

CITY OF GRANBURY, TEXAS

# ADOPTED ANNUAL BUDGET

FY 2017-2018



# Annual Adopted Operating Budget FY 2017-2018

*Due to the passage of S.B. No. 656, Section 102.007 of the Texas Local Government Code was amended to require that the following information be included as the cover page for a budget document.*

## CITY COUNCIL RECORD VOTE

The record vote of each member of the governing body by name voting on the adoption of the budget is as follows:

Mickey Parson - Aye  
 Tony Allen - Aye  
 Gary Couch - Aye  
 Rose Myers - Aye  
 Tony Mobly- Aye

“This budget will raise more total property taxes than last year’s budget by an amount of \$184,975 (3.40%), and of that amount \$121,675 is tax revenue to be raised from new property added to the tax roll this year is.”

- Tax Rate -					
Fiscal Year	Property Tax Rate	Effective Tax Rate	Effective M&O Tax Rate	Rollback Tax Rate	Debt Rate
2017-18	0.399385	0.399385	0.400581	0.459346	0.233253
2016-17	0.397584	0.371040	0.376791	0.443390	0.238749

Municipal Debt Obligations - Principal & Interest		
Tax Supported	Revenue Supported	Total
\$27,830,000	\$46,194,000	\$74,024,000

# **Annual Operating Budget**

## **Granbury, Texas**

### **Fiscal Year**

October 1, 2017 through September 30, 2018

#### **- Mayor -**

Nin Hulett

#### **- Council Members -**

Mickey Parson, Mayor Pro-Tem

Tony Allen, Council Member

Gary Couch, Council Member

Rose Myers, Council Member

Tony Mobly, Council Member

#### **- City Manager -**

Chris Coffman

Operating Budget document prepared by the

Finance Department

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*The Mayor and five City Council members, as elected representatives of the City of Granbury, formulate public policy to meet community needs and assure orderly development of the City. The City Council is responsible for appointing the City Manager, City Attorney, Municipal Judge and City Secretary, as well as various citizens boards and commissions.*

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# City of Granbury City Council

2017-2018



**Nin Hulett**  
Mayor



**Tony Allen**  
Council Member  
Place 2



**Gary Couch**  
Council Member  
Place 3



**Rose Myers**  
Council Member  
Place 4



**Tony Mobly**  
Council Member  
Place 5



**Mickey Parson**  
Council Member  
Place 6



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Granbury**

**Texas**

For the Fiscal Year Beginning

**September 30, 2016**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Granbury, Texas for its annual budget for the fiscal year beginning October 1, 2016.

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 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.

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# Message from the City Manager



**Chris Coffman**

**City Manager**

Honorable Mayor and City Council:

It is my honor to present to you the Annual Operating Budget for the City of Granbury for the Fiscal Year 2018. This document details the comprehensive strategic plan by which Granbury strives to enhance its quality of life. The Operating Budget is an outline of the programs and services to be provided by the City during the coming year. The City of Granbury is an exciting place to live, work and play. The City plays an important role in defining the way of life by developing and maintaining standards which have contributed to a pleasant, attractive, dynamic and healthy community. Managing Granbury's future growth is another priority as we work to maintain the City's unique character and preserve our rich historic heritage.

This budget continues the objectives and priorities established by our citizens and the City Council to meet challenges and effectively plan for future needs. It balances the cost of new and expanded programs needed to address City priorities against the City's financial and human resources limits and its adherence to the Fiscal and Budgetary Policy.

The City Council and Staff have conducted a strategic planning workshop discussing this budget and the City's five-year strategic plan. In addition, I have met with each of you to further discuss the budget objectives and have included them within this operating budget. The meetings established the priorities needed for the budget process, clarifying and redefining the City's Goals and Objectives for the next several years to help guide everyone in the planning process. The first year of the five-year strategic plan functions as the base for our operating budget and ensures that concerns are addressed that may impact the city's future.

# Mission Statement

“Providing quality of life through exceptional services with a friendly and responsive staff.”

# Vision Statement

“Where Community, Heritage, Culture, and Tourism promote and provide our City with an exceptional quality of life.”

# City Goals

Development of the 2018 Fiscal Year budget was guided by the core City Goals as outlined below.

## Service Delivery

- To provide efficient and effective delivery of all city services

## Infrastructure Basics

- To upgrade, enhance, expand and maintain the existing infrastructure of the City and to prepare for future growth.

## Community Development

- To assure planned quality growth in the City and its extraterritorial jurisdiction

## Tourism Development

- To make the City one of the top 20 destinations in the state by marketing our existing attractions and facilities and developing new ones.

## Citizen Involvement

- To enhance community awareness, encouraging input, and increase community involvement in the decision making process

## Intergovernmental Relationships

- To cooperate with all government agencies to promote community objectives

## Economic Development

- To proactively recruit economic development opportunities.

# Strategic Pillars for the Future

In January, 2017, the City Council held a priority Strategic Planning Meeting, where seven key pillars of the future were identified for Granbury. These strategic pillars are crucial for the fulfillment of Council’s vision; therefore, they became the focal points in establishing the proposed budget.

## Mile-Markers for the Strategic Pillars

### 1. Infrastructure Planning

- Start CIP Committee Meetings
- Financial Planning for CIP
- Acquire Funding for Infrastructure Expansions

### 2. Marketing Plan

- Economic Development - Gain a commitment between the County and the City to partner together to address economic development.
- Tourism - Seek to develop a higher room occupancy rate and maximize the use of the conference center. Fine tune tourism as one of the City’s greatest resources.

### 3. Continued Strategic Planning

- For Budget Year 2018 - Improve and flesh out 5 Year Plan, getting more input from Department Heads
- For Budget Year 2019 - Include the 10 and 15 Year Plan
- For Budget Year 2020 - Have the 10 and 15 Year Plan fleshed out and improved.

### 4. Expansion of Highway 377

- Assess where the project is with TxDOT
- Meet with County, City, and TxDOT to understand various roles of each entity
- Establish the phasing and funding mechanism for the various phases

### 5. Emphasis on Expanding Tourism

- DMO Information-brief discussion regarding the DMO having a strategic plan as per their contract as approved by the City Council

### 6. Strategic Effort to Maintain Water Level of Lake Granbury

- Establish with BRA the need for the Halff-study to be re-examined
- Starting with Budget Year 2018 budget enough to support the legal fees that will be a part of the process
- Set aside funding to incentivize business for the future

### 7. Development of the Airport Complex

- Complete the relocation of electrical and start construction of the runway
- By 2020 begin the creation of access road from Highway 377, taxiway, and new terminal
- Continue to seek state and federal funding
- Create an Airport Complex Corridor along the loop



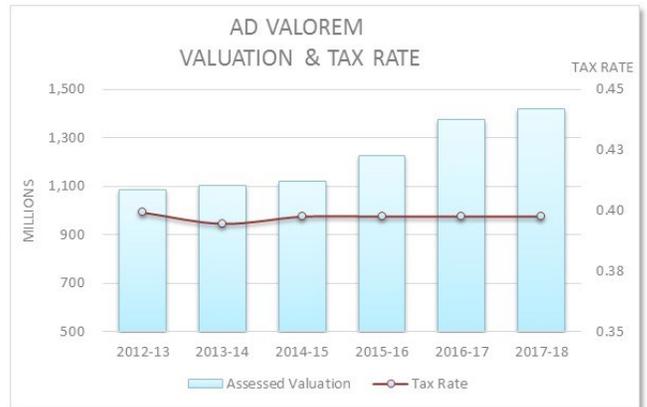
# Budget in a Brief

The City’s revenue sources have maintained strong growth particularly in sales and use tax consistent with the City’s trending growth. While most department budgets have remained constant compared to the previous year, the City continues to fund capital projects and infrastructure.

The Fiscal Year 2018 Operating Budget totals \$46.1 million for all funds. Of that amount, approximately \$32.4 million is for continued operations, \$5.1 million for debt service, and the funding for capital improvement projects and equipment is \$4.3 million. The operating inter-fund transfers are approximately \$3.5 million.

## PROPERTY VALUES

2017 certified values increased by 3.4% or \$47 million in total, compared to the 2016 certified values. The growth represents an increase in valuations from \$1,363M to \$1,410M. Strong residential development was the major contributor to the increase in the property valuations in 2017.



## PROPERTY TAX RATE

The City’s proposed property tax rate for Fiscal Year 2018 is \$.39938/\$100, which is this year’s effective rate. The Fiscal Year 2018 tax rate represents a 5% increase in general fund ad valorem revenue compared to the prior year. The proposed debt service portion of the tax rate is \$.20554 and the maintenance and operations portion is \$.19384 to support the total tax rate of \$.399385 per \$100 property valuation. As reflected in our maintenance and operation tax rate, the City’s operations are primarily supported by our Sales Tax revenue, as well as other taxes and fees.

## SALES TAX

In past years, the main factor that allowed the City to grow was the state of the economy in the Granbury area. Granbury maintains to be the financial hub of the area; and with the continued improvement of the economic climate, sales tax collections remain strong and trend above state average.

The following are some major contributors to our sales tax growth:

- The expansion of residential development has provided the largest increase in property valuations and generating sales tax from the added population.
- Lake Granbury is full and tourism has increased with recreational activities related to the water and outdoors.
- The City’s primary commercial corridor along Highway 377 continues to expand with new business developments.
- Granbury’s historical downtown district, with shopping, the Granbury Opera House, bed and breakfasts and other tourist attractions, also continues to serve the area well to draw people and help support the sales tax base in the City.

- In addition, the Conference Center continues to attract conferences to the area which in turn result in a more stabilized flow of sales tax dollars during the week.

This budget illustrates an increased growth in sales tax over the previous year. Fiscal Year 2018 sales tax revenue is budgeted to be \$7,500,000 which represents a 2% increase compared to Fiscal Year 2017 originally budgeted revenue of \$7,350,000.

## REVIEW AND UPDATE OF FEES AND CHARGES

Each year as a part of the budget process, staff reviews current fees and charges to ensure that amounts are set appropriately for cost recovery and to remain consistent with the market.

## DEBT ISSUANCE AND CAPITAL FUNDING

Over \$44 million for new capital projects are funded from debt issuance in Fiscal Year 2016 and 2017 including: \$16.4M for the water treatment plant, \$15M for the water distribution project, \$2.7M for the AMI project, and \$10M for the airport expansion project. Out of the total recent debt issuance, \$34 million was funded through the Texas Water Development Board (TWDB) Clean Water State Revolving Fund loan program and is currently planned to be serviced with revenue from the Utility Fund. This loan program provides low-cost financial assistance for planning, acquisition, design, and construction of water and wastewater infrastructure. Due to Granbury's underlying rating of "AA" the interest rate for these TWDB projects was reduced by 120 basis points off the market interest scale.

## UPDATE IMPACT FEE STUDY

The City's impact fee study is scheduled to be updated in Fiscal Year 2017 and 2018, and is to be paid for with impact fees. This study will determine any needed changes to impact fees, as well as recommended projects eligible for funding from impact fees that should be addressed by the City Council once the study is completed.

## MULTI-YEAR FORECAST

To sustain and plan for Granbury's long-term needs, the Fiscal Year 2018 budget includes a Five-Year Strategic Capital Plan (*Starting on Page 251*). This plan identifies planned projects for the next five years based on funding availability and priority of each project.

## EMPLOYEE INSURANCE BENEFITS

Employee insurance benefits include medical, dental, life, accidental death, long-term disability, and COBRA insurance, as well as flexible spending account administration. The City continues to exhibit commitment to our employees by funding employee medical insurance premiums and reimbursing employee for any of their deductibles in excess of \$1,000.

## TEXAS MUNICIPAL RETIREMENT SYSTEM (TMRS)

The City is committed to ensuring the retirement benefit offered to employees is affordable, sustainable, and competitive. The City's current plan design does not change and includes funding for participation in the TMRS program at a contribution rate of 16 percent, down from the annualized rate of 16.09 percent in Fiscal Year 2017. The 16 percent participation rate equals the TMRS actuarially required full contribution rate.

# Budget Key Changes

## GENERAL FUND

	2016-17*	2017-18	Variance
Revenue	16,290,051	15,801,722	(488,330)
Expenses	(14,198,190)	(15,348,872)	1,150,682
Capital	(2,091,853)	(452,850)	(1,639,003)
<b>Total</b>	<b>9</b>	<b>-</b>	<b>(9)</b>

Major revenues have increased in the General Fund including the increase in sales tax, ad valorem revenue, interest and other miscellaneous items totaling \$218,936. The City is also budgeting to bring in \$900,000 from prior year fund balance to fund \$800,000 for street maintenance and \$100,000 to engineer a uniform development code. Nevertheless, due to the decrease in grant revenue and donations previously budgeted in Fiscal Year 2017 for the Downtown Square Project and the Memorial Lane Park Improvement, the total General Fund budgeted revenues for Fiscal Year 2018 has a net decrease of \$488,330.

In 2017, the City has fulfilled one of its 380 reimbursable agreements, which represents a savings of \$209,000 in the Fiscal Year 2018 budget. These funds have been repurposed toward the pay adjustment for the police department salaries and benefits totaling \$264,353. An employee merit compensation of 3% for increases effective October 1, 2017 is available in the Fiscal Year 2018 budget for all other employees. Several capital lease purchase agreements have been paid in full during Fiscal Year 2017 resulting in budget savings of approximately \$60,000. The City's Interlocal Police Dispatch Agreement with Hood County required a \$48,908 budget increase this year. Additionally, the City's Interlocal Animal Control Services Agreement increased \$4,000. Overall departmental operation and maintenance expenses have increased \$250,715. The City is also investing a total of \$1,200,000 in street maintenance.

Major capital investments were budgeted in the previous Fiscal Year 2017 for the Downtown Square Project and the Memorial Lane Park Improvement totaling close to \$2 million, and will be completed to add to the total assets of the City. Capital projects that are budgeted in Fiscal Year 2018 total \$452,850, namely: radio replacement for the police department, four pickup trucks, 2 software items, fire equipment, mowers, carpet replacement at the service center and additional holiday decorations.

## UTILITY FUND

	2016-17*	2017-18	Variance
Revenue	21,054,620	20,519,990	(534,630)
Expenses	(20,314,608)	(19,397,990)	(916,617)
Capital	(740,000)	(858,000)	(118,000)
Restricted Reserve	-	(264,000)	264,000
<b>Total</b>	<b>12</b>	<b>-</b>	<b>(12)</b>

Water and Wastewater revenue is budgeted to increase \$143,780 due to the 2% CPI rate adjustment and projected increase in consumption. Interest revenue is also forecasted to increase due to projected higher interest rates in the upcoming year. Electric revenue is anticipated to decrease by \$195,410 based on the planned reduction in the electric rate starting on January 1, 2018. This savings is the result of the 2015 contract negotiations with Constellation Energy for a new electric power purchase contract that will allow us to offer lower and more competitive rates for our customers. While the City plans to reduce the electric rate due to the new power purchase contract, the upcoming budget anticipates half percent increase in electric consumption. Based on trend, the City also decreased the budget for Ground Water District Fees \$50,000 and will not be utilizing impact fee reserves in Fiscal Year 2018. This represents a decrease of \$450,000 in impact fee reserve use that was budgeted last year for the lift station rehab.

Additionally, due to the new electric power purchase contract, electric power cost is budgeted to decrease over \$2 million, and raw water purchase is budgeted to decrease almost \$600,000. Starting in October, 2017, the City will no longer be purchasing water from the SWATS plan. However, operating expenses are anticipated to increase as the new 2.5 MGD water treatment plant comes online. Major increases are projected in the Water Treatment department for chemicals, electricity and personnel. Debt payments have increased due to the new bonds for the Water Distribution Upgrades and the AMI Meter Project adding \$684,751 compared to Fiscal Year 2017. An employee merit increase of 3% is budgeted for

the employees in the Utility Fund for Fiscal Year 2018.

Capital expenditures are budgeted at \$858,000 for Fiscal Year 2018 including water and electric meters which are off-set with fee-based revenue, five trucks, an engineering study for the City’s wastewater system, sewer line upgrades, back up pumps for the wastewater treatment plant and the main lift station, additional SCADA and a generator.

The City is budgeting to increase the Utility Fund reserves by \$264,000 in Fiscal Year 2018. Additionally, over the next 3 years the City is planning to continue to transfer budgeted savings in the Utility Fund to reserves in order to meet the 90-day reserve requirement.

### TOURISM FUND

	2016-17*	2017-18	Variance
Revenue	1,487,097	1,631,788	144,691
Expenses	(1,487,097)	(1,631,788)	144,691
Capital	-	-	-
Total	-	-	-

The City of Granbury’s Hotel Occupancy Tax (HOT) has grown significantly in recent years. The HOT revenue has been projected to increase by \$127,000 in Fiscal Year 2018 with a total HOT revenue budget of \$757,000. Conference center related revenues

have been budgeted to increase \$26,000, mainly due to the increase in catering revenue. Furthermore, alcohol beverage sales and bar services revenue is projected to increase. We have slightly adjusted our facility rental projections to stay in line with current trends. Due to the projected revenue increases, the City was able to reduce the planned General Fund transfer to the Tourism Fund by 5% or \$15,300.

Expenses in the Tourism Fund have increased slightly to fund the services needed to accomplish the projected revenues. For example, catering services, bar supplies and alcoholic beverage expenses are budgeted to increase in line with revenues. Other expenses such as maintenance of buildings and equipment rental are showing a slight decrease compared to Fiscal Year 2017. An employee merit compensation of 3% for increases effective October 1, 2017 is included in the Fiscal Year 2018 budget.

There are no capital projects budgeted in the Tourism Fund for Fiscal Year 2018.

