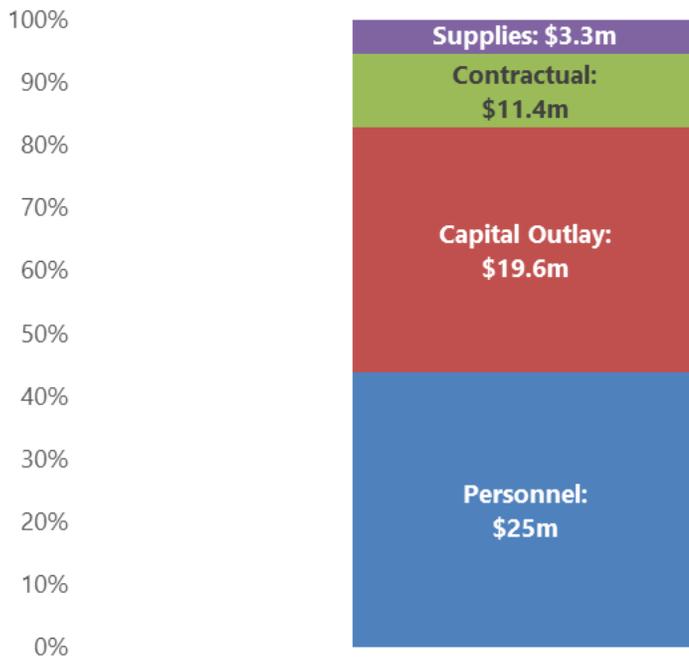
## Budget-in-Brief

### City-Wide Staffing

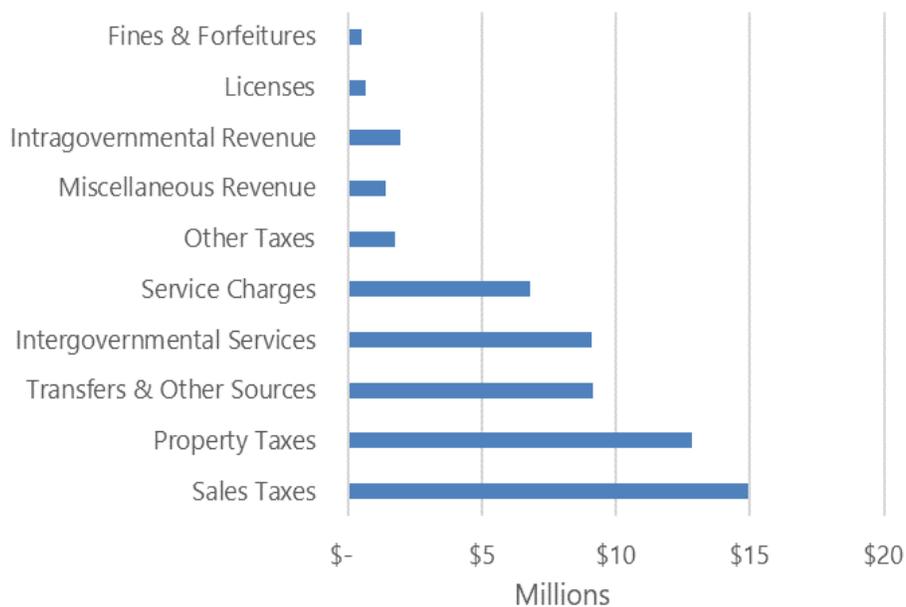
Service Area	Personnel Budget	# of Positions	% of Total
Organizational Management	\$ 1,862,728	20	6.8%
Asset Management	\$ 1,410,082	18	6.1%
Total Internal Services	\$ 3,272,810	38	12.9%
Total Growth & Development	\$ 1,577,973	17	5.8%
Total Infrastructure	\$ 1,583,199	23	7.8%
Total Community Quality	\$ 3,074,811	47	16.0%
Total Public Safety	\$ 16,232,783	169	57.5%
Total External Services	\$ 22,468,766	256	87.1%
<b>Total City-Wide</b>	<b>\$ 25,741,576</b>	<b>294</b>	

# 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	25,788
2018 (Est)	31,836
Change since 2010	23.5%

### By Sex (2018)

Male/Female	47.4%/52.6%
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### By Race/Ethnicity (2018)

White, non-Hispanic	78.6%
Hispanic or Latino	14.9%
Black	3.0%
Other	3.5%

### Age Distribution (years)

0-4	7.7%
5-17	24.3%
18-64	50.7%
65+	17.3%

### Income (2018)

Median Household	\$62,594
Below Poverty Level	9.6%

### Other (2018)

Households	10,718
Persons per Household	2.66

## Education

### Weatherford ISD Enrollment (2018)

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	14,280
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### Unemployment Rate

Average Annual	2.9%
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### Top Employers

Weatherford ISD	1,017
Weatherford Regional Medical Center	486
Parker County	483
City of Weatherford	374
Wal-Mart	326
Weatherford College	298
C.D. Hartnett	276

## Economic

### Business & Retail

Avg # of monthly Sales Tax Payers (24 mos.)	2,058
2018 Sales Tax Remitted	\$14.572m
Increase/Decrease from 2017	+7.67%
Retail sales tax per capita	\$457.72

### Housing

Median Market value, owner-occupied home	\$181,830
Single-Family Building Permits (October 2018—September 2019)	174
Additions/Remodel/Residential Accessory Permits (October 2018—September 2019)	186

### Tourism

Hotels and Beds & Breakfasts	30
Attractions: <i>Chandor Gardens, Clark Gardens, Greenwood Farm, Sheriff’s Posse Rodeo, Farmer’s Market, Doss Heritage &amp; 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 13, 2019. 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 \$0.49 per \$100,000 of assessed value, they adopted a rate of \$0.4879. While this is a lower nominal rate than in FY19 (\$0.4899), 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 and \$96,000 to the Weatherford Chamber of Commerce.

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 13, 2019.

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## City Manager's Proposed Budget Message

As presented on August 13, 2019

**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 FY20 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, 2019, through September 30, 2020. 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 FY20. All decisions made during this time will be codified in the final adopted budget, set to be accepted by Council on September 24, 2019. Weatherford citizens will also be encouraged to voice their opinions at three separate public hearings: two on the City's proposed FY20 property tax rate (held on August 27 and September 10), and one on the City's FY20 budget in general (held on September 10).

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

ployee 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 FY20 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.

### Weatherford's Mission: Building a Strong Community

The City of Weatherford provides a multitude of services for its citizens, spanning from public safety and emergency management to ensuring everyone has equal access to the utilities necessary to thrive in this community. With such a wide range of responsibilities, it can be difficult to identify a singular purpose and mission for the staff that helps deliver those services. However, that is exactly what the city management team set out to do this past year. After dozens of internal workshops with department personnel, the Weatherford team unified on one mission: Building a Strong Community. This mission holds that, in every task, objective, and service our staff performs, we will strive to enrich the lives of the citizens we serve. Through the values of trust, unity, engagement, impact, pride, and purpose, the City's vision is to inspire every person, family and organization to achieve their highest potential. This budget hold strong to our mission, vision, and values, and ensures that every dollar spent will be in pursuit of building a strong community.

## Budget Overview

Budgeted expenditures for all funds of the City of Weatherford for FY20 total \$61,899,019, and are allocated as

Group	Proposed Budget	% of Total
General Fund	\$38,092,334	62%
Debt Service Fund	\$8,338,154	13%
Capital Projects Funds	\$5,428,416	9%
Stormwater Utility Fund	\$3,523,905	6%
Solid Waste Fund	\$3,278,267	5%
Special Revenue Funds	\$3,237,943	5%
	<b>\$61,899,019</b>	<b>100%</b>

follows:

The General Fund, accounting for 62% 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 9%, appropriates funding for continued development of the City's parks, implementation of a new Enterprise Resources Planning system, hike and bike trail improvements, 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 requirements on the City's general obligation debt make up 13% of proposed expenditures. Operation of solid waste collections, stormwater utility, Chandor Gardens, and various other funds make up the remaining 16% of the budget.

## Budget Process Methodology

The FY20 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. Additionally, the Office of Budget and Purchasing reviewed line-item budgets and supplemental requests individually

with delegates of each department prior to submitting them to the City Manager for consideration.

## 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 \$0.467907 and \$0.5154377, respectively. The proposed rate of \$0.4879 represents a small decrease in the tax rate from FY19, and approximately 2 pennies higher than the effective rate. This results in an additional \$750,000 (net of dedicated TIRZ funds) for the General Fund over FY19, \$280,000 of which comes from new property added to the tax roll this year.

Weatherford's base budget was built on a tax rate of \$0.4779, which is approximately 1 penny higher than the calculated effective rate. This rate captured the aforementioned growth for new properties as well as increasing by an additional \$240,000 to be used for operational needs, such as compensation, additional personnel, software costs, additional supplies/maintenance, and debt service. One additional penny was added to the proposed tax rate in order to help fund the City's two highest priority capital projects: a new police station and a new fire station. The revenue earned on this penny, along with accumulated cash reserves in the General and Capital Projects funds, will be dedicated to funding the debt service associated with these projects, whose combined total construction costs are estimated at \$19 million. For a more detailed description of the projects and their funding sources, please see the General Fund Five-Year Forecast section of this document.

Although the City's proposed tax rate is above the effective rate, Weatherford still maintains a significantly lower tax rate than the majority of cities in the state of Texas, and even the North Texas region. The additional revenue above the effective rate will add \$20 per \$100,000 of assessed value on each resident's tax bill, for which the community will receive stable service levels and more proper facilities to house our first responders.

### **Sales Tax Projections**

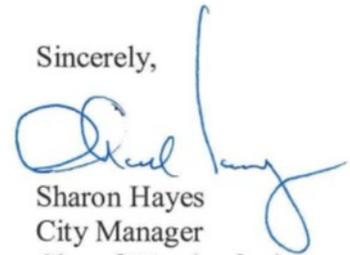
There is perhaps no other barometer that can exemplify Weatherford's economic growth better than sales tax. The gains made in such a short period of time are nothing short of incredible, and are a testament to our Council's good judgement and growth strategy. Since FY13, the City's sales tax revenue has gained over \$4.4 million according to FY19 ending projections, which is almost double the total receipts received in 2013. 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 FY20 budget proposes to set the sales tax baseline at \$13.4 million, which is an increase of almost \$850,000 from the previous baseline. Because full sales tax receipts are expected to come in at \$14.94 million next year, this action would still leave a \$1.45 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 one new position, 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 increasing budget to the levels necessary to continue all departmental operations at their current state and adding funding for long-awaited facility needs. Additionally, this proposal maintains our strategic advantage of maintaining a low tax rate, conservative sales tax projections, and overall fiscal discipline.

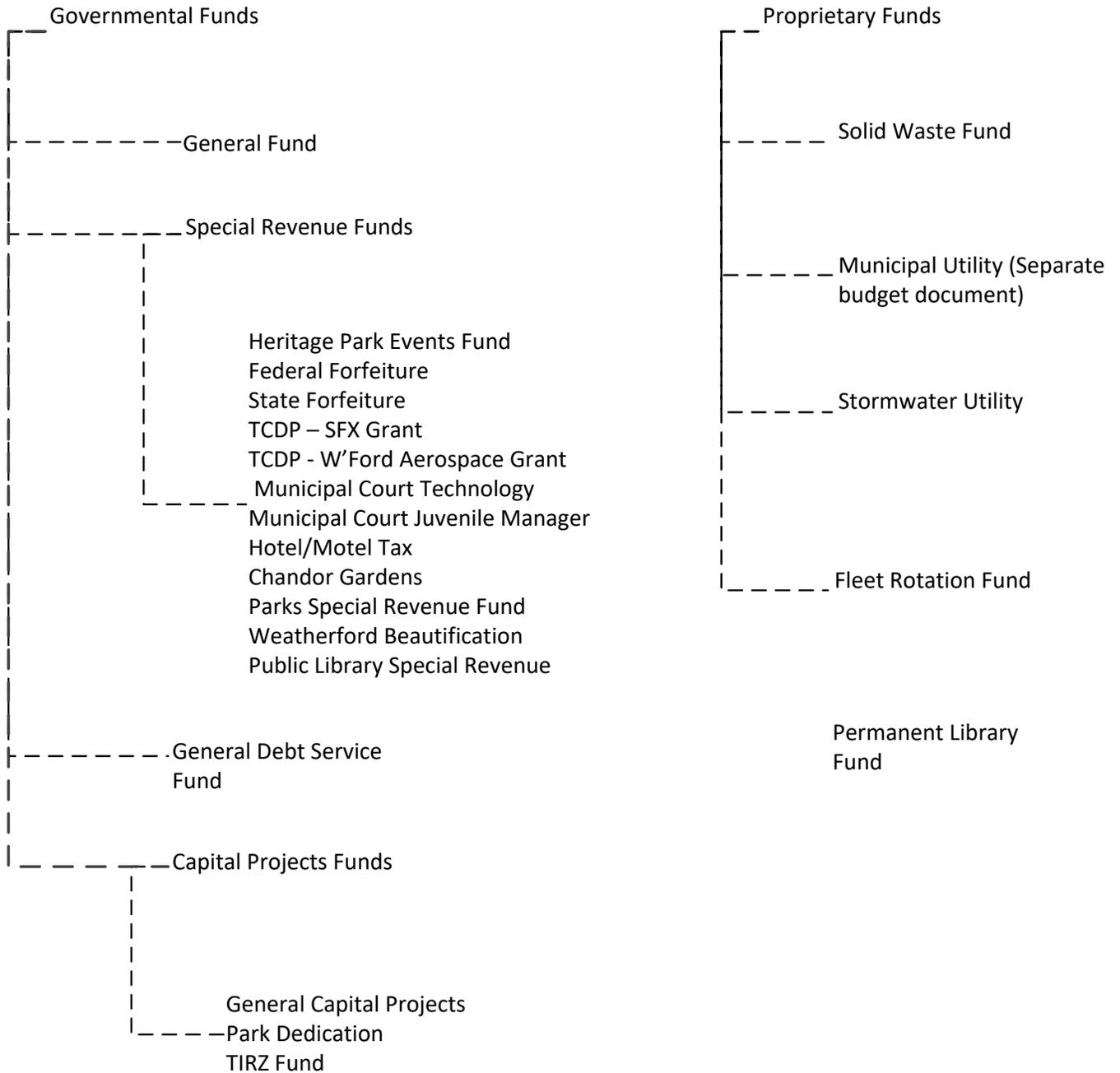
In conclusion, I wish to thank each department director and supervisor who spent many hours in the preparation of this budget. I especially wish to thank Deputy City Manager James Hotopp and Assistant City Manager Brad Burnett, both of whom provided invaluable assistance during this process. The City 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. We respectfully submit this budget for consideration.

Sincerely,



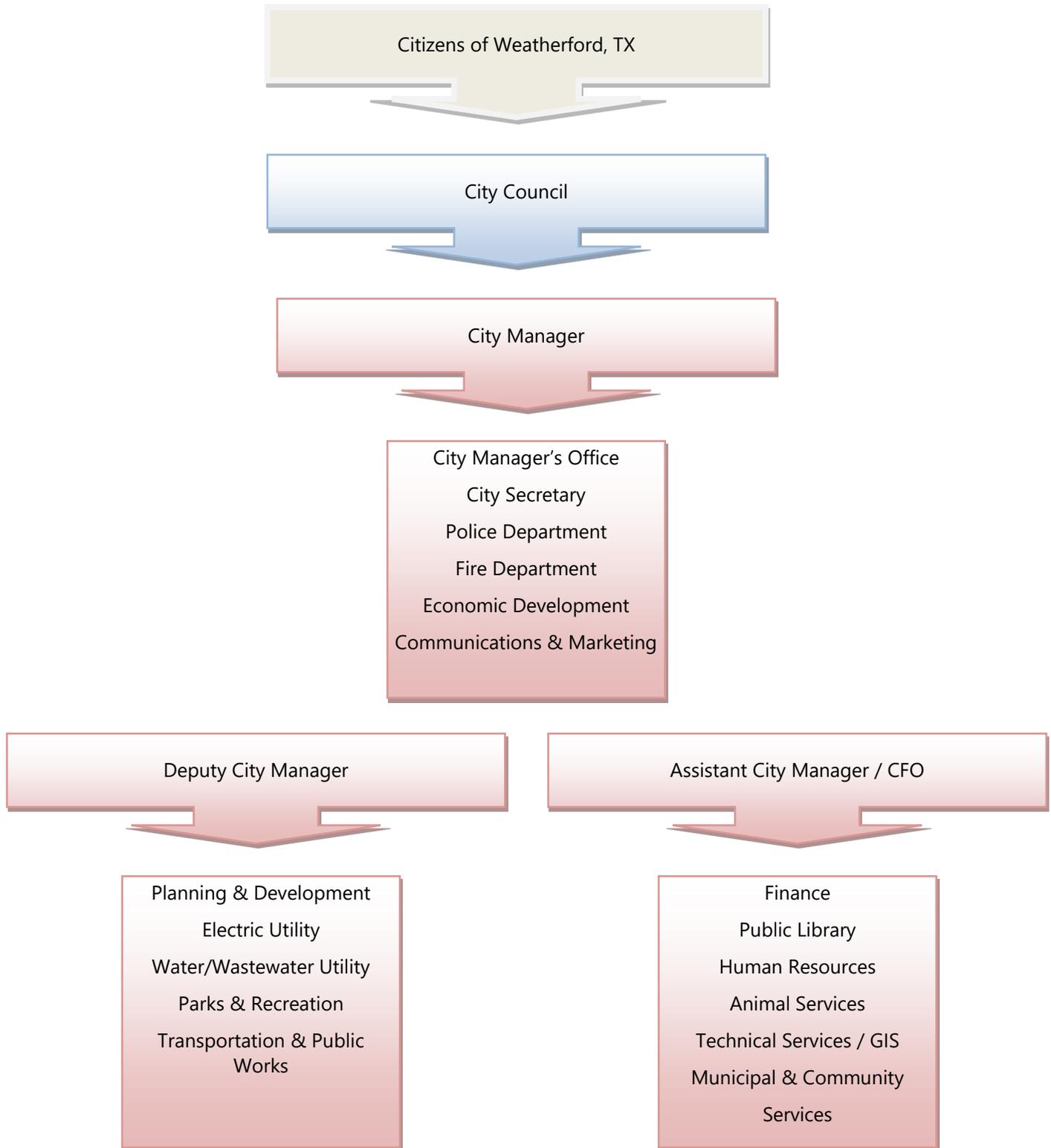
Sharon Hayes  
City Manager  
City of Weatherford  
Weatherford, Texas

# 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					X			
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.

# Fund Descriptions

Funds	Library	Municipal & Community Services	Non Departmental	Parks & Recreation	Development & Neighborhood Services	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			X				
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			X				
Capital Projects Funds				X		X	X
Solid Waste Enterprise Fund		X					
Heritage Park Events Fund				X			
Fleet Rotation Fund				X		X	X
Stormwater Utility Fund							X
Doss Permanent Library Fund	X						

# Combined Budget Summary—All Funds

## Total Budgeted Resources

	FY18 Actuals	FY19 Budget	FY19 Estimate	FY20 Adopted
Beginning Fund Balance	\$ 28,192,036	\$ 40,201,969	\$ 40,201,969	\$ 30,311,733
<b>Major Revenues</b>				
Property Taxes	\$ 11,504,594	\$ 12,085,360	\$ 12,010,608	\$ 12,833,581
Sales Taxes	\$ 13,634,260	\$ 14,000,000	\$ 14,400,000	\$ 14,940,000
Other Taxes	\$ 1,712,698	\$ 1,625,000	\$ 1,731,795	\$ 1,731,200
Licenses	\$ 765,726	\$ 748,004	\$ 660,292	\$ 657,800
Intragovernmental Revenue	\$ 1,217,287	\$ 1,336,404	\$ 1,093,132	\$ 1,167,146
Service Charges	\$ 5,519,732	\$ 5,760,110	\$ 5,782,578	\$ 6,776,352
Fines & Forfeitures	\$ 479,741	\$ 479,200	\$ 449,709	\$ 480,200
Miscellaneous Revenue	\$ 2,709,497	\$ 1,166,271	\$ 1,652,807	\$ 1,362,982
Transfers & Other Sources	\$ 18,093,605	\$ 7,953,310	\$ 8,051,688	\$ 9,173,915
Intergovernmental Services	\$ 8,456,284	\$ 8,370,804	\$ 8,765,118	\$ 9,870,712
<b>Total Revenues</b>	<b>\$ 64,093,424</b>	<b>\$ 53,524,463</b>	<b>\$ 54,597,727</b>	<b>\$ 58,993,888</b>
<b>Major Expenses</b>				
Personnel	\$ 23,910,507	\$ 25,326,199	\$ 25,715,240	\$ 25,788,838
Supplies/Maintenance	\$ 3,388,214	\$ 3,212,631	\$ 3,208,372	\$ 3,090,021
Contractual	\$ 20,492,516	\$ 22,337,847	\$ 21,628,306	\$ 22,960,359
Capital Outlay	\$ 4,292,254	\$ 13,847,478	\$ 13,936,045	\$ 6,914,145
<b>Total Expenses</b>	<b>\$ 52,083,491</b>	<b>\$ 64,724,155</b>	<b>\$ 64,487,963</b>	<b>\$ 58,753,363</b>
Surplus/(Deficit)	\$ 12,009,933	\$ (11,199,692)	\$ (9,890,236)	\$ 240,525
<b>Ending Fund Balance</b>	<b>\$ 40,201,969</b>	<b>\$ 29,002,277</b>	<b>\$ 30,311,733</b>	<b>\$ 30,552,258</b>

### **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, expensed in FY19.

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# Combined Budget Summary—All Funds

	Estimated Undesignated Fund Balance	Estimated Revenues	Transfers from Other Funds
<b>General Fund</b>	\$ 12,472,127	\$ 32,570,743	\$ 5,538,707
<b>Special Revenue Funds</b>			
State Forfeiture	\$ 9,286	\$ 10,000	\$ -
Federal Forfeiture	\$ 38,500	\$ 37,000	\$ -
Weatherford Beautification	\$ -	\$ -	\$ -
Park Special Revenue	\$ 62,038	\$ 25,350	\$ -
Park Dedication	\$ 133,500	\$ 102,500	\$ -
TCDP - W'ford Aerospace Grant	\$ -	\$ -	\$ -
TCDP - SFX Grant	\$ 1,864	\$ 22,368	\$ -
Municipal Court Technology	\$ 64,155	\$ 10,300	\$ -
Municipal Court Building Security	\$ 34,375	\$ 5,200	\$ -
Municipal Court Juvenile Case Mg	\$ 47,263	\$ 12,300	\$ -
Hotel/Motel Tax	\$ 550,819	\$ 833,000	\$ -
Chandor Gardens	\$ 195,891	\$ 76,150	\$ 369,700
Fleet Rotation Fund	\$ 1,356,477	\$ 1,117,217	\$ 175,000
Heritage Park Events Fund	\$ 63,237	\$ 197,855	\$ 122,796
Library Special Revenue	\$ 203,470	\$ 38,000	\$ 784
Animal Shelter Special Revenue	\$ 122,398	\$ 72,400	\$ 50,000
<b>General Debt Service Fund</b>	\$ 9,158,543	\$ 9,166,747	\$ 149,450
<b>Capital Projects Funds</b>			
General Capital Projects	\$ 2,649,493	\$ 856,224	\$ 2,732,478
<b>Solid Waste Enterprise Fund</b>	\$ 1,013,607	\$ 3,261,620	\$ -
<b>Stormwater Utility Fund</b>	\$ 2,083,905	\$ 1,440,000	\$ -
<b>Doss Permanent Library Fund</b>	\$ 50,784	\$ -	\$ -
	<b>\$ 30,311,733</b>	<b>\$ 49,819,973</b>	<b>\$ 9,173,915</b>

# Combined Budget Summary—All Funds

	Available Resources	Estimated Expenditures	Transfers to Other Funds	Estimated Undesignated Ending Fund Balance
<b>General Fund</b>	\$ 50,581,576	\$ 37,531,089	\$ 561,245	\$ 12,489,242
<b>Special Revenue Funds</b>				
State Forfeiture	\$ 19,286	\$ 9,286	\$ -	\$ 10,000
Federal Forfeiture	\$ 75,500	\$ 38,500	\$ -	\$ 37,000
Weatherford Beautification	\$ -	\$ -	\$ -	\$ -
Park Special Revenue	\$ 87,388	\$ 62,038	\$ -	\$ 25,350
Park Dedication	\$ 236,000	\$ 133,500	\$ -	\$ 102,500
TCDP - W'ford Aerospace Grant	\$ -	\$ -	\$ -	\$ -
TCDP - SFX Grant	\$ 24,232	\$ 22,368	\$ -	\$ 1,864
Municipal Court Technology	\$ 74,455	\$ 64,155	\$ -	\$ 10,300
Municipal Court Building Security	\$ 39,575	\$ 34,375	\$ -	\$ 5,200
Municipal Court Juvenile Case Mg	\$ 59,563	\$ 47,263	\$ -	\$ 12,300
*Hotel/Motel Tax	\$ 1,383,819	\$ 529,236	\$ 369,700	\$ 484,883
Chandor Gardens	\$ 641,741	\$ 450,036	\$ -	\$ 191,705
Fleet Rotation Fund	\$ 2,648,695	\$ 796,738	\$ -	\$ 1,851,957
Heritage Park Events Fund	\$ 383,888	\$ 334,688	\$ -	\$ 49,200
Library Special Revenue	\$ 242,254	\$ 220,470	\$ -	\$ 21,784
Animal Shelter Special Revenue	\$ 244,798	\$ 122,398	\$ -	\$ 122,400
<b>General Debt Service Fund</b>	\$ 18,474,740	\$ 8,338,154	\$ -	\$ 10,136,586
<b>Capital Projects Funds</b>				
General Capital Projects	\$ 6,238,195	\$ 2,285,169	\$ -	\$ 3,953,026
<b>Solid Waste Enterprise Fund</b>	\$ 4,275,227	\$ 3,278,267	\$ -	\$ 996,960
<b>Stormwater Utility Fund</b>	\$ 3,523,905	\$ 3,523,905	\$ -	\$ -
<b>Doss Permanent Library Fund</b>	\$ 50,784	\$ 784	\$ -	\$ 50,000
	\$ 89,305,620	\$ 57,822,418	\$ 930,945	\$ 30,552,258

# Combined Budget Summary—All Funds

	General Fund	State Forfeiture	Federal Forfeiture	Park Special Revenue	Park Dedication
Beginning Fund Balance	\$ 12,472,127	\$ 9,286	\$ 38,500	\$ 62,038	\$ 133,500
Major Revenues					
Property Taxes	\$ 8,926,834	\$ -	\$ -	\$ -	\$ -
Sales Taxes	\$ 14,940,000	\$ -	\$ -	\$ -	\$ -
Other Taxes	\$ 901,200	\$ -	\$ -	\$ -	\$ -
Licenses	\$ 656,300	\$ -	\$ -	\$ -	\$ -
Intragovernmental Revenue	\$ 1,167,146	\$ -	\$ -	\$ -	\$ -
Service Charges	\$ 1,280,650	\$ -	\$ -	\$ 25,000	\$ -
Fines & Forfeitures	\$ 453,200	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 375,205	\$ 10,000	\$ 37,000	\$ 350	\$ 102,500
Transfers & Other Sources	\$ 5,538,707	\$ -	\$ -	\$ -	\$ -
Intergovernmental Services	\$ 3,870,208	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 38,109,449</b>	<b>\$ 10,000</b>	<b>\$ 37,000</b>	<b>\$ 25,350</b>	<b>\$ 102,500</b>
Major Expenses					
Personnel	\$ 24,052,953	\$ -	\$ -	\$ -	\$ -
Supplies/Maintenance	\$ 2,538,004	\$ -	\$ -	\$ -	\$ -
Contractual	\$ 10,990,082	\$ 9,286	\$ 38,500	\$ -	\$ -
Capital Outlay	\$ 511,296	\$ -	\$ -	\$ 62,038	\$ 133,500
<b>Total Expenses</b>	<b>\$ 38,092,334</b>	<b>\$ 9,286</b>	<b>\$ 38,500</b>	<b>\$ 62,038</b>	<b>\$ 133,500</b>
Surplus/(Deficit)	\$ 17,115	\$ 714	\$ (1,500)	\$ (36,688)	\$ (31,000)
Ending Fund Balance	\$ 12,489,242	\$ 10,000	\$ 37,000	\$ 25,350	\$ 102,500

## Combined Budget Summary—All Funds

	TCDP - SFX Grant	Municipal Court Technology	Municipal Court Building Security	Municipal Court Juvenile Case Mg	Hotel/Motel Tax
Beginning Fund Balance	\$ 1,864	\$ 64,155	\$ 34,375	\$ 47,263	\$ 550,819
<b>Major Revenues</b>					
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ 830,000
Licenses	\$ -	\$ -	\$ -	\$ -	\$ -
Intragovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Service Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Fines & Forfeitures	\$ -	\$ 10,000	\$ 5,000	\$ 12,000	\$ -
Miscellaneous Revenue	\$ 22,368	\$ 300	\$ 200	\$ 300	\$ 3,000
Transfers & Other Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Services	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 22,368</b>	<b>\$ 10,300</b>	<b>\$ 5,200</b>	<b>\$ 12,300</b>	<b>\$ 833,000</b>
<b>Major Expenses</b>					
Personnel	\$ -	\$ -	\$ -	\$ 47,263	\$ 187,975
Supplies/Maintenance	\$ -	\$ -	\$ 34,375	\$ -	\$ 30,667
Contractual	\$ 22,368	\$ 64,155	\$ -	\$ -	\$ 680,294
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses</b>	<b>\$ 22,368</b>	<b>\$ 64,155</b>	<b>\$ 34,375</b>	<b>\$ 47,263</b>	<b>\$ 898,936</b>
Surplus/(Deficit)	\$ -	\$ (53,855)	\$ (29,175)	\$ (34,963)	\$ (65,936)
Ending Fund Balance	\$ 1,864	\$ 10,300	\$ 5,200	\$ 12,300	\$ 484,883

# Combined Budget Summary—All Funds

	<b>Chandor Gardens</b>	<b>Library Special Revenue</b>	<b>Animal Shelter Special Revenue</b>	<b>General Debt Service Fund</b>	<b>Capital Projects Funds</b>
Beginning Fund Balance	\$ 195,891	\$ 203,470	\$ 122,398	\$ 9,158,543	\$ 2,649,493
<b>Major Revenues</b>					
Property Taxes	\$ -	\$ -	\$ -	\$ 3,906,747	\$ -
Sales Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses	\$ -	\$ -	\$ -	\$ -	\$ -
Intragovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Service Charges	\$ 75,850	\$ 11,000	\$ -	\$ -	\$ -
Fines & Forfeitures	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 300	\$ 27,000	\$ 72,400	\$ 60,000	\$ 55,719
Transfers & Other Sources	\$ 369,700	\$ 784	\$ 50,000	\$ 149,450	\$ 2,732,478
Intergovernmental Services	\$ -	\$ -	\$ -	\$ 5,200,000	\$ 800,504
<b>Total Revenues</b>	<b>\$ 445,850</b>	<b>\$ 38,784</b>	<b>\$ 122,400</b>	<b>\$ 9,316,197</b>	<b>\$ 3,588,701</b>
<b>Major Expenses</b>					
Personnel	\$ 305,914	\$ 17,000	\$ -	\$ -	\$ -
Supplies/Maintenance	\$ 39,045	\$ 12,500	\$ -	\$ -	\$ -
Contractual	\$ 99,877	\$ 190,970	\$ -	\$ 8,338,154	\$ -
Capital Outlay	\$ 5,200	\$ -	\$ 122,398		\$ 2,285,169
<b>Total Expenses</b>	<b>\$ 450,036</b>	<b>\$ 220,470</b>	<b>\$ 122,398</b>	<b>\$ 8,338,154</b>	<b>\$ 2,285,169</b>
Surplus/(Deficit)	\$ (4,186)	\$ (181,686)	\$ 2	\$ 978,043	\$ 1,303,532
<b>Ending Fund Balance</b>	<b>\$ 191,705</b>	<b>\$ 21,784</b>	<b>\$ 122,400</b>	<b>\$ 10,136,586</b>	<b>\$ 3,953,025</b>

## Combined Budget Summary—All Funds

	<b>Solid Waste Enterprise Fund</b>	<b>Stormwater Utility Fund</b>	<b>Doss Permanent Library Fund</b>	<b>Fleet Rotation Fund</b>	<b>Heritage Park Events Fund</b>
Beginning Fund Balance	\$ 1,013,607	\$ 2,083,905	\$ 50,784	\$ 1,356,477	\$ 63,237
<b>Major Revenues</b>					
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses	\$ 1,500	\$ -	\$ -	\$ -	\$ -
Intragovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Service Charges	\$ 2,714,120	\$ 1,390,000	\$ -	\$ 1,117,217	\$ 162,515
Fines & Forfeitures	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 546,000	\$ 50,000	\$ -	\$ -	\$ 340
Transfers & Other Sources	\$ -	\$ -	\$ -	\$ 175,000	\$ 157,796
Intergovernmental Services	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 3,261,620</b>	<b>\$ 1,440,000</b>	<b>\$ -</b>	<b>\$ 1,292,217</b>	<b>\$ 320,651</b>
<b>Major Expenses</b>					
Personnel	\$ 1,081,748	\$ -	\$ -	\$ -	\$ 95,986
Supplies/Maintenance	\$ 401,478	\$ -	\$ -	\$ -	\$ 33,952
Contractual	\$ 1,795,040	\$ 546,098	\$ 784	\$ -	\$ 184,751
Capital Outlay	\$ -	\$ 2,977,807		\$ 796,738	\$ 20,000
<b>Total Expenses</b>	<b>\$ 3,278,267</b>	<b>\$ 3,523,905</b>	<b>\$ 784</b>	<b>\$ 96,738</b>	<b>\$ 334,688</b>
Surplus/(Deficit)	\$ (16,647)	\$ (2,083,905)	\$ (784)	\$ 495,480	\$ (14,037)
Ending Fund Balance	\$ 996,960	\$ -	\$ 50,000	\$ 1,851,957	\$ 49,200

# Combined Budget Summary—All Funds

## Comprehensive Fund Balance Summary

	Beginning	Ending	Increase/ (Decrease)	% Change
General Fund	\$ 12,472,127	\$ 12,489,242	\$ 17,115	0%
State Forfeiture	\$ 9,286	\$ 10,000	\$ 714	8%
Federal Forfeiture	\$ 38,500	\$ 37,000	\$ (1,500)	-4%
Weatherford Beautification	\$ -	\$ -	\$ -	0%
Park Special Revenue	\$ 62,038	\$ 25,350	\$ (36,688)	-59%
Park Dedication	\$ 133,500	\$ 102,500	\$ (31,000)	-23%
TCDP - SFX Grant	\$ 1,864	\$ 1,864	\$ -	0%
Municipal Court Technology	\$ 64,155	\$ 10,300	\$ (53,855)	-84%
Municipal Court Building Security	\$ 34,375	\$ 5,200	\$ (29,175)	-85%
Municipal Court Juvenile Case Mg	\$ 47,263	\$ 12,300	\$ (34,963)	-74%
Hotel/Motel Tax	\$ 550,819	\$ 484,883	\$ (65,936)	-12%
Chandor Gardens	\$ 195,891	\$ 191,705	\$ (4,186)	-2%
Fleet Rotation Fund	\$ 1,356,477	\$ 1,851,957	\$ 495,480	37%
Heritage Park Events Fund	\$ 63,237	\$ 49,200	\$ (14,037)	-22%
Library Special Revenue	\$ 203,470	\$ 21,784	\$ (181,686)	-89%
Animal Shelter Special Revenue	\$ 122,398	\$ 122,400	\$ 2	0%
General Debt Service Fund	\$ 9,158,543	\$ 10,136,586	\$ 978,043	11%
General Capital Projects	\$ 2,649,493	\$ 3,953,025	\$ 1,303,532	49%
Solid Waste Enterprise Fund	\$ 1,013,607	\$ 996,960	\$ (16,647)	-2%
Stormwater Utility Fund	\$ 2,083,905	\$ -	\$ (2,083,905)	-100%
Doss Permanent Library Fund	\$ 50,784	\$ 50,000	\$ (784)	-2%
Total City-Wide	\$ 30,311,733	\$ 30,552,258	\$ 240,525	1%

**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 259)

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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. The General Fund is expected to end FY20 with 131 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 decreased in FY20.

**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 FY20, expenditures are anticipated to exceed revenues, decreasing the balance here by 12%.