### AIRPORT FUND

	2016-17*	2017-18	Variance
Revenue	1,034,400	4,057,420	3,023,020
Expenses	(1,034,400)	(1,057,420)	23,020
Capital	-	(3,000,000)	(3,000,000)
Total	-	-	-

Due to current trend in Fiscal Year 2017, the Airport Fund’s Sale of Jet A fuel is budgeted to increase by \$49,000, while the sale of 100LL fuel is budgeted to hold steady. Fuel sale projections in the Airport Fund total \$395,000 for Fiscal Year 2018. The increase in

fuel revenue projections allow for the decrease of \$25,000 or 21% in the annual budgeted transfer from the General Fund. Grant revenues of \$3 million are budgeted to be received from TxDOT as the 1<sup>st</sup> installment of the \$15.7 million total grant the City will be receiving for the airport expansion project during the next five years.

On top of the \$3 million grant from TxDOT, Granbury also receives \$50,000 each year for the Routine Airport Maintenance Program (RAMP) and \$150,000 as part of the Non-Primary Entitlement Grant program. The local match for the RAMP is 50% of actual expenses up to \$100,000. These grants will be applied towards necessary capital projects at the Granbury Airport.

On the expense side, the largest increase is reflected in the purchase of Jet A fuel of 17% to cover the cost of fuel for the projected increase in fuel sales. An employee merit compensation of 3% for increases effective October 1, 2017 is included in the Fiscal Year 2018 budget.

\* 2016-17 figures are the original adopted budgets. 2016-17 Budget figures presented on the fund pages later in the book represent the final budget after amendments and transfers.

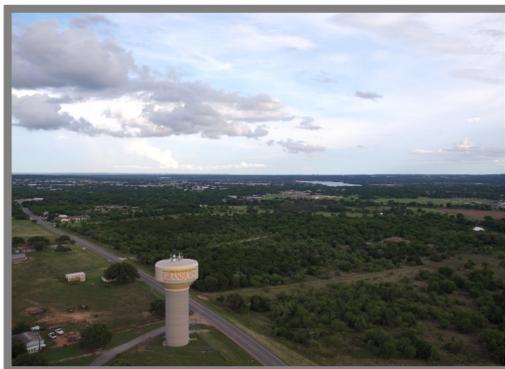
# City-Wide Construction in Progress



## NEW 2.5 MGD WATER TREATMENT PLANT

The City of Granbury is currently replacing its surface water treatment plant with a new microfiltration/reverse osmosis water treatment plant that will expand Granbury’s treated surface water capacity by more than 500 percent. This will replace the existing water treatment plant as well as the City’s current need for the wholesale contracted water supply. The new plant is expected to be online in October 2017 and will allow the city to no longer purchase water from the SWATS plan.

*(MGD = Million Gallons per Day)*



## WATER DISTRIBUTION SYSTEM UPGRADE

Due to the new 2.5 MGD Water Treatment Plant, the City must make improvements to its existing water distribution system to allow for the introduction of this expanded water supply into the distribution system. The project is being designed and constructed in three phases using the Construction Manager At-Risk (CMAR) delivery method.



## AIRPORT EXPANSION

Granbury Regional Airport was approved for a \$15.7 million grant from the TxDOT Aviation Department and passed a \$10 million bond to begin construction of a 5,200 feet runway that will accommodate larger jets to land and do business in Granbury. This project is a five year project with the funding from TxDOT Aviation to be received incrementally over the next five year funding cycle.



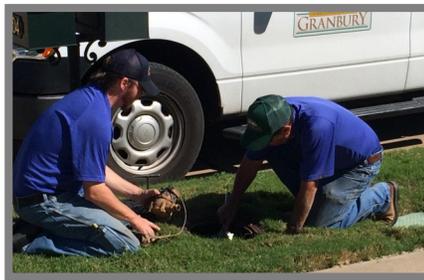
## **DOWNTOWN SQUARE PROJECT & WATERLINE UPGRADES**

The City of Granbury was awarded a grant for the streetscape improvements on the square as part of the State’s Transportation Alternative Program (TAP). The project involves sidewalk, lighting, street and landscaping improvements on the square. The City will utilize impact fees to upgrade the waterlines underneath these roadways and the project is expected to be completed October 1, 2017.



## **WASTEWATER COLLECTION AND TREATMENT SYSTEM UPGRADE**

The City is in the preliminary stages of upgrading the wastewater collection and treatment system in order to stay ahead of the growing demand on the system and to maintain current infrastructure. A modeling study of the wastewater collection system is currently underway and the review of the need for a new wastewater treatment facility will be completed during Fiscal Year 2018.



## **ADVANCED METERING INFRASTRUCTURE REPLACEMENT**

A new Advanced Metering Infrastructure system is designed to replace all existing water meters with meters that can be remotely read 24/7. This system also provides customers access to an online service portal. The customer service portal will present detailed usage history and trends, and enable customer alert programming to track specific areas of interest for utility consumption.



## **MEMORIAL LANE PARK IMPROVEMENT**

This park memorial is dedicated to all active, retired and fallen heroes who have served in our military, or as first responders, firefighters and police officers. All expenses were paid through generous donations passed through the City of Granbury and the project was completed during the Fiscal Year 2017.

*Detailed Matrix of Funding for all these projects is found on Page 201-202 in Capital Improvements Section*

## **PRIORITIES AND ISSUES**

The City has always been committed to conservation and sound financial planning. The continuation of the processes that were instituted last year for controlling cost and capital expenditures will be a major factor in ensuring that the City of Granbury remains upon stable financial footing in the upcoming years. The City will initiate some new capital projects in Fiscal Year 2018, but will continue to focus on quality customer-oriented services and maintaining venues currently available.

## **FINANCIAL GOALS**

The Operating Budget is completed each year with the following financial goals in mind:

- The undesignated reserve shall be at least 25% of total expenditures for both the General Fund and the Utility Fund. Currently, the General Fund's unassigned Fund Balance is close to 38% of the total General Fund expenditures.
- Bond ratings with Fitch and Standard & Poor's will be maintained at AA for the General Fund and improved if possible.
- The budget for each fund will be balanced with revenues exceeding expenses by at least 1% for General Fund and Utility Fund.
- As a non-recurring revenue source, beginning fund balances are only used to fund capital or other one-time expenses.

## **CONCLUSION**

City staff has made significant impacts to the City of Granbury and the surrounding community for generations to enjoy. Under the policy priorities of the City Council, we have formulated positive changes through projects, quality development with AA Bond ratings for the General Funds and an A+ for Utility Funds, and strong customer service. The facility improvements and development projects completed by the City have allowed Granbury to withstand the national economic slowdown over the past five years, and even excel in economic recovery and growth patterns when compared to other cities in Texas and across the Nation.

It is my honor and privilege to serve as your City Manager and look forward to implementing this year's budget because of the continual positive impacts upon this community for years to come! The comprehensive budget for Fiscal Year 2018 fulfills the objectives as policy has been directed by the City Council. The emphasis is on continued improvements with the delivery of services that will lead to a high quality of life and encourages pride in our community for future generations to enjoy.



Chris Coffman, CPM

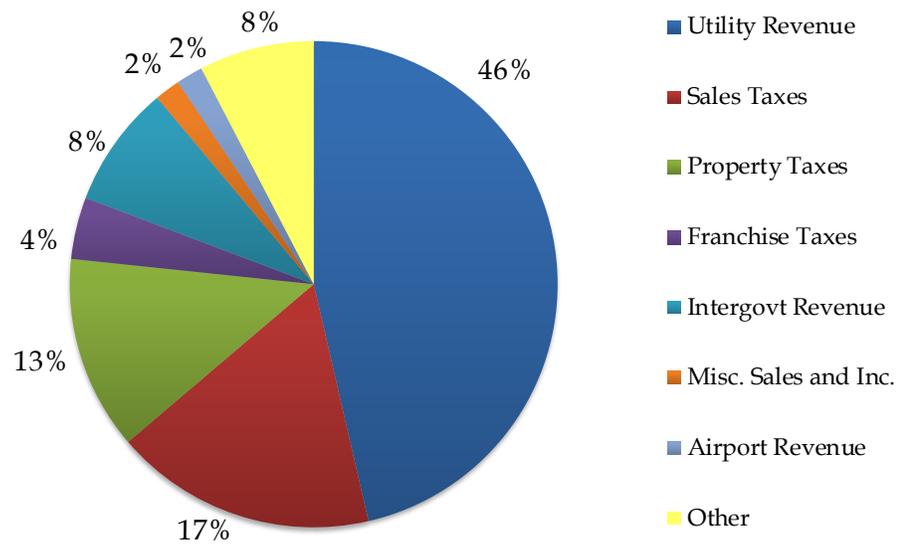
City Manager

# GRANBLURY *Texas*

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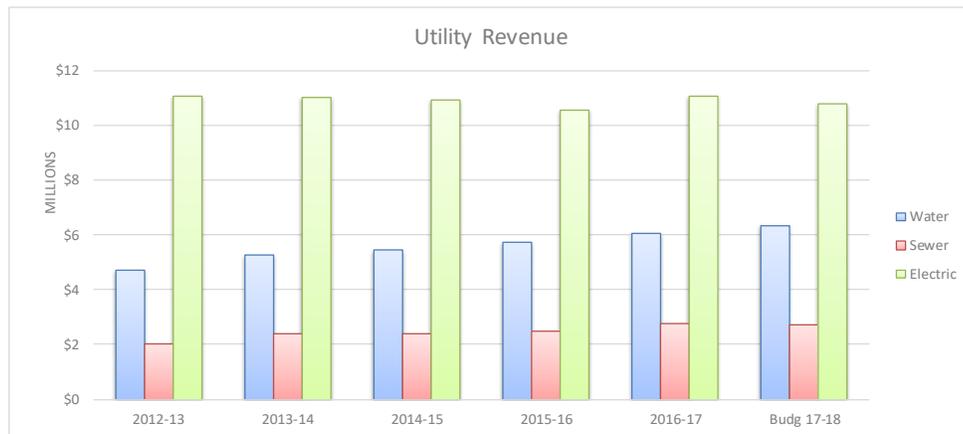
# Overview of Revenue Sources and Assumptions

Revenue is estimated based upon historical data, current economic conditions and other demographic data. The City’s revenue budget estimation takes into consideration many unique elements that respond to a variety of external factors such as population growth, development, inflation, and interest rates. The City of Granbury applies a conservative philosophy that will produce a long-term goal of neither overstating revenues nor understating expenditures. The City of Granbury obtains revenue from several sources outlined below.



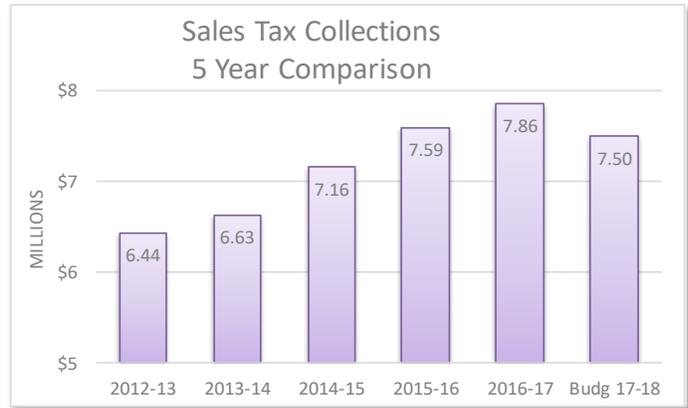
**Utility Service Revenue - \$20 Million, 43% of total revenues:**

The City of Granbury provides electric, water, and sewer services to the residents of Granbury and in its extra-territorial jurisdictions. The City’s overall customer base for its electric, water, and sewer services have increased over the last few years due to corporate development, additional housing subdivisions, and other acquisitions. The City will implement a new water and sewer utility rates effective October, 2017 and will begin a new 3-year power purchase contract January 2018.



**Sales Tax - \$7.5 Million, 16% of total revenues:**

The largest single revenue source for the General Fund is Sales Tax. Taxable sales have increased noticeably over the past few years primarily due to a continued development and renewed economic activity. The City is projecting sales tax to increase 2% for Fiscal Year 2018 over last’s year’s budgeted amount.



An important source of sales tax revenue relates to the demographics of new citizens joining our community. Given the quality of life in our City, the City has historically been a popular retirement destination and the increased wealth factor is having a large impact on spending habits of our population. Recently though, the City has begun to attract younger families as well. Ultimately, the size of population both inside and outside the City limits is vitally important in determining the level of sales tax revenue earned. Granbury is a City of 9,310 people surrounded by over 60,000 of non-city residents.

Currently the existing sales tax rates are as follows:

State	6.25%
City	1.50%
County	0.50%
<b>Total</b>	<b>8.25%</b>

**Property Tax - \$5.56 Million, 12% of Total Revenues:**

The third largest single revenue source for the General Fund is the Ad Valorem taxes, also known as property taxes. The computation of the property taxes is based upon the assessed value of real and personal property. All property tax revenue is first applied to the debt service requirements; therefore we project the property tax revenue before and after the application of revenues toward the debt service. The remaining property tax revenue is used for the maintenance and operations of the General Fund. This fund provides the tax payers with general City services such as public safety, streets, parks and recreations, and other general government support services.

It is important to note that the proposed budget is based on the 2017 effective tax rate of 0.39938 per \$100 property valuation which is less than half a percent higher than last year’s adopted tax rate. The tax rate is determined based upon completion of the budget process, which entails projecting the expected revenue, determining the most efficient use of resources and expected levels of expenditures, while utilizing the tax rate required to balance the budget.

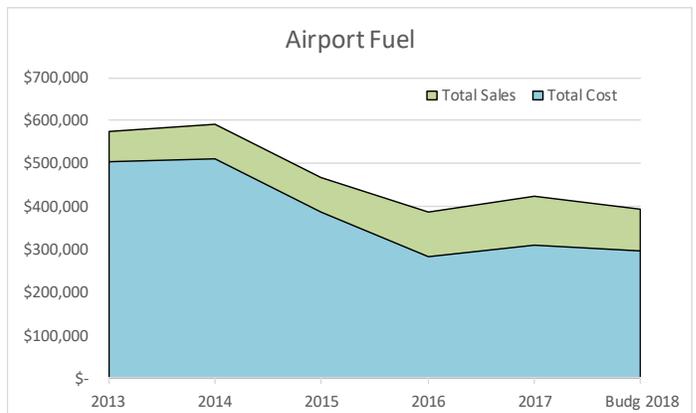
Based on the assessed valuation of appraised property provided to us by the Hood County Appraisal District, the Fiscal Year 2018 budget reflects estimated property tax collection of \$5,568,982. This third party appraisal analysis is the major factor in projecting our Ad Valorem revenue. Property valuation increased by 3.43% from \$1,363M to \$1,410M in Fiscal Year 2018. The City projects that the assessed property valuation will continue to grow due to new residential and commercial developments along Highway 377, Highway 51, and Highway 4.

**Franchise Fees:**

The City receives substantial revenue from franchise fees. Franchise taxes are charged to business conducted in the City but for which no location is available for ad valorem tax. The tax as a percentage of revenue is set by contractual agreements. Franchise fees are collected from both public and private utilities and assessed for the continued use of the public right-of-way. Among these fees are: cable TV, telephone, electric, solid waste, gas, and other franchise fees. For Fiscal Year 2018, the City is estimating to receive \$1,775,938 in franchise fees. This estimate is based on the growth of the City and historical trend analysis. The largest part of the Franchise taxes are paid by the Utility Fund to the General Fund for its portion of business conducted inside the City.

**Airport:**

The major source of revenue for the airport fund comes from the sale of aviation fuel and hangar rent. The City estimates to collect \$395,000 in fuel sales and \$337,880 for hangar rental in Fiscal Year 2018, consistent with previous year's budget. The airport is also budgeted to receive \$3M as the first installment of a \$15.7M grant from TxDOT for the airport expansion project.

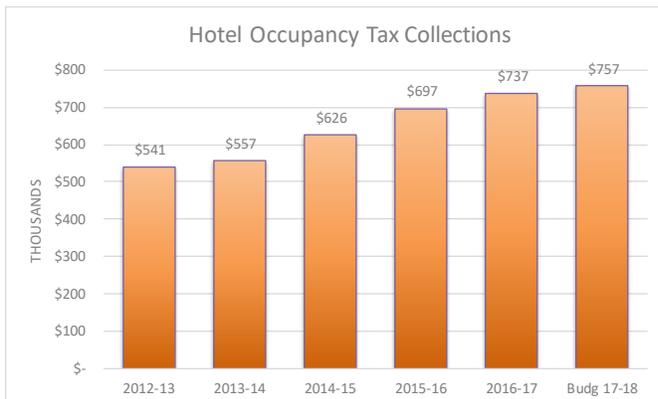


**Licenses, Permits, and Fees:**

The source of licenses, permits and fee revenue includes fees charged by the City for general construction permits, and other miscellaneous permits. With the stable and renewed economic outlook, permit activity is moderately on the rise. The City of Granbury projects to receive \$688,800 for Fiscal Year 2018.

**Hotel Occupancy Tax:**

The City receives Hotel Occupancy Tax (HOT) revenue from the hotels, motels, and bed-and-breakfasts in the City of Granbury. The estimated HOT for Fiscal Year 2018 is \$757,000. Tourism is a critical part of the City's economic development program, and our expectations are that the HOT revenue will continue to grow.



Hotel Occupancy Tax rates are 7% for the city and 6% for the state totaling 13%.

**Tourism Revenue:**

The Tourism Fund also accounts for revenues from the Granbury Resort Conference Center and other miscellaneous income. The estimated revenue for the conference center is \$477,700 in Fiscal Year 2018 which is up 6% from the Fiscal Year 2017 budget projections.

**Municipal Court Fees:**

The projection for court fines is based on historical trends. The City estimates to collect \$207,000 for fines & forfeitures in Fiscal Year 2018, which is a 10% increase over last year's budget projections.

**Park Revenue:**

Park revenue is made up of recreation league fees, concession revenues, city pool admission, and other recreational activities. The projection for Fiscal Year 2018 is \$158,000 in park revenues.

**Miscellaneous Sales and Income:**

Miscellaneous Sales and Income make up 2% of the total revenue for the City of Granbury. This revenue source combines the total of all Other Revenues from each fund. Examples of Miscellaneous Sales and Income are: donations, lease of city properties, Granbury Media revenue, service fees, reconnect fees, and penalty income.

**Interest Revenue:**

Interest revenue is a fractional part of the total revenue source for the Fiscal Year 2018 budget and is contingent on the total available cash. However, due to increasing interest rates in the market, the City estimates to receive \$80,000 in interest in the upcoming fiscal year.

**Intergovernmental Revenue:**

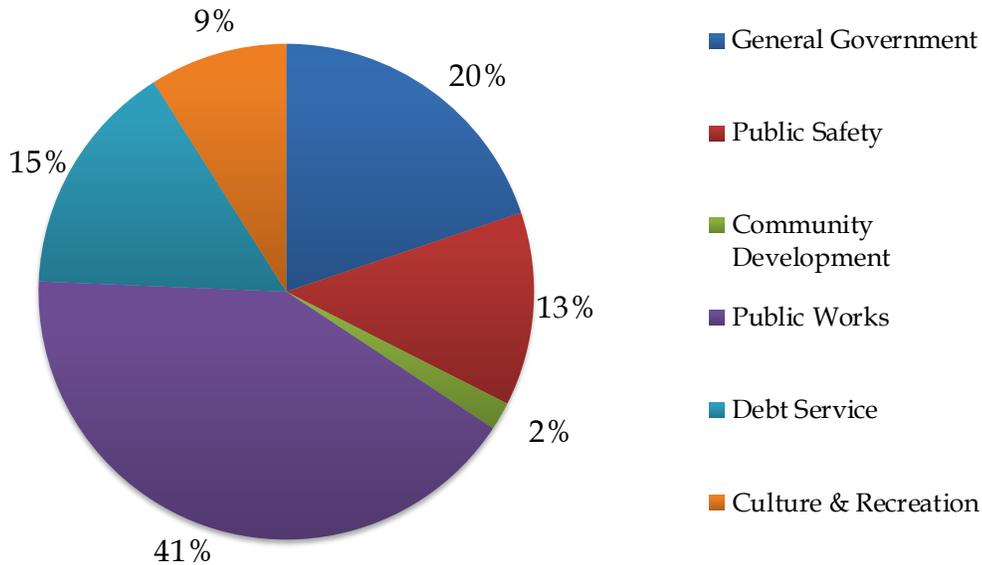
This section of the revenue includes state grants, intergovernmental contributions, and other reimbursements.

**Other Financing Sources:**

The use of the Fund Balance in the General Fund and Utility Fund also falls in this section. In Fiscal Year 2018 General Fund budget will utilize \$903,000. \$900,000 is from prior year fund balance to fund an additional \$800,000 in street maintenance, \$100,000 for engineering of a uniform development code in community development, and \$3,000 is from Police Reserves for LEOSE expenditures

# Overview of Expenditure Assumptions

The City of Granbury projects expenditures based on historical data, economic data, and any other policy changes that might affect the expenditures for the fiscal year. The City’s goal is to appropriate sufficient monies to provide quality services at a reasonable cost and within available financial resources. The City of Granbury applies a conservative philosophy that will produce a long-term goal of neither overstating revenues nor understating expenditures.



**General Government:**

- General Fund:** City Council / City Manager / Assistant City Manager / City Secretary / Legal / Finance / Purchasing / Warehouse / Social Services / IT / Human Resources / Communications / Fleet / Building Maintenance / Clean Air Coalition / Non-Departmental
- Utility Fund:** Utility Administration / Meter Reading / Non-Departmental
- Airport Fund:** All
- Granbury Historic Properties:** All

**Public Safety:**

- General Fund:** Municipal Court / Police / Fire

**Community Development:**

- General Fund:** Community Development / Economic Development

**Public Works:**

- General Fund:** Building & Permits / Streets
- Utility Fund:** Ground Water / Water Treatment / Water Distribution / Wastewater Treatment / Wastewater Collection / Electric / Public Works

**Culture & Recreation:**

- General Fund:** Parks & Recreation / Cemetery
- Tourism Fund:** Tourism / Opera House / Langdon Center / Conference Center

**Debt Service**

- All Funds Combined

**General Government:**

The general government portion of expenditures has actually decreased compared to the prior fiscal year. Many equipment leases are being paid off in 2017 and the 380 Tax Reimbursement agreement, with one of the developers/grocery stores, has been fulfilled and therefore is no longer budgeted.

**Public Safety:**

In order to promote public safety, the Fiscal Year 2018 budget includes a pay adjustment for the police department salaries and benefits. The City's Interlocal Police Dispatch Agreement with Hood County and Interlocal Animal Control Services Agreement required a budget increase. Municipal court expenses have remained steady. The City also supports the Granbury Volunteer Fire Department.

**Community Development:**

In order to promote growth, the City continues to invest funds in economic development. The City intentionally encourages quality new development and strategic re-development Granbury will continue to implement and revisit the newly adopted Comprehensive Master Plan. This year, the City will invest \$100,000 to engineer a uniform development code.

**Public Works:**

There are large savings in electric power purchase due to the new electric contract effective January 2018. In the upcoming fiscal year, the City will no longer require raw water purchase from the SWATTS plan. However, there are anticipated increases in water treatment for electricity, chemicals, filters and personnel to operate the new 2.5 MGD Water Treatment Plant. The City is also investing a total of \$1,200,000 in street maintenance.

**Culture & Recreation:**

Overall, the parks, cemetery and conference center expenses are remaining consistent. As per the agreement with Visit Granbury, LLC, the City will pay 90% of collected Hotel Occupancy Tax (HOT) and \$50,000 from the General Fund to the Destination Marketing Organization. Due to the increased HOT projections in the upcoming fiscal year, the estimated payment to Visit Granbury, will increase respectively. In 2013 the City entered into a lease agreement contract with the Granbury Theater Company for use of the Granbury Opera House.

**Capital:**

Capital projects funded in Fiscal Year 2018 include: radio replacement for the police department, 9 vehicles, 2 software items, building improvements at the service center, additional holiday decorations, water and electric meters which are off-set with fee-based revenue, an engineering study of the City's wastewater system, sewer line upgrades, and equipment for the wastewater treatment plant, fire and parks departments.

**Debt Service:**

The General Fund's debt service has not changed significantly from the previous fiscal year. However, the debt payment from the Utility Fund has increased \$684,751 due to the new bonds for the Water Treatment Plant, Water Distribution Lines Upgrade and the Advanced Meter Infrastructure projects.

**Interfund Transfers**

Interfund transfers from the General Fund to the Airport and Tourism Funds have decreased \$41,289. The Utility Fund pays a shared allocation to the General Fund for administrative and support services. Overall transfers between funds are consistent with the previous fiscal year.

# Organizational Chart



# Budget Process

The City of Granbury's budget process is the mechanism that changes taxpayer requests and resources into government services and expenditures. Again this year, the City of Granbury has made a great commitment to setting community goals, performance measures, and priorities.

## BUDGET PROCESS

### I. Definition and Authority

The budget is a financial plan for the fiscal year of operations that matches all planned revenues and expenditures with the services provided to the residents of the City, based on established budgetary policies. The City Charter establishes that the City's fiscal year shall begin on the first day of October and end on the last day of September of each calendar year. Such fiscal year shall also constitute the budget and accounting year.

### II. Preparation and Submission of the Budget

The budget preparation process begins in April before the beginning of the fiscal year. Under the City Charter, the City Manager is responsible for preparing and recommending an operating budget for City Council consideration. He along with the Finance Director determines guidelines for the City's department and division heads to use in preparing their budgets. These guidelines are based on Council goals, anticipated revenues, levels of service desired and capital equipment and improvement needs.

The Finance Department prepares the Budget Instructions Manual to be used in budget preparations. It includes the guidelines the City Manager and Finance Director have developed, the budget calendar and specific instructions for completing the forms included in the Manual. These include requests for capital equipment and projects, operating budget request forms, authorized position forms, requests for new positions and requests for new and/or enhanced services.

During May, the Finance staff meets individually with all department/division heads to explain the guidelines to be used in the preparation of their budget, distribute the budget instructions manual, the forms to be completed and deadlines to be met, and give any further directions for budget preparation. Department heads are responsible for the expenditure estimates of their department/divisions. Personnel cost information is provided to them by the Finance staff. In estimating other divisional expenses, department heads base their estimates on historical data adjusted for trends and possible rate increases.

By late June all operating budget and capital requests are due in the Finance office so that staff can begin compiling them and determining financing needs. Factors to be considered in determining items to be capitalized are as follows:

- Item can be permanently identified as an individual unit of property.
- Item has an anticipated useful life of five years or more.
- Item belongs to one of the following categories:
  - \* Land
  - \* Buildings and Structures
  - \* Equipment
- Item constitutes a tangible, permanent addition to the value of City assets.
- Item does not constitute repair or maintenance.
- Item's cost should generally exceed \$5,000.

Note: If the item is less than \$5,000, then the item should be a component unit of an asset meeting the above-stated criteria.

After all the budgets are compiled, the City Manager and the Finance staff meet with the department/division heads individually to discuss their budget submissions.

By July, three-fourths of the current fiscal year is past, and the Finance department works to fine tune the revenue estimates. Revenue projections are generally based on historic receipts adjusted for rate increases and trends. The City's philosophy on revenue projections is making the best estimate possible using historic data and trends, being careful not to overestimate revenue.

In mid-June, the City Manager and Finance staff meets with the City Council to review the City Budget and Strategic Plan. Final budget strategies and actions are developed and assimilated into the Budget process.

The City Manager submits to the City Council, prior to August 1<sup>st</sup> of each year, the proposed budget for the following fiscal year. The budget provides a complete plan for the fiscal year and contains the following:

- A budget message which shall outline the proposed financial policies for the next year with explanations of any change from previous years in expenditures and any major changes of policy and complete statement regarding the financial conditions of the City;
- An estimate of all revenue from taxes and other sources including the present tax structure rates and property valuations for the ensuing year;
- An itemized list of proposed expenses by office, department, agency, project and type of expenditure for the budget year, as compared to actual expenses of the last ended fiscal year, and the present year-to-date;
- A description of all outstanding bond indebtedness, showing amount, purchaser, date of issuance, rate of interest and maturity date as well as any other indebtedness which the City has incurred and which has not been paid, and the amount required to pay principal and interest maturing in the budget year;
- A statement proposing any capital expenditures deemed necessary for the undertaking during the next budget year and recommended provisions for financing;
- Anticipated net surplus or deficit for the ensuing year of each utility owned or operated by the City and the proposed method of disposition.

### **III. Preparation of the Strategic Plan**

The City prepares a Strategic Plan each year which includes three scenarios and longer term economic assumptions, with the current year budget being the first year of a five-year-projection. The Strategic Plan is issued as a separate document given that the budget is utilized as an operational tool, and strategic plan is used as a tactical resource for longer term decisions.

### **IV. Adoption of the Budget**

The budget and all the supporting schedules shall be filed with the City Secretary when submitted to the Council and shall be open for public inspection by anyone interested. At the Council meeting at which time the budget is submitted, the Council will name the time and place of all budget public hearings and will publish the notice of the

public hearings at least ten (10) days before the date of the hearing. At these hearings, interested citizens may express their opinions concerning items of expenditure, giving their reasons for wishing the increase or decrease in any items of expense.

After the public hearing, the Council shall analyze the budget, making any additions or deletions which they feel appropriate, and shall, at least twenty (20) days prior to the beginning of the next fiscal year, adopt the budget by a favorable majority vote of all members of the Council. Should the Council take no action on or prior to such day, the budget, as submitted, shall be deemed to have been finally and unanimously adopted by the Council.

Final adoption of the budget by the City Council shall constitute the official appropriations as proposed expenditures for the current year and shall constitute the basis of the official levy of the property tax as the amount of tax to be assessed and collected for the corresponding tax year. Estimated expenditures will in no case exceed proposed revenue plus cash on hand. Unused appropriations may be transferred to any item required for the same general purpose.

## **V. Balanced Budget**

A Balanced Budget is a budget with total expenditures not exceeding total revenues and monies available in the fund balance within an individual fund. The goal of the City is to balance the operating budget with the current revenues, whereby, current revenues would match and fund on-going expenditures/expenses. Throughout the fiscal year, the City Manager ensures that expenditures do not exceed projected revenues. To insure that the budget remains balanced, if necessary a plan is implemented to either reduce the rate of expenditures or increase revenues.

The City maintains a required fund balance for both the General Fund and Utility Fund. Funds in excess of the minimum reserves may be expended for City purposes at the will of the City Council once it has been determined that the use of the excess will not endanger reserve requirements in future years.

## **VI. Amending the Adopted Budget**

At any time in any fiscal year, the Council may make amendments to meet a pressing need for public expenditure, for other than regular or recurring requirements, to protect the public health, safety or welfare. Such amendments shall be by ordinance adopted by the favorable votes of not less than three (3) of the Council members qualified and serving, and shall be made only after public notice and upon recommendation of the City Manager.

In cases of grave public necessity, in which an emergency expenditure is needed in unusual and unforeseen conditions which could not, by reasonable diligent thought and attention, have been included in the original budget, an amendment to the original budget may be authorized by the Council, without the need for prior public notice, and with the following additional requirements; that a quorum of the City Council and the Mayor sign a statement that the conditions above stated exist and setting out in brief form the factual basis for their conclusion; publish the affidavit in a paper of city-wide publication once in the week immediately following their decision; and hold a public hearing to brief the public and answer questions, as a primary item of the next regularly scheduled City Council meeting.

## **VII. General Budgetary Controls**

The City of Granbury maintains budgetary controls to assure compliance with legal provisions embodied in the annual appropriated budget adopted by the City Council. The Department Heads are authorized to make budget transfers of \$5,000 or less with the approval of the Director of Finance. Transfers of greater than \$5,000 must be authorized by the City Manager. All transfers between areas must be approved by the City Council.

# Fiscal Year 2017-2018 Budget Calendar



Date	Responsible Group	Task
Jan 25	Finance	Start of FY 2017-2018 Budget Process
Jan 25	Finance	<b>Phase I:</b> Distribute capital project request forms and vehicle replacement worksheets for FY 2017-18
Feb 14	Department Heads	<b>Phase I:</b> Deadline for Vehicle Replacement Requests
Mar 3	Department Heads	<b>Phase I:</b> Deadline for FY 2017-18 Capital Requests
Mar 7	Department Heads, Finance	<b>Phase II:</b> Distribute FY 2017-18 projected line item budgets for Department Heads' review and revisions
Mar 31	Department Heads	<b>Phase II:</b> Deadline for budget projection revisions
Mar 22 - Apr 20	City Manager, Finance and Department Heads	Department Head meetings to discuss submitted budget requests for the FY 2017-18 budget.
Mar 28	Department Heads, Finance	Distribute Fee Schedule for Review
Apr 7	Department Heads, Finance	<b>Phase III:</b> Department Heads review of their mid-year financials and submit transfers to cover any anticipated overages for current year. Review the current Fee Schedule
Apr 13	Department Heads	<b>Phase III:</b> Deadline for Mid-Year budget adjustments
Apr 21	Department Heads, Finance	<b>Phase III:</b> Deadline for suggested revisions to Fee Schedule
May 23	MUAB	Meeting with the Municipal Utility Advisory Board to discuss budget projections for the Utility Fund
Jun 20	City Council, City Manager, Finance and Department Heads	Budget Workshop with Council
Jul 28	Finance, City Secretary	Proposed Budget to be submitted to City Council and City Secretary. <u>Regular City Council Meeting</u>
Aug 1	City Council, Citizens of Granbury	- Council states date, time and place of public hearing on budget - Vote to place a proposal to adopt the tax rate on the agenda of a future council meeting
Aug 5	Finance, City Secretary	- Publish notice of effective and rollback 2017-18 Tax Rate - Publish notice of hearings on the proposed FY 2017-18 Tax Rate
Aug 12	Finance, City Secretary	- Publish Notice of a Hearing on the FY 2017-18 Budget
Aug 15	City Council, Citizens of Granbury	<u>Regular City Council Meeting</u> - 1 <sup>st</sup> Public Hearing on the FY 2017-2018 Tax Rate
Aug 22	City Council, Citizens of Granbury	<u>Special City Council Meeting (if applicable)</u> - 2nd Public Hearing on the FY 2017-18 tax Rate
Sept 5	City Council, Citizens of Granbury	<u>Regular Council Meeting</u> - Public Hearing on the FY 2017-18 Budget - Adopt FY 2017-18 Budget - Adopt FY 2017-18 Tax Rate
01-Oct	All Departments	New fiscal year begins
Oct 1 - Sept 30	Finance, All Departments	Monitor departmental budgets on a continuous basis. Process transfers and adjustments as necessary.

# Community Profile

Granbury is located in the heart of north Texas in Hood County and is home to approximately 9,140 people, and serves as the center of commerce and recreation to over 60,000 county residents. The community has successfully promoted tourism, making it a major economic benefit to the community.