**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 259)*

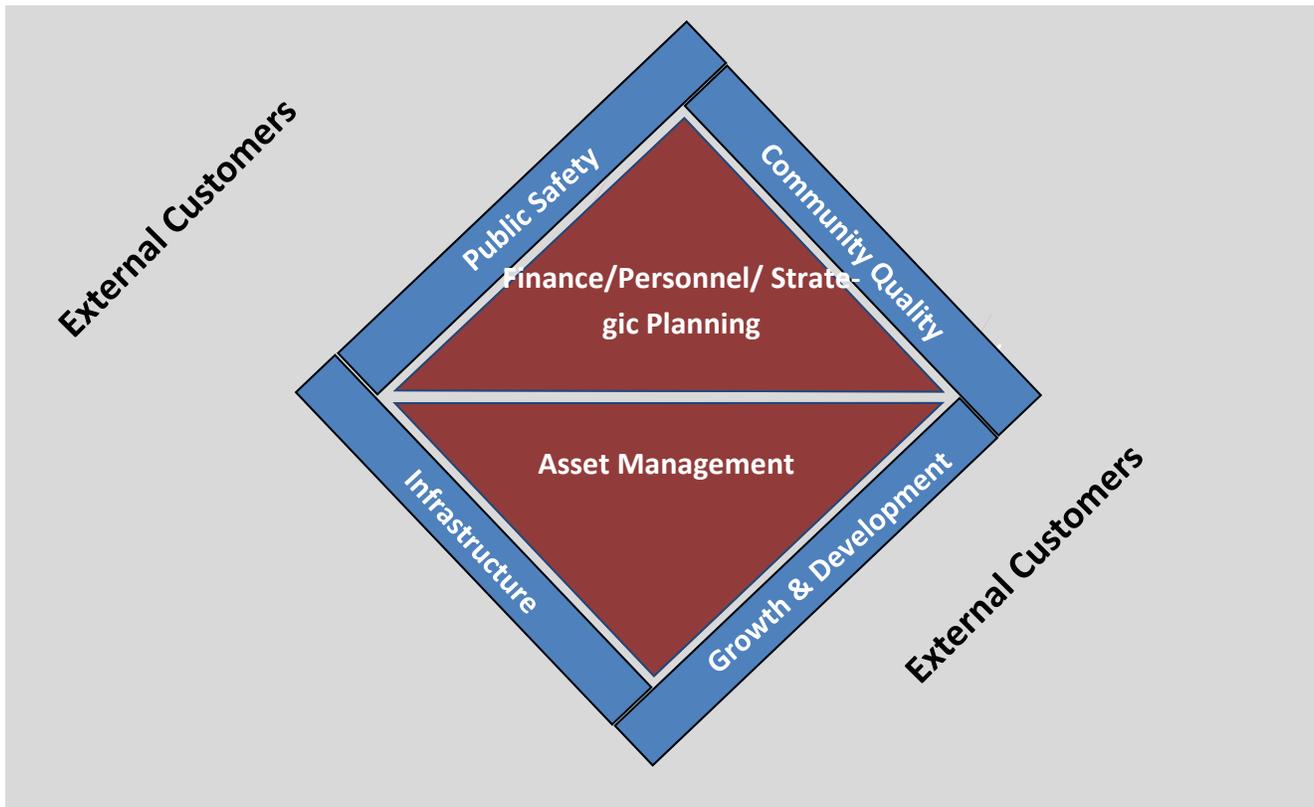
## Service Area Summary

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

### **Organizational Management**

- ⇒ Finance
- ⇒ Human Resources
- ⇒ City Attorney
- ⇒ City Administration

### **Asset Management**

- ⇒ Information Technology
- ⇒ Fleet
- ⇒ Facilities Maintenance

## External

### **Infrastructure**

- ⇒ Transportation & Public Works
- ⇒ Storm Water Utilities
- ⇒ Capital Projects

### **Public Safety**

- ⇒ Fire
- ⇒ Police
- ⇒ Consumer Health
- ⇒ Animal Services
- ⇒ Solid Waste

### **Community Quality**

- ⇒ Parks & Recreation
- ⇒ Library
- ⇒ Code Enforcement

### **Growth & Development**

- ⇒ Planning & Development
- ⇒ Capital Projects
- ⇒ Economic Development
- ⇒ Communications & Marketing

# Service Area Summary (continued)

	Actual FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>Internal Services</b>					
Organizational Management					
City Administration	813,874	860,637	1,332,797	1,344,758	1,369,615
Capital Projects	-	60,000	457,077	671,082	1,028,728
City Attorney	362,816	244,765	147,713	446,412	332,144
City Council	54,166	60,875	57,340	57,270	45,184
Finance					
Administration	279,308	227,700	-	-	-
Accounting	254,879	246,882	280,349	278,755	267,413
Management & Budget	219,944	324,937	366,392	388,817	395,669
Human Resources	360,106	324,640	423,825	492,481	487,686
*Non Departmental	745,298	909,832	776,178	1,691,257	1,410,697
<b>Total Organizational Management</b>	<b>3,090,393</b>	<b>3,260,268</b>	<b>3,841,671</b>	<b>5,370,832</b>	<b>5,337,134</b>
Asset Management					
Information Technology	2,110,602	2,616,995	3,089,377	2,976,918	3,197,597
Municipal & Community Services					
Facilities Maintenance	694,357	1,213,914	857,418	855,621	923,798
Vehicle Replacement Fund	-	-	604,071	604,071	319,155
Fleet Maintenance	186,328	153,061	138,758	75,920	120,467
<b>Total Asset Management</b>	<b>2,991,287</b>	<b>3,983,970</b>	<b>4,689,624</b>	<b>4,512,530</b>	<b>4,561,017</b>
<b>Total Internal Services</b>	<b>6,081,680</b>	<b>7,244,237</b>	<b>8,531,294</b>	<b>9,883,361</b>	<b>9,898,151</b>
<b>External</b>					
Growth & Development					
Economic Development	266,989	145,920	181,088	233,366	340,702
Communications & Marketing	174,182	200,367	250,725	249,152	277,896
Development Services	1,029,079	931,868	627,288	596,990	597,666
Main Street Program	67,834	71,734	76,734	70,906	110,693
<b>Total Growth &amp; Development</b>	<b>1,538,085</b>	<b>1,349,888</b>	<b>1,135,835</b>	<b>1,150,415</b>	<b>1,326,957</b>
Infrastructure					
Transportation & Public Works					
Administration	661,480	645,749	639,893	448,900	393,139
Field Services	149,637	302,053	274,701	270,145	92,604
Traffic	194,820	262,068	280,429	285,364	426,460
Capital Projects Administration	-	661	328,796	341,653	537,291
Streets	2,883,237	3,219,525	3,882,904	3,802,649	3,158,608
Storm Water Utility	1,901,462	2,095,516	5,054,961	5,359,405	3,523,905
Capital Projects	1,549,353	1,485,142	849,433	2,417,789	3,143,247
<b>Total Infrastructure</b>	<b>7,339,990</b>	<b>8,010,715</b>	<b>11,311,117</b>	<b>12,925,905</b>	<b>11,275,254</b>

## Service Area Summary (continued)

	Actual FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>External Services</b>					
Community Quality					
Library					
Library	1,062,342	1,098,451	1,097,381	1,080,006	1,204,603
PEACH Grant	45	-	-	-	-
Library Special Revenue	21,026	21,908	187,822	32,500	220,470
Permanent Library Fund	129	373	649	649	784
Municipal & Community Services					
Administration	6,794	11,413	321,565	35,027	-
Parks & Recreation					
Parks & Properties	1,466,061	1,562,117	1,551,937	1,415,870	1,745,431
Recreation	617,414	760,263	682,626	827,193	760,286
Special Events (HOT Fund)	111,035	115,444	108,877	102,053	201,543
Admin (HOT Fund)	152,496	116,664	152,000	152,100	217,000
Chandor Gardens	364,001	482,713	440,359	422,098	450,036
Parks Capital Projects	288,412	547,704	2,313,504	2,306,796	500,000
Park Dedication	123,056	174,148	307,539	307,539	133,500
Park Special Rev	63,899	-	57,603	-	62,038
Development Services					
Code Compliance	216,912	227,347	252,628	241,083	308,199
<b>Total Community Quality</b>	<b>4,493,622</b>	<b>5,118,544</b>	<b>7,474,490</b>	<b>6,922,914</b>	<b>5,803,891</b>

## Service Area Summary (continued)

	Actual FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>External Services</b>					
Public Safety					
Consumer Health	110,456	87,571	146,980	111,872	-
Emergency Management	156,407	393,635	490,714	398,902	300,081
Radio Tower Capital Project	-	67,709	4,053,596	3,401,094	756,441
Finance					
Municipal Court	312,641	303,845	341,226	354,868	335,697
Muni-Court Tech	1,714	7,696	63,655	10,000	64,155
Muni-Court Security	1,524	579	29,124	-	34,375
Juvenile Case Manager	-	-	14,282	-	47,263
Fire Services					
Fire Department	6,412,628	6,465,600	6,256,363	6,382,275	6,593,951
Grants	-	610	-	-	-
Fire Prevention	-	-	236,053	261,823	232,969
Animal Services					
Animal Shelter	1,186,200	1,248,221	1,254,514	1,316,877	1,562,008
Animal Shelter Fund	109,065	107,905	700,169	700,169	122,398
Municipal & Community Services					
Solid Waste	3,268,657	3,095,535	3,476,109	3,460,232	3,278,267
Police Services					
Police Department	8,174,871	8,193,738	8,633,336	8,546,477	8,703,669
Grants	3,912	2,500	-	-	-
Forfeiture Funds	202,770	129,668	316,174	316,174	47,786
Total Public Safety	19,940,845	20,104,812	26,012,294	25,260,763	22,079,058
<b>Total External Services</b>	<b>33,312,542</b>	<b>34,583,960</b>	<b>45,933,736</b>	<b>46,259,997</b>	<b>40,485,158</b>
<b>Other Administrative Funds</b>					
SFX Grant Fund	20,504	22,368	22,368	22,368	22,368
Beautification Fund	-	-	2,402	-	2,409
Debt Service	7,445,428	8,345,673	7,435,710	8,340,224	8,338,154
<b>Total Expenditures*</b>	<b>46,860,155</b>	<b>50,196,238</b>	<b>61,925,510</b>	<b>64,505,949</b>	<b>58,746,240</b>

## Service Area Summary (continued)

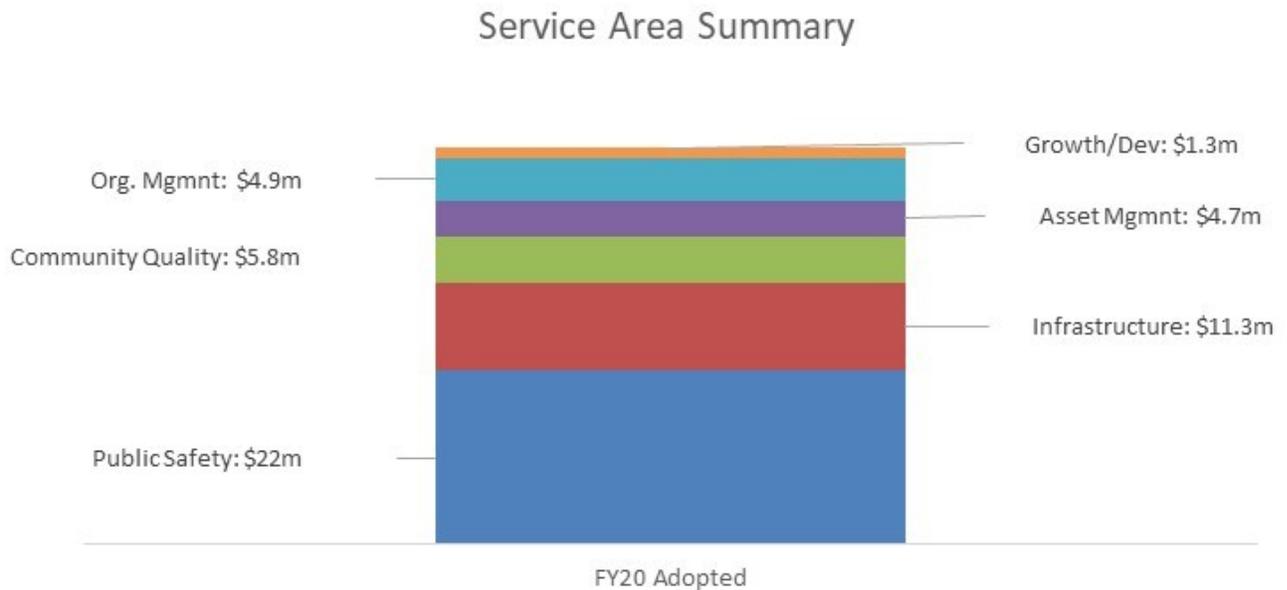
	Actual FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>Interfund Transfers</b>					
<b>General Fund</b>					
Contribution to Comp Abs Reserve	-	-	150,000	150,000	-
Transfer to Other Funds	483,173	1,038,443	1,316,547	1,316,547	1,263,488
Transfer to Debt Service	152,000	152,000	152,000	-	250,000
<b>Solid Waste</b>					
Transfer to General Fund	346,608	246,519	246,519	246,519	200,000
Utilities/GF Admin Charges	193,738	368,495	419,478	284,374	602,201
Transfer to Capital Fund	550,000	769,803	500,000	500,000	500,000
<b>Hotel Fund</b>					
Transfer to Chandor	308,889	402,348	361,221	361,221	369,700
Transfer to Debt Service	550,000	-	-	-	-
<b>Total Budget</b>	<b>49,444,563</b>	<b>53,173,846</b>	<b>65,071,275</b>	<b>67,364,610</b>	<b>61,931,629</b>

# Service Area Summary (continued)

	Actual FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>All Internal &amp; External Expenditures*</b>					
Organizational Management	3,090,393	3,260,268	3,841,671	5,370,832	5,337,134
Asset Management	2,991,287	3,983,970	4,689,624	4,512,530	4,561,017
Growth & Development	1,538,085	1,349,888	1,135,835	1,150,415	1,326,957
Infrastructure	7,339,990	8,010,715	11,311,117	12,925,905	11,275,254
Community Quality	4,493,622	5,118,544	7,474,490	6,922,914	5,803,891
Public Safety	19,940,845	20,104,812	26,012,294	25,260,763	22,079,058
	<b>39,394,222</b>	<b>41,828,197</b>	<b>54,465,030</b>	<b>56,143,358</b>	<b>50,383,310</b>

\*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.



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# Major Revenue Summary

## Ad Valorem Tax

### Total Calculation

2019 Taxable Value	\$ 2,841,099,075
Less Value of Over 65/Disabled Homestead Exemptions	\$ (394,855,886)
<b>Net Taxable Value</b>	<b>\$ 2,446,243,189</b>
Tax Rate per \$100	0.4879
Total Tax Levy	\$ 11,935,597
Estimated Collection Rate	98.0%

## 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 \$314,996 in dedicated revenue..

### Tax Increment Reinvestment Zone Summary

Base Value - 2016 TIRZ Properties	\$ 50,194,482
Base Value - 2018 TIRZ Properties	316,851,341
2019 Taxable Value	\$ 468,435,994
<b>Cumulative Value of Improvements</b>	<b>\$ 101,390,171</b>
Percent of Improvements Captured	75%
<b>Amount of Improvements Captured</b>	<b>\$ 65,877,202</b>
Tax Rate \$100	0.4879
Estimated Collection Rate	98.0%
<b>Total TIRZ Revenue</b>	<b>\$ 314,996</b>

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 FY20, the distribution of property tax collections is expected to be as follows:

	Collections (\$)	Rate	Allocation %
General Fund (O&M)	\$ 8,797,834	0.3393	69.55%
Debt Services (I&S)	\$ 3,851,747	0.1486	30.45%
	<b>\$ 12,649,581</b>	<b>0.4879</b>	<b>100.00%</b>
Total TIRZ Taxes Captured	<b>\$ 314,996</b>		

# 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 FY20, the distribution of property tax collections is expected to be as follows:

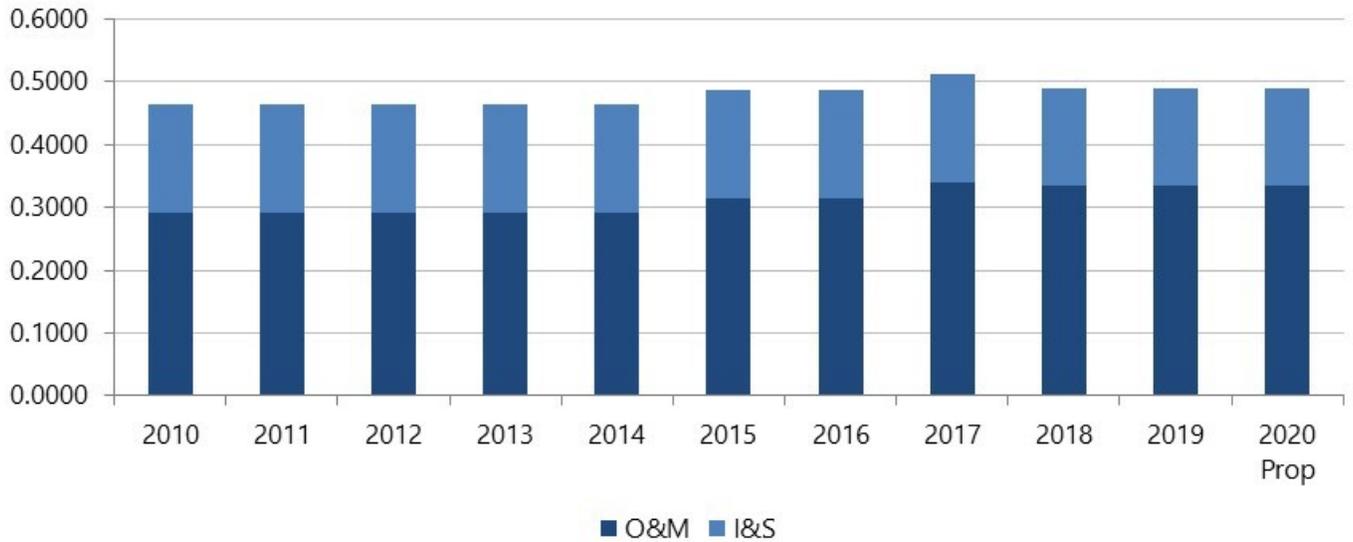
#### FY20 Ad Valorem Revenue Calculations (not including captured TIRZ Values)

O&M Taxable Value (discounted for TIRZ and frozen properties)	\$ 2,380,365,987
O&M Tax Rate \$100	0.3393
Estimated Collection Rate	98.0%
<b>Total O&amp;M Revenue from Non-Frozen Properties</b>	<b>\$ 7,916,148</b>
I&S Taxable Value	\$ 2,380,365,987
I&S Tax Rate \$100	0.1486
Estimated Collection Rate	98.0%
<b>Total I&amp;S Revenue from Non-Frozen Properties</b>	<b>\$ 3,465,740</b>
Levy on Frozen Properties	\$ 1,293,564
Estimated Collection Rate	98.0%
Total Revenue from Frozen Properties	\$ 1,267,693
<b>Distribution of Frozen Property Revenue</b>	
Frozen Property Revenue for Debt Service (based on DS Rate as a percentage of total rate)	\$ 386,007
Frozen Property Revenue for Operations (based on O&M Rate as a percentage of total rate)	\$ 881,685

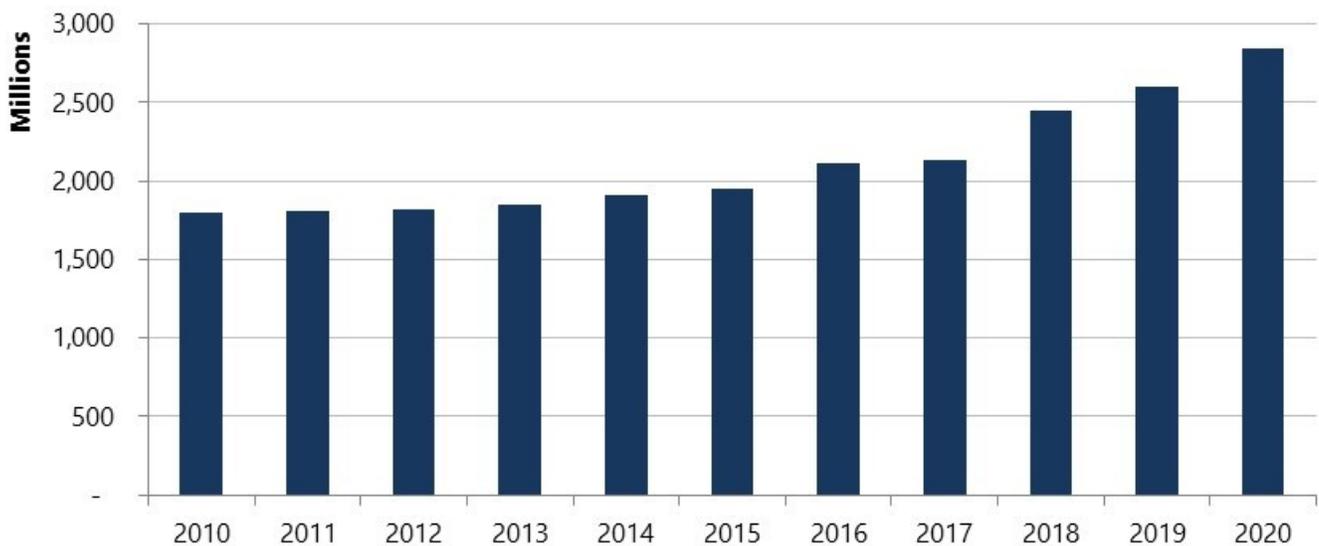
#### Total FY20 Distribution

	Collections (\$)	Rate	Allocation %
General Fund (O&M)	\$ 8,797,834	0.3393	69.55%
Debt Services (I&S)	\$ 3,851,747	0.1486	30.45%
	<b>\$ 12,649,581</b>	<b>0.4879</b>	<b>100.00%</b>
Total TIRZ Taxes Captured	<b>\$ 314,996</b>		

## 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.

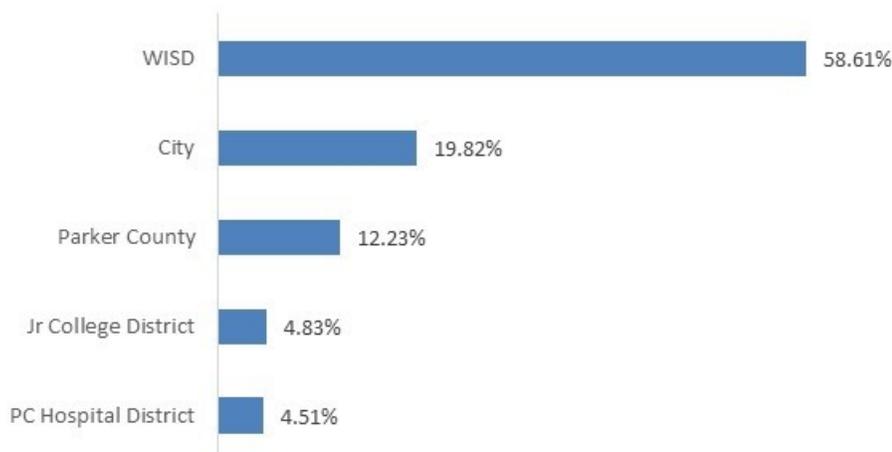
Taxpayer	Nature of Entity	Taxable Value	% of Total Taxable Value
Parker County Hospital	Hospital	\$43,338,170	1.5%
Enbridge G&P	Oil & Gas	\$28,255,560	1.0%
Weatherford Dunhill	Retail	\$27,084,630	1.0%
Holland Lake Partners	Apartment	\$21,115,926	0.7%
LB-UBS 2006-C7 East Interstate	Retail	\$18,666,040	0.7%
Brown Southgate Glen	Apartment	\$18,097,846	0.6%
Wal-Mart Stores	Retail	\$17,170,560	0.6%
Power Service Products	Manufacturing	\$14,662,190	0.5%
Target Corporation	Retail	\$11,345,040	0.4%
Lowes Home Stores	Retail	\$11,274,670	0.4%
		<b>\$211,010,632</b>	<b>7.4%</b>

## Overlapping Tax Rates

At \$0.4879 per \$100 valuation, the city’s tax rate makes up approximately 20% of the total tax rate paid by Weatherford residents. Below is a chart showing how those tax rates are distributed.

Average Market Value	\$181,830
Average Taxable Value	\$168,932
Total Tax Bill	\$4,176
City Tax Bill	\$827
City’s Percentage of Tax Bill	20%

Overlapping Property Tax Rates 2019-2020

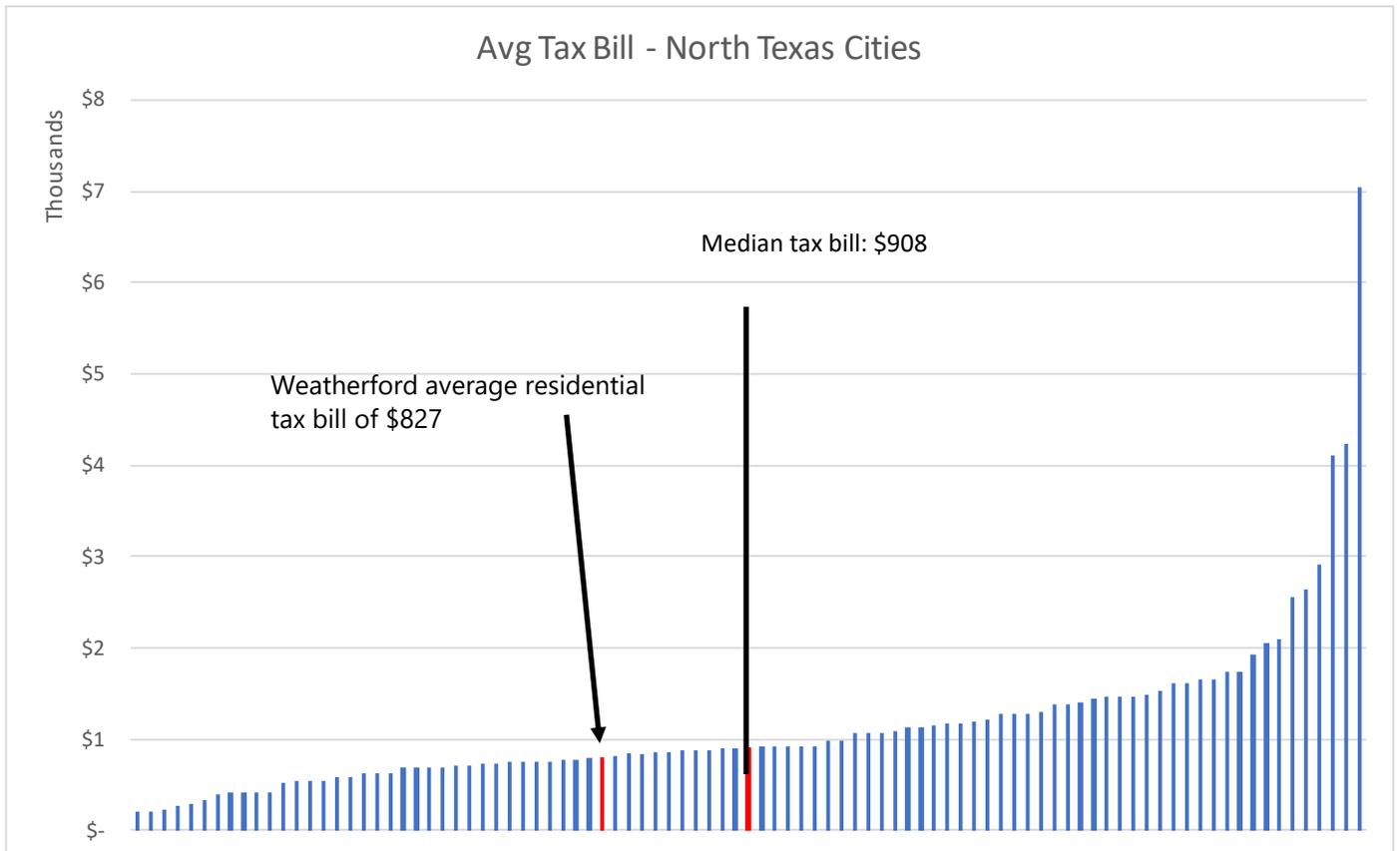
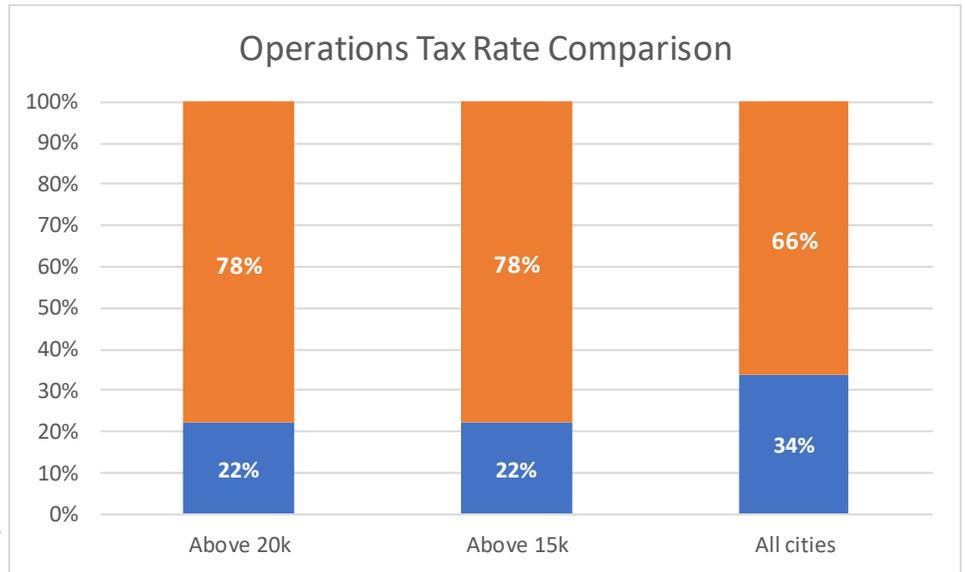


## Tax Rate/Avg Bill Comparison

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 \$827) 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.



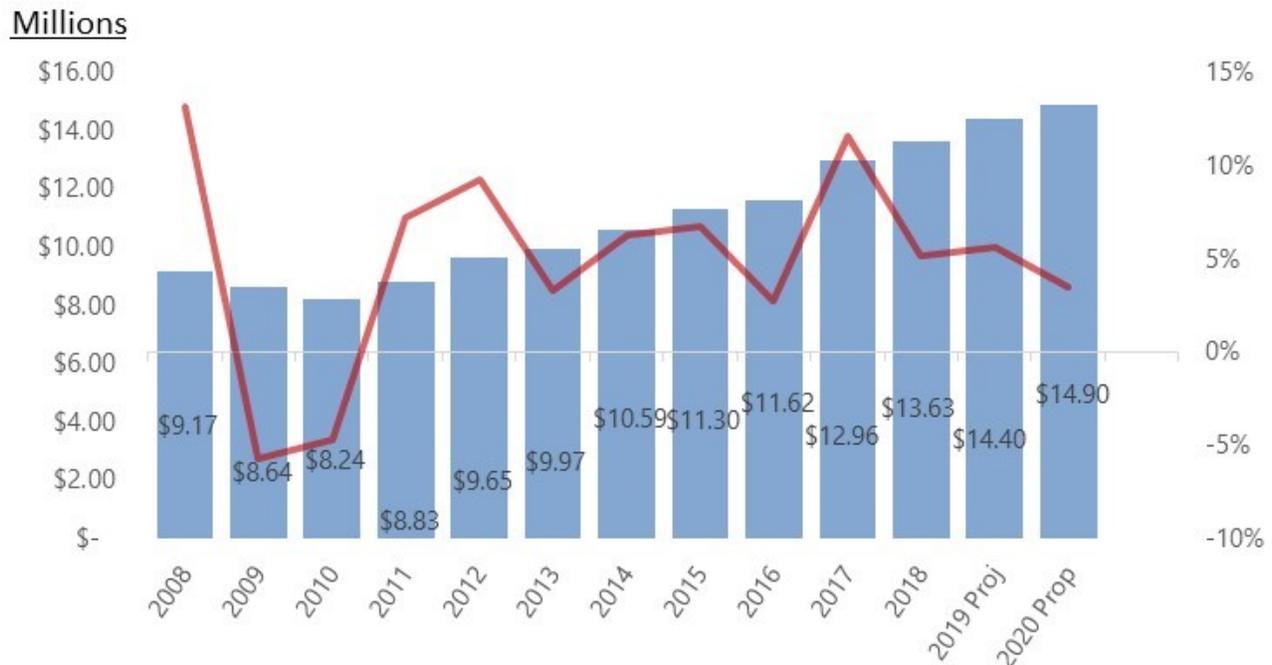
# Major Revenue Summary

## Sales Tax

### Revenue Calculations

Sales tax collections in FY19 have continued growth off of the previous years, but at a slower rate than FY18. 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 \$14.9 million in sales tax revenue during FY20, and will utilize \$13.4 million of that for its ongoing budget. The remaining \$1.5 million has been earmarked for non-recurring purchases.

FY18 Actual	\$ 13,634,260
FY19 Adopted	\$ 14,000,000
Estimated End of Year Total Collections	\$ 14,400,000
Build in Sustainable Growth	\$ 13,446,000
Variable Growth (for one-time funding)	\$ 1,494,000
FY20 Adopted	\$ 14,940,000



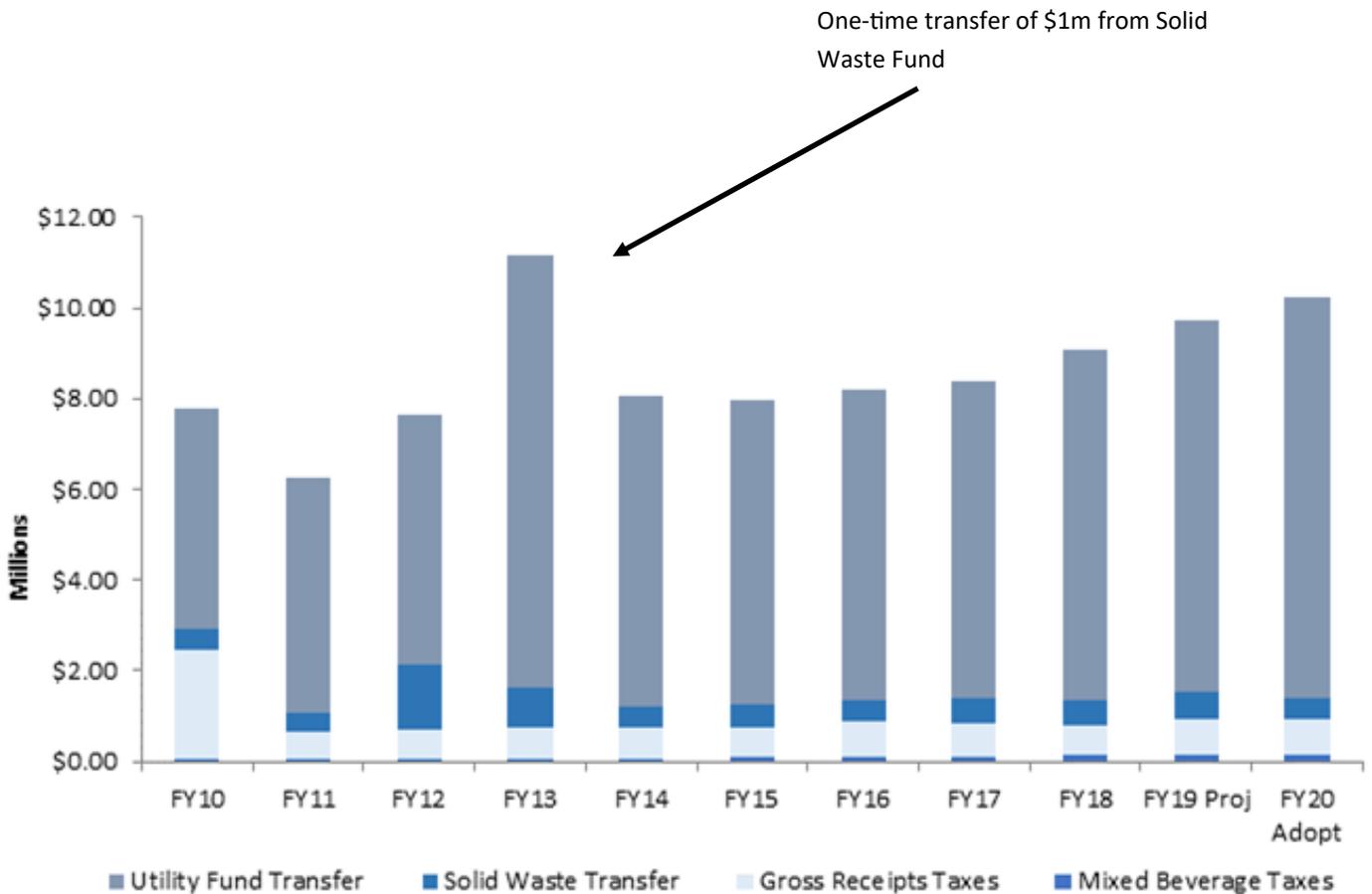
## Transfers & Other Sources (General Fund)

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.

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](http://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.

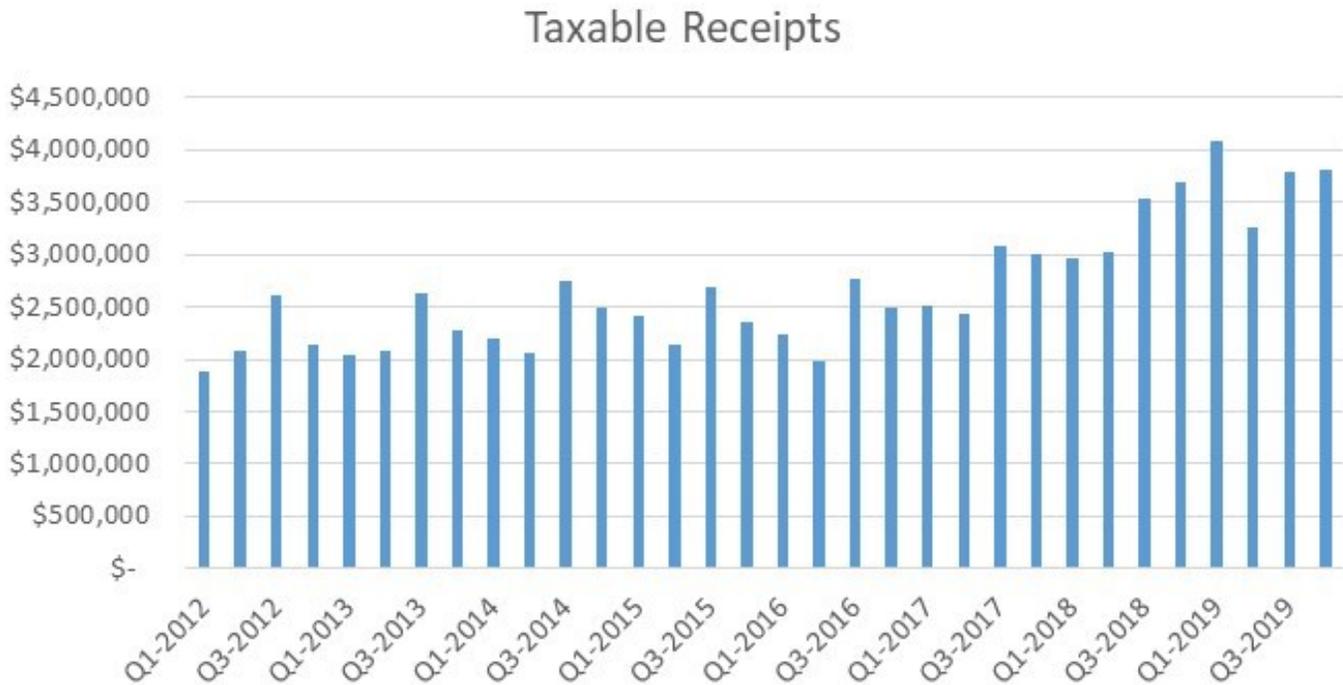
Because of the extremely unpredictable nature of this revenue stream, Weatherford budgets for it close to the previous year's second quarter projection. For FY20, the revenue projected breaks down as follows:

<b>FY19 Budget</b>	<b>\$ 755,000</b>
<b>FY19 2nd Quarter Projection</b>	<b>\$ 850,000</b>
<b>FY20 Budget</b>	<b>\$ 830,000</b>

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

FY 2020				
	Q1	Q2	Q3	Q4
Taxable Receipts	\$ 4,093,879	\$ 3,269,459	\$ 3,788,982	\$ 3,806,610
Taxes	\$ 287,788	\$ 229,024	\$ 266,791	\$ 266,483

## 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	2,598,157	2,422,794	3,090,466	2,965,922
FY 2018	2,928,641	3,031,250	3,538,104	3,592,061
FY 2019	4,093,879	3,269,459	3,788,982	3,806,610

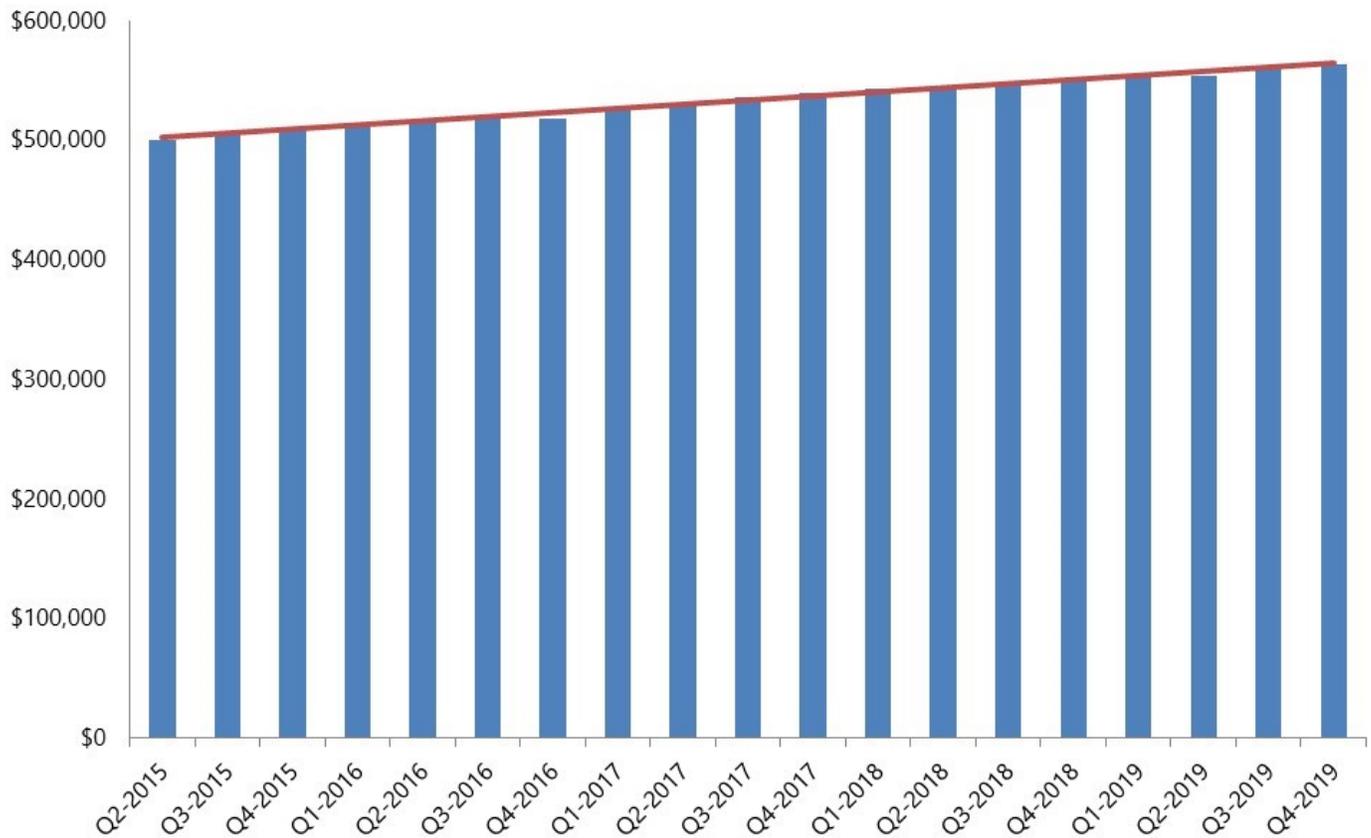
# Major Revenue Summary

## Garbage Fees

### Revenue Calculations

Because sanitation revenue tends to stay true to historical collections, it is extremely stable and predictable. For FY20, The City of Weatherford has budgeted approximately \$2.7 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 FY20 breaks down to \$115,833 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

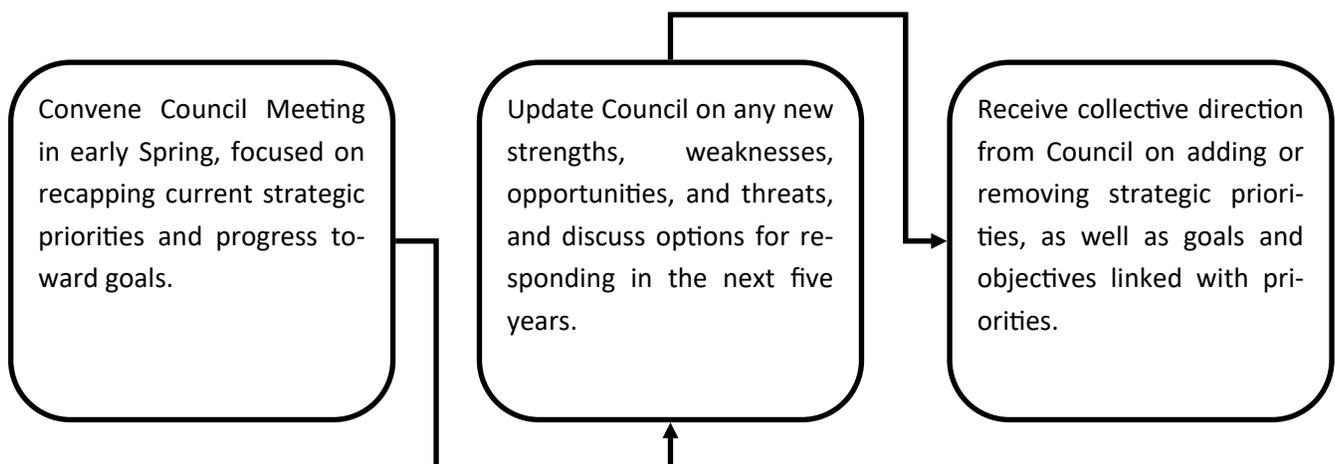
- Maintain & expand revenue sources
- Explore other uses—especially a concert venue—at 1st Monday Trade Days
- Upgrade utility and infrastructure standards
- Better manage tourism opportunities
- Establish an entertainment district downtown
- Do a new comprehensive plan
- Establish a new vision for Downtown, 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 needs 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
<b>Stated Goals</b>						
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 <sup>st</sup> 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 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 32% since FY17 (an approximate average increase of 8% per year) to reach its annual maintenance target, as generated from a survey of Weatherford's streets.
- ◇ In the past three years, Weatherford has also created two 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 completed its third round of rate increases in FY17 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 FY20.
- ◇ 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 five school resource officers.

- 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.

To date, approximately 12% of Weatherford's General Fund operations are self-funded through service charges and other fees. This percentage has been consistent since 2013.

◇ 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.

# Weatherford Strategic Plan

## Strategic Goals and Objectives (continued)

### 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.
- ◇ 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'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.

# Weatherford Strategic Plan

## Strategic Goals and Objectives (continued)

### 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 FY20, 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-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 FY20, 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 FY20. The City has not increased rates to the employee in 2 years.
- ◇ 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

# Weatherford Strategic Plan

## Strategic Goals and Objectives (continued)

ble 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, 28 of those identified have been allocated to the schedule, amounting to almost 40% of the target. Considering FY20 represents the fifth 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.

# FY20 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.

April 9

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 10-  
May 3

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 FY20 City Manager's Proposed Budget**

The City Manager's FY20 Proposed Budget is presented to the City Council and made available for public inspection.