Granbury is a Home Rule Charter City and operates under a Council-Manager form of government. A mayor and five council members are elected by majority of the entire city. Elections are held the first Saturday in May.

## HISTORIC GRANBURY

Our city tagline is “Where Texas History Lives,”. While Granbury has embodied that slogan since 1887, we continue to be the place where Texas history is still alive. This is seen all around town, at our lake and city beach, with award-winning arts and culture, inside hidden culinary locations, and walking around Texas’ most historic courthouse square.



Viewed as a model for downtown revitalization, the Granbury Square is proud to have been the first downtown in Texas to be listed on the National Register of Historic Places. Preserving our historic charm and authentic Texas experiences is an important part of what Granbury is about. The majestic Hood County Courthouse was the recipient of the Texas Downtown Association 2013 President’s Award for Best Restoration. Also, with the help of the City of Granbury and other donors, the Granbury Opera House has been completely restored. The Granbury Opera House also won a TDA President’s Award for Best Renovation in 2014.

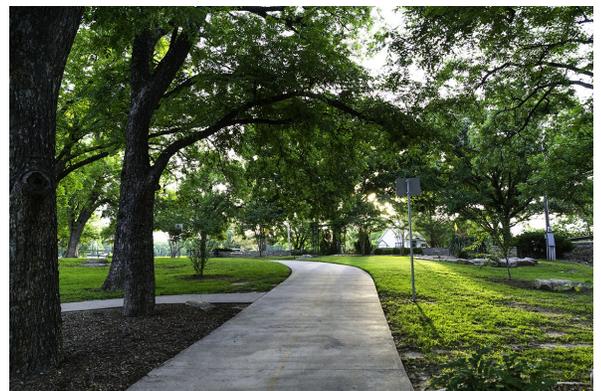
The city center is surrounded by the picturesque landscape for which Texas is known. This includes: Lake Granbury, wineries, a brewery, and the Acton Nature Center- where a monarch butterfly tagging event is held annually. Whether our visitors are interested in a wine and culinary tour, shopping and entertainment, or simply relaxing by the lake to watch the sunset, Granbury is the perfect North Texas setting.

## ECONOMY AND EMPLOYMENT

Granbury is located 25 miles southwest of Fort Worth. It is the county seat and retail hub of Hood County. In addition to serving as the commercial and retail hub of the county, the city has emerged as a popular tourism and recreation destination.

Proximity to the Dallas/Fort Worth metroplex, land affordability, and lake access support a growing commuter population. Additionally, Granbury serves as a second-home choice and retirement destination to its location on Lake Granbury. Residents can also benefit from participation in the broad and diverse Dallas-Fort Worth-Arlington metropolitan statistical area. The City’s hometown atmosphere combined with moderate development attitude and low cost of living makes Granbury an attractive place to live.

The City anticipates future growth in the local economy as a result of capital improvements completed these past years and new projects budgeted in the current fiscal year. The City has been successful in attracting several residential developments, single- family and multi-family, with many of these developments being up-scale residential developments offering championship golf courses and lake access.





The City of Granbury has recently completed several commercial developments such as: Kroger Marketplace, Marshall’s, Ross Dress for Less, Mesquite Pit Restaurant, Chipotle, Firehouse Subs, Jimmy John’s, CiCi’s, Dunkin’ Donuts/Baskin Robbins, and a new YMCA recreation center. The City has already been fortunate to have a Wal-Mart Supercenter, Lowe’s, Home Depot and HEB that have been a catalyst to the regional economy for several years and are some of the City’s major employers.

Lake Granbury Medical Center (LGMC) is one of the area’s largest non-retail employers, providing employment for doctors, nurses and other health care personnel. In 2015, the hospital broke ground on a second medical office building that will provide an additional 37,000 square feet of space for physician offices and additional hospital services. LGMC is now able to provide the most current state-of-the-art facilities in the North Texas area.

**CULTURE AND RECREATION**

Granbury prides itself on being a cultural, culinary and outdoor mecca, all with a vintage twist. Live theater and musical performances are offered year-round at the recently restored 1886 Granbury Opera House and at the Granbury Live Performance Hall, both on the Historic Granbury Square. The Square also serves as a charming backdrop to an eclectic mix of art galleries, shops, wineries and eateries.

The silver screen is also represented, the old fashioned way, at the Brazos Drive-In Theater. Fossil Rim Wildlife Refuge, Dinosaur Valley State Park and Dinosaur World are a short drive away.

Granbury is the perfect destination for tranquility, with several miles of hike and bike trails that meander through the City’s park system and through the new Memorial Lane section honoring our heroes. The City Beach is ideal for swimming or sunbathing and the light-colored sand on the beach- mined locally from a Cretaceous Age beach - has been proclaimed by professional sand castle builders as the best in Texas for building sand castles.



The municipal swimming pool at the Pearl Street Park offers a unique swimming experience that entire families will enjoy. It is adjacent to the City’s new sports complex and playgrounds. The sports complex offers soccer fields, disc golf, baseball and softball.

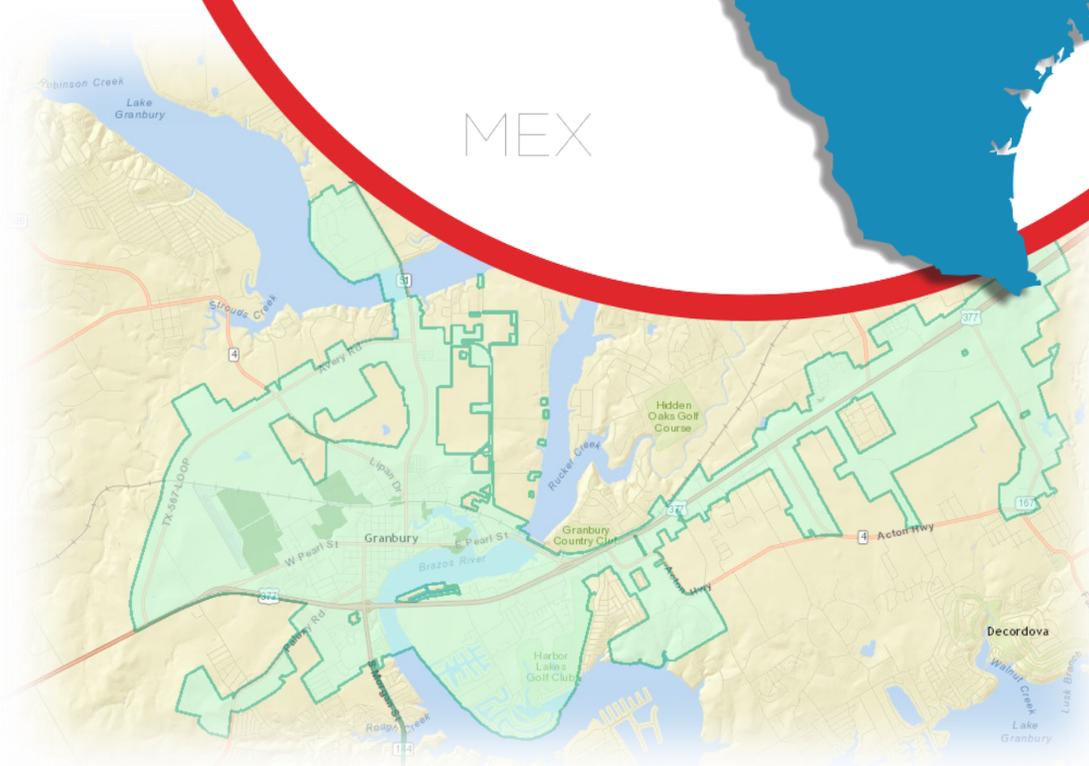
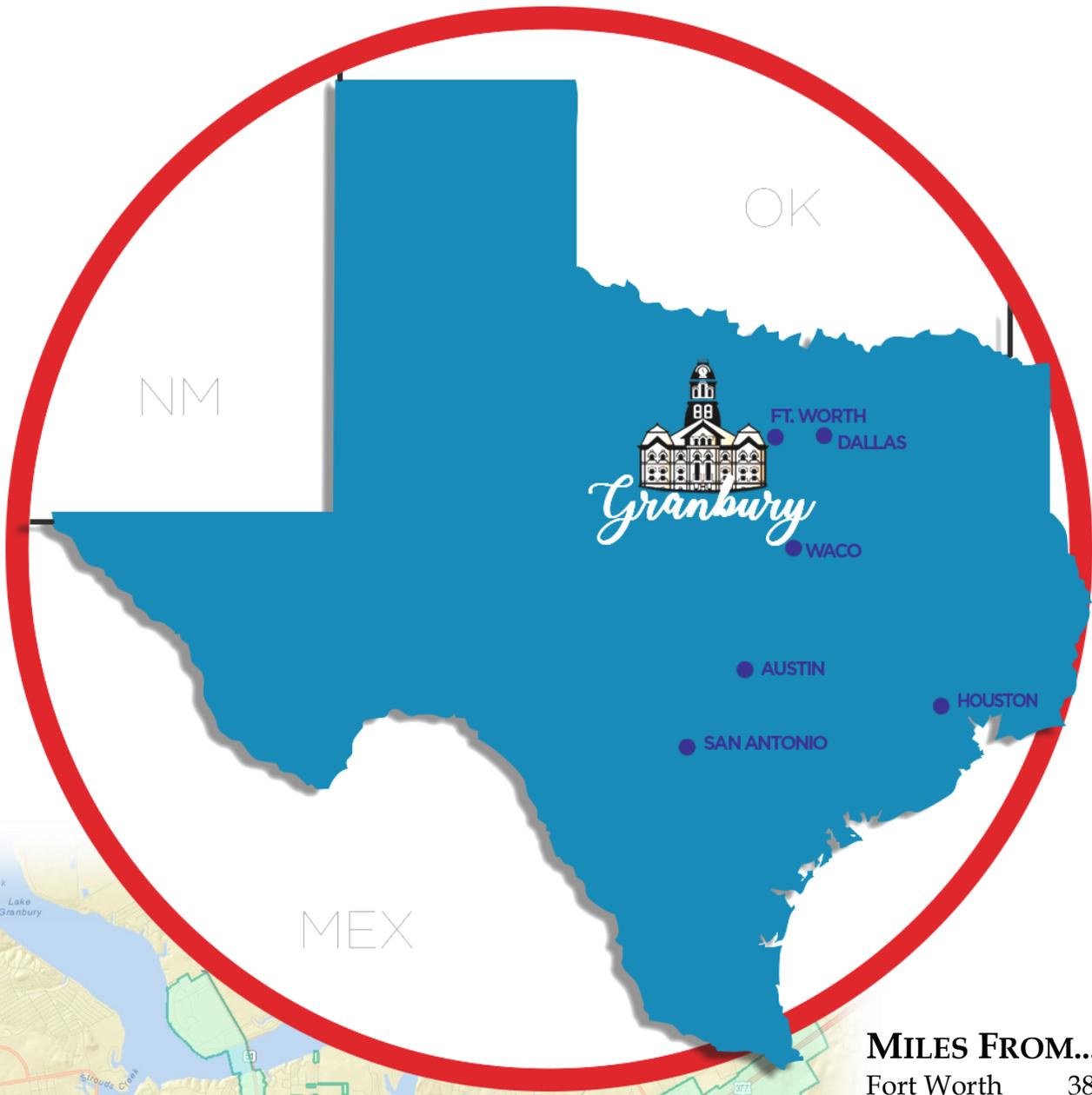
Lake Granbury provides a scenic 33.5 mile long lake offering boating, fishing, waterskiing, canoeing and swimming. Four parks operated by the Brazos River Authority provide boat ramps, swimming, camping and picnicking. There are even two restaurants you can access by car or boat!



**EDUCATION**

Granbury schools provide high-quality education for the district's children. The public school system is large enough to offer progressive and diverse programs, and small enough to allow teachers and administrators to cultivate a personal, active interest in each student. Award winning programs in academics, fine arts, vocational education, athletics, and leadership are available to the district’s more than 6,500 students.

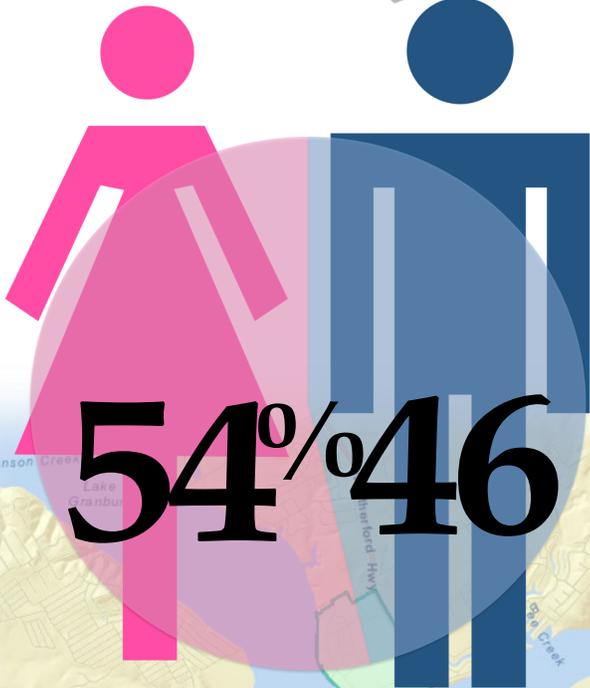
# Location of Granbury



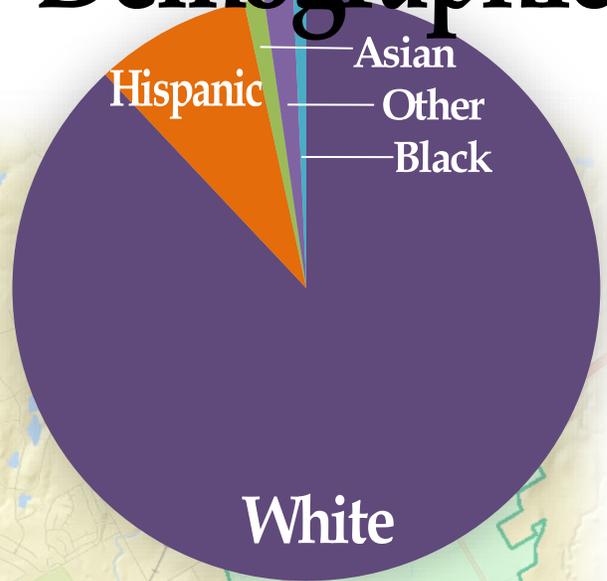
MILES FROM...	
Fort Worth	38
Dallas	73
Austin	177
Houston	285
El Paso	579
Atlanta	851
Chicago	1,031
Los Angeles	1,381
New York	1,620

Population **9,140**

**\$45,606**  
Median Household Income

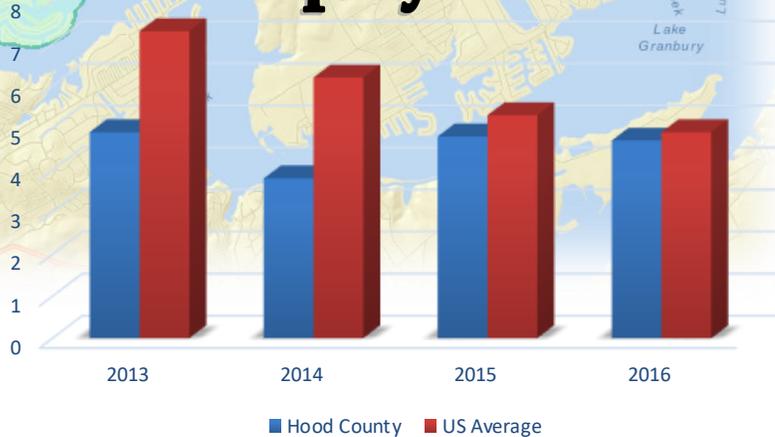


# Demographics



**13.6**  
square  
miles

# Unemployment Rate



**\$156,200**  
Median Value  
of owner-occupied housing units

# Granbury Statistics

City-Wide	
City Area (square miles)	13.6
City Latitude	32.4421° N,
City Longitude	97.7942° W
Miles of Streets	54
Total City Employees	176
City-Owned Vehicles	132
City-Owned Equipment	119

Leading Tax Payers 2015			
Rank	Taxpayer	\$000 Assessed Value	% of Total Assessed Val.
1	Health Care Reit Inc	21,333,390	1.72%
2	Hood General Hospital	15,554,560	1.25%
3	Kroger Texas LP	12,481,600	1.00%
4	ARI	10,637,190	0.86%
5	NEC US377 & Meander Rd LP	10,517,700	0.85%
6	H-E-B Grocery	9,207,080	0.74%
7	Wal-Mart Properties	9,181,890	0.74%
8	Pacific Lake Granbury	9,000,000	0.72%
9	Wal-Mart Real Estate Business	8,983,900	0.72%
10	Pioneer Natural Resouce	8,377,200	0.67%

Leading Employers 2016		
Rank	Employer	Number of Employees
1	Granbury ISD	1,030
2	Lake Granbury Medical Center	577
3	Wal-Mart Supercenter	400
4	Hood County	364
5	H-E-B	244
6	Kroger	181
7	City of Granbury	162
8	United Cooperative	155
9	Granbury Care Center	131
10	Total Equipment & Service	58

Ten Largest Water Customers 2016		
Rank	Customer	Gallons Consumed (hundreds)
1	Hood County	79,475
2	City of Granbury	78,545
3	Jerry Durant Toyota	77,535
4	Waterview Point	75,959
5	Wash My Ride	75,519
6	Pacific Lake Granbury, LP	75,260
7	H-E-B Grocery	51,415
8	Creative Solutions	46,824
9	Lake Granbury Medical	38,499
10	NEC US 377 & Meander Rd, LP	29,312

Ten Largest Electric Customers 2016		
Rank	Customer	000 Kwh Consumed
1	Granbury ISD	6,670
2	City of Granbury	6,207
3	Lake Granbury Medical Center	5,951
4	Hood County	3,833
5	Waterview Point Retirement	3,074
6	Lowe's Home Center	2,907
7	AT&T	1,128
8	Hilton Garden Inn	1,031
9	Creative Solutions	963
10	Harborlakes Plaza Nursing	795

# City Statistics

Electric & Water Sales by Customer Type 2016		
Customer Category	Electric Sales	Water Sales
Residential	\$ 3,480,112	\$ 2,751,533
Commercial	6,377,962	2,973,419
Other	818,459	89,415
<b>Total</b>	<b>\$ 10,676,533</b>	<b>\$ 5,814,367</b>

Sales Tax by Revenue Type 2016	
Sales Tax Category	Sales Tax Remitted
Services	\$ 1,210,484
General Merchandise	1,184,226
Building Materials	1,132,022
Accommodation & Food	947,192
Other Retail	1,788,388
All Other	1,362,060
<b>Total Sales Tax Received</b>	<b>\$ 7,624,373</b>

Recreation & Culture	
Playgrounds	4
<i>Athletic Fields</i>	
Soccer	8
Baseball	9
Basketball Court	1
Volleyball Pit	2
Swimming Pools	1
Boat Ramps	2
Hike & Bike Trails (miles)	2.75
Skate Parks	1
Acres of Maintained Parks	110

Airport	
Enclose Hangars	75
Open T-Hangars	9
Commercial Hangars	8
Feet of Runway	3,603

Public Safety	
Fire Stations	2
Volunteer Firefighters	56
Police Stations	1
Police Officers	31

Utility System	
Water Lines (miles)	135
Wells	36
Water Treatment Plant	1
Wastewater Treatment Plant	1
Lift Stations	42
Sewer Lines (miles)	45
Overhead Lines (miles)	87
Underground Lines (miles)	13

Education	
Attendance Centers	12
Students	6,590

Utility Customers	
Electric Customers	3,400
Water Customers	5,600
Wastewater Customers	4,200
Garbage Customers	2,900

# GRANBLURY *Texas*

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# Financial Fund Structure



**Shared Costs:** The Utility Fund transfers money to the General Fund for the cost of shared departments including: Legal, IT, Building Maintenance, Fleet Maintenance, Human Resources, Finance, Parks, Purchasing, Warehouse and Public Works. Additionally, the Utility Fund transfers money to the General Fund for the cost of the staff department heads whose daily tasks involve services for both funds. (for example: Director of Finance)

## **GENERAL FUND**

The proposed General Fund budget for Fiscal Year 2018 is \$15,801,722 which is a \$488,330 decrease from Fiscal Year 2017 budgeted numbers. The major decrease from 2016-17 is mainly due to the revenues and capital budgets for two major projects: the Downtown Square Project and the Memorial Lane Park Improvement Project. Ad Valorem revenue for operations & maintenance has increased and is \$2,696,866. Sales tax revenue is projected to be up and budgeted at \$7,500,000. Franchise fees being paid to the City for the use of its rights-of-way and streets by utilities doing business in the City and other taxes and fees are estimated to bring in \$1,775,938 in Fiscal Year 2018. This budget also includes \$452,850 for capital expenditures and \$1,200,000 for street maintenance.

## **UTILITY FUND**

The Utility Fund's primary purpose is to provide retail service to about 5,600 water, 4,200 sewer, and 3,400 electric customers residing in the City of Granbury and in its extra-territorial jurisdiction. The Utility Fund also transfers to the General Fund their allocated portion of the fleet, building maintenance, information technology and other supporting departments.

Revenues from the water, sewer and electric services sustain this fund. The Utility Fund budget for Fiscal Year 2018 is \$20,050,791 consistent compared to the 2016-17 budgeted expenses, which includes \$858,000 for capital expenditures.

Additionally, the City adopted a new electric ordinance in May, 2016, allowing to pass-through the total electric power cost incurred in providing services. Detailed utility rate tables are listed under the Reference section of the budget book (*Page 243-244*).

## **TOURISM FUND**

The City's Tourism Fund is composed of three major components: Conference Center, Langdon Center and the Opera House. The Conference Center relies on revenues from rental and sales of services, as well as monthly transfers from the General Fund. The total General Fund transfer to the Tourism Fund for Fiscal Year 2018 is budgeted at \$273,838.

The City will pay Visit Granbury \$681,300 or 90% of the total hotel occupancy tax revenues, and \$50,000 from the City's General Fund. Revenue projections for the Hotel Occupancy Taxes in Fiscal Year 2018 are at \$757,000.

In 2013 the City entered into a contract with the Granbury Theater Company. The Opera House revenue is estimated to be \$48,750 derived from rental revenue, and \$32,500 in reimbursement for utility expenses. The operational budget for the Opera House is \$75,600.

## **AIRPORT FUND**

The airport is equipped to sell jet fuel as well as regular aircraft fuel with a 24-hour fuel service. Fuel revenues are being projected to be \$395,000. In addition to fuel sales, hangar rental is another major revenue source for the airport. The total proposed Airport Fund budget for Fiscal Year 2018 is \$4,057,420, which includes \$3 million in revenue and capital for the airport expansion project.

## **GRANBURY HISTORIC PROPERTIES FUND**

Granbury Historic Properties Corp. was established in 2009 to assist the City in acquisition and control of historical properties deemed important to the growth and development of the City. The fund receives a revenue transfer from the General Fund to pay the loan on the Opera House reconstruction.

# Consolidated Budget Summary

## By Fund

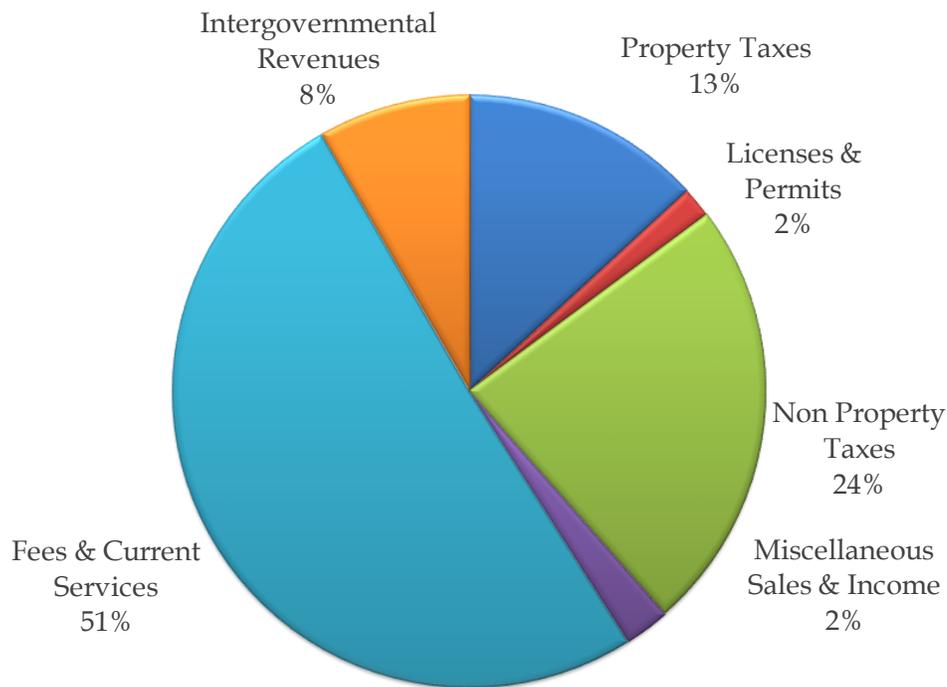
	General Fund	Enterprise Fund	Speical Revenue Fund	General Debt Service	Grand Total
<b>Beginning Fund Balances</b>	<b>5,585,111</b>	<b>3,973,513</b>	<b>103,509</b>	<b>623,887</b>	<b>10,286,020</b>
<i>Revenues</i>					
Property Taxes	2,700,126	-	-	2,868,856	5,568,982
Sales Taxes	7,500,000	-	-	-	7,500,000
Franchise Taxes	1,775,938	-	-	-	1,775,938
Other Taxes	-	-	757,000	-	757,000
Licenses and Permits	688,800	-	-	-	688,800
Fines and Forfeitures	207,000	-	-	-	207,000
Fees and Services	158,000	20,763,770	498,700	-	21,420,470
Interest Income	50,000	30,000	-	-	80,000
Misc Sales and Income	174,300	489,620	102,250	-	766,170
Intergovt. Revenue	308,228	3,200,000	-	-	3,508,228
<b>Total Revenues</b>	<b>13,562,392</b>	<b>24,483,390</b>	<b>1,357,950</b>	<b>2,868,856</b>	<b>42,272,588</b>
<i>Other Financing Sources</i>					
Fund Balance Used	903,000	-	-	-	903,000
Interfund Transfers	1,336,330	94,020	313,838	1,754,013	3,498,201
<b>Total Financing Sources</b>	<b>2,239,330</b>	<b>94,020</b>	<b>313,838</b>	<b>1,754,013</b>	<b>4,401,201</b>
<b>Total Available Resources</b>	<b>21,386,833</b>	<b>28,550,923</b>	<b>1,775,297</b>	<b>5,246,756</b>	<b>56,959,809</b>
<i>Expenditures</i>					
General Government	5,069,343	2,474,444	40,000	-	7,583,787
Public Safety	4,825,677	-	-	-	4,825,677
Community Developmnt	698,511	-	-	-	698,511
Public Works	2,392,129	13,424,768	-	-	15,816,897
Culture and Recreation	1,806,366	-	1,631,788	-	3,438,154
Capital Improvements	452,850	3,858,000	-	-	4,310,850
Debt Service:					-
Principal	-	878,000	-	2,920,000	3,798,000
Interest	-	366,168	-	1,698,437	2,064,605
Administrative Fees	-	-	-	4,432	4,432
<b>Total Expenditures</b>	<b>15,244,876</b>	<b>21,001,379</b>	<b>1,671,788</b>	<b>4,622,869</b>	<b>42,540,912</b>
<i>Other Financing Uses</i>					
Interfund Transfers	407,858	3,106,831	-	-	3,514,689
<b>Total Financing Uses</b>	<b>407,858</b>	<b>3,106,831</b>	<b>-</b>	<b>-</b>	<b>3,514,689</b>
<b>Total Expenditures &amp; Other Uses</b>	<b>15,652,734</b>	<b>24,108,210</b>	<b>1,671,788</b>	<b>4,622,869</b>	<b>46,055,602</b>
<b>Ending Fund Balances</b>	<b>5,734,098</b>	<b>4,442,712</b>	<b>103,509</b>	<b>623,887</b>	<b>10,904,207</b>

The projected unassigned fund balance for the General Fund is 38% of the total General Fund expenditures

# Consolidated Summary

## Revenues

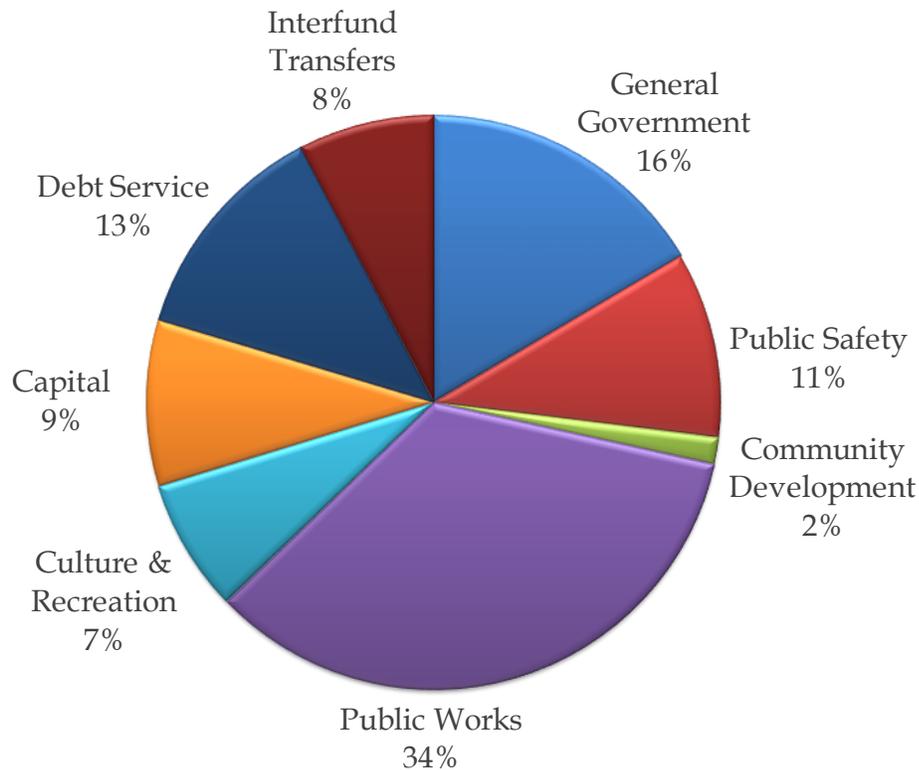
	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Revenues</b>				
Property Taxes	4,900,739	5,338,982	5,341,457	5,568,982
Non Property Taxes	9,979,505	9,818,483	9,649,054	10,032,938
Licenses & Permits	692,017	693,300	706,411	688,800
Fines & Penalties	219,410	189,000	188,420	207,000
Fees & Current Services	20,282,643	21,705,325	21,548,959	21,420,470
Interest Income	30,542	31,000	86,741	80,000
Miscellaneous Sales & Income	1,480,863	1,171,305	1,380,132	766,170
Intergovernmental Revenues	631,525	2,218,415	4,725,964	3,508,228
<b>Total Revenues</b>	<b>38,217,242</b>	<b>41,165,810</b>	<b>43,627,137</b>	<b>42,272,588</b>
<b>Other Financing Sources</b>				
Fund Balance Used	20,000	212,443	8,342	903,000
Interfund Transfers	7,871,181	3,258,621	3,151,999	3,498,201
<b>Total Other Financing Sources</b>	<b>7,891,181</b>	<b>3,471,065</b>	<b>3,160,340</b>	<b>4,401,201</b>
Bond Proceeds Used	-	-	-	-
<b>Total Revenues, Other Financing Sources &amp; Fund Balance/Working Capital</b>	<b>46,108,424</b>	<b>44,636,874</b>	<b>46,787,477</b>	<b>46,673,789</b>



# Consolidated Summary

## Expenditures

	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<i>Expenditures</i>				
General Government	7,408,154	7,543,038	6,897,367	7,583,787
Public Safety	4,251,935	4,516,262	3,916,059	4,825,677
Community Development	607,371	671,633	527,509	698,511
Public Works	15,875,806	16,735,065	15,380,589	15,816,897
Culture & Recreation	3,204,897	3,416,910	3,021,126	3,438,154
Capital	1,772,164	3,364,617	3,320,951	4,310,850
Debt Service	5,338,293	5,124,245	5,124,345	5,867,036
<b>Total Expenditures</b>	<b>38,458,622</b>	<b>41,371,771</b>	<b>38,187,946</b>	<b>42,540,912</b>
<i>Other Financing Uses</i>				
Interfund Transfers	2,262,377	2,824,831	2,771,981	3,514,689
<b>Total Other Financing Uses</b>	<b>2,262,377</b>	<b>2,824,831</b>	<b>2,771,981</b>	<b>3,514,689</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>40,720,999</b>	<b>44,196,602</b>	<b>40,959,927</b>	<b>46,055,602</b>



# Consolidated Summary

## Expenditures by Department

	Personnel Costs	Supplies & Maintenance	Services	Interfund Transfers	Capital	Debt Service	Grand Total
<b>General Fund</b>							
City Council	6,113	3,200	188,500	-	-	-	197,813
City Manager	277,179	3,840	29,770	-	-	-	310,789
Assistant City Manager	158,489	2,500	20,250	-	-	-	181,239
City Secretary	135,381	5,150	36,050	-	-	-	176,581
Legal	130,000	-	25,500	-	-	-	155,500
Finance	477,307	12,200	24,500	-	-	-	514,007
Purchasing	147,163	2,440	5,255	-	-	-	154,858
Social Services	-	-	54,000	-	-	-	54,000
IT	224,288	38,750	538,633	-	7,500	-	809,171
Communications	89,852	3,400	26,500	-	-	-	119,752
Human Resources	84,011	2,650	114,400	-	-	-	201,061
Warehouse Operations	102,453	16,010	42,637	-	-	-	161,100
Building & Permits	531,292	14,235	43,951	-	-	-	589,478
Economic Development	-	3,500	86,300	-	-	-	89,800
Community Development	375,271	13,210	220,230	-	-	-	608,711
Clean Air Coalition	57,830	5,500	109,733	-	-	-	173,063
Municipal Court	176,366	4,390	15,554	-	-	-	196,310
Police	3,489,184	240,875	328,114	-	159,000	-	4,217,173
Fire	143,350	146,360	281,484	-	41,000	-	612,194
Streets	363,216	1,319,950	119,485	-	73,000	-	1,875,651
Fleet Maintenance	259,138	46,060	9,686	-	-	-	314,884
Building Maintenance	581,147	103,700	58,664	-	50,000	-	793,511
Parks and Recreation	1,185,263	300,440	266,943	-	122,350	-	1,874,996
Cemetery	43,970	4,480	5,270	-	-	-	53,720
Non-Departmental	-	3,000	806,513	407,858	-	-	1,217,371
<b>Total General Fund</b>	<b>9,038,263</b>	<b>2,295,840</b>	<b>3,457,923</b>	<b>407,858</b>	<b>452,850</b>	<b>-</b>	<b>15,652,734</b>
<b>Utility Fund</b>							
Utility Administration	205,642	4,800	202,700	-	-	-	413,142
Meter Reading	171,809	39,050	85,110	-	85,000	-	380,969
Ground Water	-	158,500	225,100	-	-	-	383,600
Water Treatment	673,454	440,500	1,535,025	-	-	-	2,648,979
Water Distribution	302,444	217,315	242,571	-	48,000	-	810,330
Wastewater Treatment	459,474	214,490	487,971	-	245,000	-	1,406,935
Wastewater Collection	181,648	263,400	66,812	-	260,000	-	771,860
Electric	624,381	161,250	6,658,834	-	220,000	-	7,664,465
Public Works	179,451	4,600	31,580	-	-	-	215,631
Non-Departmental	-	9,300	1,041,282	3,060,132	-	1,244,168	5,354,881
<b>Total Utility Fund</b>	<b>2,798,301</b>	<b>1,513,205</b>	<b>10,576,985</b>	<b>3,060,132</b>	<b>858,000</b>	<b>1,244,168</b>	<b>20,050,791</b>