Aug.  
13

# FY20 Budget Calendar

7	<b>Tax Rate Proposed by City Council</b> City Council voted to propose a tax rate for the FY20 Weatherford Budget.	Aug. 13
8	<b>Public Hearing Held on Tax Rate</b> Following the required notices, a public hearing is held on the FY20 proposed tax rate.	Aug. 27
9	<b>Public Hearing Held on Budget and Tax Rate</b> Following the required notices, a public hearing is held on the FY20 Proposed Budget and tax rate.	Sep. 10
10	<b>Council Adopts the FY20 Budget and Tax Rate</b> Following extensive discussion in August and September, the City Council adopts the budget and tax rates for the following year.	Sep. 24
11	<b>Follow-Up/Debrief with Staff</b> Finance staff sets meetings with the City Manager's Office as well as other departments to debrief on the budget for FY20, discussing ways to improve the process for the next budget cycle.	Oct. 2019
12	<b>Adopted Budget Document Published</b> Council changes are incorporated into the final budget document, which is published and made available to the public.	Jan 2020

# Budget Process & Methodology

This budget document serves as the annual operating plan for the City of Weatherford during the fiscal year beginning October 1, 2019 and ending September 30, 2020 (FY20).

The funding choices made for FY20 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 FY20 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 FY19, 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 FY20 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-

# Budget Process & Methodology (cont.)

hensive blueprint for job classifications, payroll structures, and pay plans ready to be implemented. The first step was taken in FY18 and has continued in FY19 and FY20.

Additionally, FY18 was the year Weatherford switched to a self-funded insurance system in order to better control rising costs. As a result, FY20 is the second year the City has been 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 has been set at \$750,000 for FY20.

**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.

## FY20 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 thorough-

ly 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 24, 2019.

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 of 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 \$2.2 million of the City's General Fund balance is being utilized in FY20 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 \$847,000 in vehicle replacement costs based on the fleet replacement schedule. The amount does include a Fire Engine for \$750,000. 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
Fire Services	Replacement Vehicle	\$ -	\$69,000	\$69,000
Municipal & Community Services	City Hall Admin Bathrooms	\$ -	\$70,000	\$70,000
Fire Services	Fire Engine		\$750,000	\$750,000
Municipal & Community Services	Harberger Hill Parking Lot Paving Option 1	\$ -	\$10,000	\$10,000
Municipal & Community Services	Farmers Market Parking Lot Paving Option 1	\$ -	\$50,000	\$50,000
Municipal & Community Services	Library A/C Replacement 8 Ton Unit	\$ -	\$15,000	\$15,000
Municipal & Community Services	Barn Cat Building	\$ -	\$20,000	\$20,000
Municipal & Community Services	Library A/C Replacement 17.5 Ton Unit	\$ -	\$22,000	\$22,000
Municipal & Community Services	Harberger Hill Roof	\$ -	\$20,000	\$20,000
Municipal & Community Services	Dumpster Enclosure	\$ -	\$9,240	\$9,240
Information Technology	Conf. Room - Service Center (West)	\$ -	\$14,000	\$14,000
Police Services	Purchase of two lease vehicles	\$ -	\$32,154	\$32,154
Parks & Recreation	Clear Lake Green Space Improvements	\$ -	\$54,000	\$54,000
Parks & Recreation	Unit 807, F450 Truck Replacement	\$ -	\$46,000	\$46,000
Police Services	Vehicle Replacement for Unit 85	\$ -	\$35,000	\$35,000
		\$ -	\$1,216,394	\$1,216,394

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 FY17	Actual FY18	Actual FY19	Adopted FY20
<b>City Administration</b>				
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
	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Emergency &amp; Risk Management</b>				
Emergency Management Specialist (Full Time)	1	1	1	1
Risk & Training Manager	0	1	1	0
	<b>1</b>	<b>2</b>	<b>2</b>	<b>1</b>
<b>Communications &amp; Marketing</b>				
Director of Communications & Marketing	1	1	1	1
Public Relations Coord (Full Time)	1	1	1	1
	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>City Attorney Office</b>				
City Attorney (Contract)	1	1	1	1
	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>City Council</b>				
Mayor	1	1	1	1
Council Members	4	4	4	4
	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Economic Development</b>				
Economic Development Director (Full Time)	1	1	0	1
Economic Development Planning Coordinator (Full Time)	0	0	1	1
	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>

# Authorized Position Summary

## General Fund Authorized Positions

	Actual FY17	Actual FY18	Actual FY19	Adopted FY20
<b>Finance</b>				
Finance Analyst (Full Time)	1	0	0	0
Director of Finance (Full Time)	0	1	1	1
Assistant Director Of Finance (Full Time)	1	0	1	1
Accounts Payable Clerk (Full Time)	1	1	1	1
Staff Accountant (Full Time)	1	1	1	1
Purchasing Coordinator (Full Time)	1	1	1	1
Accounting Manager (Full Time)	1	1	1	1
Senior Finance Manager (Full Time)	0	1	0	0
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
	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>
<b>Fire Department</b>				
Battalion Chief (Full Time)	3	3	3	3
Assistant Fire Chief (Full Time)	0	1	1	1
Deputy Fire Marshal (Full Time)	1	1	1	1
Division Chief Of Training (Full Time)	1	0	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	27	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
Fire Captain (Full Time)	0	3	3	3
Fire Lieutenant (Full Time)	11	8	9	9
	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>

# Authorized Position Summary

## General Fund Authorized Positions

	Actual FY17	Actual FY18	Actual FY19	Adopted FY20
<b>Human Resources</b>				
H/R Specialist (Full Time)	1	1	1	0
Risk & Training Manager (Full Time)	1	0	0	0
H/R Generalist (Full Time)	0	0	1	1
Assistant Director of HR (Full Time)	0	0	1	1
Director of Human Resources (Full Time)	1	1	1	1
	<b>3</b>	<b>2</b>	<b>4</b>	<b>3</b>
<b>Information Technology</b>				
Director Of Information Technology (Full Time)	1	1	1	1
Assistant Director of IT (Full Time)	0	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	0	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	1
	<b>7</b>	<b>8</b>	<b>9</b>	<b>9</b>
<b>Library</b>				
Director Of Library Svcs(Full Time)	1	1	1	1
Office Coordinator (Full Time)	1	1	1	1
Librarian (Full Time)	1	1	1	1
Supervising Library Technician (Full Time)	1	1	1	1
Reference Librarian (Full Time)	2	2	3	3
Librarian (Part Time)	1	1	1	2
Library Circulation Clerk (Full Time)	1	1	2	2
Sr. Library Clerk (Full Time)	2	2	2	2
Library Associate (Full Time)	1	1	0	0
Library Associate P/T (Part Time)	1	1	2	2
Sr. Library Clerk (Part Time)	1	1	1	0
Library Clerk (Part Time)	6	6	5	5
	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>

# Authorized Position Summary

## General Fund Authorized Positions

	Actual FY17	Actual FY18	Actual FY19	Adopted FY20
<b>Municipal &amp; Community Services</b>				
Senior Mechanic (Full Time)	1	1	0	0
Mechanic (Full Time)	1	1	0	0
Fleet Manager	0	0	1	1
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
AC Vet Tech (Full Time)	2	2	1	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	0	0
Director Animal Services (Full Time)	1	1	0	1
Assistant Director (Full Time)	0	0	1	1
Operations Manager (Full Time)	1	1	1	1
Sr. Animal Vet. Tech. (Full Time)	0	0	1	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
	25	25	23	24

# Authorized Position Summary

## General Fund Authorized Positions

	Actual FY17	Actual FY18	Actual FY19	Adopted FY20
<b>Planning &amp; Development</b>				
Building Inspector (Full Time)	2	2	0	0
Building Official (Full Time)	1	1	0	0
Development Coordinator (Full Time)	0	0	0	1
Planning Tech (Full Time)	1	1	0	0
Plans Examiner (Full Time)	1	1	0	0
Director Of Plan & Dev (Full Time)	1	1	1	1
City Planner (Full Time)	1	1	2	2
Permit Tech (Full Time)	2	1	1	1
Admin Assistant (Part Time)	1	0	0	0
Administrative Assist. (Full Time)	0	1	1	1
Main Street Coordinator (Full Time)*	1	1	1	1
Code Compliance Officer (Full Time)	1	1	1	2
Lead Code Compliance Officer (Full Time)	1	1	1	1
Building Inspector (Full Time)	0	0	2	2
Building Official (Full Time)	0	0	1	1
Plans Examiner (Full Time)	0	0	1	1
Permit Center Manager (Full Time)	0	0	1	1
Permit Tech (Full Time)	0	0	1	1
Consumer Health Inspector (Full Time)	1	1	0	0
Permit Tech	1	1	0	0
	<b>15</b>	<b>14</b>	<b>14</b>	<b>16</b>

# Authorized Position Summary

## General Fund Authorized Positions

	Actual FY17	Actual FY18	Actual FY19	Adopted FY20
<b>Police Department</b>				
Office Assistant (Part Time)	1	1	0	0
Background Investigator (Part Time)	1	1	1	1
Police Telecomm Officer (Part Time)	1	1	3	3
Police Chief (Full Time)	1	1	1	1
Police Commander (Full Time)	5	5	4	4
Police Corporal (Full Time)	14	14	12	11
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	35	36
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	3	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	0	0
Reserve Police Officer (Paid) (Part Time)	2	2	2	2
	<b>84</b>	<b>84</b>	<b>87</b>	<b>87</b>
<b>Parks &amp; Recreation</b>				
Senior Mechanic (Full Time)	1	1	0	0
Groundskeeper (Full Time)	5	5	6	4
Groundskeeper (Part Time)	1	1	0	0
Summer Maintenance (Part Time)	4	4	4	5
Licensed Irrigator (Full Time)	0	0	1	1
Athletic & Aquatic Tech (Full Time)	1	1	1	1
Grounds Maint Supervisor (Full Time)	1	1	1	1
Park Operations Manager (Full Time)	1	1	1	1
Crew Leader (Full Time)	3	3	3	3
Sr. Groundskeeper (Full Time)	2	2	1	2
Recreation Assist (Part Time)	2	2	2	2
Director Parks & Rec (Full Time)	1	1	1	1
Assist Dir Of Parks & Rec (Full Time)	0	1	1	1
Special Events Coord. (Full Time)	1	1	1	0
Parks Department Coord (Full Time)	1	1	1	1
Recreation Manager (Full Time)	1	1	1	1
	<b>25</b>	<b>26</b>	<b>25</b>	<b>24</b>

# Authorized Position Summary

	Actual FY17	Actual FY18	Actual FY19	Adopted FY20
<b>Transportation &amp; Public Works</b>				
Dir Of Capit Improv Proj-Tran (Full Time)	1	1	0	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
Dir Of Capit Improv Proj-Tran (Full Time)	0	0	1	1
Civil Engineer (Full Time)	0	0	1	1
Field Service Tech (Full Time)	1	1	1	1
Traffic Technician (Full Time)	1	1	2	2
Traffic Maintenance Worker I (Full Time)	1	1	0	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	2
Street Supervisor (Full Time)	1	1	1	1
Crew Leader (Full Time)	1	1	0	0
Foreman (Full Time)	0	0	1	1
Maintenance Worker (Full Time)	5	5	5	3
Street Crew Leader (Full Time)	1	1	1	1
	<b>23</b>	<b>22</b>	<b>22</b>	<b>22</b>
<b>Total General Fund</b>	<b>287</b>	<b>288</b>	<b>294</b>	<b>294</b>

## Special Events Fund Authorized Positions

	Actual FY17	Actual FY18	Actual FY19	Adopted FY20
<b>Parks &amp; Recreation</b>				
Special Events Coordinator	.5	.5	.5	2
	<b>.5</b>	<b>.5</b>	<b>.5</b>	<b>2</b>

# Authorized Position Summary

## Heritage Park Fund Authorized Positions

	Actual FY17	Actual FY18	Actual FY19	Adopted FY20
<b>Parks &amp; Recreation</b>				
Recreation Coordinator (Full Time)	1	1	1	0
Office Assistant (Part Time)	2	2	2	2
Groundskeeper (Part Time)	4	4	4	4
First Monday Assistant (Part Time)	4	4	4	4
	<b>11</b>	<b>11</b>	<b>11</b>	<b>10</b>

## Chandor Gardens Fund Authorized Positions

	Actual FY17	Actual FY18	Actual FY19	Adopted FY20
<b>Parks &amp; Recreation</b>				
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
	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

## Solid Waste Fund Authorized Positions

	Actual FY17	Actual FY18	Actual FY19	Adopted FY20
<b>Municipal &amp; Community Services</b>				
Assistant MACS Director (Full Time)	1	1	0	0
MACS Manager (Full Time)	0	0	0	0
Foreman (Full Time)	1	1	1	1
Sanitation/Fleet Coordinator (Full Time)	0	0	0	0
Administrative Assistant II	1	1	0	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
	<b>18</b>	<b>18</b>	<b>16</b>	<b>16</b>



# 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 FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>Beginning Fund Balance</b>	<b>12,858,261</b>	<b>13,510,409</b>	<b>13,724,608</b>	<b>13,724,608</b>	<b>12,472,127</b>
<b>Revenues</b>					
Property Taxes	7,044,870	7,851,562	8,250,027	8,199,353	8,926,834
Sales Taxes	12,963,401	13,634,260	14,000,000	14,400,000	14,940,000
Other Taxes	778,058	928,299	840,000	946,795	901,200
Licenses	652,163	764,726	745,004	658,792	656,300
Intragovernmental Revenue	1,286,335	1,217,287	1,336,404	1,093,132	1,167,146
Service Charges	1,335,573	1,262,262	1,347,150	1,294,288	1,280,650
Fines & Forfeitures	493,060	451,180	443,200	424,709	453,200
Miscellaneous Revenue	307,542	496,840	226,234	453,709	375,205
Transfers & Other Sources	5,395,713	5,708,266	5,276,443	5,412,321	5,538,707
Intergovernmental Services	2,286,396	2,635,972	3,170,804	3,228,200	3,870,208
<b>Total Revenue</b>	<b>32,543,112</b>	<b>34,950,654</b>	<b>35,635,266</b>	<b>36,111,299</b>	<b>38,109,449</b>
<b>Available Resources</b>	<b>45,401,373</b>	<b>48,461,063</b>	<b>49,359,874</b>	<b>49,835,907</b>	<b>50,581,576</b>
<b>Expenditures</b>					
City Administration	813,874	860,637	1,332,797	1,344,758	1,369,615
Emergency Management	156,407	393,635	490,714	398,902	300,081
Communications & Marketing	174,182	200,367	250,725	249,152	277,896
City Attorney	362,816	244,765	147,713	446,412	332,144
City Council	54,166	60,875	57,340	57,270	45,184
Economic Development	266,989	145,920	181,088	233,366	340,702
Finance	1,066,773	1,103,364	987,967	1,022,440	998,779
Fire Services	6,412,628	6,466,209	6,492,416	6,644,098	6,826,920
Human Resources	360,106	324,640	423,825	492,481	487,686
Information Technology	2,110,602	2,616,995	3,089,377	2,976,918	3,197,597
Library	1,062,387	1,098,451	1,097,381	1,080,006	1,204,603
Municipal & Community Services	2,073,680	2,626,608	2,572,255	2,283,445	2,606,273
Non Departmental	1,380,471	2,100,275	2,244,725	3,007,804	2,924,184
Parks & Recreation	2,083,475	2,322,380	2,234,563	2,243,063	2,505,718
Development & Neighborhood Services	1,356,448	1,246,786	1,529,331	1,446,478	1,383,184
Police Services	8,178,783	8,196,238	8,633,336	8,546,477	8,703,669
Transportation & Public Works	3,889,175	4,430,057	5,406,723	5,148,711	4,608,101
<b>Total Expenditures</b>	<b>31,802,963</b>	<b>34,438,201</b>	<b>37,172,275</b>	<b>37,621,781</b>	<b>38,112,334</b>

## General Fund Summary (cont.)

	Actual FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>Total Revenue</b>	<b>32,543,112</b>	<b>34,950,654</b>	<b>35,635,266</b>	<b>36,111,299</b>	<b>38,109,449</b>
<b>Total Expenditures</b>	<b>31,802,963</b>	<b>34,438,201</b>	<b>37,172,275</b>	<b>37,621,781</b>	<b>38,112,334</b>
<b>Other Adjustments</b>					
Other Misc.	(88,001)	101,746		-	-
Use/Cont. to Public Safety Lease Reserve			(142,000)	(142,000)	
Use/Cont. to Economic Dev Reserve		(400,000)		400,000	-
<b>Ending Fund Balance</b>	<b>13,510,409</b>	<b>13,724,608</b>	<b>12,045,599</b>	<b>12,472,127</b>	<b>12,469,242</b>
<b>Ending Days*</b>	<b>179</b>	<b>166</b>	<b>136</b>	<b>140</b>	<b>131</b>

One Time Costs	2,192,618
Sales Tax Freeze	1,494,000
One-Time Revenue	695,734
Ongoing Revenue	35,919,715
Ongoing Costs	35,919,716
Ongoing Over/(Under)	-

### Working Day Cost Calculation

Ongoing Costs	35,919,716
Direct Revenue Offsets	
Three FF's from ESD	(195,000)
Utility Patching	(150,000)
Fleet Contributions	(417,646)
Utility Funded IT Admin	(73,810)
ACO Agreements	(106,384)
School Resource Officers	(275,000)
Subtotal Offsets	(1,217,839)

Total Working Cost 34,701,876

Daily Cost 95,073.63

**Balance Ending Days 12,469,242 131**

**Comp. Absences Reserve 1,052,106**  
**\*\*30 Day Council Preference 2,852,209**

**90 Day Reserve Available 8,556,627 8,300**

\*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. Per the Council's public safety capital initiative, \$2 million of this additional reserve will be dedicated for future debt service costs.

## General Fund Summary (cont.)

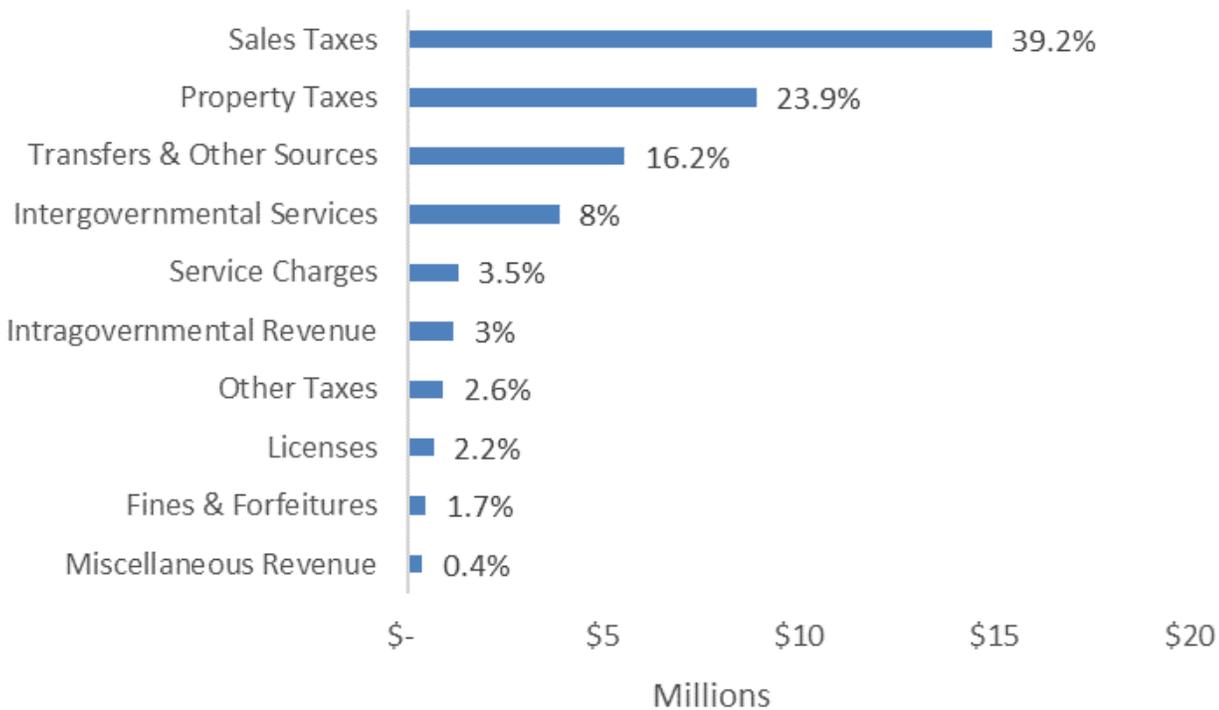
Revenues are comprised of general taxes (ad valorem, sales, and franchise), service charges, intergovernmental transfers and grants, fines, and transfers from other city funds.

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% of the total annual revenue.

#### General Fund Revenue Sources by Category

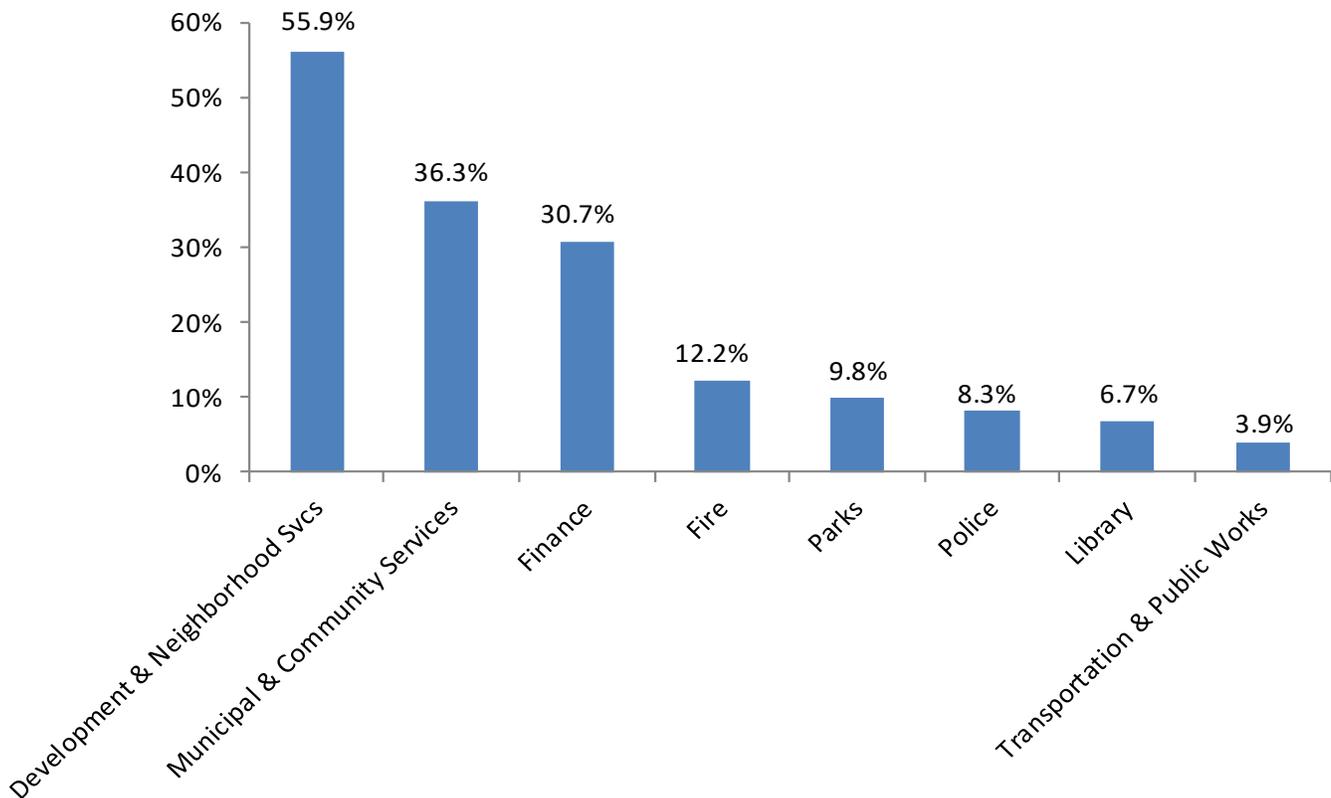


This revenue funds most of the common functions of local government, paying for an array of diverse activities such as police and fire protection, routine street maintenance, parks and recreation, libraries, and planning. While property taxes are an important revenue source for local governments, as they are the most predictable and controllable, they are not the General Fund’s largest revenue stream. Only \$8.25 million, or 23.2% of the City’s operating revenue, is from taxes on property. In contrast, sales taxes generate 39.3% of the annual revenue.

## General Fund Summary (cont.)

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.

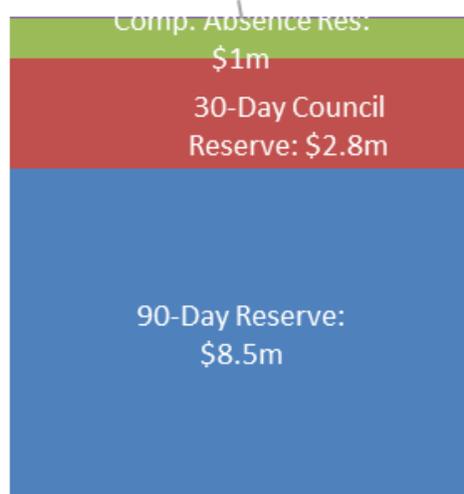
Ongoing Budget		
Dept	Budget	% Self Supported
Police Services	\$8,703,669	22.8%
Fire Services	\$6,826,920	17.9%
Transportation & Public Works	\$4,608,101	12.1%
Information Technology	\$3,197,597	8.4%
Non Departmental	\$2,924,184	7.7%
Municipal & Community Services	\$2,606,273	6.8%
Parks & Recreation	\$2,505,718	6.6%
Development & Neighborhood Services	\$1,383,184	3.6%
City Administration	\$1,369,615	3.6%
Library	\$1,204,603	3.2%
Finance	\$998,779	2.6%
Human Resources	\$487,686	1.3%
Economic Development	\$340,702	0.9%
City Attorney	\$332,144	0.9%
Emergency Management	\$300,081	0.8%
Communications & Marketing	\$277,896	0.7%
City Council	\$45,184	0.1%
	<b>\$38,112,334</b>	

## General Fund Summary (cont.)

### Fund Balance Summary

#### Fund Balance Summary

Available Balance: \$20,000

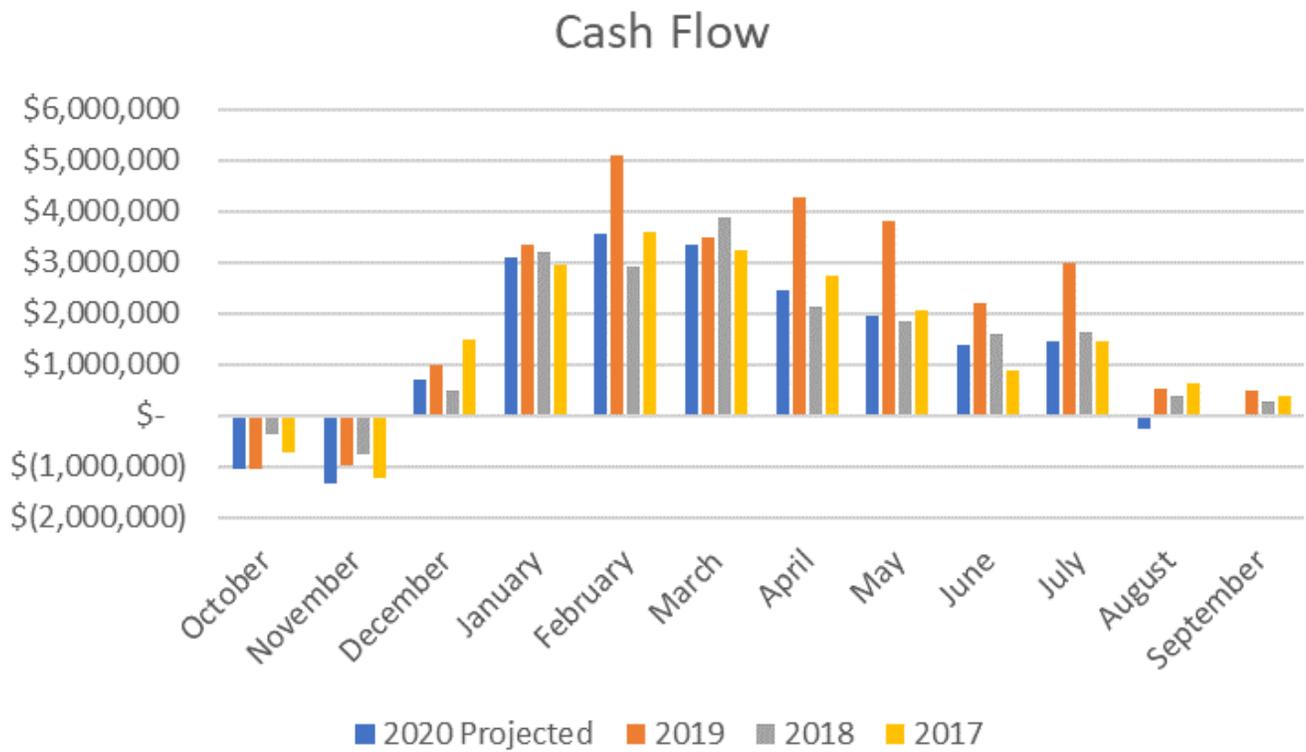


While the City's formal reserve policy is to keep 90 days worth of operating costs on hand, it has been the practice to maintain at least 120 days. These reserves are set aside as a rainy day fund in the event of economic downturns, major natural disasters, or other unforeseen events. The cost-per-day is calculated by taking the total operating (ongoing) costs for the fund and dividing by 365. For FY20, that total is \$95,074. To achieve 120 days of coverage, the General Fund would need \$11.4 million reserves. This budget expects to exceed that requirement.

# General Fund Summary (cont.)

## Cash Flow Look

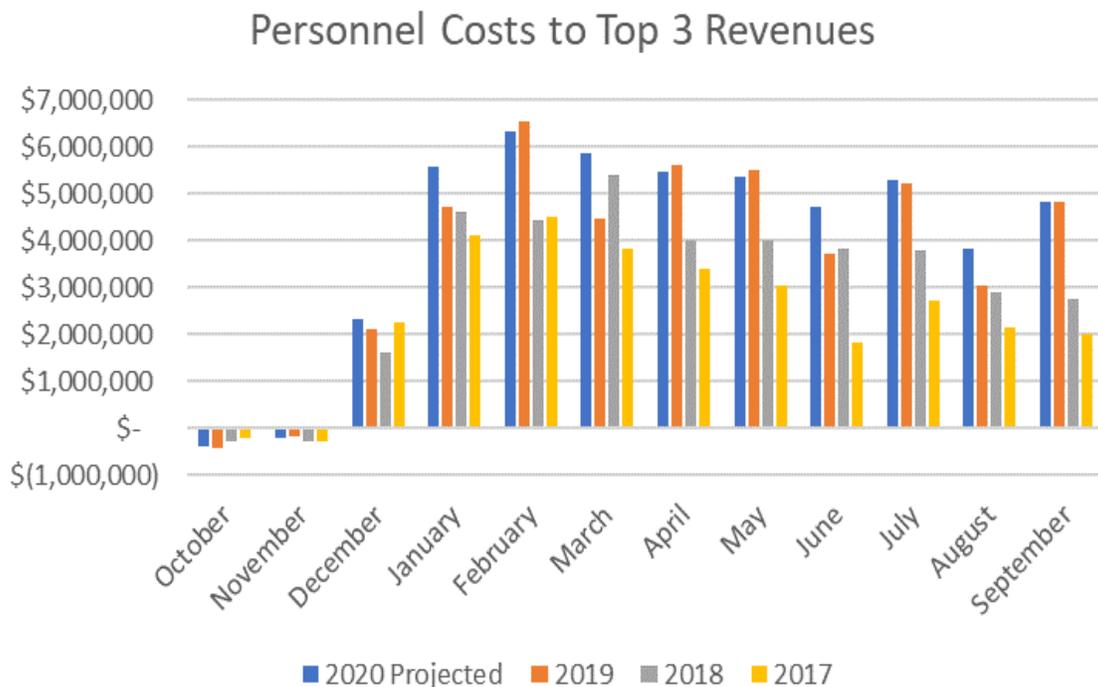
While the City operates on a balanced budget, the cycle of cash disbursement (spending) does not match cash intake (receiving revenue.) Below is a basic cash-flow for the General Fund for the past three fiscal years and the projected cash-flow for the current fiscal year. This shows the monthly net of 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.



## General Fund Summary (cont.)

### 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.



# 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.

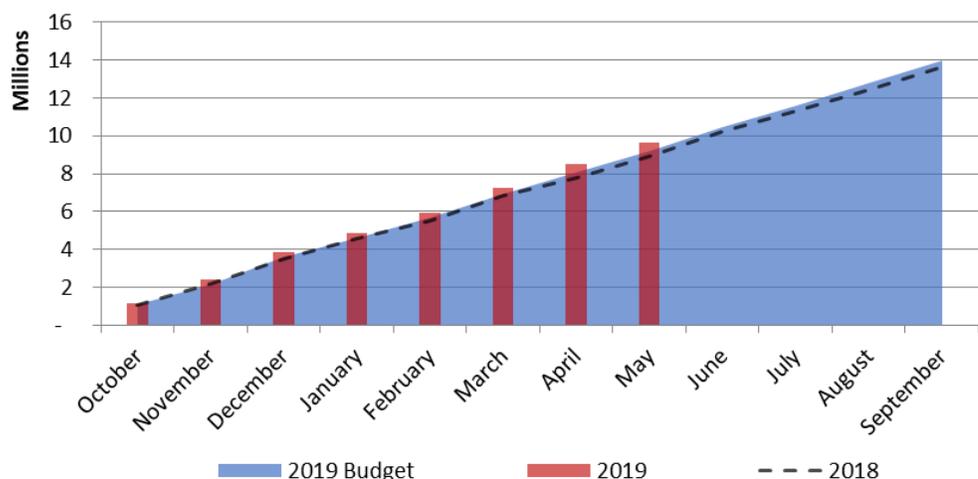
## Revenue Considerations

### Sales Tax—Short Trajectory

The past several years have brought robust growth in sales tax receipts. Year-to-date collections (through May’s disbursement) are up 8% from last fiscal year, and 5.1% from the City’s initial budget trajectory. The graph below shows this trajectory (the area in blue) based on previous years’ collections, compared with the FY19 actuals (red bars) and the FY18 actuals (dotted black line).

The dollar increase YTD over FY17 is approximately \$700,000.

Sales Tax Trajectory Compared to Budget



## General Fund 5-Year Forecast (cont.)

### *Sales Tax—Baseline vs. Full Projection*

Since 2015, the City has adhered to a baseline method of sales tax budgeting. Following this method, staff will budget for the full projection in sales tax collections--\$14.9m in the case of FY20. However, only a portion of the sales tax is relied upon for recurring expenditures--\$13.4m in this case. This is referred to as the sales tax baseline. The remainder is referred to as the sales tax increment.

Sales Tax Baseline: \$13,446,000 (this is the amount the City will use for recurring operations)

Sales Tax increment: \$1,494,000 (this is the amount the City will use for non-recurring items)

Full FY20 Sales Tax: \$14,940,000 (this is the full amount; the baseline plus the increment)

By following this method, the City lags its sales tax growth in order to mitigate sharp downturns and their effect on operations. While the proposed baseline does represent a large increase over the previous baseline of \$12.6m, there are a number of reasons that staff feels this recommendation is optimal for the City:

First, Weatherford has experienced extremely rapid growth since the Great Recession. By the end of this fiscal year, sales tax receipts will have grown 63% since coming out of the Great Recession in 2011, and almost 30% over the past five years. Continued development efforts inside Weatherford are having a positive impact, and staff expects growth to continue at a slow-to-moderate pace.

Second, a baseline of \$13.4m with a buffer of \$1.49m allows for the City to make necessary operational gains while still keeping a significant cushion for economic downturns. In fact, the buffer is actually increasing by almost \$100,000, comprising 10% of the full sales tax receipts.

Finally, staff utilizes two metrics to help guide baseline setting. The first is to ensure the baseline doesn't exceed a three-year historical average (including the current year projected). In this case, that average would be \$13.6m. The second is to make sure the buffer would be sufficient to mitigate against Weatherford's steepest historical one-year sales tax loss of approximately 6%. The buffer currently recommended is well above that. FY20's recommendation is well within those two metrics and will leave Weatherford with sufficient room to weather downturns. Staff believes the City's current structure here is both responsible and sufficient, and will help to keep it financially sound.

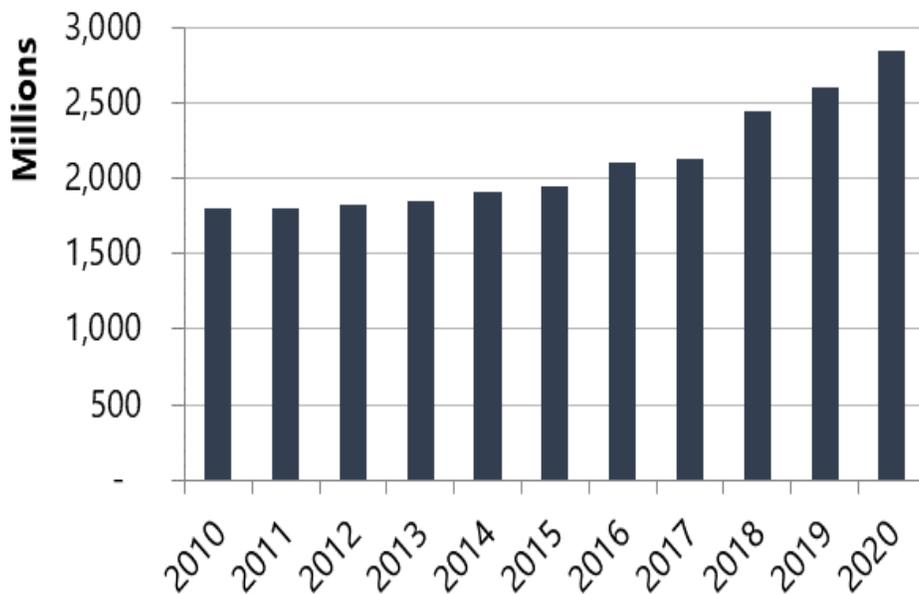
The City's General Fund forecast takes this budgeting method into consideration.

## General Fund 5-Year Forecast (cont.)

### Property Tax—Growth Considerations

Over the past ten years, the city has seen average assessed value growth of approximately 6%. While a large portion of this growth came before the effects of the Great Recession could be felt in taxable values, the past three years have brought large increases as well, including new properties added to Weatherford’s appraisal rolls. While we have had two years of extraordinarily strong value growth, staff is opting to keep growth between 2-2.5%, as this is a more realistic expectation for any given year. This is consistent with general economic implications, as property tax revenue growth/decline tends to be a slow, yet steady earner, and lag at least one year behind the growth/decline in general economic conditions.

Additionally, recent legislation at the state level will restrict the growth of this revenue stream regardless of what property values do. In June of 2019, the governor signed into law Senate Bill 2, which lowers all Texas cities’ rollback rates from 8% over the effective rate to 3.5%. Under previous law, cities had been able to raise a maximum of 8% more than the previous year on properties that existed for both years. The new law that goes into place on January 1, 2020 will lower this to 3.5%. There are a few provisions that help ease the burden for cities, but this could certainly make balancing the budget more difficult in future years. In fact, had this law been in place since 2014, Weatherford would have had to make up a total budget loss of over \$1.5 million.



# Baseline 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:

	FY20 Base	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj
<b>Revenues</b>	\$ 38,109,449	\$ 38,508,627	\$ 39,397,002	\$ 39,834,407	\$ 40,004,217
<b>Expenses</b>	\$ 38,092,334	\$ 36,763,542	\$ 37,852,881	\$ 38,863,757	\$ 40,129,710
<b>Over/(Under)</b>	\$ <b>17,116</b>	\$ <b>1,745,085</b>	\$ <b>1,544,121</b>	\$ <b>970,650</b>	\$ <b>(125,492)</b>
<b>Recurring Revenues</b>	\$ 35,919,715	\$ 36,962,337	\$ 37,812,055	\$ 38,249,460	\$ 38,736,260
<b>Recurring Expenses</b>	\$ 35,919,715	\$ 36,763,542	\$ 37,852,881	\$ 38,863,757	\$ 40,129,710
<b>Operating Capacity</b>	\$ <b>0</b>	\$ <b>198,795</b>	\$ <b>(40,826)</b>	\$ <b>(614,297)</b>	\$ <b>(1,393,450)</b>
<b>Beg. Bal</b>	\$ <b>12,557,502</b>	\$ <b>12,574,618</b>	\$ <b>12,319,703</b>	\$ <b>11,563,824</b>	\$ <b>10,284,474</b>
<b>Ending Bal</b>	\$ <b>12,574,618</b>	\$ <b>12,319,703</b>	\$ <b>11,563,824</b>	\$ <b>10,284,474</b>	\$ <b>8,558,982</b>

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 2023, 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.

# General Fund Five-Year Forecast Risk Areas

## 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:

<b>Department</b>	<b>Description</b>	<b>Estimated Cost</b>
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
		<b><u>\$6,741,500</u></b>

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.

## General Fund Five-Year Forecast Risk Areas

### 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 FY20, 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.

	FY20	FY21	FY22	FY23	FY24
<b>Retiree Possibility (eligible &amp; age 55/up)</b>	\$ 1,251,427	\$ 1,419,765	\$ 1,747,129	\$ 1,899,604	\$ 2,155,760
<b>Funding Reserve Avail</b>	\$ 1,052,106	\$ 1,127,106	\$ 1,127,106	\$ 1,127,106	\$ 1,127,106
<b>% Funded</b>	84%	79%	65%	59%	52%

	FY20 Base	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj
<b>Salary increases in 2020 and 2022</b>					
<b>Recurring Revenues</b>	\$ 35,919,715	\$ 36,962,337	\$ 37,812,055	\$ 38,249,460	\$ 38,736,260
<b>Recurring Expenses</b>	\$ 35,919,715	\$ 36,763,542	\$ 37,852,881	\$ 38,863,757	\$ 40,129,710
<b>Operating Capacity</b>	\$ 0	\$ 198,795	\$ (40,826)	\$ (614,297)	\$ (1,393,450)
<b>Beg. Bal</b>	\$ 12,557,502	\$ 12,574,618	\$ 12,319,703	\$ 11,563,824	\$ 10,284,474
<b>Ending Bal</b>	\$ 12,574,618	\$ 12,319,703	\$ 11,563,824	\$ 10,284,474	\$ 8,558,982

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 \$2.2 million worth of separation costs are possible between FY20 and FY24. 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):

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.

# Baseline Forecast

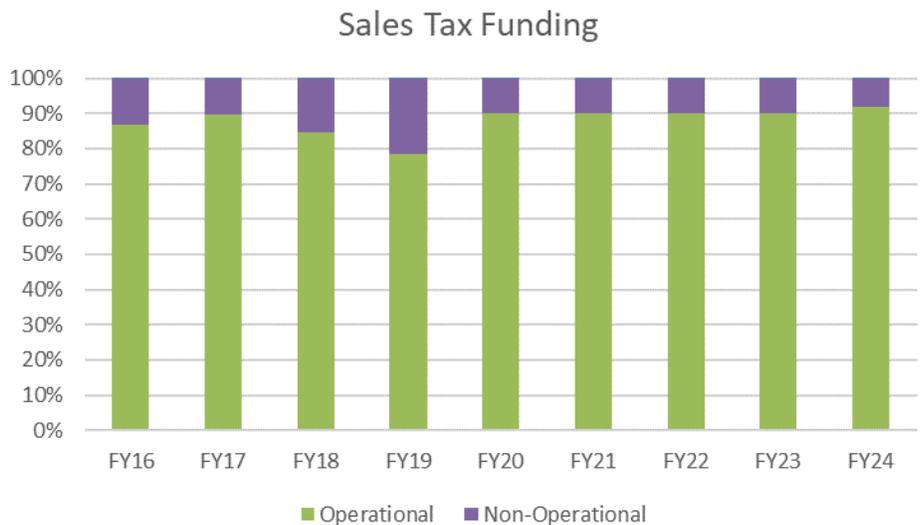
## Addressing Risk Factors

The FY20 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 FY20, the non-operational sales tax portion will comprise 10% of the total sales tax budget, allowing for \$1.45m 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	FY20 Base	FY21	FY22	FY23	FY24
<b>Operational</b>	\$ 13,446,000	\$ 13,916,610	\$ 14,264,525	\$ 14,264,525	\$ 14,264,525
<b>Non-Operational</b>	\$ 1,494,000	\$ 1,546,290	\$ 1,584,947	\$ 1,584,947	\$ 1,267,958
<b>Total Annual</b>	\$ 14,940,000	\$ 15,462,900	\$ 15,849,473	\$ 15,849,473	\$ 15,532,483

## 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.

	FY20 Base	FY21	FY22	FY23	FY24	Total
<b>Operational</b>	\$ 8,797,834	\$ 9,017,780	\$ 9,243,224	\$ 9,428,089	\$ 9,616,651	\$46,103,578
<b>Non-Operational</b>	\$ 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 FY20. 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

	FY20 Budget	FY20 Position Count
<b>Internal Services</b>		
<i>Organizational Management</i>		
City Administration	\$ 1,369,615	5
City Attorney	\$ 332,144	1
City Council	\$ 45,184	5
Finance		
Accounting	\$ 267,413	3
Management & Budget	\$ 395,669	3
Non- Departmental	\$ 2,904,184	0
Human Resources	\$ 487,686	3
<i>Total Organizational Management</i>	\$ 5,801,894	20
<i>Asset Management</i>		
Information Technology	\$ 3,197,597	9
Municipal & Community Services		
Facilities Maintenance	\$ 923,798	8
Fleet Maintenance	\$ 120,467	1
<i>Total Asset Management</i>	\$ 4,241,862	18
<b>Total Internal Services</b>	<b>\$ 10,043,757</b>	<b>38</b>
<b>External</b>		
<i>Growth &amp; Development</i>		
Economic Development	\$ 340,702	2
Communications & Marketing	\$ 277,896	2
Development & Neighborhood Services		
Planning	\$ 597,666	7
Building Inspections	\$ 477,320	6
<i>Total Growth &amp; Development</i>	\$ 1,693,583	17
<i>Infrastructure</i>		
Transportation & Public Works		
Administration	\$ 393,139	4
Capital Projects Admin	\$ 537,291	2
Field Services	\$ 92,604	1
Traffic	\$ 426,460	5
Streets	\$ 3,158,608	11
<i>Total Infrastructure</i>	\$ 4,608,101	23

## General Fund Departments and Programs

	FY20 Budget	FY20 Position Count
<i>Community Quality</i>		
Library		
Library	\$ 1,204,603	20
PEACH Grant*	\$ -	0
Parks & Recreation		
Parks & Properties	\$ 1,745,431	18
Recreation	\$ 760,286	6
Development & Neighborhood Services		
Code Compliance	\$ 308,199	3
<b>Total Community Quality</b>	<b>\$ 4,018,519</b>	<b>47</b>
<i>Public Safety</i>		
Development & Neighborhood Services		
Consumer Health	\$ -	0
Emergency & Risk Management	\$ 300,081	1
Finance		
Municipal Court	\$ 335,697	6
Fire Services		
Fire Department	\$ 6,593,951	58
Fire Prevention	\$ 232,969	2
Municipal & Community Services		
Animal Shelter	\$ 1,562,008	15
Police Services		
Police Department	\$ 8,703,669	87
<b>Total Public Safety</b>	<b>\$ 17,728,374</b>	<b>169</b>
<b>Total External Services</b>	<b>\$ 28,048,577</b>	<b>256</b>
<b>Grand Total</b>	<b>\$ 34,986,276</b>	<b>294</b>

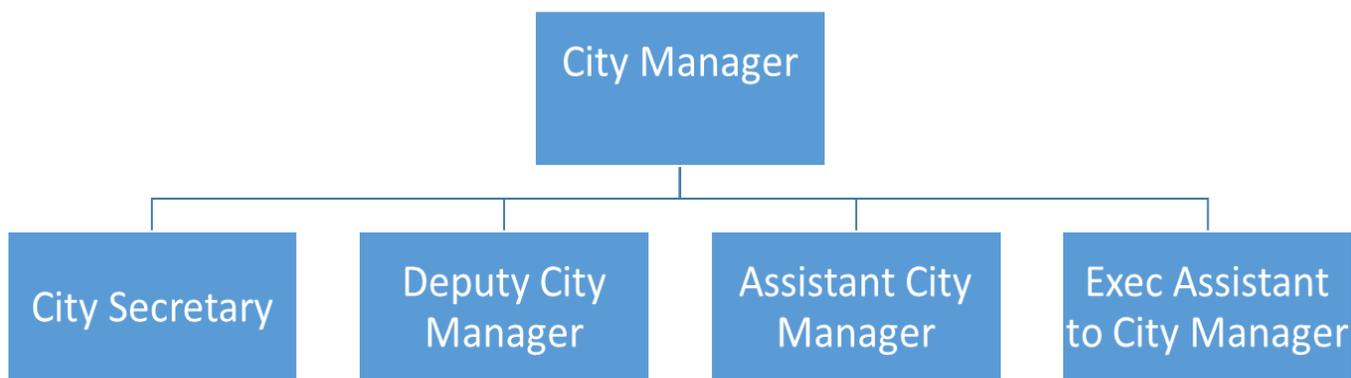
### Personnel Action Summary for FY20

- An Economic Development Director (\$125,000) was added to Department
- A Code Enforcement Officer position (\$66,222) was added to Development and Neighborhood 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: 11am - 6pm	Dustin Deel
City Administration	303 Palo Pinto	(817) 598-4102	Mon-Fri: 8am - 5pm	James Hotopp
City Attorney	303 Palo Pinto	(817) 598-4134	Mon-Fri: 8am - 5pm	Zellers & Zellers (contract)
Code Enforcement	119 Palo Pinto	(817) 598-4338	Mon-Fri: 8am - 5pm	Kaleb Kentner
Consumer Health	119 Palo Pinto	(817) 598-4338	Mon-Fri: 8am - 5pm	Kaleb Kentner
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) 598-4221	Mon-Fri: 8am - 5pm	Jessica Doss
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-6pm; Sun: 2pm-6pm	Chris Accardo
Municipal Court	303 Palo Pinto	(817) 598-4120	Mon-Fri: 8am - 5pm	Tiffany Bagwell
Parks & Recreation	119 Palo Pinto	(817) 598-4248	Mon-Fri: 8am - 5pm	Shannon Goodman
Planning & Development	119 Palo Pinto	(817) 598-4338	Mon-Fri: 8am - 5pm	Kaleb Kentner
Police Department	801 Santa Fe	(817) 598-4320	Mon-Fri: 8am - 5pm (on call & Patrol 24/7)	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.

### 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.

# City Administration

## FY18 or FY19 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	FY17	FY18	FY19	FY20
City Manager (Full Time)	1	1	1	1
Deputy 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
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

Budget Summary	FY17	FY18	FY19 Budg	FY19 Prj	FY20 Adopt
Personnel	\$ 609,649	\$ 607,294	\$ 788,380	\$ 815,624	\$ 851,468
Supplies	\$ 15,454	\$ 26,148	\$ 20,290	\$ 18,405	\$ 12,290
Contractual	\$ 186,964	\$ 227,194	\$ 437,127	\$ 510,729	\$ 280,857
Capital	\$ 1,808	\$ -	\$ 87,000	\$ -	\$ 225,000
<b>Total</b>	<b>\$ 813,874</b>	<b>\$ 860,637</b>	<b>\$ 1,332,797</b>	<b>\$ 1,344,758</b>	<b>\$ 1,369,615</b>

Supplemental Funding Item	Ongoing	One-Time
Admin van	\$ -	\$ 40,000
City Record Preservation	\$ -	\$ 25,000
	<b>\$ -</b>	<b>\$ 65,000</b>

# 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.

## FY18 or FY19 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	FY15	FY16	FY17	FY18
1 Exercises	1	5	6	3
2 Certificate Trainings	5	6	5	2
3 Public Outreach Events	5	6	3	3
4 Emergency Operations Plan meetings	12	20	10	7
5 Workers Compensation Claims	49	57	30	13

## 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	FY17	FY18	FY19	FY20
Emergency Management Specialist (Full Time)	1	1	1	1
*Risk & Raining Manager	1	1	0	0
<b>Total</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>

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

## Emergency & Risk Management

<b>Budget Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19 Budg</b>	<b>FY19 Prj</b>	<b>FY20 Adopt</b>
Personnel	\$ 132,400	\$ 183,605	\$ 189,311	\$ 141,709	94,950
Supplies	\$ 7,904	\$ 28,046	\$ 10,905	\$ 12,478	12,805
Contractual	\$ 16,102	\$ 29,622	\$ 108,301	\$ 167,096	192,326
Capital	\$ -	\$ 152,362	\$ 277,619	\$ 77,619	-
<b>Total</b>	<b>\$ 156,407</b>	<b>\$ 393,635</b>	<b>\$ 586,137</b>	<b>\$ 398,902</b>	<b>300,081</b>

### Significant Budget Changes

In 2019, the Risk Manager role was shifted back under Human Resources.

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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**

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.

## FY18 or FY19 Noteworthy Accomplishments

- 1 Hired new Communications and Marketing Coordinator Nicole Wright.
- 2 Completed economic development videos and tourism videos with Neon Cloud.
- 3 Obtained 2 official trademarks for City Logo through the US Patent and Trademark Office (USPTO).
- 4 Added Instagram social media platform to communication channel list.
- 5 Collaborated with IT to obtain infrastructure and software to stream meetings on cable channel and social media.

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.	2020

## Performance Dashboard

Workload Measures	FY15	FY16	FY17	FY18
1 Number of communication channels managed/monitored (e.g. websites, social media, etc).	1	1	1	31
2 Social media engagement (City Facebook). Includes likes, shares, comments, etc. Staff responds as much as possible to this.				24,800
3 Number of public service announcement videos produced.				50

Key Result Indicators	FY15	FY16	FY17	FY18
1 Facebook growth from last year				25%
Instagram growth since launch date (Feb 25, 2019)				849 followers

# 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. In closing, we have discovered a way to increase our video budget without impacting the general fund. This would be accomplished by the City accepting Public, Education and Government (PEG) fees totaling a revenue of \$45,000 per year.

<b>Position Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
Director of Communications & Marketing (Full Time)	1	1	1	1
Public Relations Coord (Full Time)	1	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

<b>Budget Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19 Budg</b>	<b>FY19 Prj</b>	<b>FY20 Adopt</b>
Personnel	\$ 127,618	\$ 142,964	\$ 146,612	\$ 143,741	\$ 197,283
Supplies	\$ 9,987	\$ 8,494	\$ 15,250	\$ 12,293	\$ 17,250
Contractual	\$ 36,578	\$ 48,908	\$ 88,863	\$ 93,118	\$ 63,363
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 174,182</b>	<b>\$ 200,367</b>	<b>\$ 250,725</b>	<b>\$ 249,152</b>	<b>\$ 277,896</b>

## 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.

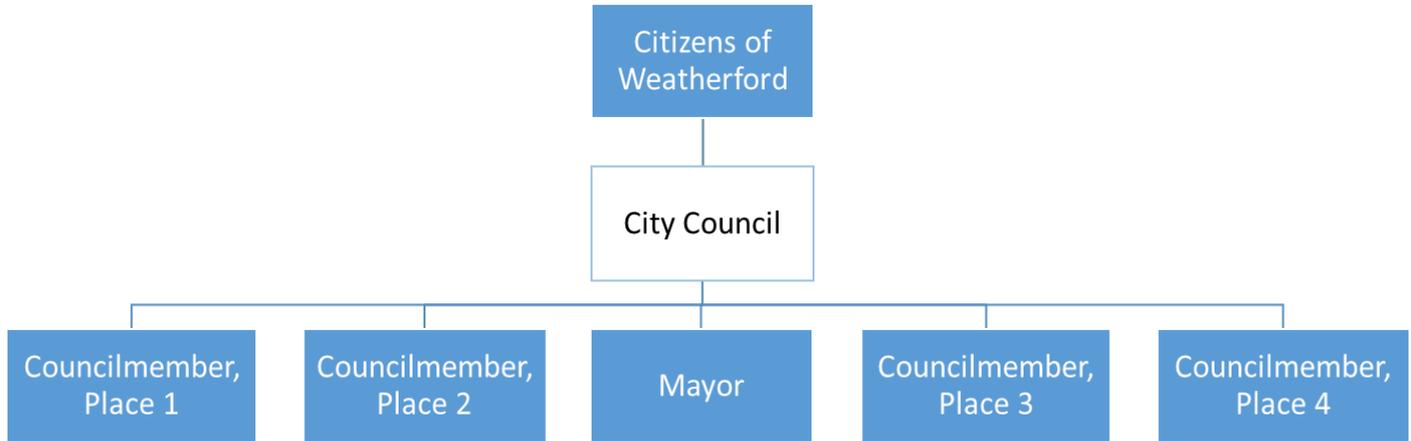
Position Summary	FY17	FY18	FY19	FY20
City Attorney (Contract)	1	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

Budget Summary	FY17	FY18	FY19 Budg	FY19 Prj	FY20 Adopt
Personnel	\$ 69,866	\$ 77,238	\$ 81,000	\$ 81,027	\$ 95,954
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Contractual	\$ 292,950	\$ 167,527	\$ 66,713	\$ 365,385	\$ 236,190
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 362,816</b>	<b>\$ 244,765</b>	<b>\$ 147,713</b>	<b>\$ 446,412</b>	<b>\$ 332,144</b>

## Significant Budget Changes

Staff has noticed a significant increase in the amount of legal services, with costs going up as well. It is expected that this will continue to a degree in FY20. To prepare for that, staff has increased the contractual budget on an ongoing basis.

# 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

Paul Paschall



## Place 1

Heidi Wilder



## Place 3

Curtis Tucker



## Place 2

Jeff Robinson



## Place 4

Kevin Cleveland

<b>Position Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
Mayor	1	1	1	1
Council Members	4	4	4	4
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<b>Budget Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19 Budg</b>	<b>FY19 Prj</b>	<b>FY20 Adopt</b>
Personnel	\$ 12,608	\$ 21,877	\$ 13,602	\$ 14,626	\$ 29,649
Supplies	\$ 10,139	\$ 11,414	\$ 12,700	\$ 13,374	\$ 12,700
Contractual	\$ 31,418	\$ 27,584	\$ 31,038	\$ 29,270	\$ 2,834
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 54,166</b>	<b>\$ 60,875</b>	<b>\$ 57,340</b>	<b>\$ 57,270</b>	<b>\$ 45,184</b>

### Significant Budget Changes

The large decrease in budget for FY20 is reflective of a realignment in TML property insurance costs. There are no major changes in discretionary spending expected.

# 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

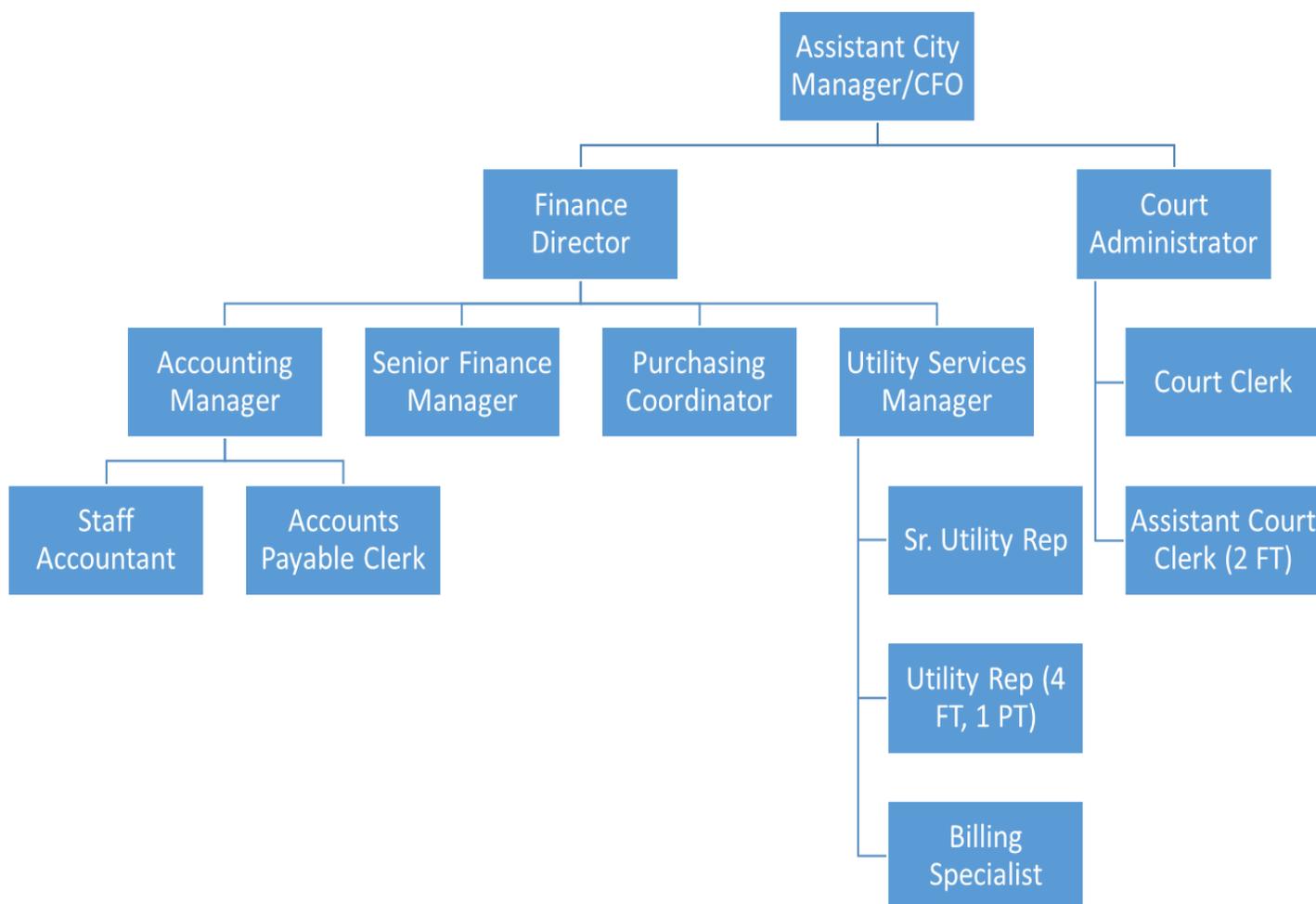
- 1 Increase job diversity through retail development & recruitment, as well as industrial/manufacturing & commercial development.
- 2 Strengthen quality of life measures through promotion of a diverse downtown, mixed use development, and retail corridor development.
- 3 Enhance and expand development-related 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.

<b>Position Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
Economic Development Director (Full Time)	0	0	0	1
Economic Development Planning Coordinator (Full Time)	1	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>

<b>Budget Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19 Budg</b>	<b>FY19 Prj</b>	<b>FY20 Adopt</b>
Personnel	\$ 166,375	\$ 73,859	\$ 76,418	\$ 128,523	\$ 246,835
Supplies	\$ 3,667	\$ 745	\$ 2,600	\$ 2,600	\$ 2,600
Contractual	\$ 96,947	\$ 71,316	\$ 102,070	\$ 102,243	\$ 91,267
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 266,989</b>	<b>\$ 145,920</b>	<b>\$ 181,088</b>	<b>\$ 233,366</b>	<b>\$ 340,702</b>

# 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 was folded into the Budget and Purchasing division, and the Assistant City Manager/CFO will be located in the City Manager's Office.

<b>Budget Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19 Budg</b>	<b>FY19 Prj</b>	<b>FY20 Adopt</b>
Personnel	\$ 234,095	\$ 178,910	\$ -	\$ -	-
Supplies	\$ 3,827	\$ 5,086	\$ -	\$ -	-
Contractual	\$ 41,386	\$ 43,704	\$ -	\$ -	-
Capital	\$ -	\$ -	\$ -	\$ -	-
<b>Total</b>	<b>\$ 279,308</b>	<b>\$ 227,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

# 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.

## FY18 or FY19 Noteworthy Accomplishments

- 1 Received GFOA Certificate of Achievement for Excellence in Financial Reporting for the FYE 09/30/18 (21st 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

<b>Current Objectives</b>		<b>Target Completion Date</b>
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

<b>Workload Measures</b>		<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
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

<b>Key Result Indicators</b>		<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
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

<b>Position Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
Assistant Director Of Finance (Full Time)	1	0	0	0
Accounting Manager (Full Time)	0	1	1	1
Accounts Payable Clerk (Full Time)	1	1	1	1
Staff Accountant (Full Time)	1	1	1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

<b>Budget Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19 Budg</b>	<b>FY19 Prj</b>	<b>FY20 Adopt</b>
Personnel	\$ 225,640	\$ 216,290	\$ 220,504	\$ 220,834	\$ 234,363
Supplies	\$ 3,278	\$ 250	\$ -	\$ 3,883	\$ -
Contractual	\$ 25,961	\$ 30,342	\$ 59,845	\$ 54,038	\$ 33,050
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 254,879</b>	<b>\$ 246,882</b>	<b>\$ 280,349</b>	<b>\$ 278,755</b>	<b>\$ 267,413</b>

# 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 Finance division is responsible for the management of financial operations for the City. The Finance Director directs the activities of Administration, Accounting, Purchasing, and Utility Billing. The Chief Financial Officer oversees the administrative functions of the Municipal Court. Municipal Court Judges report directly to the City Council. Other responsibilities include payroll, cash and debt management, long range financial planning, development of and adherence to financial policies, procedures, and laws, various internal and external financial reports, miscellaneous accounts receivable processing for all departments, and advising management on the city's financial matters.

## 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

## FY18 or FY19 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 Ensured all major funds ended FY18 with surplus balance and in healthy financial condition.

## Current Objectives

- 1 Successfully train for and integrate into the Munis ERP system
- 2 Successfully transition the City's budget from Incode chart of accounts to Munis, allowing for a greater degree of budgetary control for departments and the budget staff alike
- 3 Perform zero-based budgets for no fewer than five departments.
- 4 Successfully transition to Texas' new truth-in-taxation regulations
- 5 Create a financial dashboard for the General City, similar to the Utilities Fund.

## Performance Dashboard

Workload Measures	FY15	FY16	FY17	FY18
1 Number of re-estimates completed during the year	4	4	4	3
2 Formal Budget Adjustments put through Council and Utility Board	7	10	9	8
3 Number of Purchase orders issued	610	498	562	588
4 Sealed bids processed	15	21	17	25

Key Result Indicators	FY15	FY16	FY17	FY18
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 OMB but across the city. 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. However, there will be a significant period of adjustment going into the FY21 budget process.

## Finance—Budget & Purchasing

<b>Position Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
Director Of Finance (Full Time)	0	1	1	1
Assist. Director Of Finance (Full Time)	1	0	1	1
Purchasing Coordinator (Full Time)	1	1	1	1
Senior Finance Manager (Full Time)	0	1	0	0
<b>Total</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>

<b>Budget Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19 Budg</b>	<b>FY19 Prj</b>	<b>FY20 Adopt</b>
Personnel	\$ 177,709	\$ 239,690	\$ 307,773	\$ 333,584	\$ 340,859
Supplies	\$ 3,093	\$ 1,754	\$ 8,275	\$ 6,280	\$ 8,275
Contractual	\$ 39,142	\$ 83,492	\$ 50,344	\$ 48,953	\$ 46,535
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 219,944</b>	<b>\$ 324,937</b>	<b>\$ 366,392</b>	<b>\$ 388,817</b>	<b>\$ 395,669</b>

### **Significant Budget Changes**

During FY19, the Senior Finance Manager position was promoted to Assistant Director of Finance, and placed over Purchasing and Accounting. This position has also taken a lead role in implementing the Munis ERP in addition to overseeing purchasing, accounting processes, taking a substantial role in the budget process, and completing periodic reports.

## 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	FY17	FY18	FY19 Budg	FY19 Prj	FY20 Adopt
Personnel	\$ -	\$ -	\$ 150,503	\$ 150,000	\$ -
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Contractual	\$ 1,380,471	\$ 2,100,275	\$ 2,094,725	\$ 2,557,428	\$ 2,904,184
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 1,380,471</b>	<b>\$ 2,100,275</b>	<b>\$ 2,244,725</b>	<b>\$ 2,707,428</b>	<b>\$ 2,904,184</b>

### Significant Budget Changes

Significant one-time costs came out of the budget for FY19. Additionally, in accordance with the City's capital plans, \$250,000 will be moved from the General Fund into the Debt Service Fund to help pay for future debt. This transfer is made out of Non-Departmental.

# 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 handled.

## 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.

## FY18 or FY19 Noteworthy Accomplishments

- 1 Implemented Court Notifications to text reminders to defendants. Text includes direct link to on-line payment.
- 2 Scanned and entered over 1,600 warrants that transferred from the PD to be handled by the court "in house."
- 3 Created a court brochure that is given to defendants by officer when they receive a citation.

## Current Objectives

- 1 Create an on line warrant search tool
- 2 Use social media to increase awareness of court processes, compliance campaigns/warrant round up
- 3 Create forms for defendants to request payment extensions and deferrals on line
- 4 Research Incode version 10

# Finance—Municipal Court

## Performance Dashboard

Workload Measures		FY15	FY16	FY17	FY18
1	Citations Filed	4,705	4,142	3,396	3,694
2	Completed Cases	4,521	4,899	4,225	3,384
3	Revenue	\$412,053	\$511,688	\$485,624	\$439,673

Key Result Indicators		FY15	FY16	FY17	FY18
1	Percentage of cases closed within 30 days	37%	29%	31%	33%
2	Percentage of cases closed within 90 days	67%	49%	53%	47%
3	Percentage of cases closed within 180 days	86%	73%	79%	79%
4	Percentage of cases closed 180 or more	14%	27%	21%	21%

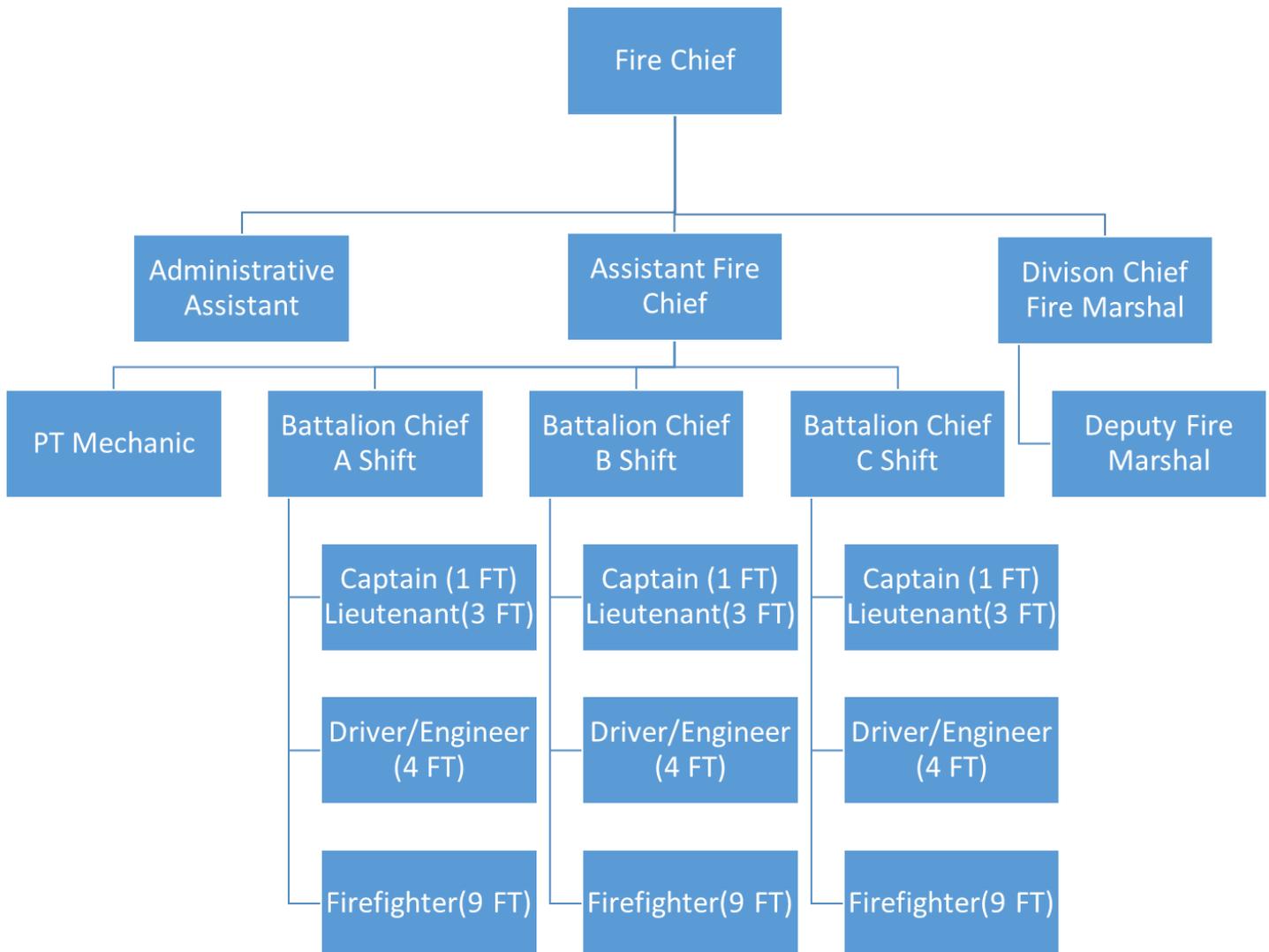
Position Summary	FY17	FY18	FY19	FY20
Court Clerk (Full Time)	1	1	1	1
Sr. Deputy Clerk (Full Time)	1	1	1	1
Municipal Judge (Contract)	2	2	2	2
Deputy Court Clerk (Full Time)	1	1	0	0
Juvenile Case Mgr/DCC (Full Time)	0	0	1	1
Court Administrator (Full Time)	1	1	1	1
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

Budget Summary	FY17	FY18	FY19 Budg	FY19 Prj	FY20 Adopt
Personnel	\$ 227,447	\$ 235,028	\$ 242,101	\$ 246,484	\$ 241,404
Supplies	\$ 3,843	\$ 4,000	\$ 6,450	\$ 4,266	\$ 6,300
Contractual	\$ 81,351	\$ 64,817	\$ 92,675	\$ 104,119	\$ 87,993
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 312,641</b>	<b>\$ 303,845</b>	<b>\$ 341,226</b>	<b>\$ 354,868</b>	<b>\$ 335,697</b>

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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 Administrative Assistant II; 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 Continually development and prepare our members for the challenges of today and tomorrow.

## FY18 or FY19 Noteworthy Accomplishments

- 1 Implemented an annual pre-incident planning program on all "target hazards."
- 2 Continued and expanded upon the annual firefighter wellness program. Established a peer-support team to assist with mental wellbeing of our members.
- 3 Updated many department policies and procedures to align with current fire services "best practices."
- 4 Formally started a citizen ride-along program, allowing our citizens to experience a "day in the life of a Weatherford Firefighter."

# Fire Department

Current Objectives		Target Completion Date
1	Further expand the firefighter wellness program to include cancer screenings and protective measures to limit the exposure of our firefighters to carcinogens.	4/1/2020
2	Complete a fire station study with a emergency services consulting firm. Identify strategic locations for future fire stations as to improve response times and service delivery.	11/1/2019
3	Implement a new and improved Computer Aided Dispatch (CAD) program, ultimately reducing incident responses times and sharing critical information with other public safety agencies.	6/1/2019
4	Engage our citizens with programs such as our Citizens Fire Academy, and create a citizens support group to assist with educating our community on fire and life safety practices.	Ongoing

## Performance Dashboard

Workload Measures		FY15	FY16	FY17	FY18
1	Total number of incidents	5392	5069	4877	4754
2	Total fire inspection activities	904	954	872	919
3	Total number of training classes offered	716	504	456	268

Key Result Indicators		FY15	FY16	FY17	FY18
1	Overall average response time	5:57	5:05	5:17	5:06
2	Average number of firefighters per structure fire	9.48	14.93	15.77	13:58
3	Total dollar loss to fire (within City of Weatherford)	\$840,241	\$423,290	\$750,050	\$637,225
4	Total dollar saved to fire (within City of Weatherford)		\$1,328,180	\$7,846,360	\$5,850,641

## Significant Budget Changes

Our primary budgetary issue is related salary compression within the rank of firefighter.

Budget Summary	FY17	FY18	FY19 Budg	FY19 Prj	FY20 Adopt
Personnel	\$ 5,513,173	\$ 5,845,178	\$ 5,714,652	\$ 5,791,196	\$ 5,827,682
Supplies	\$ 242,758	\$ 311,667	\$ 230,244	\$ 280,042	\$ 335,534
Contractual	\$ 349,901	\$ 293,754	\$ 311,467	\$ 311,037	\$ 361,735
Capital	\$ 306,796	\$ 15,000	\$ -	\$ -	\$ 69,000
<b>Total</b>	<b>\$ 6,412,628</b>	<b>\$ 6,465,600</b>	<b>\$ 6,256,363</b>	<b>\$ 6,382,275</b>	<b>\$ 6,593,951</b>

# Fire Department

<b>Position Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
Battalion Chief (Full Time)	3	3	3	3
Division Chief Of Training (Full Time)	1	0	0	0
Driver/Engineer (Full Time)	12	12	12	12
Firefighter-EMT (Full Time)	28	28	27	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	1	1	1
Fire Captain (Full Time)	0	3	3	3
Fire Lieutenant (Full Time)	11	8	9	9
<b>Total</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>

<b>Supplemental Funding Item</b>	<b>Ongoing</b>	<b>One-Time</b>
Replacement administrative vehicle w/upfitting	\$ 11,239	\$ 69,000
Fire Station placement study	\$ -	\$ 30,000
Second set of personal protective equipment per firefighter	\$ 23,826	\$ -
General Cost of Service Increases	\$ 24,085	\$ -
Personal protective equipment cleaning extractor	\$ -	\$ 22,059
Automatic Defibulator and Vital Readings machines	\$ -	\$ 19,800
Cancer screening	\$ 9,375	\$ -
Carcinogen filtering hoods	\$ -	\$ 8,120
Equipment/Tools for Brush Truck	\$ -	\$ 5,000
All-Terrain rescue litter	\$ -	\$ 2,400
	<b>\$ 68,525</b>	<b>\$ 156,379</b>

# Fire Prevention

Divison Chief  
Fire Marshal

Deputy Fire  
Marshal

<b>Position Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
Deputy Fire Marshal (Full Time)	1	1	1	1
Division Chief/Fire Marshal (Full Time)	1	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

<b>Budget Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19 Budg</b>	<b>FY19 Prj</b>	<b>FY20 Adopt</b>
Personnel	\$ -	\$ -	\$ 229,353	\$ 254,682	\$ 226,269
Supplies	\$ -	\$ -	\$ 2,050	\$ 3,191	\$ 2,725
Contractual	\$ -	\$ -	\$ 4,650	\$ 3,950	\$ 3,975
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 236,053</b>	<b>\$ 261,823</b>	<b>\$ 232,969</b>

# 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, integrity, and confidentiality.
- 4 Recognize, reward, and celebrate success.

## FY18 or FY19 Noteworthy Accomplishments

- 1 Nationwide search for Director of Development and Neighborhood services and recruited Kaleb Kentner from Garden City, Kansas.
- 2 No increase in the cost of health insurance for employees since going Self-Funded.
- 3 Graduated 29 employees from the Emerging Leaders class. Created a program that offers continuing education for the graduates.
- 4 HR was divided into two areas of responsibility to better serve the employees.
- 5 Partnered with Emplify to facilitate quarterly employee surveys to monitor and increase employee engagement.
- 6 Implemented quarterly Financial Wellness education sessions for all city employees.

Current Objectives		Target Completion Date
1	New Onboarding process for better retention and engagement.	On going
2	Continuing to increase training options for employees at all levels.	On going
3	Insure the best benefits are offered to employees.	On going

## Performance Dashboard

Workload Measures		FY15	FY16	FY17	FY18
1	Number of applications processed	3,016	2,857	2,125	2,112
2	Number of new hires	64	57	74	78

Key Result Indicators		FY15	FY16	FY17	FY18
1	Employee Turnover	16.00%	20.00%	21.00%	19.00%

## Budgetary Issues

Legal fees are beginning to go over budget consistently.

Budget Summary	FY17	FY18	FY19 Budg	FY19 Prj	FY20 Adopt
Personnel	\$ 264,656	\$ 217,865	\$ 272,249	\$ 341,157	\$ 310,435
Supplies	\$ 3,601	\$ 6,792	\$ 5,750	\$ 5,250	\$ 5,250
Contractual	\$ 91,849	\$ 99,983	\$ 145,826	\$ 146,074	\$ 172,001
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 360,106</b>	<b>\$ 324,640</b>	<b>\$ 423,825</b>	<b>\$ 492,481</b>	<b>\$ 487,686</b>

# Human Resources

<b>Position Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
H/R Specialist (Full Time)	1	1	1	0
Risk & Training Manager (Full Time)	1	0	0	0
H/R Generalist (Full Time)	0	0	1	1
Director Of HR - Workforce Solutions (Full Time)	0	0	1	1
Director Of HR - Admin Svcs (Full Time)	1	1	1	1
<b>Total</b>	<b>3</b>	<b>2</b>	<b>4</b>	<b>3</b>

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

### **Significant Budget Changes**

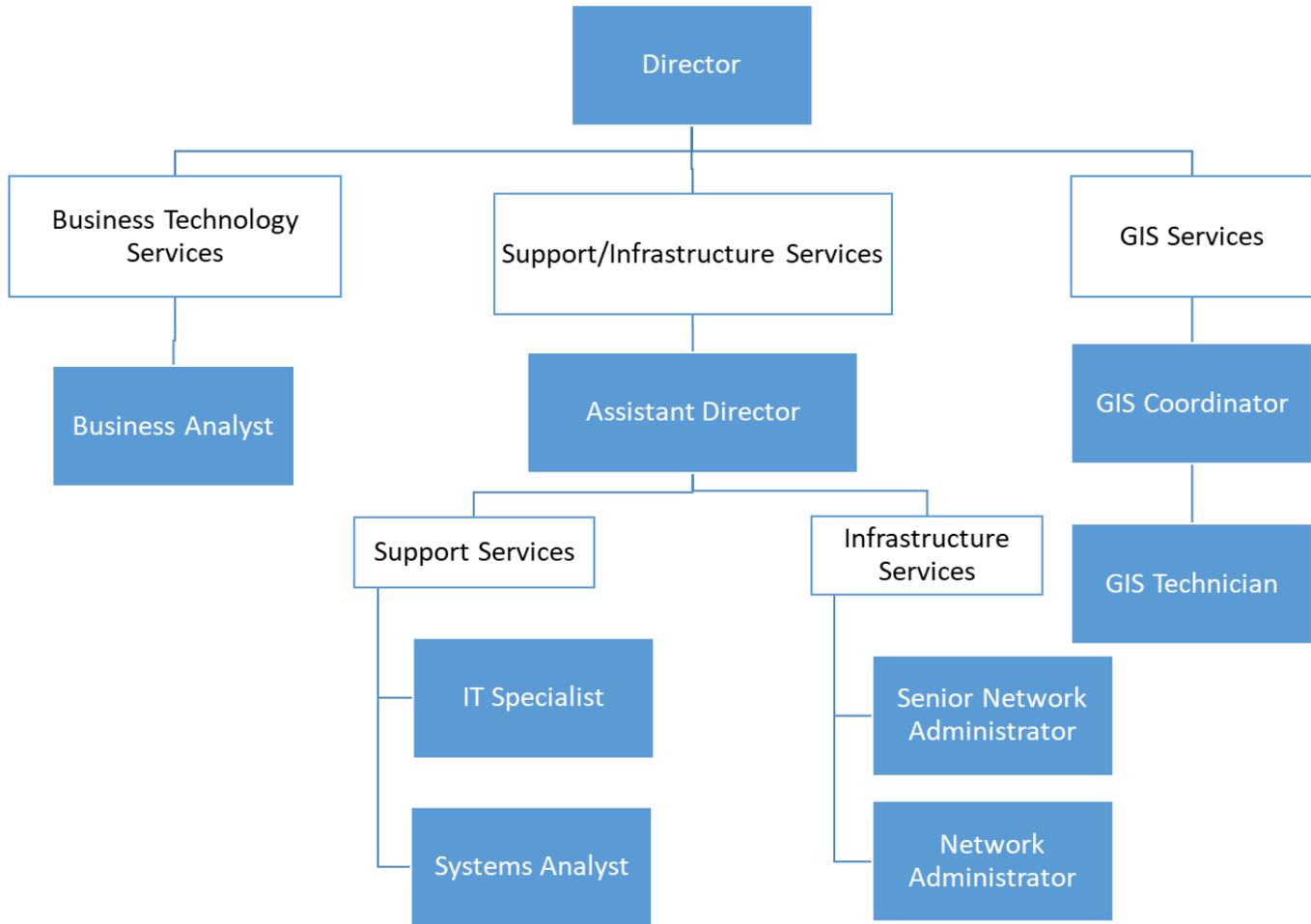
During FY16 and continuing into FY20 the City will continue its contract with a staff training provider. This adds a substantial cost to the Human Resources Department's budget. Additionally, during FY17 the Risk & Training Manager position was relocated to the Emergency & Risk Management Department. In addition to these changes, the following has also been added for FY20:

<b>Supplemental Funding Item</b>	<b>Ongoing</b>	<b>One-Time</b>
City-wide training and seminars	\$ 11,370	\$ 12,338
Part-time help	\$ 7,240	\$ -
General Cost of Service increase to travel expenses	\$ 2,000	\$ -
	<b>\$ 20,610</b>	<b>\$ 12,338</b>

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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 cyber security, software and hardware management, data and work processing solutions, and mobile device management.