# Consolidated Summary

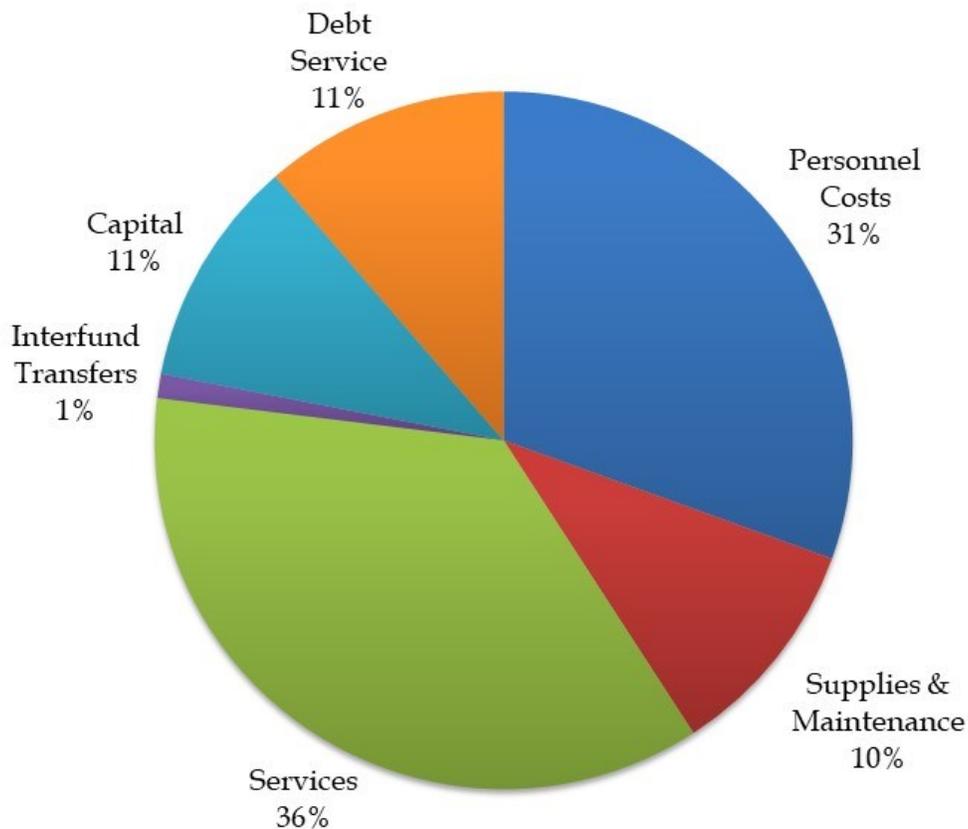
## Expenditures by Department

*Continued*

	Personnel Costs	Supplies & Maintenance	Services	Interfund Transfers	Capital	Debt Service	Grand Total
<b>Airport Fund</b>							
Airport	220,618	315,104	474,999	46,699	3,000,000	-	4,057,420
<b>Tourism Fund</b>							
Conference Center	362,178	62,600	364,150	-	-	-	788,928
Tourism	-	-	731,300	-	-	-	731,300
Other	-	24,500	87,060	-	-	-	111,560
<b>Total Tourism Fund</b>	<b>362,178</b>	<b>87,100</b>	<b>1,182,510</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,631,788</b>
<b>Granbury Historical Properties Fund</b>							
Historical Properties	-	-	40,000	-	-	-	40,000
<b>Debt Service Fund</b>							
Debt Service	-	-	-	-	-	4,622,869	4,622,869
<b>Total All Funds</b>	<b>12,419,361</b>	<b>4,211,249</b>	<b>15,732,416</b>	<b>3,514,689</b>	<b>4,310,850</b>	<b>5,867,036</b>	<b>46,055,602</b>

## City-Wide

### Expenditures by Type



# General Fund

**FUND DESCRIPTION:**

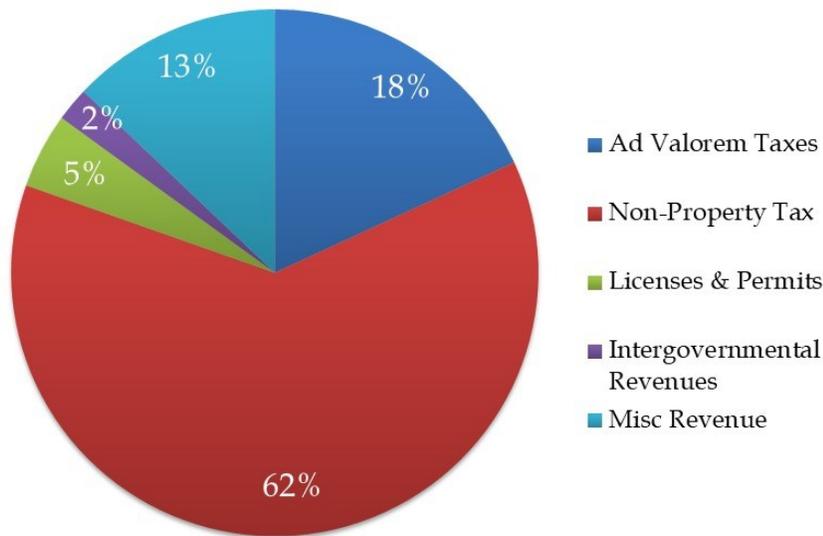
The General Fund is used to account for resources traditionally associated with government that are not required legally or by sound financial management to be accounted for in another fund.

	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Revenues</b>				
Ad Valorem Taxes	2,207,076	2,523,898	2,526,373	2,700,126
Non-Property Tax	9,282,612	9,123,363	8,911,679	9,275,938
Licenses & Permits	692,017	693,300	706,411	688,800
Fines & Penalties	219,410	189,000	188,420	207,000
Park Revenues	162,672	192,150	163,589	158,000
Interest Income	18,110	18,000	52,927	50,000
Misc. Sales & Income	323,714	393,470	612,725	174,300
Intergovernmental Revenues	582,339	2,018,415	1,076,050	308,228
<b>Total Revenues</b>	<b>13,487,950</b>	<b>15,151,596</b>	<b>14,238,173</b>	<b>13,562,392</b>
<b>Other Financing Sources</b>				
Interfund Transfers	1,201,810	1,291,091	1,139,543	1,336,330
Fund Balance Used	20,000	212,443	8,342	903,000
<b>Total Other Financing Sources</b>	<b>1,221,810</b>	<b>1,503,534</b>	<b>1,147,885</b>	<b>2,239,330</b>
<b>Total Revenues &amp; Other</b>				
<b>Financing Sources</b>	<b>14,709,761</b>	<b>16,655,130</b>	<b>15,386,058</b>	<b>15,801,722</b>
<b>Expenditures</b>				
Personnel Costs	8,360,945	8,756,101	7,511,588	9,038,263
Supplies & Maintenance	998,149	1,407,306	920,923	2,295,690
Services	3,304,066	3,311,716	3,059,850	3,458,073
Capital	852,358	2,501,146	2,100,513	452,850
<b>Total Expenditures</b>	<b>13,515,518</b>	<b>15,976,269</b>	<b>13,592,874</b>	<b>15,244,876</b>
<b>Other Financing Uses</b>				
Interfund Transfers	702,629	449,147	415,052	407,858
<b>Total Other Financing Uses</b>	<b>702,629</b>	<b>449,147</b>	<b>415,052</b>	<b>407,858</b>
<b>Total Expenditures &amp; Other</b>				
<b>Financing Uses</b>	<b>14,218,147</b>	<b>16,425,416</b>	<b>14,007,926</b>	<b>15,652,734</b>

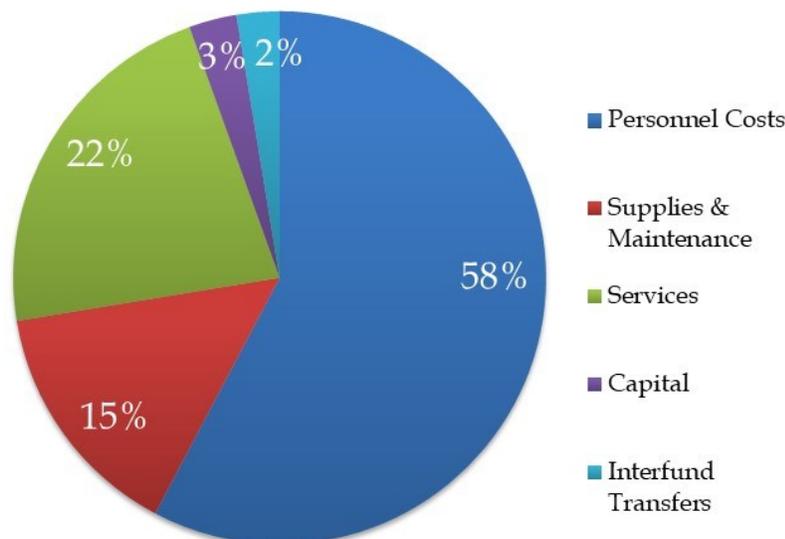
**Significant Issues/Comments:**

- Property values increased by \$46.8M and net property tax revenues increased by 3.4% compared to the Fiscal Year 2017 budget.
- Sales tax revenues are projected to increase 2% to \$7.5M in Fiscal Year 2018.
- Interfund transfers to the Tourism Fund are \$273,832. Interfund transfers to the Airport are \$94,020 which represents a decrease of 2%.
- Significant decrease in budget for Intergovernmental Revenues and Capital due to a State Funded Grant received in Fiscal Year 2017 for the Downtown Square Project.
- The City is also investing \$1,200,000 in street maintenance. It will use \$400,000 of current M&O revenue as well as \$800,000 from prior year fund balance.
- Prior year fund balance will also be used to fund \$100,000 to engineer a uniform development code.

**General Fund Revenues by Type**



**General Fund Expenditures by Type**



# Utility Fund

**FUND DESCRIPTION:**

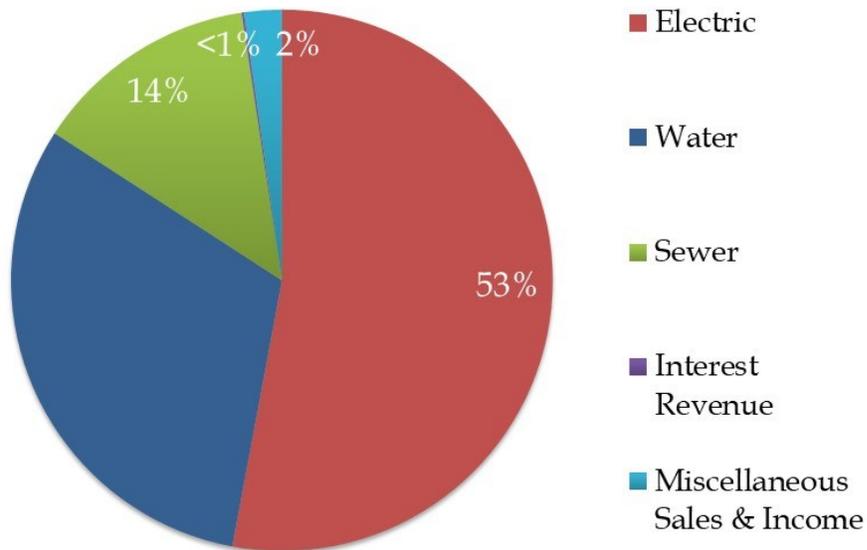
The Utility Fund is used to account for the revenues from water, sewer and electric operating and maintenance activities and the expenses of the departments that support these activities. These departments include the water and wastewater treatment plants, the water distribution and wastewater collection departments, meter reading, utility administration, ground water and the electric department. This fund also supports it's share of the fleet maintenance, building maintenance and administrative services functions in the General Fund.

	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Revenues</b>				
Fees & Service Charges	18,945,897	20,247,845	20,122,028	20,030,890
Interest Revenue	13,462	13,000	33,929	30,000
Miscellaneous Sales & Income	1,024,990	625,565	628,208	459,100
<b>Total Revenues</b>	<b>19,984,349</b>	<b>20,886,410</b>	<b>20,784,165</b>	<b>20,519,990</b>
<b>Other Financing Sources</b>				
Interfund Transfers	5,098,604	454,546	519,471	-
Fund Balance Used	-	-	-	-
<b>Total Other Financing Sources</b>	<b>5,098,604</b>	<b>454,546</b>	<b>519,471</b>	<b>-</b>
<b>Total Revenues &amp; Other Financing Sources</b>				
	<b><u>25,082,953</u></b>	<b><u>21,340,956</u></b>	<b><u>21,303,636</u></b>	<b><u>20,519,990</u></b>
<b>Expenses</b>				
Personnel Costs	2,600,708	2,522,264	2,391,359	2,798,301
Supplies & Maintenance	967,450	1,116,039	897,979	1,513,205
Services	12,615,217	13,054,315	12,513,255	10,576,985
Capital	919,807	863,471	1,220,438	858,000
Debt Service	1,774,093	1,245,324	1,245,424	1,244,168
<b>Total Expenses</b>	<b>18,877,274</b>	<b>18,801,413</b>	<b>18,268,455</b>	<b>16,990,659</b>
<b>Other Financing Uses</b>				
Interfund Transfers	1,495,559	2,328,985	2,311,033	3,060,132
<b>Total Other Financing Uses</b>	<b>1,495,559</b>	<b>2,328,985</b>	<b>2,311,033</b>	<b>3,060,132</b>
<b>Total Expenses &amp; Other Financing Uses</b>				
	<b><u>20,372,833</u></b>	<b><u>21,130,398</u></b>	<b><u>20,579,488</u></b>	<b><u>20,050,791</u></b>

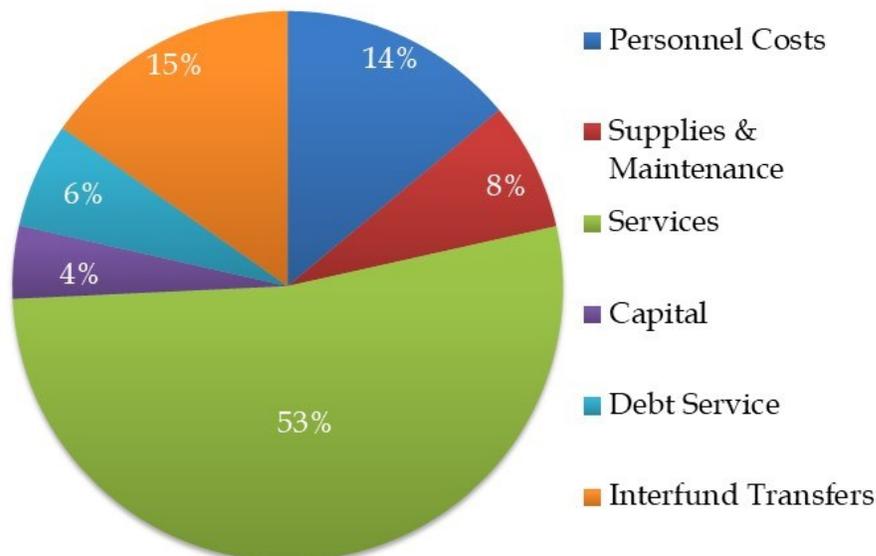
**Significant Issues/Comments:**

- Electric Revenues are budgeted to be down 2% due to an electric rate adjustment from a lower power purchase cost contract going into effect January 1, 2018.
- Water and sewer rates are budgeted to be up 2% due to CPI rate adjustments.
- The Other Financing Sources of Interfund Transfers in Fiscal Year 2017 were impact fees for capital improvements that are not budgeted again in Fiscal Year 2018.
- Personnel costs are budgeted to increase 11% due to increased personnel positions for the operations of the new 2.5 MGD Water Treatment Plant to be online October 1, 2017.

### Utility Fund Revenues by Type



### Utility Fund Expenditures by Type



# Airport Fund

## FUND DESCRIPTION:

The Airport Fund is used to account for revenues and expenses related to the operation and maintenance of the Granbury Regional Airport. Capital equipment, improvements and debt payments on outstanding debt for the Airport are also accounted for here.