### Purpose and Description of the Service

The Information Technology (IT) Division functions as an enabler of City departments to help build a strong community by connecting people with Technology, facilitating cost-effective business solutions, accurate decisions, and timely citizen response. The Information Technology Division manages the Wide Area Network (WAN), which involves networking hardware and software troubleshooting, network device upgrades, contract negotiations, fiber optic coordination, data management, cyber security and network administration duties. The Geographical Information System (GIS) system supports internal departments and outside consultants to make decisions and recommendations regarding infrastructure improvements and changes. HelpDesk/PC Support performs PC hardware and software troubleshooting, incident management for all city staff, HelpDesk problem resolution

# Information Technology

## General Departmental Goals

- 1 Connecting People with Technology through Innovative Solutions, Responsive Communications, and Accessible Information.
- 2 Facilitates innovative solutions by focusing on the end-user experience through reliable infrastructure and effective applications to meet the changing needs of clients and consumers.
- 3 Emphasizes accountability, commitment, and innovation through employee development, collaboration, and continual feedback to ensure team success.

## FY18 or FY19 Noteworthy Accomplishments

- 1 Developed a mobile Fire Pre-incident application to better inform and prepare first responders about potential hazards for situational awareness.
- 2 Expanded existing 311 (MyWeatherford) mobile application to provide a mobile self-service portal to key City services and information to citizens.
- 3 Completed development of interactive GIS mapping into a new Economic Development website.
- 4 Analyzed, evaluated and selected a replacement public safety software solution that will better support effective and efficient public safety processes for law enforcement and fire services.
- 5 Completed a detailed requirements assessment and started the upgrade to a modern Enterprise Resource Planning system.

## Current Objectives

### Target Completion Date

1	Install and train all public safety employees on new public safety software solution to support effective and efficient public safety processes.	7/1/2020
2	Continue to configure and install the modern Enterprise Resource Planning system.	1/1/2021
3	Implement new phone auto-attendants to improve customer self-service and operational efficiencies.	9/30/2019
4	Deploy up-to-date firewalls, segment networks, and update existing access control to maintain critical infrastructure and cyber security.	9/30/2019
5	Continue to expand and improve existing MyWeatherford mobile application to provide a mobile self-service portal to key City services and information to citizens.	9/30/2019

## Performance Dashboard

### Workload Measures

	FY15	FY16	FY17	FY18	
1	Technology support issues completed	2,455	3,630	3,755	3,860
2	GIS web mapping request	3,052	3,345	4,250	4,650
3	Technology accounts supported	662	770	1,037	1,085
4	Technology devices supported	990	1,100	1,200	1,240

# Information Technology

Key Result Indicators		FY15	FY16	FY17	FY18
1	Average time to complete support request	60 minutes	67 minutes	63 minutes	74 minutes
2	Needs satisfaction survey	91%	87%	90%	90%
3	Execution satisfaction survey	90%	88%	87%	88%
4	Communication satisfaction survey	88%	85%	86%	88%

### Budgetary Issues

No major budgetary issues to report for FY20. Continued funding of technology lifecycle replacement program will be essential to cyber-security and the overall mission of building a strong community.

Budget Summary	FY17	FY18	FY19 Budg	FY19 Prj	FY20 Adopt
Personnel	\$ 743,121	\$ 786,071	\$ 900,236	\$ 793,419	\$ 937,170
Supplies	\$ 211,828	\$ 177,710	\$ 405,399	\$ 401,663	\$ 25,728
Contractual	\$ 952,249	\$ 1,384,483	\$ 1,666,238	\$ 1,664,333	\$ 2,200,797
Capital	\$ 203,404	\$ 268,731	\$ 117,503	\$ 117,503	\$ 33,902
<b>Total</b>	<b>\$ 2,110,602</b>	<b>\$ 2,616,995</b>	<b>\$ 3,089,377</b>	<b>\$ 2,976,918</b>	<b>\$ 3,197,597</b>

### Significant Budget Changes

In lockstep with the City's policy of setting aside current year funding for the future repair and replacement of mission-critical assets, the Information Technology budget will undergo a major shift in FY20. Its entire hardware/software maintenance budget will be moved into an internal service fund, a subset of the Vehicle Rotation Fund, where major repair and replacement needs can be met on an ongoing basis. In order to fully fund the expected need, this budget will be increasing by \$98,000. In addition to that change, other funded items are as follows:

Position Summary	FY17	FY18	FY19	FY20
Director Of Information Technology (Full Time)	1	1	1	1
Assistant Director of Information Technology (Full Time)	0	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	0	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	1
<b>Total</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>9</b>

## Information Technology

<b>Supplemental Funding Item</b>	<b>Ongoing</b>	<b>One-Time</b>
Enterprise-wide 911 Call Routers	\$ -	\$ 87,900
Security Camera Maintenance- City-wide	\$ -	\$ 62,225
Access Control/Camera System Replacement - City Hall	\$ -	\$ 25,200
Conf. Room - Service Center (West)	\$ -	\$ 14,000
Enterprise-wide 911 Call Routers	\$ -	\$ 4,000
School Resource Officer Cell Phones	\$ 3,100	\$ 500
	<b>\$ 3,100</b>	<b>\$ 193,825</b>

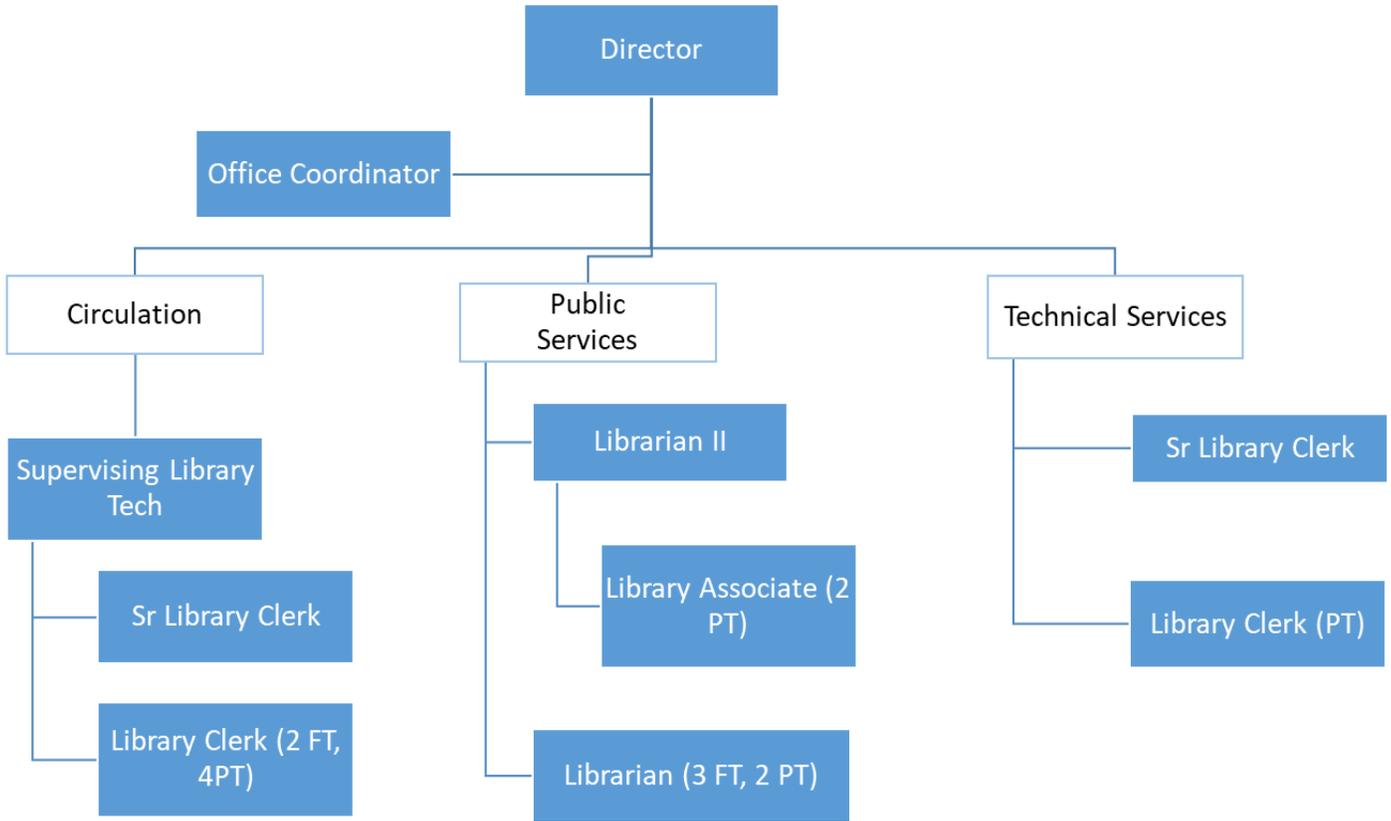
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A photograph of a weathered concrete sign for the Weatherford Public Library. The sign is mounted on a stone base and is partially obscured by green bushes in the foreground. In the background, there are trees, a clear blue sky with light clouds, and a building with an American flag on a pole.

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. The Library builds a strong community by assembling, preserving, organizing and administering educational, recreational, and local history materials in various formats to provide exceptional opportunity, availability and capacity of those resources to the public. A well-trained and professional 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.

**FY18 or FY19 Noteworthy Accomplishments**

- 1 Received 2018 "Achievement Library Excellence" Award from TMLDA.
- 2 Hosted Juneteenth Celebration in partnership with Parker County/Weatherford NAACP Branch 6321.
- 3 Increased total adult event attendance by 60.4% over FY2018.
- 4 Began producing short library promotional videos for Facebook.

**Current Objectives**

	<b>Target Completion Date</b>
1 Pursue increase in funding from Parker County	9/1/2019
2 Replace public children's computers with AWE Learning Stations.	12/31/2019
3 Increase Summer Reading Challenge registration by 5%.	8/31/2019
4 Install shade structures to provide outdoor reading areas.	3/31/2020

<b>Budget Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19 Budg</b>	<b>FY19 Prj</b>	<b>FY20 Adopt</b>
Personnel	\$ 812,469	\$ 867,333	\$ 857,800	\$ 836,451	\$ 946,595
Supplies	\$ 153,250	\$ 146,356	\$ 152,417	\$ 152,443	\$ 161,572
Contractual	\$ 96,623	\$ 84,762	\$ 87,164	\$ 91,112	\$ 96,436
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 1,062,342</b>	<b>\$ 1,098,451</b>	<b>\$ 1,097,381</b>	<b>\$ 1,080,006</b>	<b>\$ 1,204,603</b>

**Performance Dashboard**

<b>Workload Measures</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
1 Number of events sponsored	280	448	460	442
2 Internet sessions provided*	56,063	86,949	63,863	73,348
3 Internet hours provided*	29,047	38,159	31,206	30,814
4 Reference transactions	10,984	11,581	10,131	10,967

\*Wireless session hours are estimated from March 2017 onward

# Library

Key Result Indicators		FY15	FY16	FY17	FY18
1	Youth event attendance	10,518	15,234	17,050	14,119
2	Teen event attendance	693	886	1,601	1,131
3	Adult event attendance	945	2,608	3,205	5,140
4	Items circulated	353,854	347,241	341,593	345,315

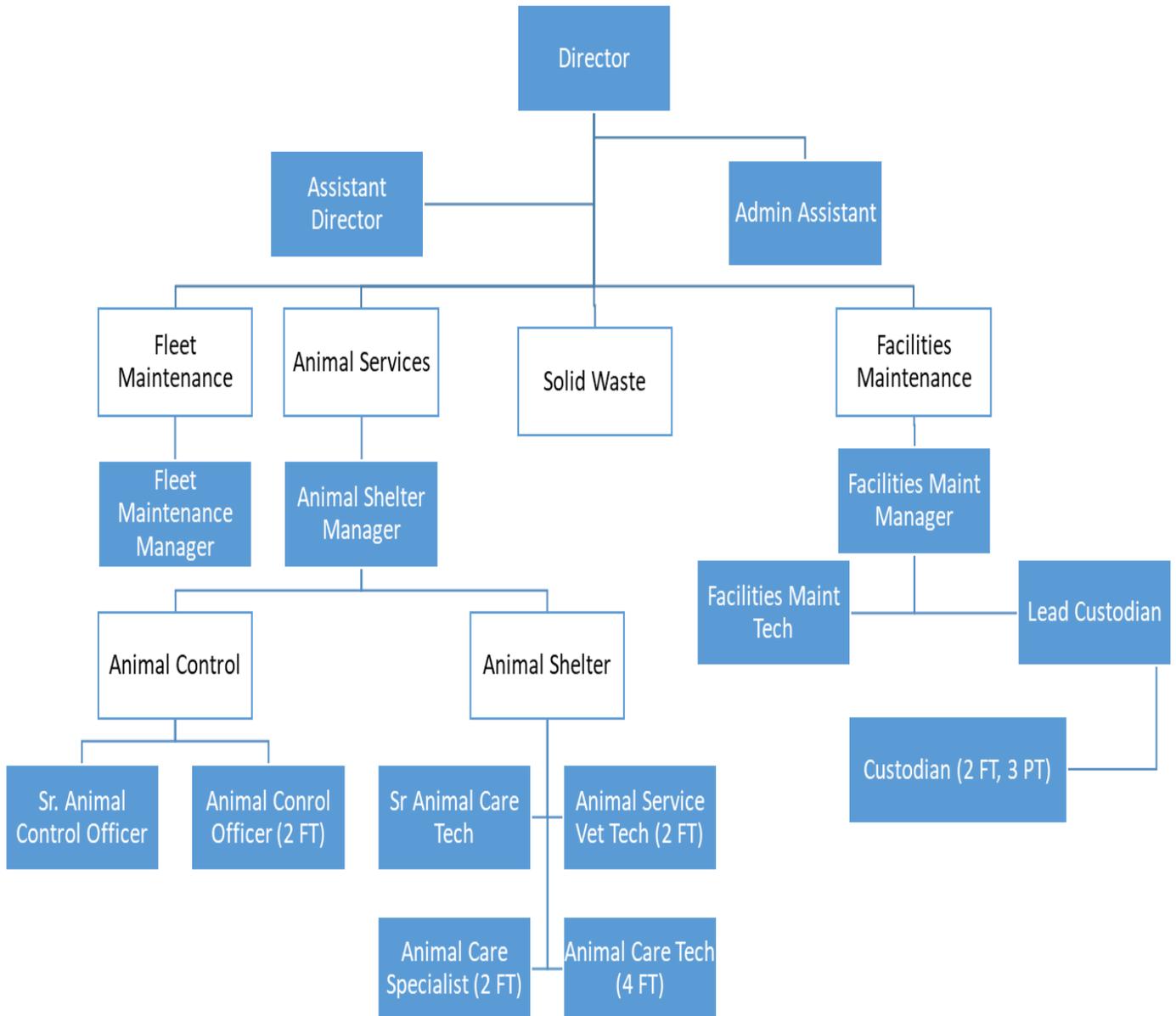
## Budgetary Issues

The Weatherford City Council has put a strong emphasis on addressing the level of funding the library receives from Parker County. Library renovation and expansion remain pressing needs.

Position Summary	FY17	FY18	FY19	FY20
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	3	3
Librarian (Part Time)	1	1	1	2
Library Circulation Clerk (Full Time)	1	1	2	2
Sr. Library Clerk (Full Time)	2	2	2	2
Library Associate (Full Time)	1	1	0	0
Library Associate P/T (Part Time)	1	1	2	2
Sr. Library Clerk (Part Time)	1	1	1	0
Library Clerk (Part Time)	6	6	5	5
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>

Supplemental Funding Item	Ongoing	One-Time
Computer Learning Stations w/extended warranty	\$ -	\$ 11,595
General Cost of Service Increases	\$ 5,853	
	<b>\$ 5,853</b>	<b>\$ 11,595</b>

# 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	FY17	FY18	FY19	FY20
Dir. Mun & Comm Services (Full Time)	0	0	1	0
Assist. Dir. Of Mun & Com Serv (Full Time)	0	0	1	0
Admin Assistant Ii (Full Time)	0	0	1	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>

Budget Summary	FY17	FY18	FY19 Budg	FY19 Prj	FY20 Adopt
Personnel	\$ 6,794	\$ 11,413	\$ 316,765	\$ 34,929	-
Supplies	\$ -	\$ -	\$ -	\$ -	-
Contractual	\$ -	\$ -	\$ 4,800	\$ 98	-
Capital	\$ -	\$ -	\$ -	\$ -	-
<b>Total</b>	<b>\$ 6,794</b>	<b>\$ 11,413</b>	<b>\$ 321,565</b>	<b>\$ 35,027</b>	<b>-</b>

# 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

The Fleet Services division supports and is responsible for the city's rolling assets. The division ensures and tracks vehicle maintenance records, fuel usage, fuel cards, registration and inspection of all vehicles in the city's fleet assets. In addition it is the responsibility of Fleet Services for the negotiation of service contracts, purchasing, and selling of surplus vehicles. The city currently has over \$18 million invested in fleet assets. 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.

## 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 Reduce overall maintenance cost for the City's fleet.
- 4 Extend the life of fleet assets.
- 5 Standardize the fleet for the City of Weatherford

## FY18 or FY19 Noteworthy Accomplishments

- 1 Get accurate inventory of fleet assets in Fleet Maintenance Pro Software.
- 2 Closed down the City owned Garage
- 3 Hired a professional Fleet Services Manager
- 4 Created and implemented SOP for surplusing of City vehicles.

## Current Objectives

## Target Completion Date

- |   |   |         |
|---|---|---------|
| 1 | Create and implement a uniform vehicle replacement program for all City departments       | FY2020  |
| 2 | Ensure all departments are receiving accurate monthly reports pertinent to Fleet Services | Ongoing |

## Municipal/Comm. Svcs—Fleet Maintenance

<b>Position Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
Senior Mechanic (Full Time)	1	1	0	0
Mechanic (Full Time)	1	1	0	0
Fleet Coordinator	0	0	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>

<b>Budget Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19 Budg</b>	<b>FY19 Prj</b>	<b>FY20 Adopt</b>
Personnel	\$ 124,477	\$ 119,199	\$ 128,758	\$ 63,683	109,137
Supplies	\$ 15,241	\$ 15,806	- \$	346 \$	-
Contractual	\$ 46,610	\$ 18,056	10,000 \$	11,892 \$	11,330
Capital	\$ -	\$ -	- \$	- \$	-
<b>Total</b>	<b>\$ 186,328</b>	<b>\$ 153,061</b>	<b>\$ 138,758</b>	<b>\$ 75,920</b>	<b>120,467</b>

## 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.

### FY18 or FY19 Noteworthy Accomplishments

- 1 City Hall Public Restroom Remodel
- 2 Remodel/update City Hall Kitchen
- 3 Police Department Fence
- 4 Begin to transition to outsourcing Janitorial services
- 5 Old City Hall downstairs remodel

### Current Objectives

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

### Performance Dashboard

Workload Measures	FY15	FY16	FY17	FY18
1 Work orders submitted.	490	709	814	792
2 Work orders completed	480	706	792	792

# Muni./Comm. Svcs—Facilities Maintenance

<b>Position Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
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
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

<b>Budget Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19 Budg</b>	<b>FY19 Prj</b>	<b>FY20 Adopt</b>
Personnel	\$ 333,283	\$ 327,637	\$ 337,095	\$ 323,731	\$ 363,775
Supplies	\$ 43,735	\$ 40,695	\$ 52,592	\$ 57,973	\$ 51,192
Contractual	\$ 246,060	\$ 346,838	\$ 242,928	\$ 242,909	\$ 321,831
Capital	\$ 71,278	\$ 498,745	\$ 224,803	\$ 231,008	\$ 187,000
<b>Total</b>	<b>\$ 694,357</b>	<b>\$ 1,213,914</b>	<b>\$ 857,418</b>	<b>\$ 855,621</b>	<b>\$ 923,798</b>

### 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, and Chandor Gardens.

### Supplemental Funding

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



# 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 Decrease animal intake by taking proactive measures such as targeting, low cost spay/neuter, etc.
- 6 Support a healthy and responsible pet community by proactive methods and outreach efforts.

### FY18 or FY19 Noteworthy Accomplishments

- 1 FY2018 surpassed 5,700 animal intakes, and finished the year with a 96% Live Release Rate.
- 2 Began developing Veterinary Technology partnership with Weatherford College and are very close to beginning construction on the Capital Campaign buildings
- 3 Brought on Volunteer Consultant who helped fully re-develop our volunteer program
- 4 Volunteers served a total of 11,190.72 hours of volunteer service during the FY 2018
- 5 Adopted out 1,942 animals, returned to owner 1,031 animals, and rescued 858 animals.

## Muni./Comm. Svcs—Animal Services

<b>Current Objectives</b>		<b>Target Completion Date</b>
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

<b>Workload Measures</b>		<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
1	Number of animals intaken	4,935	5,564	6,063	5,722
2	Number of animals dispositioned, less euthanasia	4,427	5,026	5,169	5,291
3	Number of customers assisted	5,858	6,581	5,898	5,487
4	Number of surgeries completed	2,753	3,206	3,425	3,554
5	Number of Bite Reports	122	255	230	216
6	Calls for Service	2,704	3,277	3,197	2,735

<b>Key Result Indicators</b>		<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
1	Goal of 90% or higher live release rate	93.5%	94.4%	96.0%	96.0%
2	Number of incidents closed	2,704	3,277	3,197	2,735
3	Average Length of Stay (days)	12.54	9.67	9.77	11.57
4	Number of Return to Owners	817	971	1,133	1,031

<b>Position Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
AC Vet Tech (Full Time)	2	2	1	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	0	0
Director Animal Services (Full Time)	1	1	1	1
Assistant Director (Full Time)	0	0	1	1
Operations Manager (Full Time)	1	1	1	1
Sr. Animal Vet. Tech. (Full Time)	0	0	1	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
<b>Total</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>

## Muni./Comm. Svcs—Animal Services

<b>Budget Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19 Budg</b>	<b>FY19 Prj</b>	<b>FY20 Adopt</b>
Personnel	\$ 845,885	\$ 849,890	\$ 823,244	\$ 881,378	1,048,365
Supplies	\$ 152,218	\$ 167,218	\$ 184,591	\$ 166,800	219,057
Contractual	\$ 188,097	\$ 194,797	\$ 235,679	\$ 256,062	265,345
Capital	\$ -	\$ 36,315	\$ 11,000	\$ 12,637	29,240
<b>Total</b>	<b>\$ 1,186,200</b>	<b>\$ 1,248,221</b>	<b>\$ 1,254,514</b>	<b>\$ 1,316,877</b>	<b>1,562,008</b>

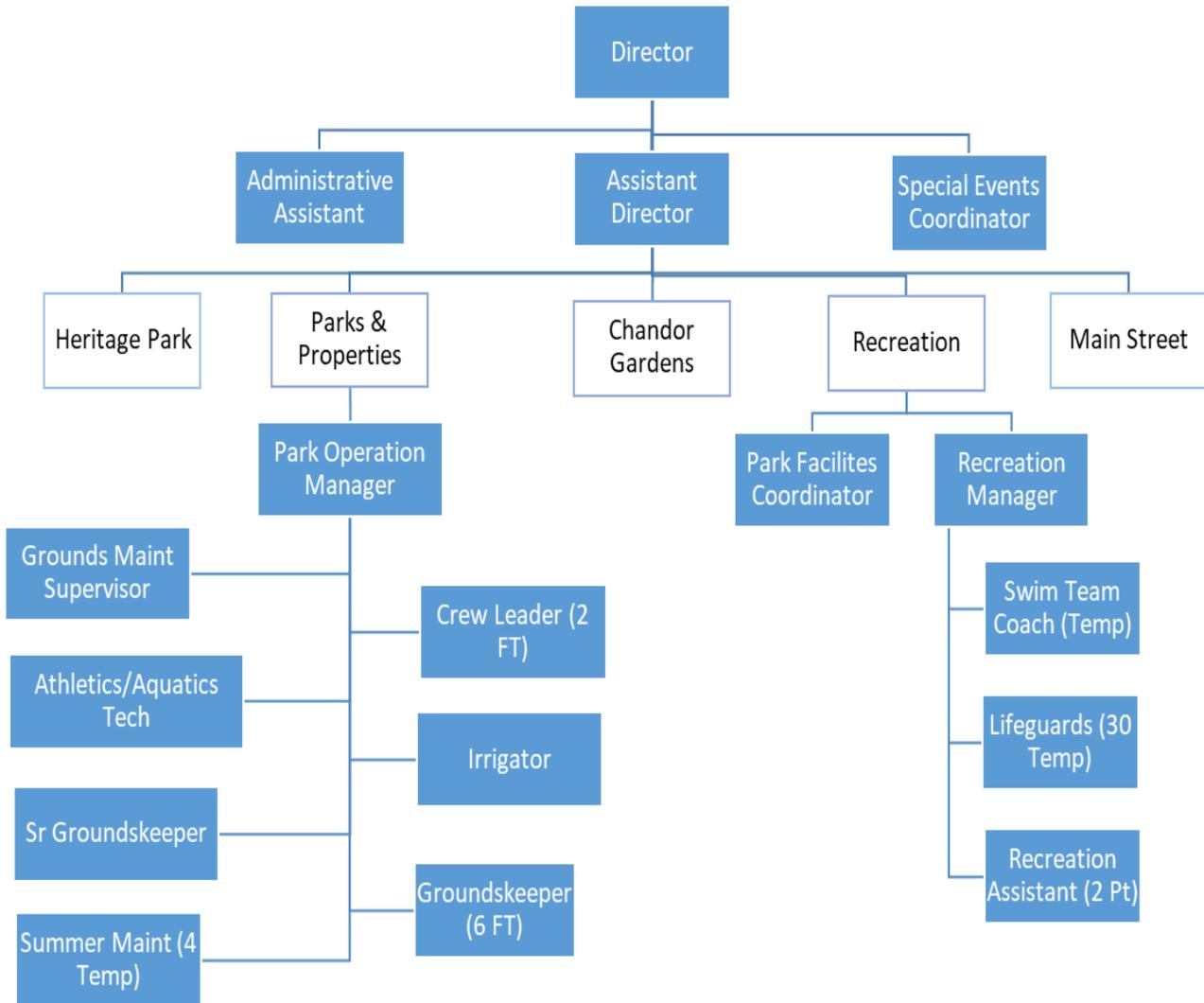
### Significant Budget Changes

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.

<b>Supplemental Funding Item</b>	<b>Ongoing</b>	<b>One-Time</b>
Medical Supplies	\$ -	\$ 53,000
Vet Fee Increases	\$ 25,000	\$ -
Barn Cat Building	\$ -	\$ 20,000
Pasture Fences	\$ -	\$ 20,000
Dumpster Enclosure	\$ -	\$ 9,240
Tag Machine	\$ -	\$ 4,000
	<b>\$ 25,000</b>	<b>\$ 106,240</b>



# 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.

### FY18 or FY19 Noteworthy Accomplishments

- 1 Opened newly renovated Cherry Park Pool
- 2 Completed all of Veterans Memorial Park
- 3 Added two pavilions at Heritage Park
- 4 Developed a plan to build a boardwalk at the lake.
- 5 Opened the 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 Azle Park/Boardwalk Project	5/1/2020

Budget Summary	FY17	FY18	FY19 Budg	FY19 Prj	FY20 Adopt
Personnel	\$ 721,507	\$ 760,363	\$ 790,939	\$ 715,004	\$ 868,702
Supplies	\$ 178,926	\$ 183,767	\$ 242,935	\$ 200,993	\$ 195,136
Contractual	\$ 457,640	\$ 501,612	\$ 491,611	\$ 468,700	\$ 581,594
Capital	\$ 107,987	\$ 116,375	\$ 26,452	\$ 31,172	\$ 100,000
<b>Total</b>	<b>\$ 1,466,061</b>	<b>\$ 1,562,117</b>	<b>\$ 1,551,937</b>	<b>\$ 1,415,870</b>	<b>\$ 1,745,431</b>

# Parks & Recreation—Parks & Properties

## Budgetary Issues

If we can continue to grow the mowing contract we can use current staff to focus on the quality of maintenance within the existing parks.

<b>Position Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
Groundskeeper (Full Time)	5	5	6	4
Groundskeeper (Part Time)	1	1	0	0
Summer Maintenance (Part Time)	4	4	4	5
Licensed Irrigator (Full Time)	0	0	1	1
Athletic & Aquatic Tech (Full Time)	1	1	1	1
Grounds Maint Supervisor (Full Time)	1	1	1	1
Park Operations Manager (Full Time)	1	1	1	1
Crew Leader (Full Time)	3	3	3	3
Sr. Groundskeeper (Full Time)	2	2	1	1
<b>Total</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>

<b>Supplemental Funding Item</b>	<b>Ongoing</b>	<b>One-Time</b>
Addition to Mowing Contract	\$ 125,000	\$ -
Clear Lake Green Space Improvements	\$ -	\$ 54,000
Unit 807, F450 Truck Replacement	\$ -	\$ 46,000
	<b>\$ 125,000</b>	<b>\$ 100,000</b>

# 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.

## FY18 or FY19 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 Implement new contracts for all youth associations	Jan-20
2 Host a swim meet at the pool	Jun-20
3 Increase tournament use at Holland Lake Sports Complex	Ongoing
4 Offer new and improved programs	Ongoing

# Parks & Recreation—Recreation

## Performance Dashboard

Workload Measures		FY15	FY16	FY17	FY18
1	Ball field preps	170	210	228	236
2	Pool Admissions	9,813	10,371	13,225	16,359
3	Baseball tournaments	n/a	22	15	8

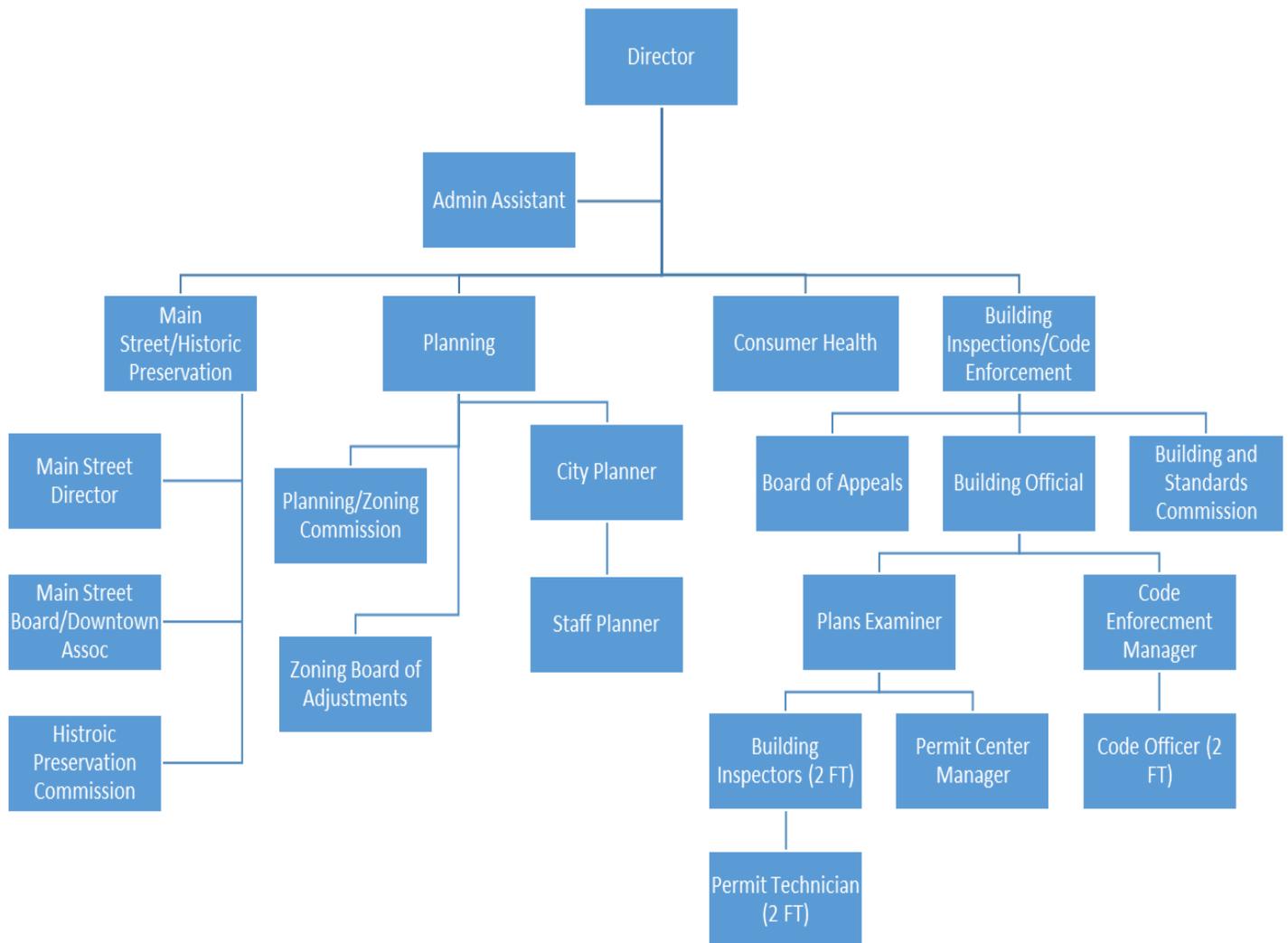
Key Result Indicators		FY15	FY16	FY17	FY18
1	Facility Rental Revenue	\$ 57,420	\$ 73,327	\$ 71,557	\$ 65,455
2	Program Revenue	\$ 53,119	\$ 37,199	\$ 46,769	\$ 37,677
3	Pool Revenue	\$ 100,059	\$ 94,686	\$ 86,159	\$ 83,489

Position Summary*	FY17	FY18	FY19	FY20
Recreation Assist (Part Time)	2	2	2	2
Director Parks & Rec (Full Time)	1	1	1	1
Assist Dir Of Parks & Rec (Full Time)	0	1	1	1
Special Events Coord. (Full Time)	1	1	1	0
Parks Department Coord (Full Time)	1	1	1	1
Recreation Manager (Full Time)	1	1	1	1
<b>Total</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>

\* 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	FY17	FY18	FY19 Budg	FY19 Prj	FY20 Adopt
Personnel	\$ 473,570	\$ 571,678	\$ 525,765	\$ 674,160	\$ 599,612
Supplies	\$ 77,632	\$ 81,323	\$ 87,896	\$ 78,429	\$ 86,896
Contractual	\$ 66,212	\$ 80,231	\$ 68,965	\$ 74,604	\$ 73,778
Capital	\$ -	\$ 27,031	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 617,414</b>	<b>\$ 760,263</b>	<b>\$ 682,626</b>	<b>\$ 827,193</b>	<b>\$ 760,286</b>

# 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.

# 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.
- 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 entry-way 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.

## FY18 or FY19 Noteworthy Accomplishments

- 1 Won Texas APA award for best General Plan in the state in September 2018.
- 2 Approval and implementation of land use charts.
- 3 Continued success 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		FY15	FY16	FY17	FY18
1	Plats and zoning cases processed	37	313	330	397
2	Code enforcement cases opened/substandard structures handled	413		547	827
3	Number of Public Meetings staffed by P&D	113		74	78

Key Result Indicators		FY15	FY16	FY17	FY18
1	Number of permits issued	2,400	2,216	2348	2478
2	New single family homes	220	211	207	217
3	Substandard Structures Handled	22	23	27	26
4	# of downtown special events assisted by Main St.	13		20	25

# 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	FY17	FY18	FY19	FY20
Building Inspector (Full Time)	2	2	0	0
Building Official (Full Time)	1	1	0	0
Development Coordinator (Full Time)	0	0	0	1
Planning Tech (Full Time)	1	1	0	0
Plans Examiner (Full Time)	1	1	0	0
Director Of Plan & Dev (Full Time)	1	1	1	1
City Planner (Full Time)	1	1	2	2
Permit Tech (Full Time)	2	1	1	1
Admin Assistant (Part Time)	1	0	0	0
Administrative Assist. (Full Time)	0	1	1	1
Main Street Coordinator (Full Time)*	1	1	1	1
<b>Total</b>	<b>11</b>	<b>10</b>	<b>6</b>	<b>7</b>

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

In FY19, a new department was created (110) for Building Inspections

Budget Summary	FY17	FY18	FY19 Budg	FY19 Prj	FY20 Adopt
Personnel	\$ 839,082	\$ 833,896	\$ 494,764	\$ 467,943	\$ 543,980
Supplies	\$ 14,121	\$ 15,170	\$ 76,892	\$ 79,948	\$ 11,492
Contractual	\$ 175,876	\$ 70,812	\$ 55,632	\$ 49,100	\$ 42,193
Capital	\$ -	\$ 11,990	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 1,029,079</b>	<b>\$ 931,868</b>	<b>\$ 627,288</b>	<b>\$ 596,990</b>	<b>\$ 597,666</b>

Supplemental Funding Item	Ongoing	One-Time
Development Coordinator/Planner	\$ 66,222	\$ 4,600
	<b>\$ -</b>	<b>\$ 4,600</b>

## 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.

### FY18 or FY19 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 Began Corridor Cleanup Project to enhance gateway.

### 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		FY15	FY16	FY17	FY18
1	Number of citizen complaint responses resulting in cases opened	419	622	547	827
2	Number of citizen complaints handled per officer	209	311	274	276

Key Result Indicators		FY15	FY16	FY17	FY18
1	Average days to resolve case from initial complaint to compliance	7	5	5	5
2	Percentage of cases closed based upon compliance received	99%	98%	99%	98%
3	Percentage of repetitive violation properties	11%	8%	5%	8%

Position Summary	FY17	FY18	FY19	FY20
Code Enforcement Officer (Full Time)	1	1	2	2
Lead Code Compliance Officer (Full Time)	1	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>

Budget Summary	FY17	FY18	FY19 Budg	FY19 Prj	FY20 Adopt
Personnel	\$ 132,427	\$ 151,407	\$ 183,084	\$ 187,034	\$ 198,092
Supplies	\$ 4,069	\$ 10,590	\$ 39,963	\$ 37,210	\$ 11,238
Contractual	\$ 36,494	\$ 21,177	\$ 29,581	\$ 16,839	\$ 98,869
Capital	\$ 43,922	\$ 44,174	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 216,912</b>	<b>\$ 227,347</b>	<b>\$ 252,628</b>	<b>\$ 241,083</b>	<b>\$ 308,199</b>

# Dev./Neighborhood Svcs.—Bldg Inspections

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

## Related Strategic Areas

- Plan for Future
- Improve Marketability

## Specific Goals

- Develop strategy for succession planning.
- Continue revising and streamlining development ordinances and processes and work with applicants to increase knowledge of codes/permitting.
- Expand technology-based solutions to better deliver services, information, etc.
- Increase training budget for inspectors and permit techs.

## Purpose and Description of the Service

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.

## General Departmental Goals

- 1 Perform quality inspections for building, electric, plumbing and mechanical construction.
- 2 Continue revising and streamlining development ordinances and processes and work with applicants to increase knowledge of codes/permitting.
- 3 Expand technology-based solutions to better deliver services, information, etc.

## FY18 or FY19 Noteworthy Accomplishments

- 1 Hired new Building Official in September 2018.
- 2 Sent several building employees to training
- 3 Moved into newly-renovated downstairs and added fire permits to help make it a one-stop shop

## Current Objectives

- 1 Hire new Building Inspector
- 2 Improve inspection and data recording processes
- 3 Further integrate Consumer Health Permit Tech into Building Inspection Division.
- 4 Cross-train Permit Technician to and Consumer Health Permit Technician to efficiently perform the same duties.

# Dev./Neighborhood Svcs.—Bldg Inspections

**Performance Dashboard**

<b>Workload Measures</b>		<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
1	Number of permits issued	2,400	2,216	2348	2478
2	New single family homes	220	211	207	217

<b>Key Result Indicators</b>		<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
1	Number of permits issued	2,400	2,216	2348	2478
2	New single family homes	220	211	207	217

<b>Position Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
Building Inspector (Full Time)	0	0	2	2
Building Official (Full Time)	0	0	1	1
Plans Examiner (Full Time)	0	0	1	1
Permit Center Manager (Full Time)	0	0	1	1
Permit Tech (Full Time)	0	0	1	1
<b>Total</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>6</b>

<b>Budget Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19 Budg</b>	<b>FY19 Prj</b>	<b>FY20 Adopt</b>
Personnel	\$ -	\$ -	\$ 451,525	\$ 450,714	\$ 44,810
Supplies	\$ -	\$ -	\$ 15,000	\$ 9,571	\$ 6,100
Contractual	\$ -	\$ -	\$ 10,910	\$ 10,997	\$ 6,410
Capital	\$ -	\$ -	\$ 25,000	\$ 25,251	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 502,435</b>	<b>\$ 496,533</b>	<b>\$ 477,320</b>

## Dev./Neighborhood Svcs.—Consumer Health

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

### Related Strategic Areas

Ensure sustainable services

### 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.

### FY18 or FY19 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 inspections and plan reviews.
- 4 Assessing the infrastructure of the health department to benefit the citizens/visitors/businesses of Weatherford (prompting part-time administrative assistant to full-time planning tech and contracting third party plan review, inspection).

## Performance Dashboard

Workload Measures		FY15	FY16	FY17	FY18
1	Number of Inspections Conducted (This Includes Routine, Compliance, Courtesy & Temporary)	684	587	614	641
2	Number of Plan Reviews Conducted	19	14	20	17
3	Number of Food Handler Classes Taught	8	3	0	0
4	Number of Complaints/Field Investigation Inspections	33	23	27	35
5	Number of Revised Occupancy/Pre-Opening Inspections		47	52	49

Key Result Indicators		FY15	FY16	FY17	FY18
1	Number of re-inspection/compliance inspections completed on time	90%	85%	87%	91%
2	Number of establishments that scored 10 points or higher on their re-inspection/compliance inspections (from their initial inspection)	85%	90%	84%	83%
3	Number of establishments that passed initial inspection with a score of an 80 or higher	80%	85%	83%	79%

Budget Summary	FY17	FY18	FY19 Budg	FY19 Prj	FY20 Adopt
Personnel	\$ 70,311	\$ 51,440	\$ 67,139	\$ 7,993	-
Supplies	\$ 2,900	\$ 5,884	\$ 12,871	\$ 157	-
Contractual	\$ 37,246	\$ 30,246	\$ 66,970	\$ 103,722	-
Capital	\$ -	\$ -	\$ -	\$ -	-
<b>Total</b>	<b>\$ 110,456</b>	<b>\$ 87,571</b>	<b>\$ 146,980</b>	<b>\$ 135,686</b>	-

As of FY20, the Consumer Health division will be folded into Code Enforcement (511).

## 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.

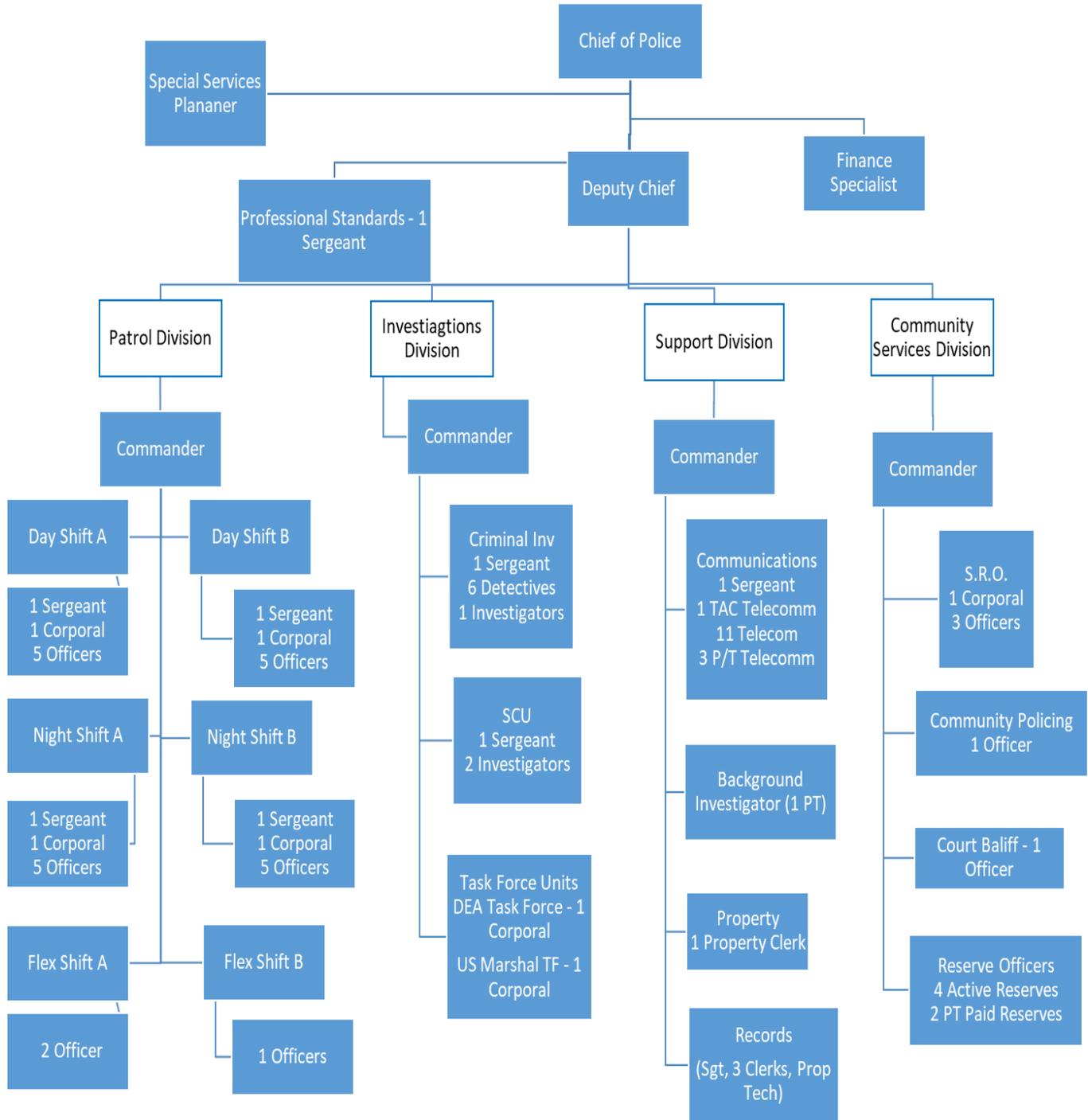
<b>Position Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
Consumer Health Inspector (Full Time)	1	1	0	0
Permit Tech	1	1	0	0
<b>Total</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>

\*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 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 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.

## FY18 or FY19 Noteworthy Accomplishments

- 1 Selected a new Computer Aided Dispatch and Law Enforcement Records Management System and began implementation.
- 2 Implemented the Lexipol Policy platform to reduce agency and employee liability.
- 3 Data Driven Approaches to Crime and Traffic Safety accounted for a 14% decrease in Part I Crimes.
- 4 Started a youth Explorer Post for 14-20 year olds interested in law enforcement.
- 5 Recognized as the 46th safest city in Texas.

# 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

	FY15	FY16	FY17	FY18
1 Calls for Service	39,871	38,240	40,141	43,867
2 Number of 9-1-1 Calls	16,737	16,827	17,480	15,505
3 Total Arrests	1,595	1,792	1,763	1,954
Traffic Stops	10,132	11,121	9,990	11,810
4 Part I Crimes	734	639	755	608

### Key Result Indicators

	FY15	FY16	FY17	FY18
1 Recognition from TPCA	0	1	1	1

### Budget Summary

	FY17	FY18	FY19 Budg	FY19 Prj	FY20 Adopt
Personnel	\$ 7,220,214	\$ 7,253,751	\$ 7,623,383	\$ 7,491,806	\$ 7,712,365
Supplies	\$ 404,642	\$ 383,828	\$ 390,266	\$ 385,029	\$ 406,056
Contractual	\$ 469,856	\$ 485,723	\$ 476,687	\$ 526,642	\$ 518,094
Capital	\$ 80,159	\$ 70,437	\$ 143,000	\$ 143,000	\$ 67,154
<b>Total</b>	<b>\$ 8,174,871</b>	<b>\$ 8,193,738</b>	<b>\$ 8,633,336</b>	<b>\$ 8,546,477</b>	<b>\$ 8,703,669</b>

### 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

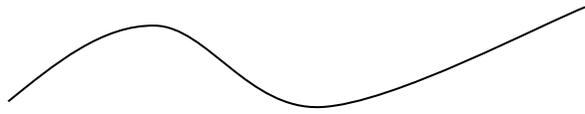
<b>Position Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
Office Assistant (Part Time)	1	1	0	0
Background Investigator (Part Time)	1	1	1	1
Police Telecomm Officer (Part Time)	1	1	3	3
Police Chief (Full Time)	1	1	1	1
Police Commander (Full Time)	5	5	4	4
Police Corporal (Full Time)	14	14	12	11
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	35	36
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	3	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	0	0
Reserve Police Officer (Paid) (Part Time)	2	2	2	2
<b>Total</b>	<b>84</b>	<b>84</b>	<b>87</b>	<b>87</b>

## Significant Budget Changes

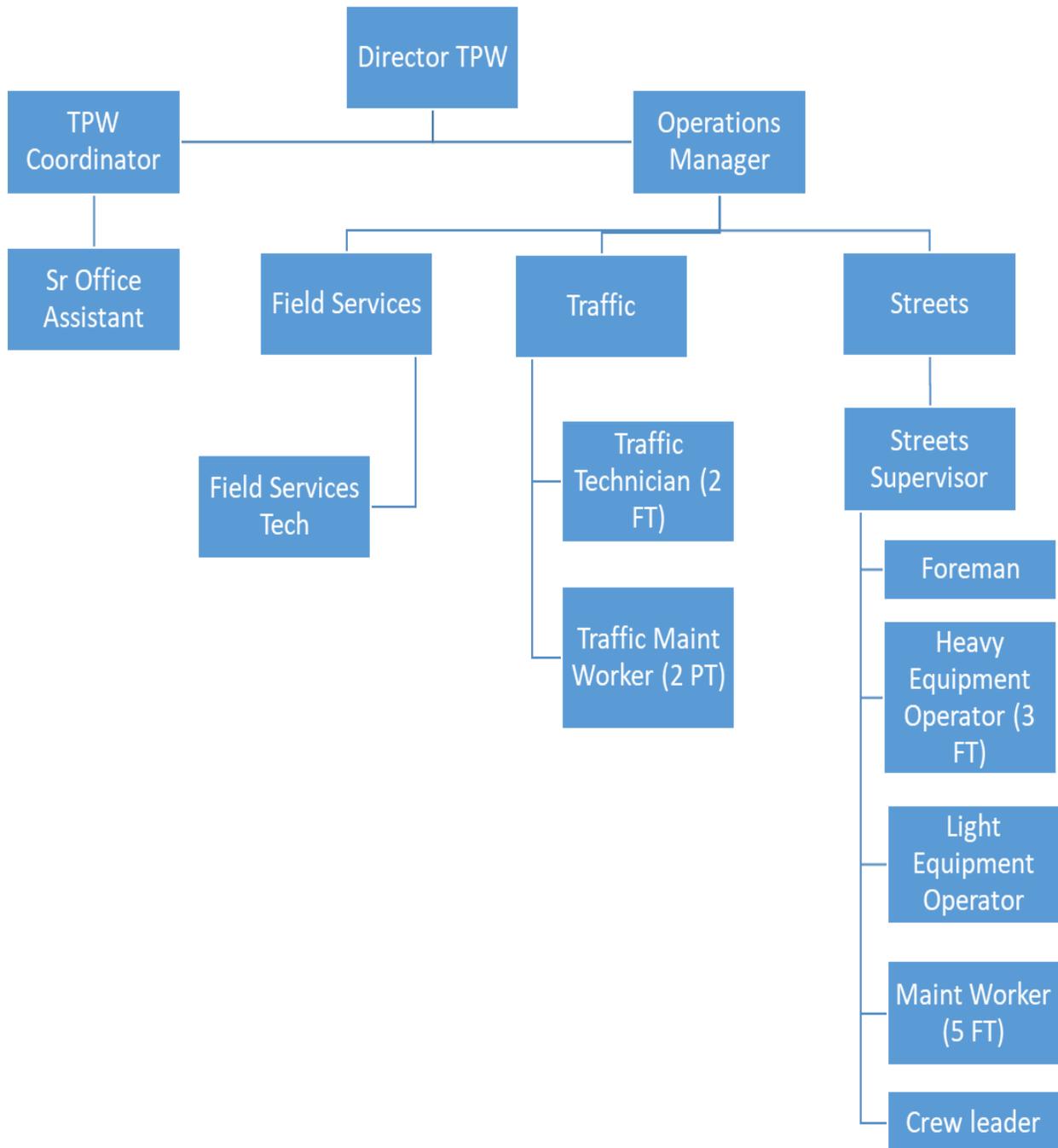
The Police Department has a significant number of employees who are eligible to retire. In FY15, FY16, and FY17, some of these employees left the City, resulting in large, non-recurring personnel costs.

<b>Supplemental Funding Item</b>	<b>Ongoing</b>	<b>One-Time</b>
Replacement of Unit 56 with New Patrol Tahoe	\$ 20,296	\$ 75,000
Vehicle Replacement for Unit 85	\$ -	\$ 35,000
Purchase of two lease vehicles when lease ends	\$ -	\$ 32,154
Replacement Purchase of Patrol Rifles	\$ 24,000	\$ -
Cost of Service Increase: Seminars, Training & Travel	\$ 12,402	\$ -
Cost of Service Increase: Machinery & Equipment Rental	\$ 10,800	\$ -
Cost of Service Increase: Seminars, Training & Travel	\$ 10,350	\$ -
Cost of Service Increase: Medical Services	\$ 10,000	\$ -
	<b>\$ 100,848</b>	<b>\$ 142,154</b>

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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

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.

### 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 Implemented a new road inspection work order for accurate road condition value
- 2 Updated Department Goals, Mission and Vision statements.
- 3 Updated right-of-way management ordinance to include r.o.w. fees.

### Current Objectives

	Current Objectives	Target Completion
1	Update City's street rehabilitation and preventative maintenance plan.	9/1/2019
2	Continue utilizing Pavement Management System to strategically evaluate the City's street system in order to spend funds appropriately.	9/1/2019
3	Update Neighborhood traffic calming program	11/1/2019
4	Complete roundabout program	9/1/2019

# Trans. & Public Works—Administration

## Performance Dashboard

Workload Measures		FY15	FY16	FY17	FY18
1	Number of citizen request processed	479	500	550	620
2	Number of R.O.W. construction permits processed	300	400	410	500
3	Work Orders processed	1,245	1,300	1,500	1,600

Key Result Indicators		FY15	FY16	FY17	FY18
1	Citizen requests resolved	95%	96%	96%	95%
2	R.O.W. Construction permits completed on time	99%	99%	99%	99%

## Budgetary Issues

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

Budget Summary	FY17	FY18	FY19 Budg	FY19 Prj	FY20 Adopt
Personnel	\$ 536,324	\$ 523,458	\$ 534,678	\$ 365,838	\$ 333,741
Supplies	\$ 19,239	\$ 7,147	\$ 7,950	\$ 5,778	\$ 7,950
Contractual	\$ 105,917	\$ 115,144	\$ 97,265	\$ 77,284	\$ 51,448
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 661,480</b>	<b>\$ 645,749</b>	<b>\$ 639,893</b>	<b>\$ 448,900</b>	<b>\$ 393,139</b>

Position Summary	FY17	FY18	FY19	FY20
Dir Of Capital Improvements (Full Time)	1	1	0	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
<b>Total</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>

## 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.

### FY18 or FY19 Noteworthy Accomplishments

- 1 Designed and surveyed 10 major street rehab projects including storm drainage.
- 2 Inspected 5 major residential developments.

### Current Objectives

	Target Completion Date
1 Continue providing timely inspections on residential and commercial developments	9/1/2019
2 Continue providing quality control, inspections and surveying for street rehab and stormwater projects.	9/1/2019

# Trans. & Public Works—Field Services

## Performance Dashboard

Workload Measures		FY15	FY16	FY17	FY18
1	Private Development construction inspections performed (Hrs.)	500	550	1,200	1,500
2	Capital Improvement Project inspections performed (Hrs.)	400	200	600	200
3	Right-of-Way construction inspections performed (Hrs.)	300	320	500	450
4	Surveys and CAD requests/performed (hrs.)	300	320	350	300

Key Result Indicators		FY15	FY16	FY17	FY18
1	Inspections completed within 24 hours	95%	95%	98%	98%
2	Surveys completed on schedule	100%	100%	100%	98%
3	CAD plans completed on schedule	100%	100%	100%	100%

Position Summary	FY17	FY18	FY19	FY20
Field Service Tech (Full Time)	1	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

Budget Summary	FY17	FY18	FY19 Budg	FY19 Prj	FY20 Adopt
Personnel	\$ 63,571	\$ 67,245	\$ 67,630	\$ 67,798	71,285
Supplies	\$ 5,888	\$ 8,218	\$ 11,793	\$ 6,881	9,543
Contractual	\$ 66,364	\$ 226,590	\$ 195,278	\$ 195,465	11,777
Capital	\$ 13,814	\$ -	\$ -	\$ -	-
<b>Total</b>	<b>\$ 149,637</b>	<b>\$ 302,053</b>	<b>\$ 274,701</b>	<b>\$ 270,145</b>	<b>92,604</b>

## 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.

### FY18 or FY19 Noteworthy Accomplishments

- 1 Completed retroreflectivity inspection on all regulatory traffic signs.
- 2 Completed street name signs to meet MUTCD compliance program.
- 3 Installed first Bike lanes on Foster and Russell Street.

### Current Objectives

### Target Completion Date

- |   |   |          |
|---|---|----------|
| 1 | Replace all non-conforming retroreflectivity traffic signs  | 9/1/2020 |
| 2 | Rehab approximately 8,000 linear feet of pavement markings. | 9/1/2019 |

Budget Summary	FY17	FY18	FY19 Budg	FY19 Prj	FY20 Adopt
Personnel	\$ 113,444	\$ 124,564	\$ 179,964	\$ 198,930	\$ 221,898
Supplies	\$ 68,343	\$ 89,174	\$ 85,827	\$ 82,765	\$ 83,107
Contractual	\$ 5,361	\$ 6,833	\$ 14,638	\$ 3,669	\$ 121,455
Capital	\$ 7,673	\$ 41,497	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 194,820</b>	<b>\$ 262,068</b>	<b>\$ 280,429</b>	<b>\$ 285,364</b>	<b>\$ 426,460</b>

# Trans. & Public Works—Traffic

## Performance Dashboard

Workload Measures		FY15	FY16	FY17	FY18
1	Number of traffic signs replaced, repaired, and installed	2,500	2,200	2,000	1,800
2	Linear feet of pavement markings installed	4,500	5,000	8,000	9,500
3	Hours of Traffic Control for special events, departments, emergency, etc.	250	320	520	600

Key Result Indicators		FY15	FY16	FY17	FY18
1	Traffic signs placed on schedule	100%	100%	99%	98%
2	Traffic Control placed on schedule	100%	100%	99%	99%
3	Citizen Requests completed within 48 hours	100%	100%	99%	100%

Position Summary	FY17	FY18	FY19	FY20
Traffic Technician (Full Time)	1	1	2	2
Traffic Maintenance Worker I (Full Time)	1	1	0	1
Traffic Maintenance Worker (Part Time)	2	2	2	2
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>

## Budgetary Issues

As traffic increases within the City, the wet and tear of pavement markings will require increase in pavement marking maintenance.

Supplemental Funding Item	Ongoing	One-Time
Street Pavement survey	\$ -	\$ 57,000
Traffic Signs Maintenance Services	\$ 50,000	\$ -
	<b>\$ 50,000</b>	<b>\$ 57,000</b>

# Trans. & Public Works—Street Maintenance

## 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.

## FY18 or FY19 Noteworthy Accomplishments

- 1 Pedestrian Island on College Park Avenue adjacent to Weatherford College
- 2 Rehabilitated approximately 4.5 miles of City streets through department street rehabilitation program.
- 3 Microsurfaced approximately 1.5 miles of roads being part of departments preventative maintenance program.

## Performance Dashboard

Workload Measures	FY15	FY16	FY17	FY18
1 Squared Yards of HMAC streets rehabilitated	82,500	85,000	86,000	96,000
2 Square yards of preventative maintenance performed	35,000	36,000	37,000	39,000
3 Number of street repairs including pot holes	7,200	6,000	6,500	5,000
4 Linear feet of drainage improvements	450	1,800	1,200	1,000

## Trans. & Public Works—Street Maintenance

Key Result Indicators		FY15	FY16	FY17	FY18
1	Streets rehabilitated on schedule	99%	99%	95%	95%
2	Street failures including pot holes repaired within 48 hours	95%	95%	95%	95%
3	Citizen Requests resolved	90%	99%	99%	95%

Position Summary	FY17	FY18	FY19	FY20
Heavy Equipment Operator (Full Time)	3	3	3	3
Light Equipment Operator (Full Time)	1	1	1	2
Street Supervisor (Full Time)	1	1	1	1
Crew Leader (Full Time)	1	1	0	0
Foreman (Full Time)	0	0	1	1
Maintenance Worker (Full Time)	5	5	5	3
Street Crew Leader (Full Time)	1	1	1	1
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

Budget Summary	FY17	FY18	FY19 Budg	FY19 Prj	FY20 Adopt
Personnel	\$ 728,977	\$ 733,000	\$ 711,135	\$ 625,606	\$ 688,034
Supplies	\$ 871,621	\$ 926,097	\$ 869,474	\$ 865,252	\$ 857,208
Contractual	\$ 1,276,002	\$ 1,390,251	\$ 1,639,552	\$ 1,649,048	\$ 1,613,366
Capital	\$ 6,637	\$ 170,177	\$ 662,743	\$ 662,743	\$ -
<b>Total</b>	<b>\$ 2,883,237</b>	<b>\$ 3,219,525</b>	<b>\$ 3,882,904</b>	<b>\$ 3,802,649</b>	<b>\$ 3,158,608</b>

### 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	\$ 100,000	\$ -
R.O.W. Mowing Services	\$ 50,000	\$ -
Contract Labor Services - litter pick-up	\$ 13,000	\$ -
	<b>\$ 163,000</b>	<b>\$ -</b>

## 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  
 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.

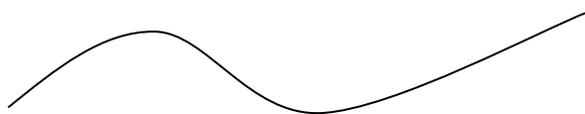
### Purpose and Description of the Service

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.

Position Summary	FY17	FY18	FY19	FY20
Dir Of Cap Improv Proj- (Full Time)	0	0	1	1
Civil Engineer (Part Time)	0	0	1	1
<b>Total</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>

Budget Summary	FY17	FY18	FY19 Budg	FY19 Prj	FY20 Adopt
Personnel	\$ -	\$ 661	\$ 213,346	\$ 225,003	\$ 268,241
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Contractual	\$ -	\$ -	\$ 115,450	\$ 116,651	\$ 269,050
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ 661</b>	<b>\$ 328,796</b>	<b>\$ 341,653</b>	<b>\$ 537,291</b>

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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

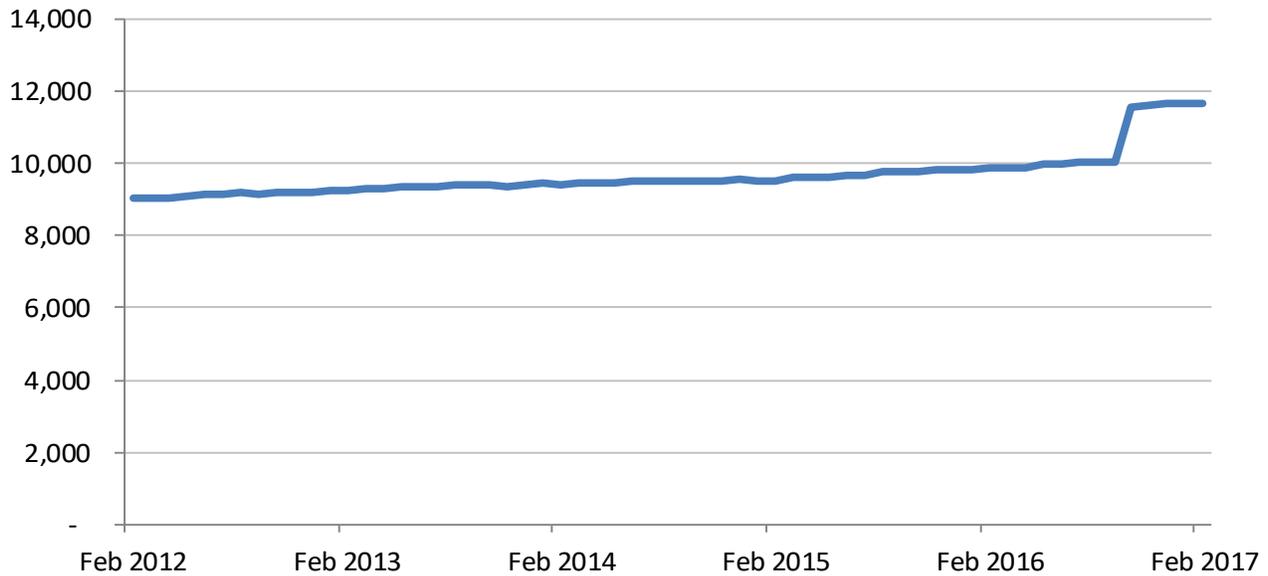
	Actual FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>Beginning Fund Balance</b>	2,073,463	1,744,298	1,566,289	1,566,289	1,199,204
<b>Revenues</b>					
Licenses & Permits	1,500	1,000	1,500	1,042	1,500
Intergovernmental	-	-	-	65,000	-
Charges for Services	2,267,963	2,316,078	2,441,586	2,368,265	2,714,120
Miscellaneous Revenue	580,385	600,448	520,000	658,840	546,000
Proceeds from Insurance	3,155	-	-	-	-
<b>Total Revenue</b>	<b>2,853,003</b>	<b>2,917,526</b>	<b>2,963,086</b>	<b>3,093,146</b>	<b>3,261,620</b>
<b>Available Resources</b>	4,926,467	4,661,824	4,529,375	4,659,436	4,460,824
<b>Expenditures</b>					
Sanitation	1,686,127	1,607,633	1,910,112	2,124,130	1,576,066
Non-Departmental	1,582,530	1,487,902	1,565,997	1,336,102	1,702,201
<b>Total Expenditures</b>	<b>3,268,657</b>	<b>3,095,535</b>	<b>3,476,109</b>	<b>3,460,232</b>	<b>3,278,267</b>
<b>Net Operating Balance</b>	(415,654)	(178,009)	(513,023)	(367,085)	(16,647)
<b>Non-Budgetary</b>					
Working Capital Adjustments	86,488	-	-	-	-
<b>Ending Working Capital</b>	<b>1,744,298</b>	<b>1,566,289</b>	<b>1,053,266</b>	<b>1,199,204</b>	<b>1,182,557</b>

## FY20 Operations Breakdown

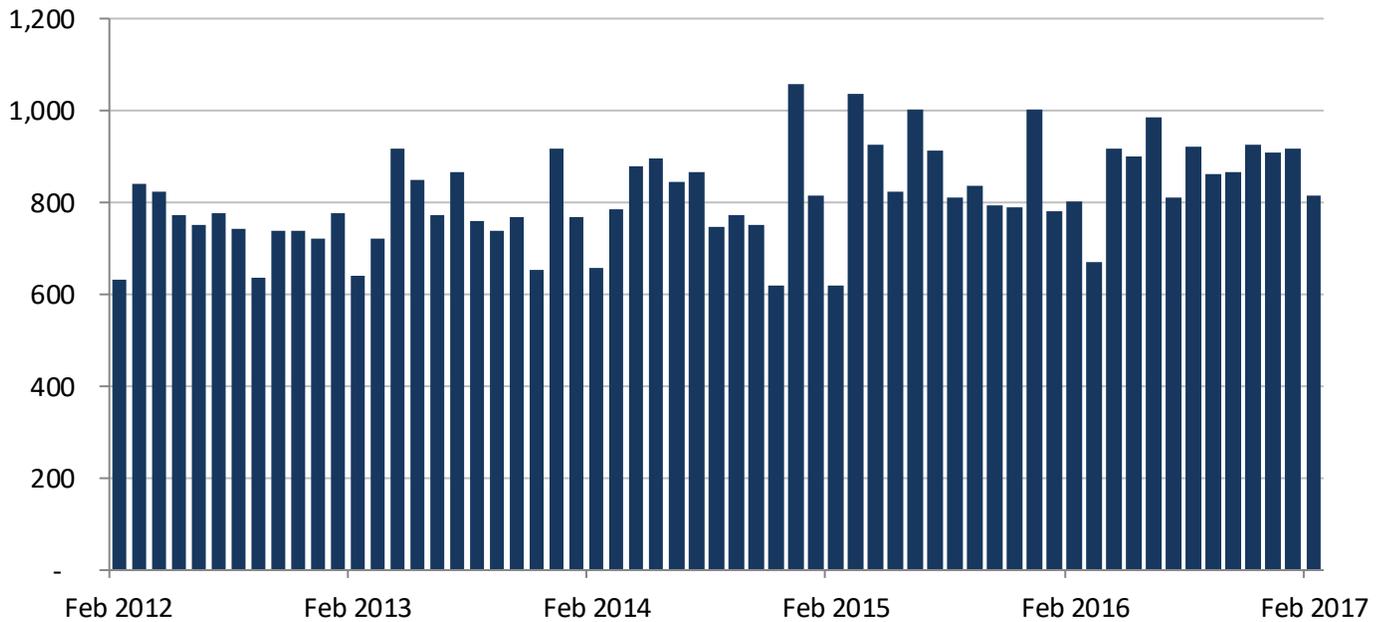
	Ongoing	One-Time	Total
Revenue	2,761,620	500,000	3,261,620
Expenses	2,760,701	517,566	3,278,267
<b>Over/(Under)</b>	<b>919</b>	<b>(17,566)</b>	<b>(16,647)</b>

# 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.

<b>Expenditure Summary</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Projected</b>	<b>Adopted</b>
Category	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY19</b>	<b>FY20</b>
Personnel		-	-	-	-
Supplies		-	-	-	-
Contractual	1,582,530	1,487,902	1,565,997	1,336,102	1,702,201
Capital Outlay		-	-	-	-
<b>Total</b>	<b>1,582,530</b>	<b>1,487,902</b>	<b>1,565,997</b>	<b>1,336,102</b>	<b>1,702,201</b>

### Significant Budget Changes

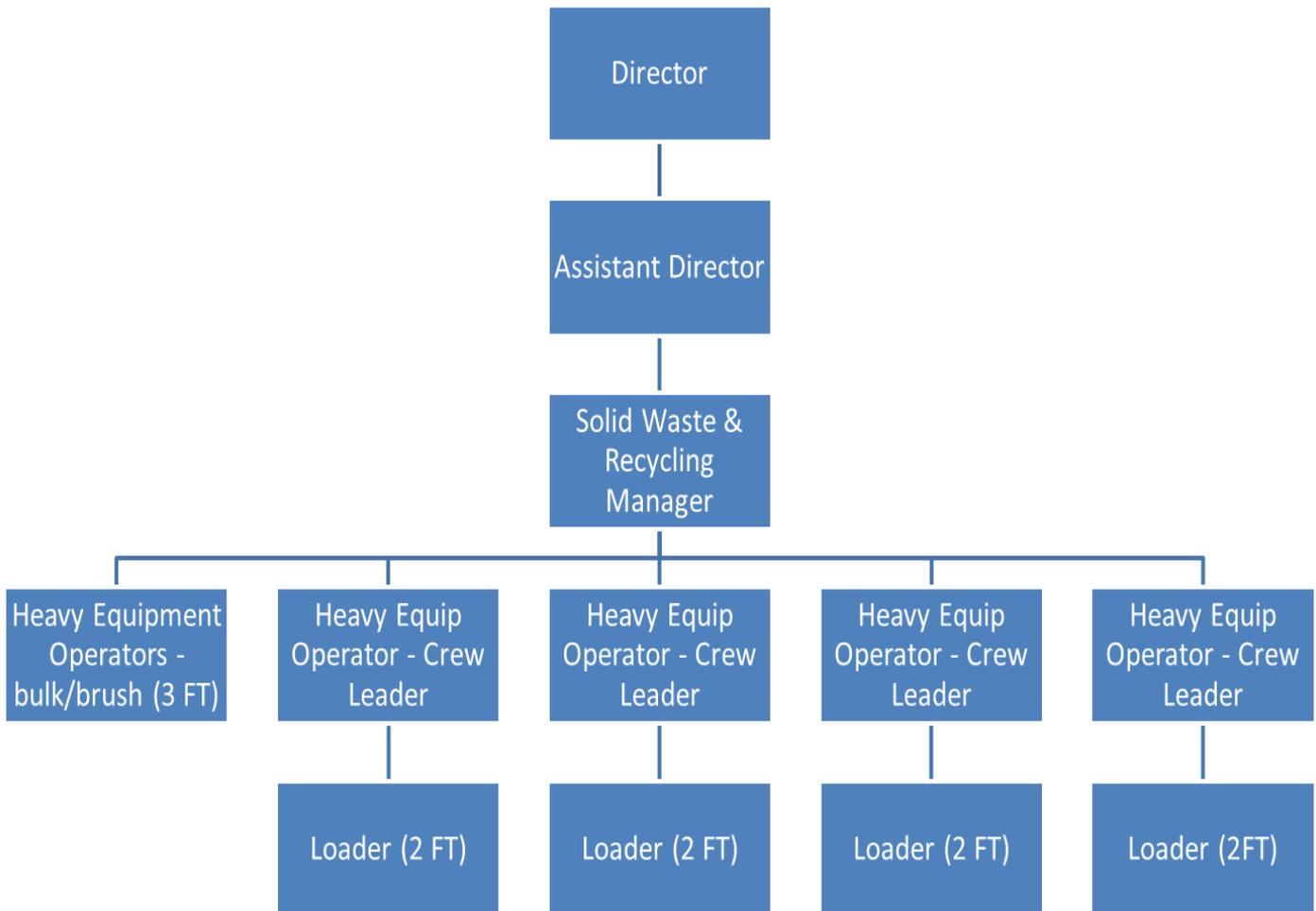
In most years, the Solid Waste Fund transfers its non-recurring landfill royalty revenue into the General Capital Projects Fund for use on non-recurring parks capital expenses. In FY17, an additional \$220,000 was transferred in order to finish out the City's TxDOT capital projects. For FY20, the transfer will revert to the usual \$500,000.

# Municipal & Community Services

## Solid Waste Fund Municipal & Community Services

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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

## Related Strategic Areas

Ensure Sustainable Services

As a valued part of the Public Safety service area, Solid Waste will need to ensure that, as residential housing expands, the division has adequate resources to meet the needs of the increased customer load.

## Purpose and Description of the Service

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.

## General Departmental 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 and brush material.

## FY18 or FY19 Noteworthy Accomplishments

- 1 Begin Solid Waste and Recycling rate/operational review
- 2 Begin Parker County Regional Recycling study.
- 3 Update Solid Waste and Recycling ordinances.

## Current Objectives

- 1 Complete Solid Waste and Recycling rate/operational study and begin the implementation of the consultants recommendations
- 2 Begin regional waste minimization study.

## Performance Dashboard

### Workload Measures

	FY16	FY17	FY18
1 Increase recycling customer data base by 108.	1588	1549	2220 (Current)
2 Total tons of household garbage picked up.	10218	11434	11509

### Key Result Indicators

	FY16	FY17	FY18
1 Tons diverted from landfill due to recycling program.	364	398	332

# Sanitation Collection

<b>Position Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
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	3	3	3
Sr. Sanitation Worker (Full Time)	2	0	0	0
<b>Total</b>	<b>15</b>	<b>16</b>	<b>16</b>	<b>16</b>

<b>Budget Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19 Adopt</b>	<b>FY19 Prj</b>	<b>FY20 Adopt</b>
Personnel	\$ 969,273	\$ 950,301	\$ 888,083	\$ 1,046,437	\$ 1,081,748
Supplies	\$ 281,726	\$ 334,906	\$ 449,183	\$ 383,121	\$ 401,478
Contractual	\$ 41,496	\$ 322,426	\$ 107,646	\$ 229,372	\$ 92,840
Capital	\$ 393,632	\$	\$ 465,200	\$ 465,200	
<b>Total</b>	<b>\$ 1,686,127</b>	<b>\$ 1,607,633</b>	<b>\$ 1,910,112</b>	<b>\$ 2,124,130</b>	<b>\$ 1,576,066</b>

## Significant Budget Changes

The Utility is currently undergoing a cost of service study. Once it is completed, any operational changes will be reflected here.

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



# Other Funds



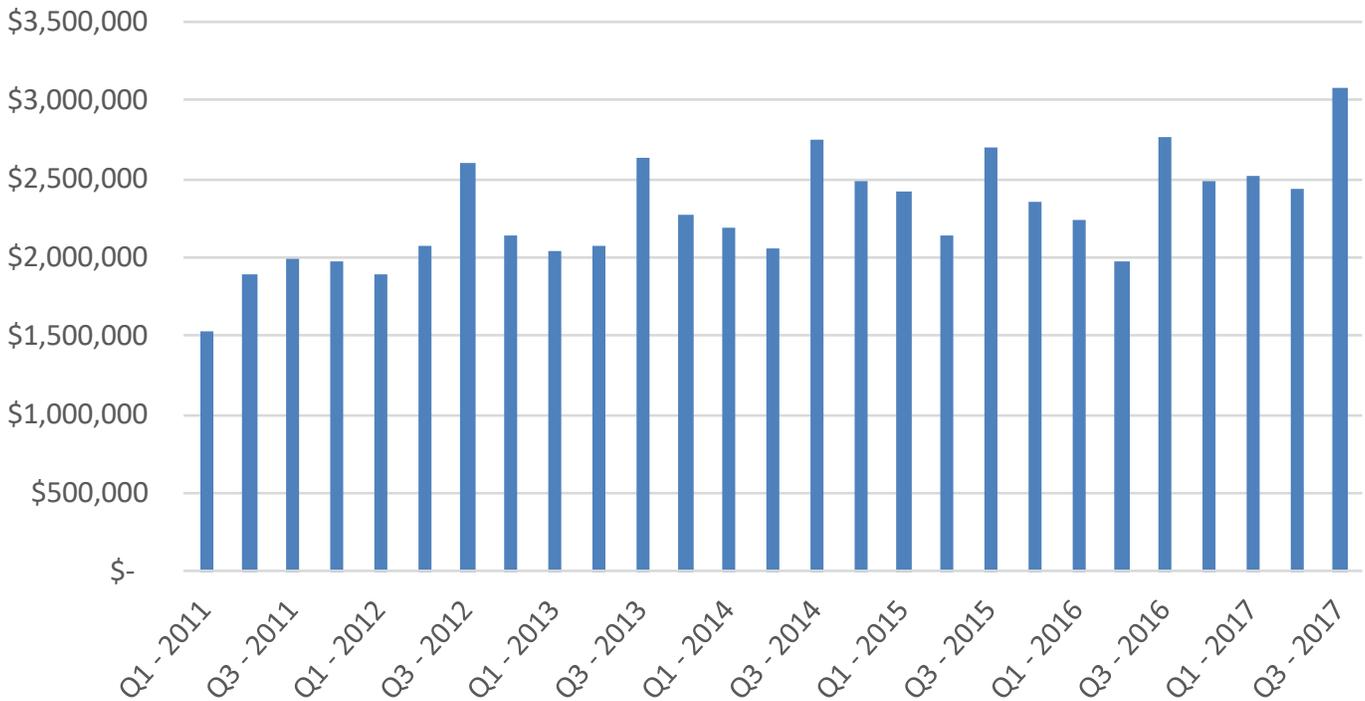
**Special revenue funds are used to account for specific revenues that are legally restricted to expenditures for particular purposes. These funds are accounted for on the modified-accrual basis of accounting. Revenues are recorded when available and measurable, and expenditures are recorded when the 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 FY17	Actual FY18	Approved FY19	Projected FY19	Adopted FY20
<b>Beginning Fund Balance</b>	<b>720,818</b>	<b>296,854</b>	<b>378,466</b>	<b>378,466</b>	<b>550,819</b>
<u>Revenues</u>					
113 - Hotel/Motel Tax	758,005	784,399	755,000	850,000	830,000
601 - Interest Income	2,972	2,965	1,000	8,633	3,000
Other	5,312	438	6,500		
<b>Total Revenues</b>	<b>766,290</b>	<b>787,802</b>	<b>762,500</b>	<b>858,633</b>	<b>833,000</b>
<u>Expenditures</u>					
Main Street Program	67,834	71,734	76,734	70,906	110,693
Special Events	111,035	115,444	108,877	102,053	201,543
Professional Services	28,813	8,288	51,000	51,000	139,000
Chamber of Commerce	96,000	88,376	96,000	96,000	96,000
Doss Historical & Cultural Center*	25,000	20,000	5,000	5,100	5,000
Chandor Gardens Debt Service	550,000				
Transfer to Chandor Gardens	308,889	402,348	361,221	361,221	369,700
Other Miscellaneous	2,683				
<b>Total Expenditures</b>	<b>1,190,254</b>	<b>706,190</b>	<b>698,832</b>	<b>686,280</b>	<b>921,936</b>
Over/(Under)	(423,964)	81,612	63,668	172,353	(88,936)
<b>Ending Fund Balance</b>	<b>296,854</b>	<b>378,466</b>	<b>442,134</b>	<b>550,819</b>	<b>461,883</b>
				One-Time Expenses	146,167
				Ongoing Revenues	833,000
				Ongoing Expenses	<u>775,769</u>
				Operating Surplus	57,231
				Target Fund Balance (20% Operations)	155,154
				Reserved for OPEB	9,612
				Available Balance	297,118

### 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)

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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 department of Development and Neighborhood Services. .



**General Departmental 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 or FY19 Noteworthy Accomplishments**

- 1 Weatherford Downtown Business Alliance of Texas, 2 years strong, non-profit, with over 100 members.
- 2 WeatherfordMainStreet,Texas@WeatherfordMainStreetTexas FACEBOOK 1,075 followers & friends.
- 3 Ladies Night Out, Each 3rd Thursday of the Month, 10 Annual Events held in the CBD
- 4 Over 11 million dollars reinvested into the CBD in two years.
- 5 Promotional Materials: Push Cards, Posters, T-Shirts, Give-Aways Promoting the CBD

**Current 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 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

<b>Position Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
Main Street Coordinator (Full Time)*	1	0.5	0.5	0.5
<b>Total</b>	<b>1</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>

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

<b>Budget Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19 Budg</b>	<b>FY19 Prj</b>	<b>FY20 Adopt</b>
Personnel	\$51,937	\$61,132	\$53,934	\$53,688	\$61,928
Supplies	\$4,418	\$1,006	\$7,500	\$ 7,140	\$30,667
Contractual	\$ 11,480	\$9,596	\$15,300	\$ 10,078	\$ 18,098
Capital					
<b>Total</b>	<b>\$ 67,834</b>	<b>\$ 71,734</b>	<b>\$ 76,734</b>	<b>\$70,906</b>	<b>\$110,693</b>

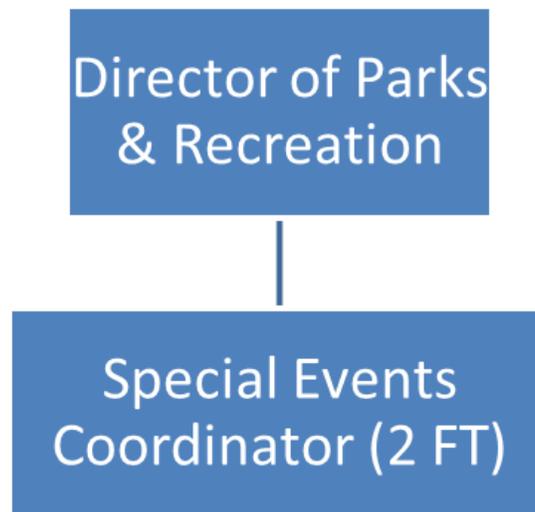
<b>Supplemental Funding Item</b>	<b>Ongoing</b>	<b>One-Time</b>
Infrastructure for Downtown Weatherford	\$ -	\$ 19,057
Pole Banners	\$ -	\$ 4,110
	<b>\$ -</b>	<b>\$ 23,167</b>

# Special Events Program

## Parks & Recreation

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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.