	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Revenues</b>				
Sale of Aviation Fuel	387,189	383,750	423,248	395,000
Hangar Rent	289,900	337,880	330,298	337,880
Interest Revenue	(532)	-	(5)	-
Other Income	27,858	30,520	30,691	30,520
Intergovernmental Revenues	49,185	200,000	3,649,914	3,200,000
<b>Total Revenues</b>	<b>753,600</b>	<b>952,150</b>	<b>4,434,145</b>	<b>3,963,400</b>
<b>Other Financing Sources</b>				
Interfund Transfers	224,378	120,000	120,000	94,020
Fund Balance Used				
<b>Total Other Financing Sources</b>	<b>224,378</b>	<b>120,000</b>	<b>120,000</b>	<b>94,020</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>977,978</b>	<b>1,072,150</b>	<b>4,554,145</b>	<b>4,057,420</b>
<b>Expenses</b>				
Personnel Costs	259,545	214,690	226,988	220,618
Supplies & Maintenance	298,095	328,330	325,171	315,104
Services	223,703	232,431	218,444	224,999
Capital Outlay	-	-	-	3,000,000
<b>Total Expenses</b>	<b>781,343</b>	<b>775,451</b>	<b>770,603</b>	<b>3,760,721</b>
<b>Other Financing Uses</b>				
Grant Expense	98,430	250,000	99,758	250,000
Interfund Transfers	64,189	46,699	45,896	46,699
<b>Total Other Financing Uses</b>	<b>162,619</b>	<b>296,699</b>	<b>145,654</b>	<b>296,699</b>
<b>Total Expenses &amp; Other Financing Uses</b>	<b>943,962</b>	<b>1,072,150</b>	<b>916,257</b>	<b>4,057,420</b>

## Significant Issues/Comments:

- The Airport fund will receive \$3,000,000 from TxDOT starting in Fiscal Year 2018 to fund the capital expenditures of the Airport Expansion project. The revenue for this project is budgeted in Intergovernmental Revenues and expenses are budgeted in Capital Outlay.

# Tourism Fund

## FUND DESCRIPTION:

The Tourism Fund is used to account for hotel occupancy revenues that are legally restricted for expenditures for particular purposes and the operations of the Granbury Resort Conference Center. Two other cultural centers: the Langdon Center and the Opera House, are also accounted for here.

	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Revenues</b>				
Hotel Occupancy Taxes	696,893	695,120	737,375	757,000
Interest Revenue	(585)	-	(248)	-
Conference Center Revenue	475,864	522,700	486,552	477,700
Langdon Center Revenue	21,120	21,000	23,245	21,000
Other Income	98,800	121,750	106,808	102,250
<b>Total Revenues</b>	<b>1,292,093</b>	<b>1,360,570</b>	<b>1,353,733</b>	<b>1,357,950</b>
<b>Other Financing Sources</b>				
Interfund Transfers	438,251	289,147	269,147	273,838
<b>Total Other Financing Sources</b>	<b>438,251</b>	<b>289,147</b>	<b>269,147</b>	<b>273,838</b>
<b>Total Revenues &amp; Other Financing Sources</b>				
	<b>1,730,344</b>	<b>1,649,717</b>	<b>1,622,880</b>	<b>1,631,788</b>
<b>Expenditures</b>				
Personnel Costs	321,698	359,050	280,803	362,178
Supplies & Maintenance	109,274	107,475	94,488	87,100
Services	449,704	501,072	450,653	451,210
Capital Outlay	37,026	-	-	-
Other Services	700,000	682,120	713,637	731,300
<b>Total Expenditures</b>	<b>1,617,702</b>	<b>1,649,717</b>	<b>1,539,582</b>	<b>1,631,788</b>
<b>Other Financing Uses</b>				
Interfund Transfers	-	-	-	-
<b>Total Other Financing Uses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures &amp; Other Financing Uses</b>				
	<b>1,617,702</b>	<b>1,649,717</b>	<b>1,539,582</b>	<b>1,631,788</b>

## Significant Issues/Comments:

- Revenue projections for hotel occupancy taxes are projected to be \$757,000 in Fiscal Year 2018 based on current fiscal year trend.
- The total interfund transfer from General Fund to Tourism Fund is down by 5% compared to Fiscal Year 2017.
- Other Services of \$731,300 includes the Tourism Fund transfer to Visit Granbury, Inc, which is budgeted to be 90% of hotel occupancy taxes and \$50,000 from the General Fund.

# Granbury Historic Properties

## FUND DESCRIPTION:

Granbury Historic Properties has been established to assist the City in the acquisition and control of historical properties deemed important to the growth and development of the City.

	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Revenues</b>				
Interest Revenue	86	-	138	-
Other Income	5,500	-	1,699	-
Intergovernmental Revenues	-	-	-	-
<b>Total Revenues</b>	<b>5,586</b>	<b>-</b>	<b>1,837</b>	<b>-</b>
<b>Other Financing Sources</b>				
Interfund Transfers	40,000	40,000	40,000	40,000
From Fund Balance	-	-	-	-
<b>Total Other Financing Sources</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
<b>Total Revenues &amp; Other</b>				
<b>Financing Sources</b>	<b>45,586</b>	<b>40,000</b>	<b>41,837</b>	<b>40,000</b>
<b>Expenditures</b>				
Personnel Costs	-	-	-	-
Supplies & Maintenance	-	-	-	-
Services	41,179	40,000	40,000	40,000
Capital Outlay	-	-	-	-
Other Services	-	-	-	-
<b>Total Expenditures</b>	<b>41,179</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
<b>Other Financing Uses</b>				
Interfund Transfers	-	-	-	-
<b>Total Other Financing Uses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures &amp; Other</b>				
<b>Financing Uses</b>	<b>41,179</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>

## Significant Issues/Comments:

- This fund receives \$40,000 in transfers from the General Fund to cover the loan payment obligation of this fund.

# General Debt Service Fund

## FUND DESCRIPTION:

The General Debt Service Fund is used to account for funds collected to pay general obligation bond debt service. These funds are collected from a portion of the ad valorem tax rate, which is based on the amount of debt service principal and interest to be paid in the current fiscal year.

	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Revenues</b>				
Ad Valorem Taxes	2,693,663	2,815,084	2,815,084	2,868,856
Interest Revenue	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenues</b>	<b>2,693,663</b>	<b>2,815,084</b>	<b>2,815,084</b>	<b>2,868,856</b>
<b>Other Financing Sources</b>				
Issuance of Debt	-	-	-	-
Payment of refunded bond	-	-	-	-
Bond (Discount)/Premium	-	-	-	-
Interfund Transfers	868,138	1,063,838	1,063,838	1,754,013
<b>Total Other Financing Sources</b>	<b>868,138</b>	<b>1,063,838</b>	<b>1,063,838</b>	<b>1,754,013</b>
<b>Total Revenues &amp; Other</b>				
<b>Financing Sources</b>	<b>3,561,801</b>	<b>3,878,921</b>	<b>3,878,921</b>	<b>4,622,869</b>
<b>Expenditures</b>				
Debt Service				
Principal	2,310,000	2,295,000	2,295,000	2,920,000
Interest and Fiscal charges	1,251,801	1,579,839	1,579,839	1,698,437
Refund of Existing Debt	-	-	-	-
Debt Issuance Cost	-	-	-	-
Agent Fees	2,400	4,082	4,082	4,432
<b>Total Expenditures</b>	<b>3,564,201</b>	<b>3,878,921</b>	<b>3,878,921</b>	<b>4,622,869</b>
<b>Other Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses &amp; Other</b>				
<b>Financing Uses</b>	<b>3,564,201</b>	<b>3,878,921</b>	<b>3,878,921</b>	<b>4,622,869</b>

## Significant Issues/Comments:

- Property values increased by \$46.8M (3.43%) in Fiscal Year 2018, reflecting an increase from \$1,363M to \$1,410M.

# GRANBLURY *Texas*

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# General Fund

The General Fund is responsible for providing basic services to the residents of the City. These services include:

- \* **General Government:** City Council, City Manager, Assistant City Manager, City Secretary, Legal, Finance, Purchasing, Warehouse, Social Services, Information Technology, Human Resources, Communications, Fleet and Building Maintenance
- \* **Public Safety:** Municipal Court, Police & Fire
- \* **Community Development:** Economic Development and Community Development
- \* **Public Works:** Building & Permits and Streets
- \* **Culture & Recreation:** Parks, Swimming Pool, Soccer Fields, Baseball, Beach & Cemetery

The General Fund's primary revenue sources are Ad Valorem Taxes, Sales Taxes, Franchise Fees and Charges for City Services. The City Council is responsible for establishing a tax rate for the General Fund.

Per the Tax Code, if the proposed tax rate exceeds the lower of the effective tax rate or the rollback tax rate, the City is required to hold two public hearings on the tax rate for that fiscal year. The Maintenance & Operations portion of the rollback tax rate is the tax rate that would be needed to raise the same amount of taxes that the taxing unit levied in the prior year plus eight percent. The debt service rate portion is the tax rate necessary to pay the taxing unit's debt payments in the coming year. This part of the calculation does not depend on the last year's debt taxes at all; it considers the amount the taxing unit will need for the current year. The debt service portion of the overall tax rate may rise as high as necessary without triggering the threat of a rollback election.

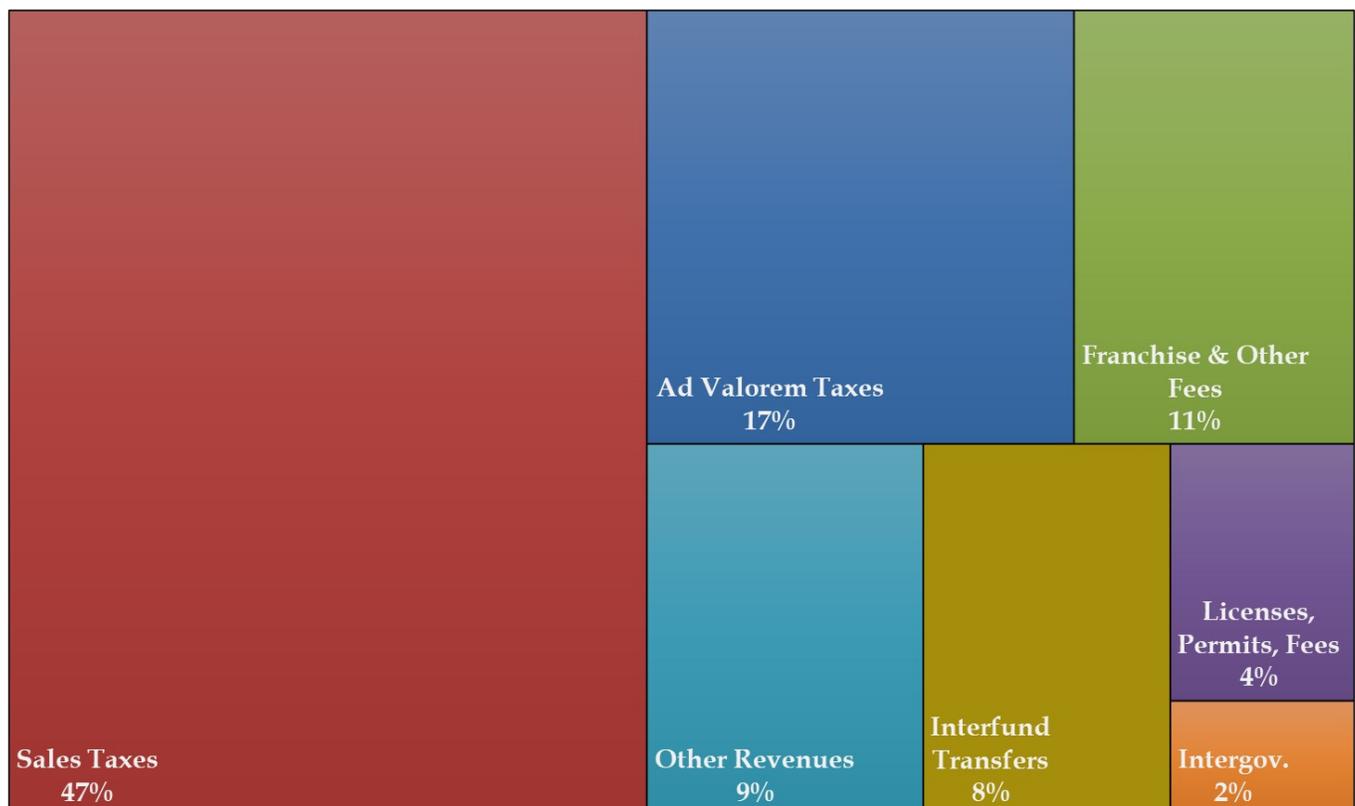
The sales tax rate inside the City of Granbury is 8.25%, with 1.5% being dedicated for City use. The remainder goes to the State (6.25%) and Hood County (0.5%).

## General Fund Revenues

Revenue Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
Ad Valorem Taxes	2,207,076	2,523,898	2,526,808	2,700,126
Sales Taxes	7,561,299	7,367,000	7,858,500	7,500,000
Franchise Fees & Other	1,721,313	1,773,363	1,818,213	1,775,938
Licenses, Permits, Fees	692,017	693,300	789,148	688,800
Municipal Court Fees	219,410	189,000	195,420	207,000
Park Revenues	162,672	192,150	177,062	158,000
Interest Income	18,110	18,000	59,704	50,000
Other Revenues	323,714	413,470	565,720	174,300
Intergovernmental Revenue	582,339	2,018,415	1,927,134	308,228
Interfund Transfers	1,201,810	1,291,091	1,240,232	1,336,330
Fund Balance Used	20,000	246,518	9,100	903,000
<b>Total Revenues</b>	<b>14,709,761</b>	<b>16,726,205</b>	<b>17,167,040</b>	<b>15,801,722</b>

## General Fund Revenue

Fiscal Year 2018



## General Fund Revenues

Revenue Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Ad Valorem Taxes</b>				
Current Tax Revenue	2,207,076	2,523,898	2,526,808	2,700,126
Delinquent Tax Revenue	12,089	15,000	8,204	15,000
Penalty and Interest on Taxes	20,364	25,000	15,939	25,000
Tax Certificates	206	250	206	250
<b>Total Ad Valorem Taxes</b>	<b>2,239,736</b>	<b>2,564,148</b>	<b>2,551,158</b>	<b>2,740,376</b>
<b>Sales Taxes</b>				
Sales Taxes	7,561,299	7,367,000	7,858,500	7,500,000
Mixed Drink Taxes	63,074	55,000	67,729	60,000
<b>Total Sales Taxes</b>	<b>7,624,373</b>	<b>7,422,000</b>	<b>7,926,230</b>	<b>7,560,000</b>
<b>Franchise Fees</b>				
Cable TV Franchise Fees	102,666	95,000	104,040	95,000
Telephone Franchise Fees	111,102	107,000	102,420	107,000
Electric Franchise Fees	349,491	385,000	394,729	375,000
Solid Waste Franchise Fees	118,924	108,000	113,780	108,000
Gas Franchise Fees	56,319	60,000	53,464	60,000
Utility Fund Franchise Fees	857,990	895,113	929,419	902,688
PEG Fee Franchise	29,087	28,000	28,281	28,000
<b>Total Franchise Fees</b>	<b>1,625,580</b>	<b>1,678,113</b>	<b>1,726,134</b>	<b>1,675,688</b>
<b>Licenses, Permits, Fees</b>				
Alcoholic Beverage Permits	6,405	8,000	7,485	6,000
Health Permits	38,240	48,000	44,735	48,000
Building/Housemoving Perm	296,286	340,000	417,451	340,000
Plumbing/Electric Permits	43,538	55,000	50,990	55,000
Pole Usage Fees	9,363	10,000	9,363	9,500
License Registration/Renewa	28,400	35,000	32,000	30,000
Street/Curb/Concrete Permit	470	500	-	500
Water Well Permits	250	-	500	-
Misc Permits/Fees/Licenses	140,981	110,000	134,999	110,000
Dog Pound Fees	250	300	430	300
Gas Well Permits & Fees	2,317	2,000	1,059	2,000
Engineering Fees	56,678	67,000	48,571	55,000
Accident Report Fees	1,644	2,000	1,728	2,000
Developers Fees	67,194	15,000	39,838	30,000
Car Storage/Impound Fees	-	500	-	500
<b>Total Licenses, Permits, Fees</b>	<b>692,017</b>	<b>693,300</b>	<b>789,148</b>	<b>688,800</b>

# General Fund Revenues

*Continued*

Revenue Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Municipal Court Fees</b>				
Fines and Forfeitures	160,866	140,000	134,592	150,000
Parking Violation Fees	-	-	-	-
Court Fines for Building Secur	4,200	3,000	3,714	4,000
Mun. Court Administ. Fess	27,087	20,000	29,841	25,000
Warrant Fees	18,814	20,000	20,037	20,000
Arrest Fees	8,442	6,000	7,235	8,000
<b>Total Municipal Court Fees</b>	<b>219,410</b>	<b>189,000</b>	<b>195,420</b>	<b>207,000</b>
<b>Park Revenue</b>				
Ballfield Concessions	33,952	50,000	30,052	40,000
Beach Concession Revenue	-	-	-	-
Beach Rental	1,900	2,000	1,900	2,000
Trailer Concession Revenue	-	1,000	-	-
Swimming Lessons	-	6,500	-	-
Pool Concessions	6,759	13,800	5,704	8,000
Swimming Pool Admissions	24,469	27,850	14,371	25,000
Pavilion Use Fees	2,201	5,000	3,275	3,000
Recreation Activity Fees	40,312	40,000	41,385	40,000
Park Donation/Dedications	22,928	10,000	57,582	10,000
Stage Rental	1,700	1,000	1,850	2,000
Labor - Special Events	-	-	-	-
Park Gas Well Revenue	-	-	-	-
Ballfield Sign Space Lease	-	-	-	-
Ballfield Use Fees	14,243	20,000	8,405	15,000
Soccer Field Use Fees	11,310	11,000	10,938	11,000
Cemetery Revenue	2,900	4,000	1,600	2,000
<b>Total Park Revenue</b>	<b>162,672</b>	<b>192,150</b>	<b>177,062</b>	<b>158,000</b>
<b>Interest Income</b>				
Interest Income	18,110	18,000	59,704	50,000
<b>Total Interest Income</b>	<b>18,110</b>	<b>18,000</b>	<b>59,704</b>	<b>50,000</b>