### Department Summary

During FY14, the City broke out the Special Events program budget from the Main Street budget. With two full-time Special Events Coordinators, 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.

### Current Objectives

- 1 Organize and host successful events such as Blooms, Spark in the Park and Holiday in the Park.
- 2 Organize the 3rd Grade Social Studies Tour.
- 3 Host a successful Movie in the Park and continue to grow the attendance.
- 4 Increase the number of local vendors at the Weatherford Blooms Festival.

### Performance Dashboard

Estimated Attendance		FY15	FY16	FY17	FY18
1	Weatherford Blooms Festival	3,000	6,000	6,500	2,000
2	Holiday in the Park	10,000	7,500	8,000	8,500
3	Spark in the Park		8,000	8,500	8,500

Position Summary	FY17	FY18	FY19	FY20
Special Events Coordinator (Full Time)	0.5	0.5	0.5	2
<b>Total</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>2</b>

Budget Summary	FY17	FY18	FY19 Adopt	FY19 Prj	FY20 Adopt
Personnel	28,777	28,813	33,381	26,557	126,047
Supplies	7,072	7,697	-	-	-
Contractual	75,186	78,934	75,496	75,496	75,496
Capital	-	-	-	-	-
<b>Total</b>	<b>\$ 111,035</b>	<b>\$ 115,444</b>	<b>\$108,877</b>	<b>\$102,053</b>	<b>\$201,543</b>

### Significant Budget Changes

Previously, half of one of Weatherford's Special Event Coordinators was funded out of this division. As of FY20, both Special Events Coordinators are housed here.

**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 FY17	Actual FY18	Approved FY19	Projected FY19	Adopted FY20
<b>Beginning Fund Balance</b>	<b>77,706</b>	<b>77,706</b>	<b>138,617</b>	<b>138,617</b>	<b>169,351</b>
<u>Revenues</u>					
412 - Facility Rental Fees	67,227	62,139	63,000	53,885	63,000
414 - Labor Use Fees	-	300	-	370	100
435 - Garden Tour Fees	12,149	14,814	10,000	18,992	12,000
437 - Sale of Goods	687	947	600	1,187	750
601 - Interest Income	56	1,172	50	2,321	300
608 - Contributions	150	5,270	-	370	-
651 - Miscellaneous	1	1,533	-	901	-
822 - Transfer From Gen Fund	35,753	28,443	-	-	-
825 - Transfer from HOT Fund	308,889	402,348	361,221	361,221	369,700
850- Proceeds from Insurance	-	5,874	-	-	-
<b>Total Revenues</b>	<b>424,912</b>	<b>424,912</b>	<b>459,441</b>	<b>487,296</b>	<b>4348,71</b>
<u>Expenditures</u>					
Chandor Gardens	364,001	482,713	440,359	422,098	450,036
<b>Total Expenditures</b>	<b>364,001</b>	<b>482,713</b>	<b>440,359</b>	<b>422,098</b>	<b>450,036</b>
Over/(Under)	60,912	40,126	(5,488)	17,148	(4,186)
<b>Ending Fund Balance</b>	<b>138,617</b>	<b>178,743</b>	<b>173,255</b>	<b>195,891</b>	<b>191,705</b>

One-Time Expenses	5,200
Ongoing Revenues	445,850
Ongoing Expenses	444,836
Operating Surplus	1,014

Target Fund Balance (20% Operations)	88,967
Reserved for OPEB	19,224

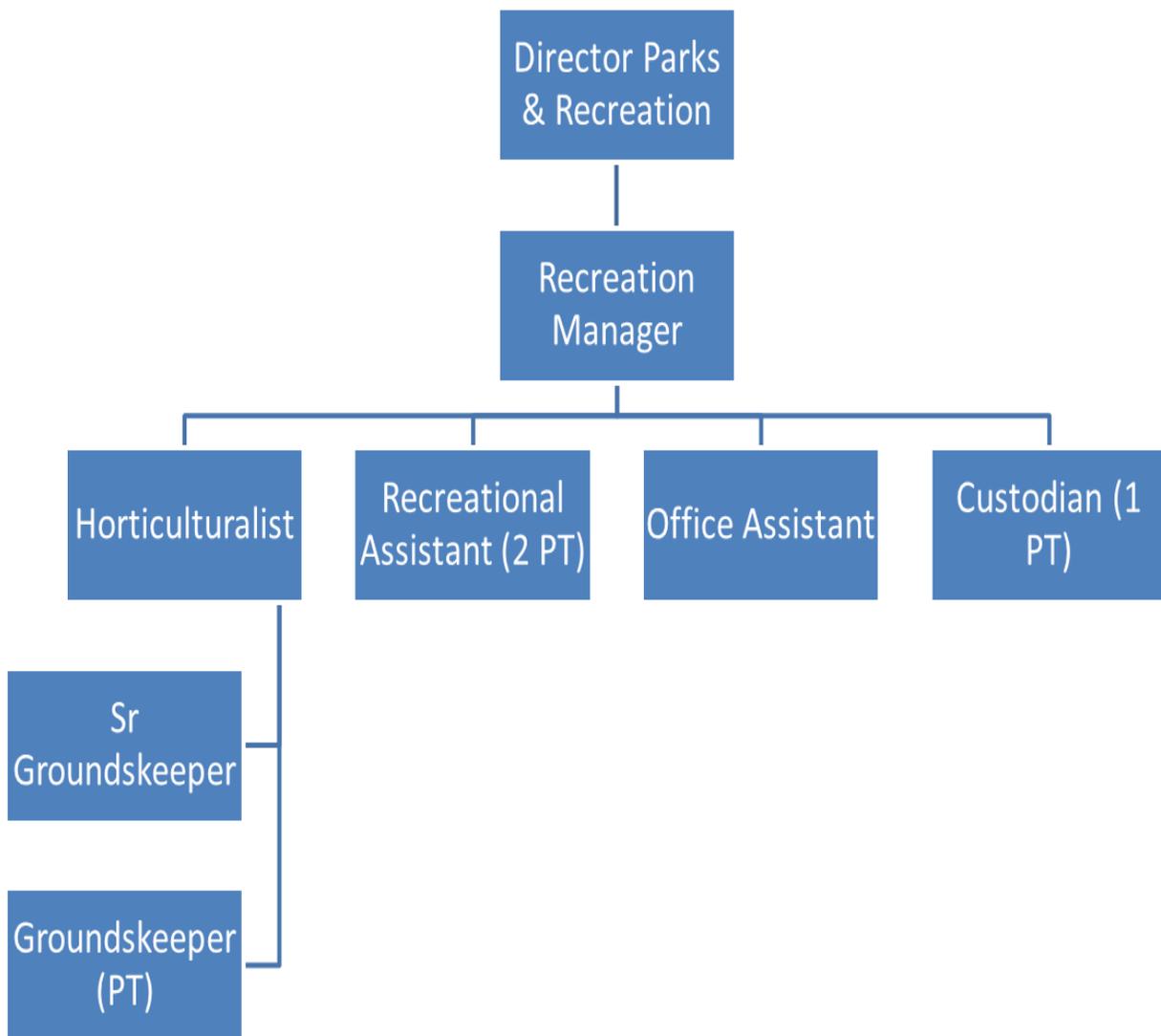
Available 83,513

# Chandor Gardens

## Parks & Recreation

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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

## Department Summary

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.

## General Departmental 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.
- 3 Improve tourism and marketing for the City.
- 4 Develop a Strategic plan for the Garden.

## FY18 or FY19 Noteworthy Accomplishments

- 1 Increased marketing efforts and brought in more weddings.
- 2 Hosted the large attendance for Gobblens in the Garden and many other events.
- 3 Openen the new dragon fountain.

## Current Objectives

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

## Performance Dashboard

Workload Measures		FY15	FY16	FY17	FY18
1	Facility Rentals	85	210	207	211
	Photo Sessions	160	170	165	164
	Garden Rentals	44	40	42	47
2	Garden Tours	34	31	47	23
3	Maintained Acreage	3.5	3.5	3.5	3.5

## Key Result Indicators

Key Result Indicators		FY15	FY16	FY17	FY18
1	Facility Rental Revenue	\$53,779	\$52,614	\$67,277	\$62,139
2	Garden Tours	\$8,310	\$11,426	\$12,149	\$14,814
	Annual Events	\$2,000	\$2,095	\$2,575	\$6,500
	Memberships	\$600	\$1,700	\$1,200	\$1,400
	Gift Shop Sales	\$642	\$564	\$687	\$947

# Chandor Gardens

<b>Position Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
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
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

<b>Budget Summary</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19 Adopt</b>	<b>FY19 Prj</b>	<b>FY20 Adopt</b>
Personnel	\$ 244,655	\$ 272,274	\$ 295,614	\$ 296,342	\$ 305,914
Supplies	\$ 39,374	\$ 44,427	\$ 46,345	\$ 45,456	\$ 39,045
Contractual	\$ 79,972	\$ 112,872	\$ 91,600	\$ 80,301	\$ 99,877
Capital	\$ -	\$ 53,140	\$ 6,800	\$ -	\$ -
<b>Total</b>	<b>\$364,001</b>	<b>\$ 482,713</b>	<b>\$ 440,359</b>	<b>\$ 422,098</b>	<b>\$ 444,836</b>

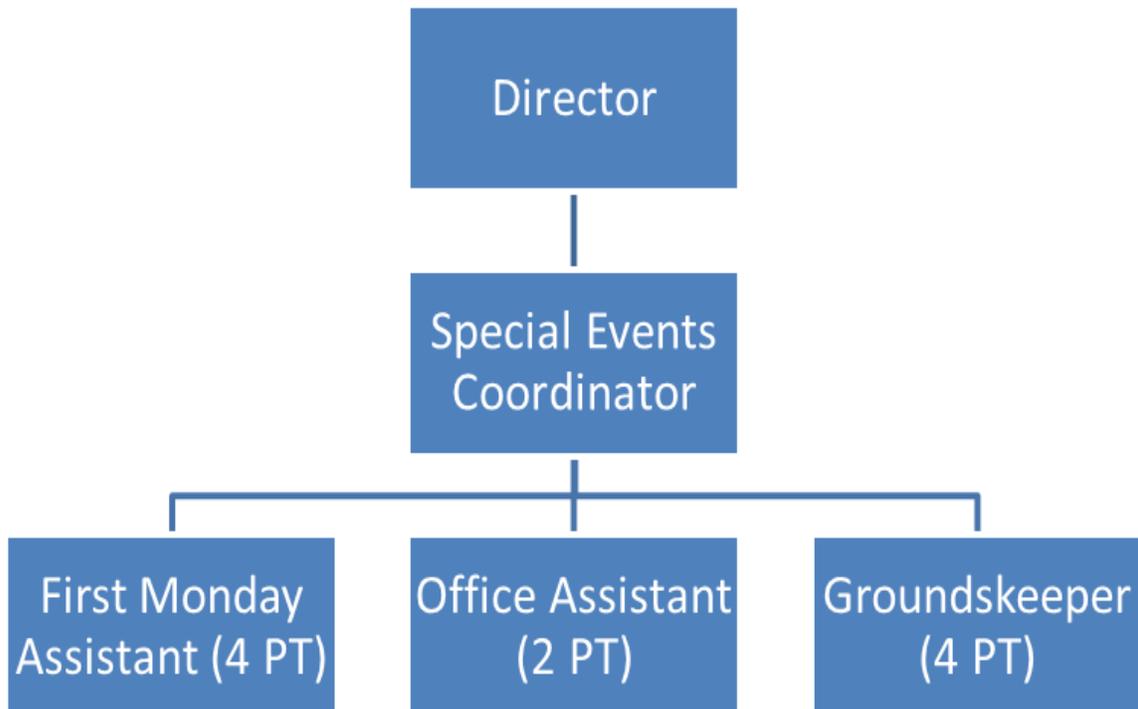
<b>Supplemental Funding Item</b>	<b>Ongoing</b>	<b>One-Time</b>
Gazebo roof replacement	\$ -	\$ 5,200
	<b>\$ -</b>	<b>\$ 5,200</b>

## Heritage Park Revolving Fund

	Actual FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>Beginning Fund Balance</b>	<b>44,766</b>	<b>59,898</b>	<b>72,631</b>	<b>72,631</b>	<b>63,237</b>
<b>Revenue</b>					
Vendor/Special Events Permits	363	-	1,500	-	-
First Monday Parking Fees	6,519	15,291	22,000	15,550	15,000
Heritage Park Utility Fee	-	3	-	-	-
First Monday Rental Fee	146,620	141,315	150,000	146,620	141,315
Sale of Salvage	1,900	3,372	1,200	1,286	1,200
Miscellaneous	3	1,567	40	6	40
Event Sponsorship	48,605	39,350	55,000	17,500	35,000
Interest Income	-	390	100	668	300
Fm Grounds Rental Other Thn Fm	6,166	5,232	5,000	5,232	5,000
Gen Fund Xfer	98,000	89,963	112,796	112,796	122,796
Proceeds from Insurance	(10,331)	-	-	-	-
<b>Total Revenue</b>	<b>297,844</b>	<b>296,483</b>	<b>347,636</b>	<b>299,657</b>	<b>320,651</b>
<b>Expenses</b>					
Personnel	112,000	115,170	131,064	117,614	95,986
Supplies	25,781	35,529	29,952	35,043	33,952
Contractual	144,930	133,052	186,370	156,395	184,751
Capital Outlay	-	-	-	-	20,000
<b>Total Expenses</b>	<b>282,711</b>	<b>283,751</b>	<b>347,386</b>	<b>309,051</b>	<b>334,688</b>
<b>Revenue Over/(Under) Expenses</b>	<b>15,133</b>	<b>12,733</b>	<b>250</b>	<b>(9,394)</b>	<b>(14,037)</b>
<b>Ending Fund Balance</b>	<b>59,898</b>	<b>72,631</b>	<b>72,881</b>	<b>63,237</b>	<b>49,200</b>
				Target Fund Balance	66,938
				Available Balance	(17,738)(

# 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.



# First Monday Parks & Recreation

## Department Summary

To promote Heritage Park as an event grounds for large scale tourism events and small local community events. The goal is to create something for everyone right here in Weatherford.

## General Departmental 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.

## FY18 or FY19 Noteworthy 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. 2019 was raining but we still had 33 people.
- 3 Attendance doubled at the Summer Concert Series.

## Current 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 build a stronger community through events.

# First Monday Parks & Recreation

## Performance Dashboard

Workload Measures		FY15	FY16	FY17	FY18
1	Available General Vendor Spaces Per Month	333	350	380	380
2	Available Food Vendor Spaces Per Month	20	15	15	15
3	Available Farm & Ranch Spaces Per Month	30	30	83	83
4	Available Parking Spaces Per Month	48	48	157	157

Key Result Indicators		FY15	FY16	FY17	FY18
1	Average Monthly Capacity Reached (pertains to all vendors)	100%	100%	95%	86%
2	Average number of returning vendors per month	280	300	290	281

Position Summary	FY17	FY18	FY19	FY20
Recreation Coordinator	1	1	1	0
PT Office Assistant	2	2	2	2
PT Groundskeeper	4	4	4	4
PT First Monday Assistant	4	4	4	4
<b>Total</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>10</b>

Budget Summary	FY17	FY18	FY19 Budg	FY19 Prj	FY20 Adopt
Personnel	\$ 112,000	\$ 115,170	\$ 131,064	\$ 117,614	\$ 95,986
Supplies	\$ 25,781	\$ 35,529	\$ 29,952	\$ 35,043	\$ 33,952
Contractual	\$ 144,930	\$ 133,052	\$ 186,370	\$ 156,395	\$ 184,751
Capital	\$ -	\$ -	\$ -	\$ -	\$ 20,000
<b>Total</b>	<b>\$ 282,711</b>	<b>\$ 283,751</b>	<b>\$ 347,386</b>	<b>\$ 309,051</b>	<b>\$ 334,688</b>

## Significant Budget Changes

As of FY20, the Recreation Coordinator has been converted to a Special Events Coordinator, and is funded out of the Hotel Tax Fund.

Supplemental Funding Item	Ongoing	One-Time
Utility Vehicles (ATVs) for events	\$ -	\$ 20,000
	<b>\$ -</b>	<b>\$ 20,000</b>

## 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 FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>Beginning Fund Balance</b>	<b>413,527</b>	<b>261,486</b>	<b>261,486</b>	<b>258,580</b>	<b>38,500</b>
<u>Revenues</u>					
601 - Interest Income	2,066	3,828	1,500	3,500	2,000
651 - Forfeited Funds	30,219	36,980	40,000	35,000	35,000
810 - Proceeds from Lease	-	-	-	-	-
<b>Total Revenues</b>	<b>32,285</b>	<b>40,807</b>	<b>41,500</b>	<b>38,500</b>	<b>37,000</b>
<u>Expenditures</u>					
Police Personnel Services	-	1,375	203,615	203,615	
Police Supplies & Equipment	23,601	36,585	-	-	
Informants & Investigations & Services	27,930	-	54,965	54,965	38,500
Capital	132,795	5,753	-	-	
Transfer to Debt Service Fund	-	-	-	-	
<b>Total Expenditures</b>	<b>184,326</b>	<b>43,713</b>	<b>258,581</b>	<b>258,581</b>	<b>38,500</b>
Over/(Under)	(152,041)	(2,906)	(217,081)	(220,081)	(1,500)
<b>Ending Fund Balance</b>	<b>261,486</b>	<b>258,580</b>	<b>44,406</b>	<b>38,500</b>	<b>37,000</b>

## 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 FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>Beginning Fund Balance</b>	<b>125,258</b>	<b>112,972</b>	<b>112,972</b>	<b>65,379</b>	<b>9,286</b>
<u>Revenues</u>					
601 - Interest Income	-	493	-	-	-
604 - Sale of Fixed Assets	-	-	-	-	-
651 - Forfeited Funds	6,158	12,438	10,000	1,500	10,000
<b>Total Revenues</b>	<b>6,158</b>	<b>12,931</b>	<b>10,000</b>	<b>1,500</b>	<b>10,000</b>
<u>Expenditures</u>					
Police Supplies & Equipment	11,135	13,470	-	-	-
Contractual Services	7,310	57,790	57,593	57,593	9,286
Capital	-	14,695	-	-	-
<b>Total Expenditures</b>	<b>18,444</b>	<b>85,955</b>	<b>57,593</b>	<b>57,593</b>	<b>9,286</b>
Over/(Under)	(12,286)	(73,024)	(47,593)	(56,093)	714
<b>Ending Fund Balance</b>	<b>112,972</b>	<b>39,949</b>	<b>65,379</b>	<b>9,286</b>	<b>10,000</b>

## 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.. The lease will end in FY20.

	Actual FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>Beginning Fund Balance</b>	-	1,864	1,864	1,864	1,864
<u>Revenues</u>					
620 - Rent Income	22,368	22,368	22,368	22,368	22,368
<b>Total Revenues</b>	<b>22,368</b>	<b>22,368</b>	<b>22,368</b>	<b>22,368</b>	<b>22,368</b>
<u>Expenditures</u>					
Rent Expense	22,368	20,504	22,368	22,368	22,368
<b>Total Expenditures</b>	<b>22,368</b>	<b>20,504</b>	<b>22,368</b>	<b>22,368</b>	<b>22,368</b>
Over/(Under)	1,864	-	-	-	-
<b>Ending Fund Balance</b>	<b>1,864</b>	<b>1,864</b>	<b>1,864</b>	<b>1,864</b>	<b>1,864</b>

## 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 FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>Beginning Fund Balance</b>	<b>52,977</b>	<b>61,886</b>	<b>63,655</b>	<b>63,655</b>	<b>64,155</b>
<u>Revenues</u>					
501 - Municipal Court Fees	10,622	8,985	10,000	10,000	10,000
601 - Interest Income	-	480	-	500	300
<b>Total Revenues</b>	<b>10,622</b>	<b>9,466</b>	<b>10,000</b>	<b>10,500</b>	<b>10,300</b>
<u>Expenditures</u>					
Computer Equipment	210	2,895	-	-	-
Small Tools & Equipment	-	-	-	-	-
Other Professional Services	-	3,300	63,655	10,000	64,155
R&M Office Equipment	1,504	1,502	-	-	-
Office Equipment	-	-	-	-	-
<b>Total Expenditures</b>	<b>1,714</b>	<b>7,696</b>	<b>63,655</b>	<b>10,000</b>	<b>64,155</b>
Over/(Under)	8,908	1,769	(53,655)	500	(53,855)
<b>Ending Fund Balance</b>	<b>61,886</b>	<b>63,655</b>	<b>10,000</b>	<b>64,155</b>	<b>10,300</b>

## 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.

	<b>Actual FY17</b>	<b>Actual FY18</b>	<b>Adopted FY19</b>	<b>Projected FY19</b>	<b>Adopted FY20</b>
<b>Beginning Fund Balance</b>	<b>16,327</b>	<b>22,762</b>	<b>29,125</b>	<b>29,125</b>	<b>34,375</b>
<u>Revenues</u>					
501 - Municipal Court Fees	7,959	6,739	10,000	5,000	5,000
601 - Interest Income	-	202	-	250	200
<b>Total Revenues</b>	<b>7,959</b>	<b>6,941</b>	<b>10,000</b>	<b>5,250</b>	<b>5,200</b>
<u>Expenditures</u>					
Personnel Services	-	-	-	-	-
Supplies	-	470	27,624	-	34,375
Contractual Services	1,524	109	1,500	-	-
Capital Outlay	-	-	-	-	-
<b>Total Expenditures</b>	<b>1,524</b>	<b>579</b>	<b>29,124</b>	<b>-</b>	<b>34,375</b>
Over/(Under)	6,435	6,363	(19,124)	5,250	(29,175)
<b>Ending Fund Balance</b>	<b>22,762</b>	<b>29,125</b>	<b>10,000</b>	<b>34,375</b>	<b>5,200</b>

# 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 FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>Beginning Fund Balance</b>	<b>9,435</b>	<b>23,883</b>	<b>36,963</b>	<b>36,963</b>	<b>47,263</b>
<u>Revenues</u>					
501 - Municipal Court Fees	14,448	12,837	16,000	10,000	12,000
601 - Interest Income	-	243	-	300	300
<b>Total Revenues</b>	<b>14,448</b>	<b>13,080</b>	<b>16,000</b>	<b>10,300</b>	<b>12,300</b>
<u>Expenditures</u>					
Personnel Services	-	-	14,282	-	47,263
Supplies	-	-	-	-	-
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>14,282</b>	<b>-</b>	<b>47,263</b>
Over/(Under)	14,448	13,080	1,718	10,300	(34,963)
<b>Ending Fund Balance</b>	<b>23,883</b>	<b>36,963</b>	<b>38,681</b>	<b>47,263</b>	<b>12,300</b>

## 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 FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>Beginning Fund Balance</b>	<b>138,843</b>	<b>150,610</b>	<b>197,821</b>	<b>197,821</b>	<b>203,470</b>
<u>Revenues</u>					
303 - State Grants	-	248	-	-	-
407 - Charges for Services	11,025	11,314	10,500	10,500	11,000
601 - Interest Income	369	2,139	100	2,500	2,000
608 - Contributions	6,877	34,511	10,000	15,000	10,000
640 - Library Sales	14,145	20,533	-	9,500	15,000
828 - Incomes from Trust	377	373	649	649	784
<b>Total Revenues</b>	<b>32,793</b>	<b>69,119</b>	<b>21,249</b>	<b>38,149</b>	<b>38,784</b>
<u>Expenditures</u>					
Personnel	-	-	-	-	17,000
Supplies	9,567	13,744	12,500	12,500	12,500
Services	11,459	8,163	175,322	20,000	190,970
Capital	-	-	-	-	-
<b>Total Expenditures</b>	<b>21,026</b>	<b>21,908</b>	<b>187,822</b>	<b>32,500</b>	<b>220,470</b>
Over/(Under)	11,767	47,211	(166,573)	5,649	(181,686)
<b>Ending Fund Balance</b>	<b>150,610</b>	<b>197,821</b>	<b>31,249</b>	<b>203,470</b>	<b>21,784</b>

## 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 FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>Beginning Fund Balance</b>	50,143	50,361	50,783	50,783	50,784
<u>Revenues</u>					
601 - Interest Income	348	795	330	650	
<b>Total Revenues</b>	<b>348</b>	<b>795</b>	<b>330</b>	<b>650</b>	-
<u>Expenditures</u>					
Equipment, Supplies, Materials	-	-	-	-	-
Transfer to					
Library Special Revenue Fund	129	373	649	649	784
<b>Total Expenditures</b>	<b>129</b>	<b>373</b>	<b>649</b>	<b>649</b>	<b>784</b>
Over/(Under)	219	422	(319)	1	(784)
<b>Ending Fund Balance</b>	<b>50,361</b>	<b>50,783</b>	<b>50,465</b>	<b>50,784</b>	<b>50,000</b>

## Animal Shelter Fund (38)

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

	Actual FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>Beginning Fund Balance</b>	<b>31,312</b>	<b>108,607</b>	<b>700,166</b>	<b>700,166</b>	<b>122,398</b>
<u>Revenues</u>					
601 - Interest Income	-	10,537	-	10,000	10,000
608 - Contributions	162,937	636,574	30,000	60,000	60,000
651 - Miscellaneous	23,422	2,354	70,000	2,400	2,400
822 - Transfer from General Fund		50,000	50,000	50,000	50,000
<b>Total Revenues</b>	<b>186,360</b>	<b>699,465</b>	<b>150,000</b>	<b>122,400</b>	<b>122,400</b>
<u>Expenditures</u>					
Personnel Expenses	-	-	-	-	
Improvements to Shelter	109,065	107,905	700,169	700,169	122,398
<b>Total Expenditures</b>	<b>109,065</b>	<b>107,905</b>	<b>700,169</b>	<b>700,169</b>	<b>122,398</b>
Over/(Under)	77,295	591,559	(550,169)	(577,769)	2
<b>Ending Fund Balance</b>	<b>108,607</b>	<b>700,166</b>	<b>149,998</b>	<b>122,398</b>	<b>122,400</b>

## Stormwater Utility Fund (51)

	Actual FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>Beginning Working Capital</b>	<b>2,079,310</b>	<b>1,525,940</b>	<b>5,934,969</b>	<b>5,934,969</b>	<b>2,083,905</b>
<u>Revenues</u>					
Interest Income	19,495	36,223	1,000	115,000	50,000
Stormwater User Fees	1,334,599	1,368,852	1,388,882	1,383,341	1,390,000
Miscellaneous	-	219	-	10,000	-
Bond Proceeds	-	4,565,000	-	-	-
<b>Total Revenues</b>	<b>1,354,095</b>	<b>5,970,294</b>	<b>1,389,882</b>	<b>1,508,341</b>	<b>1,440,000</b>
<u>Expenditures</u>					
Administrative	333,577	216,745	51,982	51,982	-
Contractual Services	-	-	-	-	-
Drainage Projects	1,332,442	861,130	4,762,249	4,762,249	2,977,807
Debt Service	235,442	1,017,641	240,730	545,174	546,098
Transfers to General Fund	-	-	-	-	-
<b>Total Expenditures</b>	<b>1,901,462</b>	<b>2,095,516</b>	<b>5,054,961</b>	<b>5,359,405</b>	<b>3,523,905</b>
Over/(Under)	(547,367)	3,874,778	(3,665,080)	(3,851,064)	(2,083,905)
<b>Working Capital Adjustments</b>	<b>(6,003)</b>	<b>534,252</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Working Capital</b>	<b>1,525,940</b>	<b>5,934,969</b>	<b>2,269,890</b>	<b>2,083,905</b>	<b>-</b>

## 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.

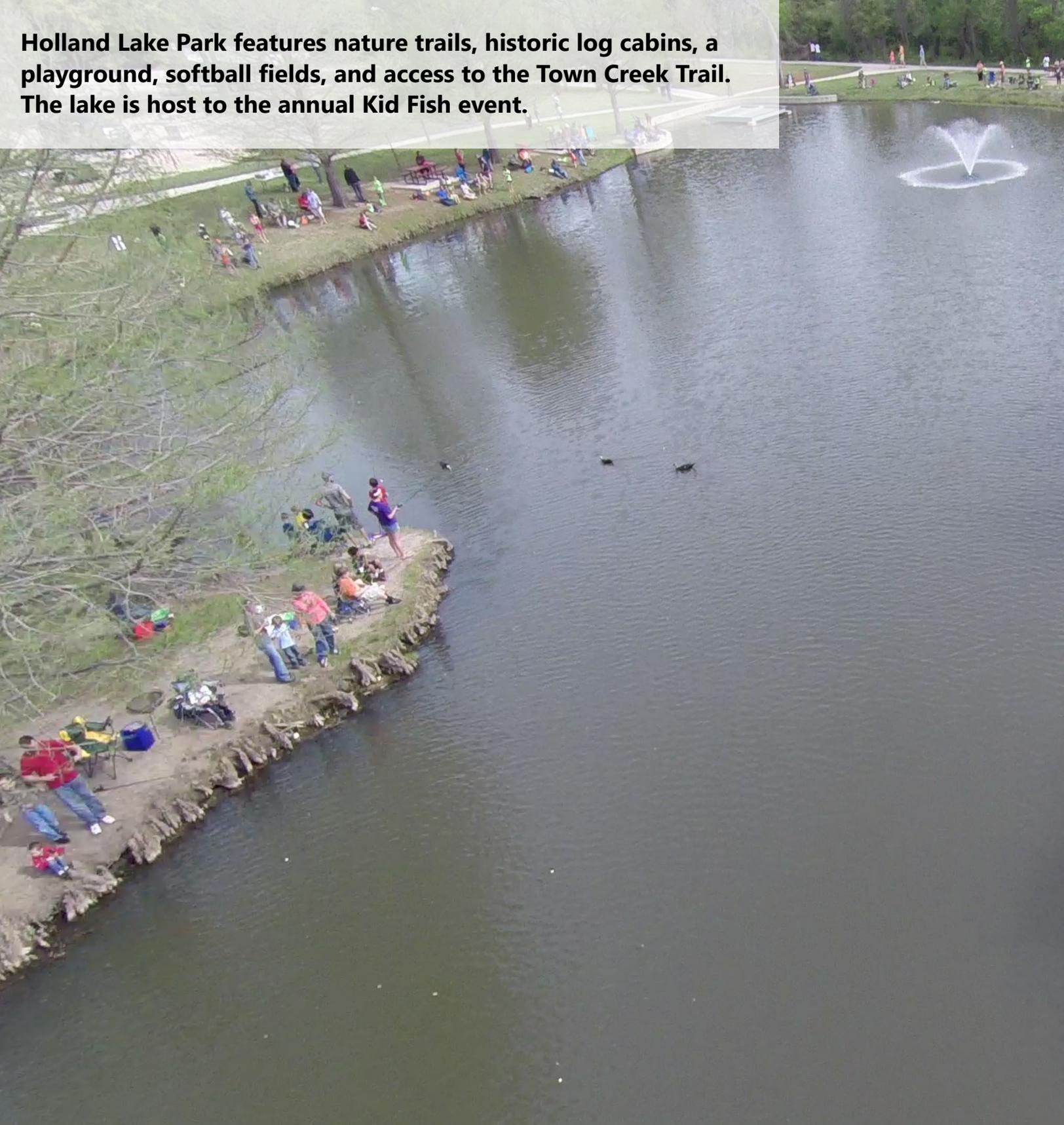
	Actual FY17	Actual FY18	Approved FY19	Projected FY19	Adopted FY20
<b>Beginning Fund Balance</b>	<b>32,786</b>	<b>32,603</b>	<b>36,688</b>	<b>36,688</b>	<b>62,038</b>
<u>Revenues</u>					
440 - Ball Field User Fee	63,717	3,833	25,000	25,000	25,000
601 - Interest Income	-	252	-	350	300
<b>Total Revenues</b>	<b>63,717</b>	<b>4,085</b>	<b>25,000</b>	<b>25,350</b>	<b>25,300</b>
<u>Expenditures</u>					
Miscellaneous	4,950	-	-	-	-
Debt Service	-	-	-	-	-
Other Improvements	58,949	-	57,603	-	62,038
<b>Total Expenditures</b>	<b>63,899</b>	<b>-</b>	<b>57,603</b>	<b>-</b>	<b>62,038</b>
Over/(Under)	(183)	4,085	(32,603)	25,350	(36,738)
<b>Ending Fund Balance</b>	<b>32,603</b>	<b>36,688</b>	<b>4,085</b>	<b>62,038</b>	<b>25,300</b>

## 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 FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>Beginning Fund Balance</b>	<b>229,382</b>	<b>213,426</b>	<b>307,539</b>	<b>307,539</b>	<b>133,500</b>
<u>Revenues</u>					
Interest Income	1,050	3,552	100	3,500	2,500
Transfer/Misc donations	-	6,409	-	30,000	-
Park Dedication Fees	106,050	258,300	100,000	100,000	100,000
<b>Total Revenues</b>	<b>107,100</b>	<b>268,261</b>	<b>100,100</b>	<b>133,500</b>	<b>102,500</b>
<u>Expenditures</u>					
Other	123,056	174,148	307,539	276,569	133,500
Heritage Master Plan	-	-	-	30,970	-
<b>Total Expenditures</b>	<b>123,056</b>	<b>174,148</b>	<b>307,539</b>	<b>307,539</b>	<b>133,500</b>
Over/(Under)	(15,956)	94,113	(207,439)	(174,039)	(31,000)
<b>Ending Fund Balance</b>	<b>213,426</b>	<b>307,539</b>	<b>100,100</b>	<b>133,500</b>	<b>102,500</b>

**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 FY20. 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.

<b>Description</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Series 2006 Certificates of Obligation	245,000	98,186	343,186
Series 2008 Certificates of Obligation	155,000	70,882	225,882
Series 2010 G.O. Refunding Bonds	-	988,525	988,525
Series 2011 C.O. Bonds	330,000	263,956	593,956
Series 2012 G.O. Refunding Bonds	3,450,000	135,750	3,585,750
Series 2014 G.O. Refunding Bonds	565,000	184,013	749,013
Series 2014 Tax Notes	145,000	4,450	149,450
Series 2016 Tax Notes	870,000	46,480	916,480
Series 2017 Tax Notes	705,000	58,455	763,455
<i>Total Bonded Requirements</i>	<i>6,465,000</i>	<i>1,850,697</i>	<i>8,315,697</i>
<b>Current Lease Requirements</b>			
SunTrust Energy	60,000	-	60,000
<i>Total Lease Requirements</i>	<i>60,000</i>	<i>-</i>	<i>60,000</i>
<b>Total General Debt</b>	<b>6,525,000</b>	<b>1,850,697</b>	<b>8,375,697</b>

## General Debt Service Fund (03)

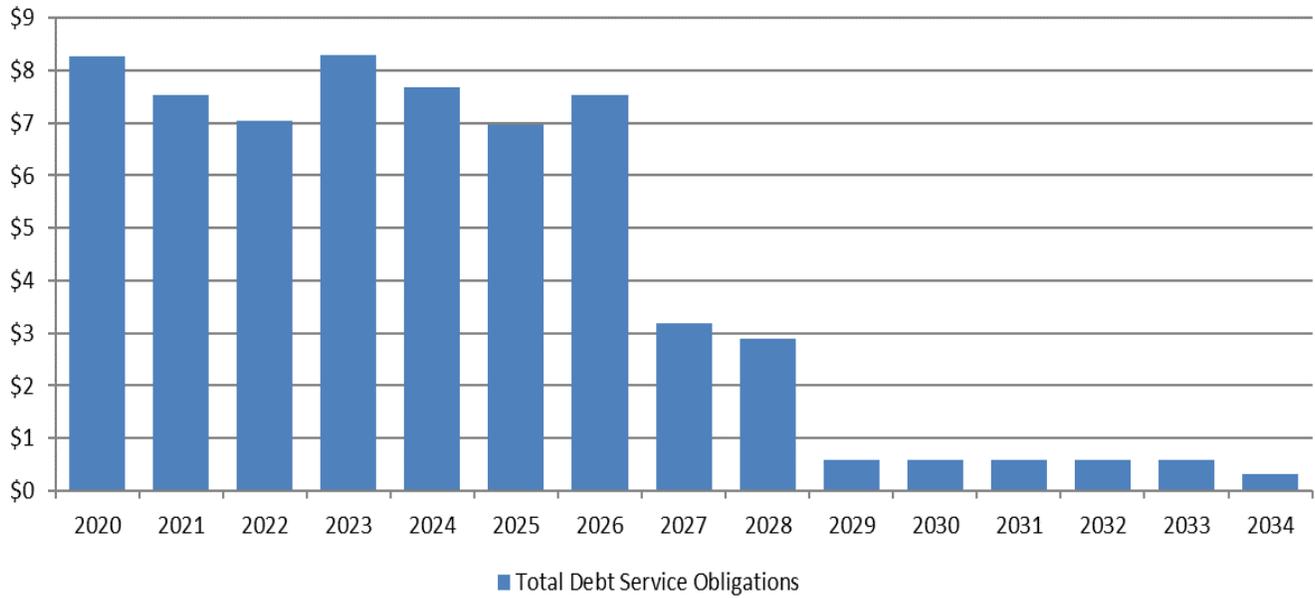
	Actual FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>Revenue Summary</b>					
Current Taxes	3,493,082	3,587,508	3,780,333	3,780,333	3,851,747
Delinquent Taxes & Penalties	62,919	65,524	55,000	30,922	55,000
Interest Income	25,196	124,669	60,000	125,000	60,000
Transfer from General Fund	152,000	152,000	152,350	152,350	149,450
Transfer from Hotel/Motel Fund	550,000	-	-	-	-
Reimbursement from TxDOT	-	5,244,352	5,200,000	5,244,352	5,200,000
	<b>4,283,197</b>	<b>9,174,053</b>	<b>9,247,683</b>	<b>9,332,957</b>	<b>9,316,197</b>
<b>Expenditure Summary</b>					
Interest	2,326,463	2,185,119	2,029,984	2,029,984	1,775,754
Fiscal Agent Fees	2,400	2,400	2,400	2,130	2,400
Lease Purchase	61,566	63,154	60,000	64,783	60,000
Principle Retirement	5,055,000	6,095,000	6,560,000	6,325,000	6,500,000
	<b>7,445,428</b>	<b>8,345,673</b>	<b>8,652,384</b>	<b>8,421,897</b>	<b>8,338,154</b>
Revenues Over (Under) Expenditures	(3,162,232)	828,380	595,299	911,060	978,044
<b>Beginning Fund Balance</b>	<b>10,581,335</b>	<b>7,419,103</b>	<b>7,419,103</b>	<b>7,419,103</b>	<b>8,330,163</b>
<b>Ending Fund Balance</b>	<b>7,419,103</b>	<b>8,247,483</b>	<b>8,014,403</b>	<b>8,330,163</b>	<b>9,308,207</b>

## Annual Debt Service Requirements - By Issue

<b>Fiscal Year</b>	<b>CO Series 2006</b>	<b>CO Series 2008</b>	<b>GO Series 2010</b>	<b>CO Series 2011</b>	<b>GO Series 2012</b>	<b>GO Series 2014</b>
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	-	-
<b>Total</b>	<b>2,620,726</b>	<b>2,034,269</b>	<b>29,533,750</b>	<b>8,652,088</b>	<b>6,427,750</b>	<b>5,984,402</b>

# Annual Debt Service Requirements - By Issue

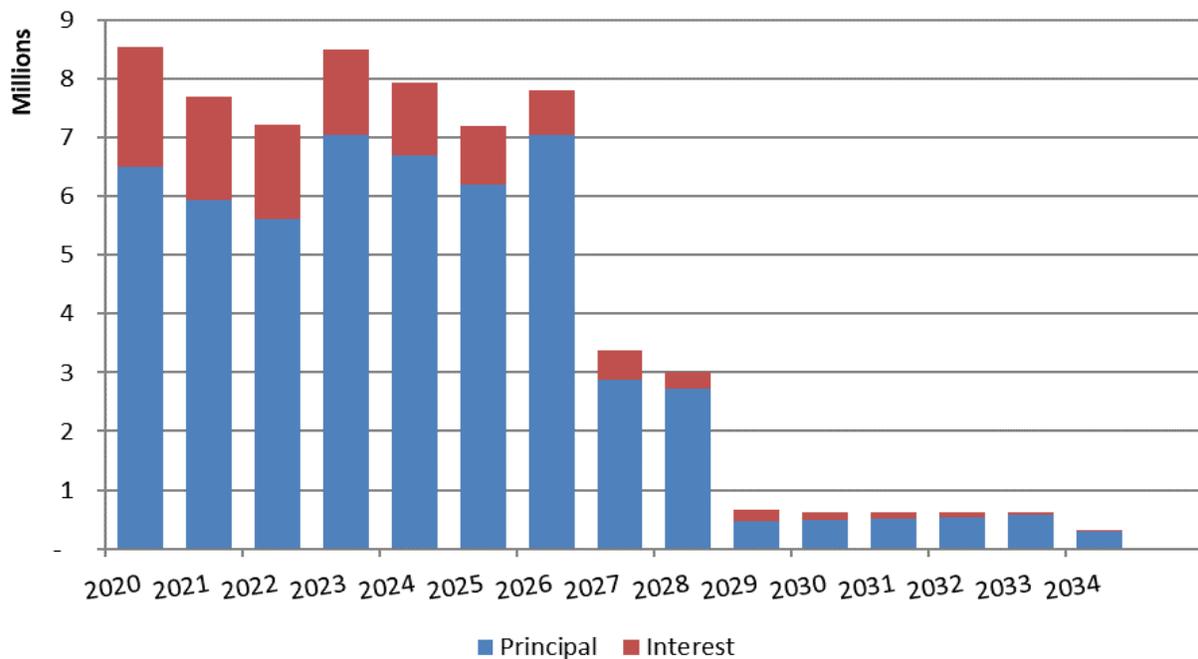
Fiscal Year	Tax Notes Series 2014	Tax Notes Series 2016	Tax Notes Series 2017	Total
2020	149,450	916,481	763,454	8,315,696
2021	151,500	918,450	765,843	7,572,529
2022	-	920,196	767,966	7,084,036
2023	-	916,757	759,913	8,327,569
2024	-	-	761,682	7,725,262
2025	-	-	-	6,996,781
2026	-	-	-	7,569,068
2027	-	-	-	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
<b>Total</b>	<b>300,950</b>	<b>3,671,884</b>	<b>3,818,858</b>	<b>63,044,672</b>



# 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
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
<b>Total</b>	<b>51,734,000</b>	<b>1,660,000</b>	<b>5,246,699</b>	<b>4,312,995</b>	<b>63,044,677</b>



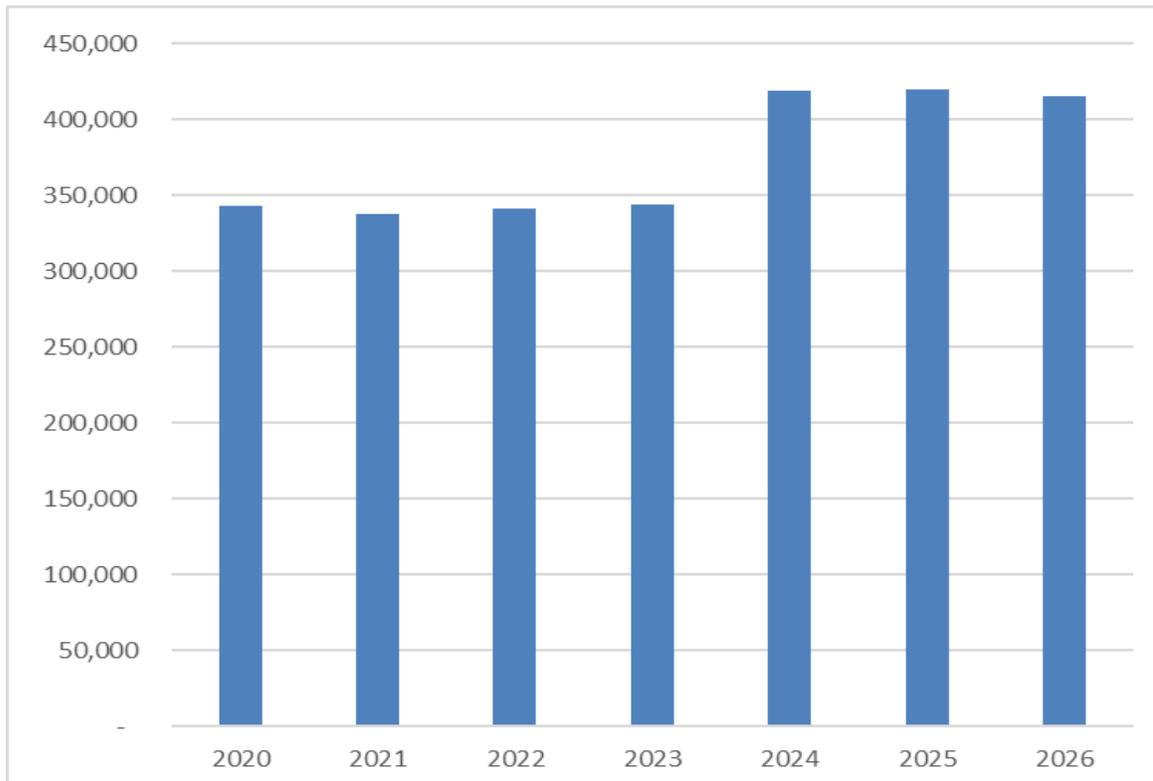
# Series 2006 Certificates of Obligation

## General Obligation Debt

Certificates of Obligation - Series 2006

Fiscal Year	Principal Due 3/1	Principal Due 9/1	Interest Due 3/1	Interest Due 9/1	Total
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
<b>Total</b>	<b>2,205,000</b>	<b>-</b>	<b>233,711</b>	<b>182,015</b>	<b>2,620,726</b>

\$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%.

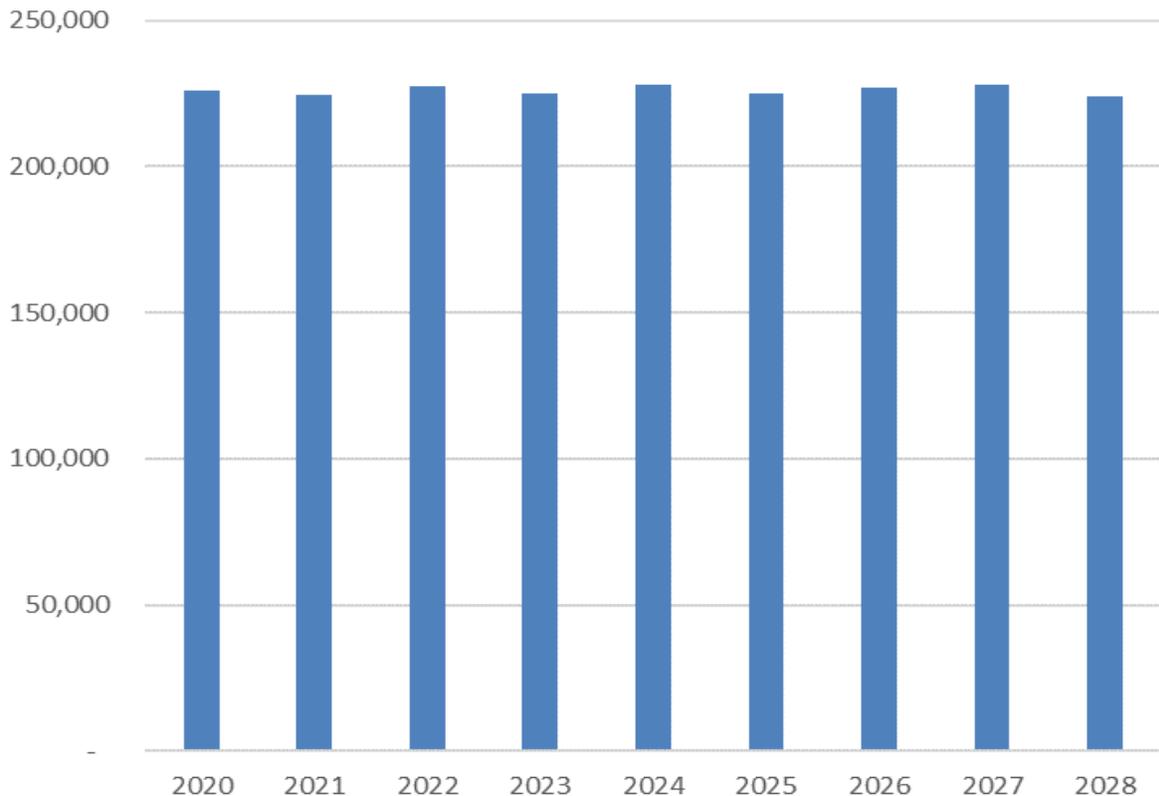


# Series 2008 General Obligation Bonds

Certificates of Obligation - Series 2008

Fiscal Year	Principal Due 3/1	Principal Due 9/1	Interest Due 3/1	Interest Due 9/1	Total
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
<b>Total</b>	-	<b>1,660,000</b>	<b>187,133</b>	<b>187,133</b>	<b>2,034,269</b>

\$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%.

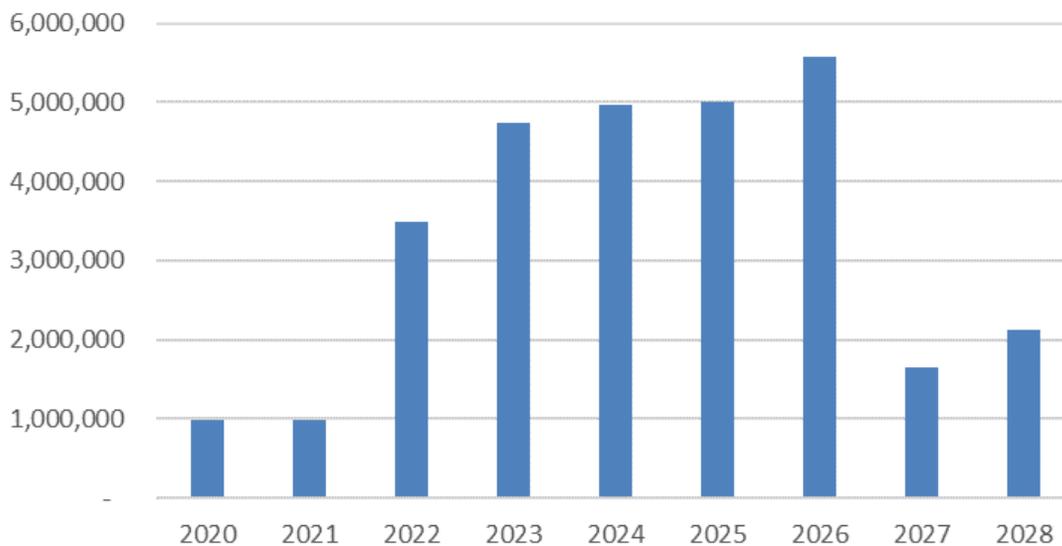


# Series 2010 General Obligation Refunding

General Obligation Refunding Bonds - Series 2010

Fiscal Year	Principal Due 3/1	Principal Due 9/1	Interest Due 3/1	Interest Due 9/1	Total
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
<b>Total</b>	<b>24,270,000</b>	<b>-</b>	<b>2,879,006</b>	<b>2,384,744</b>	<b>29,533,750</b>

\$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%.

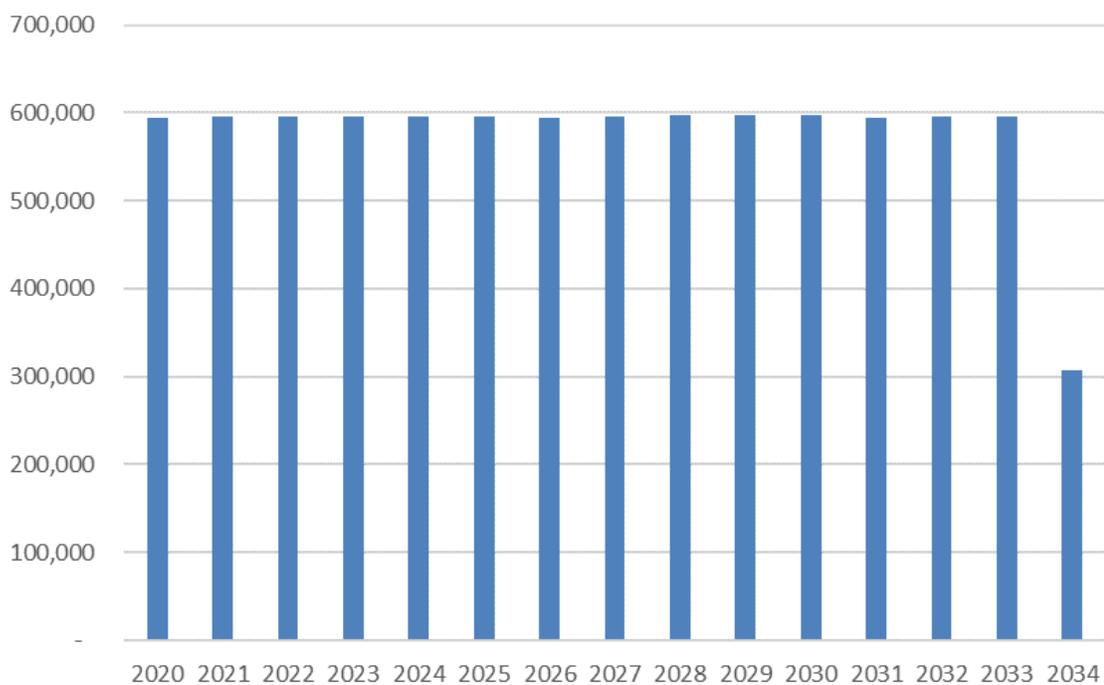


## Series 2011 Certificates of Obligation

Certificates of Obligation - Series 2011

Fiscal Year	Principal Due 3/1	Principal Due 9/1	Interest Due 3/1	Interest Due 9/1	Total
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
<b>Total</b>	<b>6,440,000</b>	<b>-</b>	<b>1,173,683</b>	<b>1,038,405</b>	<b>8,652,088</b>

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

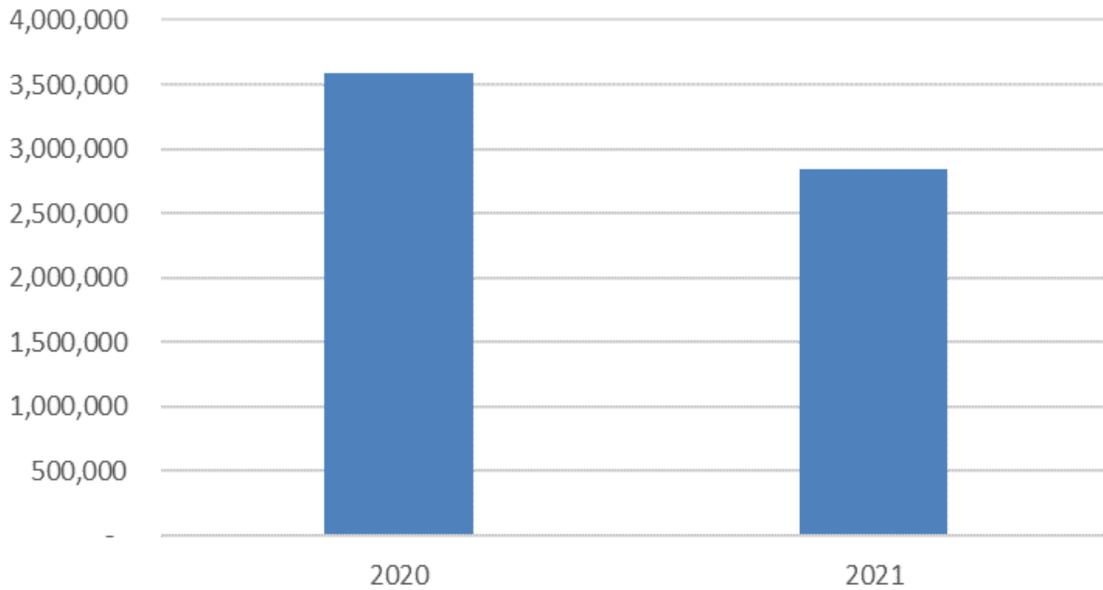


# Series 2012 General Obligation Refunding Bonds

General Obligation Refunding Bonds - Series 2012

Fiscal Year	Principal Due 3/1	Principal Due 9/1	Interest Due 3/1	Interest Due 9/1	Total
2020	3,450,000	-	93,750	42,000	3,585,750
2021	2,800,000	-	42,000	-	2,842,000
<b>Total</b>	<b>6,250,000</b>	<b>-</b>	<b>135,750</b>	<b>42,000</b>	<b>,6,427,720</b>

\$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%.

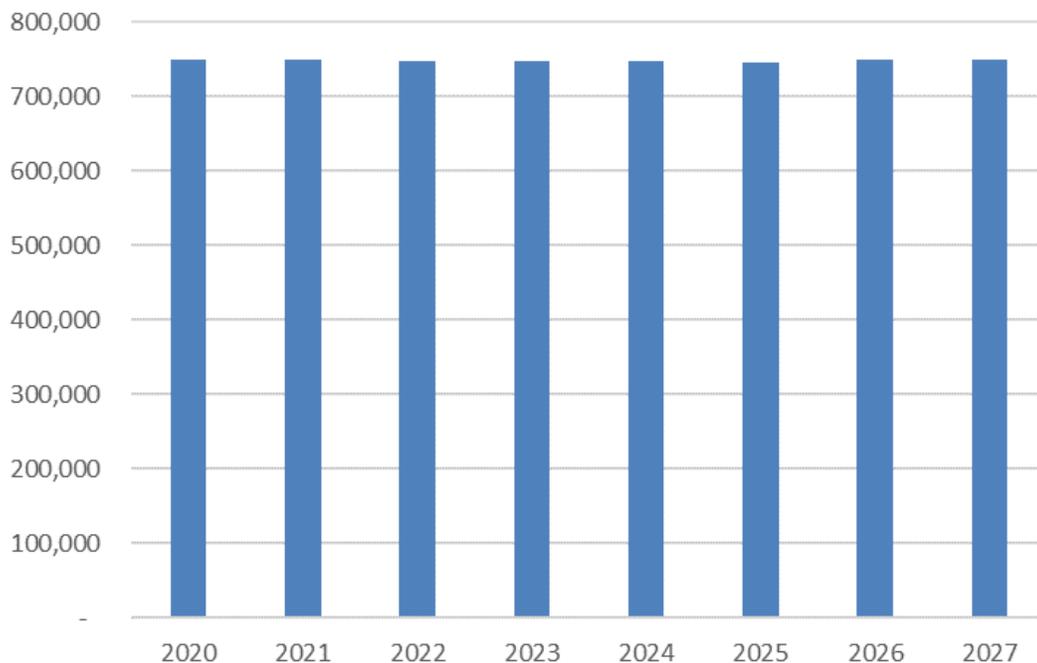


## Series 2014 General Obligation Bonds

General Obligation Refunding Bonds - Series 2014

Fiscal Year	Principal Due 3/1	Principal Due 9/1	Interest Due 3/1	Interest Due 9/1	Total
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
<b>Total</b>	<b>5,145,000</b>	<b>-</b>	<b>468,175</b>	<b>371,225</b>	<b>5,984,400</b>

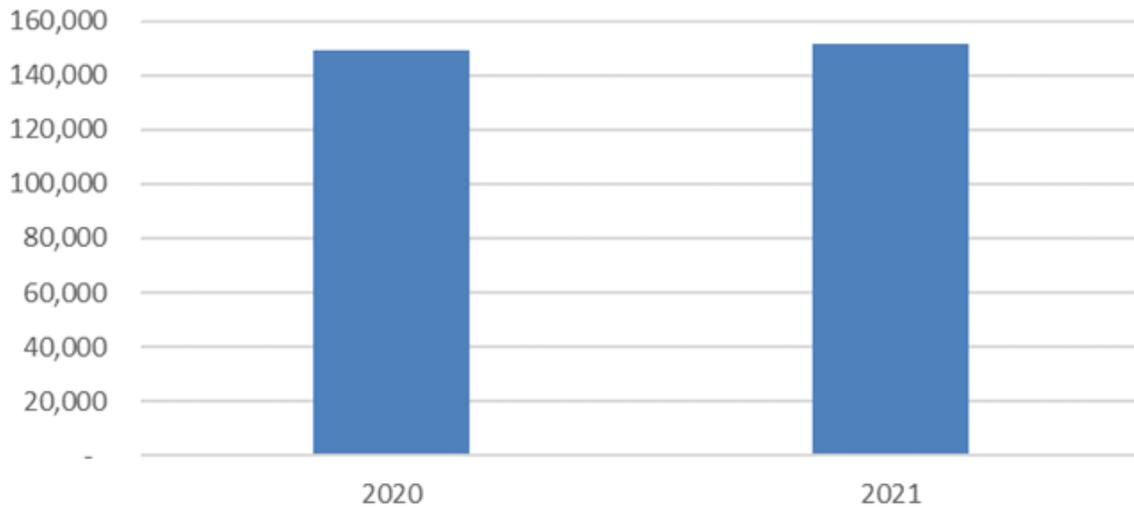
\$7,345,000 2014 General Obligation Refunding Bonds, Series 2014, due in annual installments through March 1, 2027, 2.00% - 4.00%.



# Tax Notes—Series 2014

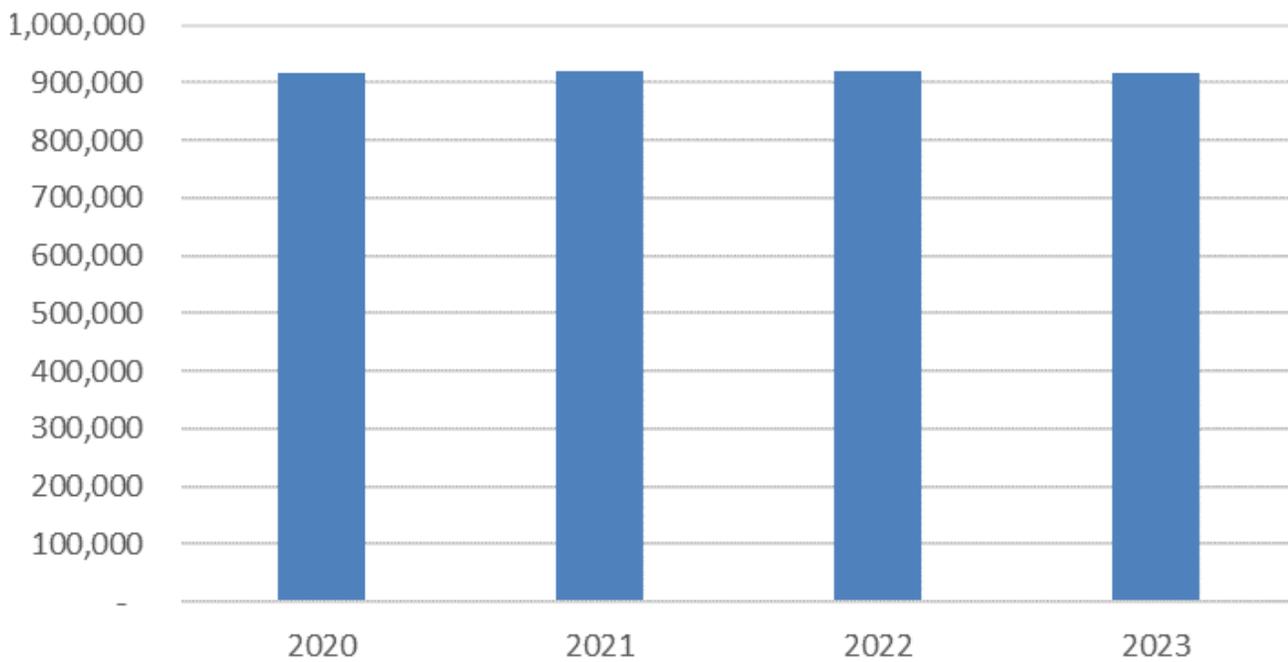
Fiscal Year	Principal 3/1	Principal 9/1	Interest 3/1	Interest 9/1	Total
2020	145,000	-	2,950	1,500	149,450
2021	150,000	-	1,500	-	151,500
<b>Total</b>	<b>295,000</b>	<b>-</b>	<b>4,450</b>	<b>1,500</b>	<b>300,950</b>

\$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.



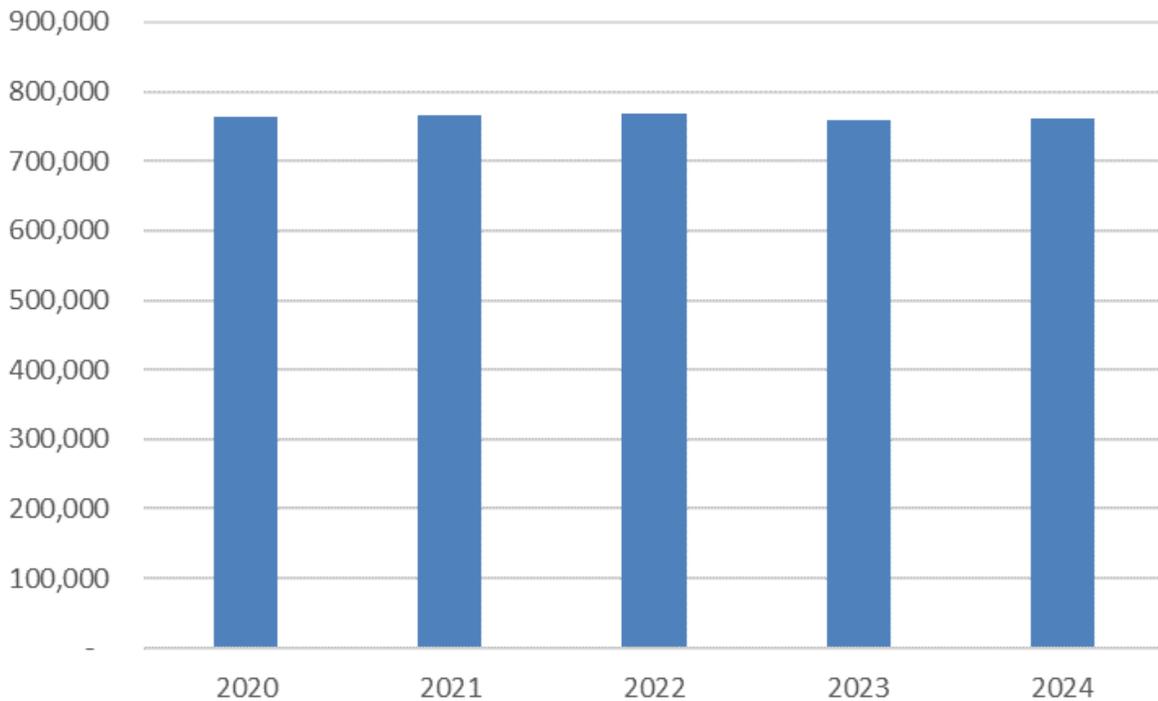
## Tax Notes: Series 2016

Fiscal Year	Principal Due 3/1	Principal Due 9/1	Interest Due 3/1	Interest Due 9/1	Total
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
<b>Total</b>	<b>3,565,000</b>	<b>-</b>	<b>66,677</b>	<b>40,206</b>	<b>3,671,883</b>



## Tax Notes—Series 2017

Fiscal Year	Principal 3/1	Principal 9/1	Interest 3/1	Interest 9/1	Total
2020	705,000		32,347	26,108	763,454
2021	720,000		26,108	19,736	765,843
2022	735,000		19,736	13,231	767,966
2023	740,000		13,231	6,682	759,913
2024	755,000		6,682	-	761,682
<b>Total</b>	<b>3,655,000</b>		<b>98,102</b>	<b>65,756</b>	<b>3,818,858</b>



**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.

## 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

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**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 FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>Beginning Fund Balance</b>	<b>1,452,202</b>	<b>1,553,299</b>	<b>7,226,270</b>	<b>7,226,270</b>	<b>2,649,493</b>
<u>Revenues</u>					
303 - State Grant					736,080.75
320 - Grant Revenue	23,433	575,712		227,566	64,423.45
601 - Interest Income	9,253	96,765	50,000	100,000	55,639.35
605 - Royalties	174	83	100	80	80.00
651 - Miscellaneous					
806 - Proceeds from Tax Notes		5,060,000			
822 - Transfer from General Fund		960,000	1,215,000	1,215,000	1,193,488.00
824 - Transfer from Utility Fund					1,038,990.36
833 - Transfer from Solid Waste	550,000	500,000	500,000	500,000	500,000.00
<b>Total Revenues</b>	<b>582,860</b>	<b>7,192,560</b>	<b>1,765,100</b>	<b>2,042,646</b>	<b>3,588,702</b>
<u>Expenditures</u>					
Cherry Park Pool		79,768	1,820,837	1,814,129	
General		60,000	(7,923)	(7,923)	
Marshall Park Playground		467,936	449,167	449,167	
GROW Project			400,000	613,750	1,028,728
CAD/RMS Project			962,000	225,000	756,441
CH Kitchen Remodel			65,000	65,254	
Radio Tower Project		67,709	3,091,596	3,176,094	
Hike and Bike Project	193,351	844,177	107,476	240,451	
First Monday Projects	288,412		43,500	43,500	500,000
<b>Total Expenditures</b>	<b>481,762</b>	<b>1,519,589</b>	<b>6,931,653</b>	<b>6,619,423</b>	<b>2,285,169</b>
Over/(Under)	101,097	5,672,971	(5,166,553)	(4,576,777)	1,303,533
<b>Ending Fund Balance</b>	<b>1,553,299</b>	<b>7,226,270</b>	<b>2,059,716</b>	<b>2,649,493</b>	<b>3,953,026</b>

## 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:

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

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 FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>Beginning Fund Balance</b>	<b>5,611,724</b>	<b>4,304,906</b>	<b>4,304,906</b>	<b>4,304,906</b>	<b>2,849,849</b>
<u>Revenues</u>					
Property Tax Revenue	-	127,517	172,848	172,848	213,327
Parker Co Hospital District	-	23,953	32,468	32,468	40,071
601 - Interest Income	49,184	79,849	50,000	40,902	40,000
807 - Debt Proceeds	-	-	-	-	-
Interfund Transfers	-	296,429	-	72,000	-
Miscellaneous Income	-	-	-	404,063	-
<b>Total Revenues</b>	<b>49,184</b>	<b>527,747</b>	<b>255,316</b>	<b>722,282</b>	<b>293,398</b>
<u>Expenditures</u>					
Debt Issuance Costs	-	-	-	-	-
TIRZ Projects	1,356,003	640,965	741,957	2,177,338	3,143,247
Administration	90,000	90,000	741,957	45,000	-
Unallocated	-	-	-	-	3,143,247
BB Fielder Extension	121,517	73,483	-	385,409	-
South Bowie Extension	7,861	16,714	-	1,336,584	-
Kirkpatrick Drive	1,010,624	-	-	-	-
I-20 Ramps at Bethel	126,001	26,582	-	108,060	-
Kaitlyn Drive	-	434,185	-	302,286	-
-	-	-	-	-	-
<b>Total Expenditures</b>	<b>1,356,003</b>	<b>640,965</b>	<b>741,957</b>	<b>2,177,338</b>	<b>3,143,247</b>
Over/(Under)	(1,306,818)	(113,218)	(486,640)	(1,455,057)	(2,849,849)
<b>Ending Fund Balance</b>	<b>4,304,906</b>	<b>4,191,687</b>	<b>3,818,265</b>	<b>2,849,849</b>	<b>-</b>

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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.

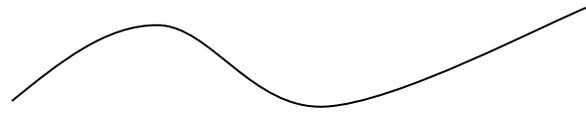
	Actual FY17	Actual FY18	Adopted FY19	Projected FY19	Adopted FY20
<b>Beginning Working Capital</b>	<b>2,079,310</b>	<b>1,525,940</b>	<b>5,934,969</b>	<b>5,934,969</b>	<b>2,083,905</b>
<u>Revenues</u>					
Interest Income	19,495	36,223	1,000	115,000	50,000
Stormwater User Fees	1,334,599	1,368,852	1,388,882	1,383,341	1,390,000
Miscellaneous	-	219	-	10,000	-
Bond Proceeds	-	4,565,000	-	-	-
<b>Total Revenues</b>	<b>1,354,095</b>	<b>5,970,294</b>	<b>1,389,882</b>	<b>1,508,341</b>	<b>1,440,000</b>
<u>Expenditures</u>					
Administrative	333,577	216,745	51,982	51,982	-
Contractual Services	-	-	-	-	-
Drainage Projects	1,332,442	861,130	4,762,249	4,762,249	2,977,807
Debt Service	235,442	1,017,641	240,730	545,174	546,098
Transfers to General Fund	-	-	-	-	-
<b>Total Expenditures</b>	<b>1,901,462</b>	<b>2,095,516</b>	<b>5,054,961</b>	<b>5,359,405</b>	<b>3,523,905</b>
Over/(Under)	(547,367)	3,874,778	(3,665,080)	(3,851,064)	(2,083,905)
<b>Working Capital Adjustments</b>	<b>(6,003)</b>	<b>534,252</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Working Capital</b>	<b>1,525,940</b>	<b>5,934,969</b>	<b>2,269,890</b>	<b>2,083,905</b>	<b>-</b>

## 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
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
	<b>\$ 5,690,000</b>	<b>\$ 1,602,670</b>	<b>\$ 7,292,670</b>

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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 28 vehicles on this schedule. The details by vehicle are found on the next page.

	Actual FY18	Projected FY19	Adopted FY20	Projected FY21	Projected FY22	Projected FY23
<b>Beginning Available Working Capital</b>	<b>883,116</b>	<b>1,163,605</b>	<b>1,356,477</b>	<b>1,101,957</b>	<b>975,978</b>	<b>990,349</b>
<b>Revenue</b>						
GF Transfer (One-time Purchases)	274,292	230,500	175,000	-	-	-
Interest Earnings	8,000	18,000				
Charge-backs						
General Fund	317,352	386,027	1,117,217	1,117,677	1,137,802	1,151,091
Information Tech.	-	-	699,656	699,656	699,656	699,656
Fire	96,035	116,758	127,997	127,997	127,997	127,997
Parks & Recreation	9,202	9,119	9,119	9,578	10,066	10,066
Police	149,651	166,430	186,725	186,725	206,362	219,651
TPW	62,464	93,720	93,720	93,720	93,720	93,720
<b>Total Revenue</b>	<b>599,644</b>	<b>634,527</b>	<b>1,292,217</b>	<b>1,117,677</b>	<b>1,137,802</b>	<b>1,151,091</b>
<b>Expenses</b>						
Capital Purchases						
<i>General Fund</i>	<i>319,155</i>	<i>441,655</i>	<i>1,546,738</i>	<i>1,243,656</i>	<i>1,123,431</i>	<i>699,656</i>
Information Tech.	-	-	699,656	699,656	699,656	699,656
Fire	46,526	140,000	750,000	-	-	-
Parks	16,922	-	22,082	-	18,809	-
Police	153,266	90,500	75,000	544,000	404,966	-
TPW	102,440	211,155	-	-	-	-
<b>Total Expenses</b>	<b>319,155</b>	<b>441,655</b>	<b>1,546,738</b>	<b>1,243,656</b>	<b>1,123,431</b>	<b>699,656</b>
<b>Revenue Over/(Under) Expenses</b>	<b>1,163,605</b>	<b>1,356,477</b>	<b>1,101,957</b>	<b>975,978</b>	<b>990,349</b>	<b>1,441,784</b>

## Fleet Rotation Detail

Vehicle Description/Use	Initial Investment (\$)	Year Replaced	Est. Shelf Life (yrs.)	Next Replacement Year	Est. Replacement Cost (\$)	Pro-Rated Charge (\$)
<b>Fire Department</b>						
Dodge Truck / Investigations	49,197	2017	9	2026	89,589	9,954
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	2020	10	2030	207,234	20,724
<i>Subtotal</i>	<i>824,180</i>				<i>1,577,650</i>	<i>118,568</i>
<b>Parks &amp; Recreation Department</b>						
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>
<b>Police Department</b>						
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
Cruiser / Pursuit	74,687	2020	4	2024	81,182	20,296
<i>Subtotal</i>	<i>846,810</i>				<i>969,724</i>	<i>186,726</i>
<b>Transportation/Public Works Department</b>						
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 representatives 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 perma-

nent 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.

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# Decision Packages

## General Fund

### Department : City Administration

Program	One-time	Ongoing
Administration Van	\$40,000.00	\$0.00
City Record Preservation	\$25,000.00	\$0.00
<b>City Administration Subtotal</b>	<b>\$65,000.00</b>	<b>\$0.00</b>

### Department : Communications & Marketing

Program	One-time	Ongoing
Employee Appreciation	\$0.00	\$1,500.00
Promotional Items	\$0.00	\$5,000.00
<b>Communications &amp; Marketing Subtotal</b>	<b>\$0.00</b>	<b>\$6,500.00</b>

### Department : Development & Neighborhood Services

Program	One-time	Ongoing
New Planning Position	\$4,600.00	\$66,222.00
<b>Development &amp; Neighborhood Services Subtotal</b>	<b>\$4,600.00</b>	<b>\$66,222.00</b>

### Department : Economic Development

Program	One-time	Ongoing
Retail Coach	\$0.00	\$15,000.00
<b>Economic Development Subtotal</b>	<b>\$0.00</b>	<b>\$15,000.00</b>

### Department : Emergency & Risk Management

Program	One-time	Ongoing
COSI - Uniforms	\$0.00	\$1,900.00
<b>Emergency/Risk Management Subtotal</b>	<b>\$0.00</b>	<b>\$1,900.00</b>

### Department : Finance

Program	One-time	Ongoing
Contract service to assist with bank recs and audit	\$10,000.00	\$0.00
<b>Finance Subtotal</b>	<b>\$10,000.00</b>	<b>\$0.00</b>

## General Fund

### Department : Fire

<b>Program</b>	<b>One-time</b>	<b>Ongoing</b>
Cancer Screening	\$0.00	\$9,375.00
Carcinogen Filtering Hoods	\$8,120.00	\$0.00
Second Set of PPE	\$0.00	\$23,826.00
PPE Extractors	\$22,059.00	\$0.00
AEDs and Vital Machines	\$19,800.00	\$0.00
New Fire Engine	\$750,000.00	\$0.00
Replacement Vehicle	\$69,000.00	\$0.00
Equipment & Tools for Brush Truck	\$5,000.00	\$0.00
All-Terrain Rescue Litter	\$2,400.00	\$0.00
Fire COSI	\$0.00	\$24,085.00
Consulting Study	\$30,000.00	\$0.00
<b>Fire Department Subtotal</b>	<b>\$906,379.00</b>	<b>\$57,286.00</b>

### Department : Human Resources

<b>Program</b>	<b>One-time</b>	<b>Ongoing</b>
COSI - Seminars & Training	\$0.00	\$2,000.00
Sandra Green PT Labor	\$0.00	\$7,239.92
Emplify	\$0.00	\$27,200.00
Pryor	\$12,338.00	\$0.00
New/Emerging Leaders Training	\$0.00	\$11,370.00
<b>Human Resources Subtotal</b>	<b>\$12,338.00</b>	<b>\$47,809.92</b>

### Department : Information Technology

<b>Program</b>	<b>One-time</b>	<b>Ongoing</b>
Access Control/Camera System Replacement - City Hall	\$25,200.00	\$0.00
Conf. Room - Service Center (West)	\$14,000.00	\$0.00
Enterprise-wide 911 Call Routers	\$91,900.00	\$0.00
Security Camera Maintenance - Animal Shelter	\$10,250.00	\$0.00
Security Camera Maintenance - City Hall	\$29,275.00	\$0.00
Security Camera Maintenance - Service Center	\$17,600.00	\$0.00
Security Camera Maintenance - W/WW Plants	\$5,100.00	\$0.00
SRO Cell Phones	\$500.00	\$3,100.00
<b>Information Technology Subtotal</b>	<b>\$193,825.00</b>	<b>\$3,100.00</b>

# Decision Packages

## General Fund

### Department : Library

Program	One-time	Ongoing
AWE Learning Stations	\$8,595.00	\$0.00
AWE Learning Stations Extended Warranty & Upgrades	\$3,000.00	\$0.00
Library COSI	\$0.00	\$5,853.00
<b>Library Subtotal</b>	<b>\$11,595.00</b>	<b>\$5,853.00</b>

### Department : Municipal & Community Services

Program	One-time	Ongoing
City Hall Admin Bathrooms	\$70,000.00	\$0.00
TPW Patch Prep and Reseal	\$11,000.00	\$0.00
Fire Training Facility Exterior Painting	\$14,000.00	\$0.00
Harberger Hill Parking Lot Paving	\$10,000.00	\$0.00
Farmers Market Parking Lot Paving	\$50,000.00	\$0.00
Facilities Condition Assessment	\$40,000.00	\$0.00
Medical Supplies	\$53,000.00	\$0.00
Library A/C Replacement 8 Ton Unit	\$15,000.00	\$0.00
Barn Cat Building	\$20,000.00	\$0.00
Library A/C Replacement 17.5 Ton Unit	\$22,000.00	\$0.00
Old City Hall Contract Janitorial	\$0.00	\$14,600.00
Harberger Hill Roof	\$20,000.00	\$0.00
Pasture Fences	\$20,000.00	\$0.00
Heritage Park Event Center Prep and Dumpster Enclosure	\$0.00	\$10,000.00
Tag Machine	\$9,240.00	\$0.00
Increase in Vet fees	\$4,000.00	\$0.00
	\$0.00	\$25,000.00
<b>Municipal &amp; Community Services Sub-</b>	<b>\$358,240.00</b>	<b>\$49,600.00</b>

### Department : Parks and Recreation

Program	One-time	Ongoing
Recreation COSI	\$0.00	\$1,000.00
Addition to Mowing Contract	\$0.00	\$125,000.00
Clear Lake Green Space Improvements	\$54,000.00	\$0.00
Unit 807, F450 Truck Replacement	\$46,000.00	\$0.00
UTVs for Events	\$20,000.00	\$0.00
<b>Parks Subtotal</b>	<b>\$120,000.00</b>	<b>\$126,000.00</b>

## General Fund

### Department : Police

Program	One-time	Ongoing
COSI - Furniture & Fixtures	\$0.00	\$3,000.00
COSI - Machinery & Equipment Rental	\$0.00	\$10,800.00
COSI - Medical Services	\$0.00	\$10,000.00
COSI - Seminars, Training & Travel	\$0.00	\$22,752.00
COSI Small Tools & Equipment	\$0.00	\$10,000.00
Purchase of two lease vehicles when lease ends	\$32,153.50	\$0.00
Replacement of Unit 56 with New Patrol Tahoe	\$75,000.00	\$0.00
Replacement Purchase of Patrol Rifles	\$0.00	\$24,000.00
Vehicle Replacement for Unit 85	\$35,000.00	\$0.00
<b>Police Subtotal</b>	<b>\$142,153.50</b>	<b>\$80,552.00</b>

### Department : Transportation & Public Works

Program	One-time	Ongoing
Contract Labor Services - litter pick-up	\$0.00	\$13,000.00
Street Pavement survey	\$57,000.00	\$0.00
R.O.W. Mowing Services	\$0.00	\$50,000.00
Street Maintenance Services	\$0.00	\$100,000.00
Traffic Signs Maintenance Services	\$0.00	\$50,000.00
<b>Transportation and Public Works Subtotal</b>	<b>\$57,000.00</b>	<b>\$213,000.00</b>

<b>General Fund Subtotal</b>	<b>\$1,881,130.50</b>	<b>\$672,822.92</b>
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# Decision Packages

## Hotel Tax Fund

Program	One-time	Ongoing
Infrastructure for Downtown Weatherford	\$19,057.00	\$0.00
Pole Banners	\$4,110.00	\$0.00
Hotel/Convention Center Study	\$100,000.00	\$0.00
<b>Hotel Occupancy Tax Subtotal</b>	<b>\$123,167.00</b>	<b>\$0.00</b>
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<b>Hotel Occupancy Tax Fund Subtotal</b>	<b>\$123,167.00</b>	<b>\$0.00</b>

## Heritage Park Fund

Program	One-time	Ongoing
UTVs for Events	\$20,000.00	\$0.00
<b>Heritage Park Fund Subtotal</b>	<b>\$20,000.00</b>	<b>\$0.00</b>
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<b>Heritage Park Fund Subtotal</b>	<b>\$20,000.00</b>	<b>\$0.00</b>

## Chandor Gardens Fund

Program	One-time	Ongoing
Gazebo Roof Replacement	\$5,200.00	\$0.00
<b>Chandor Garden Fund Subtotal</b>	<b>\$5,200.00</b>	<b>\$0.00</b>
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<b>Chandor Garden Fund Subtotal</b>	<b>\$5,200.00</b>	<b>\$0.00</b>