# General Fund Revenues

*Continued*

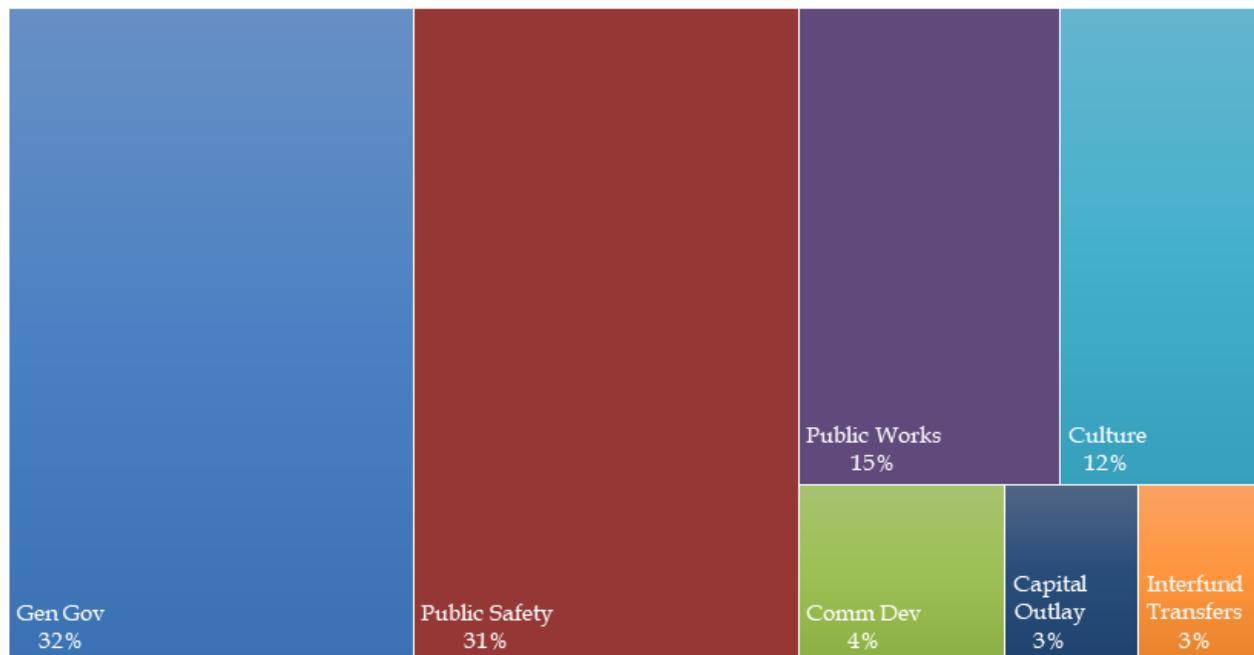
Revenue Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Other Revenue</b>				
Fund Balance Used	20,000	246,518	9,100	903,000
Lease of City Property	90,701	85,000	93,653	90,000
Kiosk Sign Rent	3,210	3,500	3,795	3,500
WIFI Network Income	24,096	10,000	12,350	-
Cemetery Gas Well Drilling	2,150	250	7,089	5,000
Books, Maps, Publications	316	200	354	200
Granbury TV Programming	23,292	20,000	22,287	20,000
Granbury TV Membership	391	-	523	-
Granbury TV Donations	2,500	-	-	-
Granbury TV Production	200	500	220	-
Donations	57,695	208,585	204,720	-
Miscellaneous Income	66,607	40,000	39,442	40,000
Insurance Proceeds	38,692	33,635	34,083	-
Sale of Assets	-	-	128,850	-
Cash Short/Over	(193)	-	54	-
Vending Machine Revenue	1,023	600	1,182	600
Service Fees	13,035	11,200	17,118	15,000
<b>Total Other Revenue</b>	<b>343,714</b>	<b>659,988</b>	<b>574,820</b>	<b>1,077,300</b>
<b>Interfund Transfers</b>				
Transfer In Shared Alloctn	897,883	970,586	919,727	997,834
Transfer from Utility	303,927	320,505	320,505	338,496
Transfer in from Airport	-	-	-	-
<b>Total Interfund Transfers</b>	<b>1,201,810</b>	<b>1,291,091</b>	<b>1,240,232</b>	<b>1,336,330</b>
<b>Intergovernmental Revenue</b>				
GISD Officer Reimb.	55,329	56,912	57,905	63,008
Other State Revenue	-	-	-	-
Other State Grants	334,027	317,987	247,326	245,220
Other Grant Revenue	176,986	1,643,516	1,237,167	-
Other Financing Sources	-	-	347,802	-
FEMA Grant Revenue	15,997	-	36,934	-
Intergov Contributions	-	-	-	-
<b>Total Intergovernmental</b>	<b>582,339</b>	<b>2,018,415</b>	<b>1,927,134</b>	<b>308,228</b>
<b>Total General Fund Revenue</b>	<b>14,709,761</b>	<b>16,726,205</b>	<b>17,167,040</b>	<b>15,801,722</b>

## General Fund Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
Administration	883,112	1,057,498	1,025,477	1,021,922
Administrative Services	1,776,313	1,802,225	1,712,542	1,805,388
Human Resources	271,505	298,923	277,539	201,061
Public Works	983,994	1,194,518	1,100,434	2,392,129
Community Development	607,371	673,133	596,171	698,511
Clean Air Coalition	105,475	187,206	133,664	173,063
Municipal Court	196,935	187,162	183,246	196,310
Police	3,575,176	3,738,593	3,647,727	4,058,173
Fire	479,825	590,507	543,032	571,194
Fleet Maintenance	305,840	319,303	329,227	314,884
Building Maintenance	688,193	737,931	747,837	743,511
Parks and Recreation	1,624,221	1,780,068	1,641,145	1,806,366
Non-Departmental	833,233	1,033,880	909,236	809,513
Interfund Transfers	702,629	429,147	429,147	407,858
Capital Outlay	852,358	2,533,196	2,532,608	452,850
<b>Total Expenditures</b>	<b>13,886,179</b>	<b>16,563,291</b>	<b>15,809,029</b>	<b>15,652,734</b>

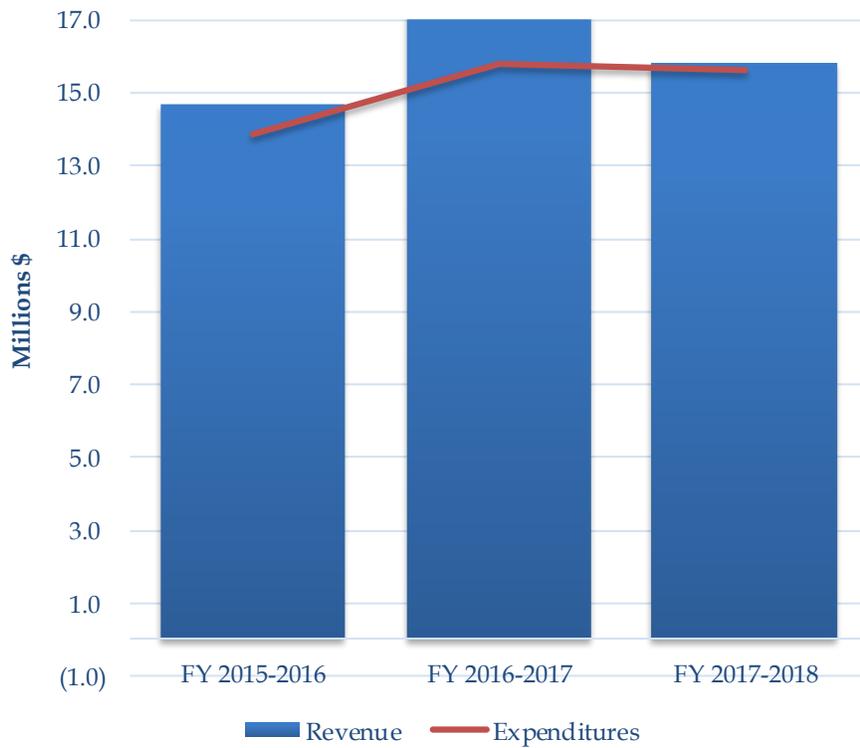
## General Fund Expenditures

Fiscal Year 2018



## General Fund Revenues vs Expenditures

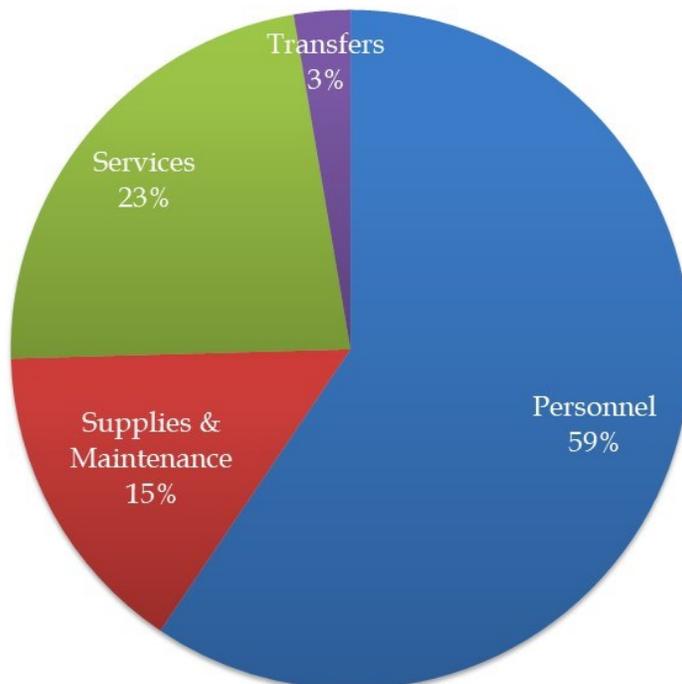
### 3 Year History



*\*Large increase in 2016-2017 due to Downtown Square Project in Streets' Capital for \$1,619,200 funded by TxDOT Grant*

## Fiscal Year 2018 General Fund Expenditures

### By Type



# - City Council -

## Department 10

### MISSION STATEMENT

To adopt ordinances, plans, policies and budgets so that the City of Granbury can deliver high quality municipal services, protect the health, safety and welfare of its residents, and maintain its image as a unique tourist destination and an enjoyable place to live.

### DESCRIPTION

Granbury is a home-rule city. The City Council consists of five council members and a mayor. The mayor only votes in the instance of a tie-vote. All members of the Council are elected at-large. The City Council operates under the Granbury City Charter, City ordinances and State law. Four officers of the City are appointed by the City Council and operate under its guidance: City Manager, City Attorney, City Secretary and Municipal Judge.

The City Council is the policy-making arm of city government. It has a wide variety of tasks which include approving any expenditure of the City which exceeds the amount stipulated in the Charter and by State law, appointing board and commission members, ordering regular and special elections and considering zoning issues.

The City Council must study, analyze and approve complex plans for expansion and rehabilitation of the City’s utilities and other progressive plans that may benefit the citizens.

### OBJECTIVES AND STRATEGIES

1. **Develop policies which enhance the quality of life for the community while preserving its unique character and natural resources.**  
*Related to City Council Goal: Community Development.*
2. **Ensure the long-term financial viability of Granbury.**  
*Related to City Council Goal: Community Development.*
3. **Promote community involvement and participation in local government.**  
*Related to City Council Goal: Citizen Involvement.*
4. **Attend all regular and special Council meetings.**  
*Related to City Council Goal: Service Delivery.*

Objective	Performance Measure	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
3	# Citizen Participation Speakers	26	40*	24	30
4	Attendance % for Regular & Special Council Meetings	93%	92%	97%	99%

\* Vote on Airport Expansion Project had 17 speakers in one night.

# City Council Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
FICA	5,967	5,967	5,967	5,967
Insurance for Personnel	120	-	110	-
Workers Compensation	183	210	163	146
Texas Workforce Commission	-	-	-	-
<b>Total Personnel</b>	<b>6,270</b>	<b>6,177</b>	<b>6,240</b>	<b>6,113</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	494	900	275	900
Copier Expense	200	300	0	300
Non-Capital Tools & Equip	3,397	7,000	6,108	2,000
<b>Total Supplies &amp; Maint</b>	<b>4,091</b>	<b>8,200</b>	<b>6,382</b>	<b>3,200</b>
<b>Services</b>				
Council Expense	78,000	78,000	78,000	78,000
Audit & Accounting	21,000	21,000	21,000	21,000
Consultants, Architect, Engr.	2,500	49,000	19,478	20,000
Telephone	2,974	3,500	2,722	2,800
Postage	-	100	-	100
Council Travel/Training	7,348	30,000	24,542	30,000
Meeting Refreshments	2,791	2,500	2,061	2,500
Meeting Recordings	-	100	-	100
Dues, Subscriptions, Member	9,059	10,000	7,128	10,000
Public Purpose Donation	-	-	-	-
Intergovernmental Relations	-	-	-	-
Internet Services	-	-	-	-
Community Events	-	26,190	26,178	20,000
Miscellaneous Expenses	18,329	2,000	2,117	2,000
Special Events- City Hall	-	1,810	1,805	2,000
<b>Total Services</b>	<b>142,002</b>	<b>224,200</b>	<b>185,032</b>	<b>188,500</b>
<b>Total City Council</b>	<b>152,362</b>	<b>238,577</b>	<b>197,654</b>	<b>197,813</b>

**Did you  
know?**

Granbury's city government is a city manager-mayor form of municipality government with 5 council members and 1 mayor. In a council motion, the mayor only votes if there is a tie.

# - City Manager -

## Department 11

**MISSION STATEMENT**

To implement the plans, policies, and budgets established by the City Council, effectively lead the staff through innovation and improvements in service delivery, communicate effectively with the citizens, exercise fiscal responsibility, and nurture a positive image of City government.

**DESCRIPTION**

The City Manager is appointed by the City Council as the executive leader to manage day-to-day operations of all City departments and supervise the department heads. This position is responsible for directing a variety of administrative processes that allows the City to operate, while also implementing and overseeing policies crafted by the City Council. Externally, the City Manager is responsible for hearing the concerns and requests of the community and bringing them to the government. The City Manager operates with a professional understanding of how all city functions operate together to their best effect.

<b>STAFFING</b>			
<b>Title</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
City Manager	1	1	1
Executive Administrative Assistant	1	1	1
<b>Total Staffing</b>	<b>2</b>	<b>2</b>	<b>2</b>

<b>Did you know?</b>	City Manager, Chris Coffman is currently serving as the Texas City Management Association’s President-Elect and Granbury’s Assistant City Manager, Michael Ross is serving TCMA as the TML Board Representative
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## OBJECTIVES AND STRATEGIES

### 1. Ensure the delivery of quality services to citizens.

*Related to City Council Goal: Service Delivery*

- Receives frequent status updates from all department heads
- Listens and responds to citizen's concerns

### 2. Coordinate the implementation of City Council goals and objectives with all City Departments.

*Related to City Council Goal: Service Delivery*

- Facilitates biweekly Staff Meetings
- Conduct regular meetings with individual and/or small group of directors.
- Develop a new comprehensive plan
- Provide collaboration by fully utilizing the existing board and commissions

### 3. Facilitate community activities to address public requests for needs and services.

*Related to City Council Goal: Community Development*

- Conduct a strategic planning workshop for the council to establish and update the strategic plan

### 4. Improve citizen awareness and understanding of City programs, services and issues.

*Related to City Council Goal: Citizen Involvement*

- Participates in Council meetings and workshops
- Create and distribute quarterly newsletters for the city organizations and activities

### 5. Respond to citizen concerns and City Council requests in a timely manner.

*Related to City Council Goal: Service Delivery*

- Act upon all calls and email inquiries within a timely manner
- Establish and maintain timelines for each project and provide accountability for the completion of the projects.
- Coordinate with the appropriate department heads until completion

# City Manager Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	188,459	202,858	199,054	206,945
FICA	15,280	15,960	13,806	16,754
Vacation	1,446	-	1,212	-
Sick Leave	1,658	-	2,438	-
Overtime	23	-	62	50
Retirement	31,321	33,329	34,275	35,812
Longevity	170	480	480	720
Insurance	14,852	14,850	14,578	16,297
Workers Compensation	507	565	505	475
Texas Workforce Commission	311	342	18	126
<b>Total Personnel</b>	<b>254,026</b>	<b>268,384</b>	<b>266,428</b>	<b>277,179</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	214	540	369	540
Books, Maps, Pamphlets	-	-	-	-
Copier Expense	1,702	1,750	1,654	2,300
Vehicle Fuel	-	-	-	-
Non-Capital Tools & Equip	895	500	456	1,000
Maintenance- Vehicles	-	-	-	-
Maintenance- Office Equip	-	-	-	-
Maintenance- Radios	-	-	-	-
<b>Total Supplies &amp; Maint</b>	<b>2,811</b>	<b>2,790</b>	<b>2,479</b>	<b>3,840</b>
<b>Services</b>				
Telephone	1,210	1,300	1,165	1,300
Postage	71	120	89	120
Travel/Training	11,425	10,719	11,787	11,000
General Liability Insurance	636	700	544	700
Dues/Subscription/Membersh	4,276	4,300	4,562	4,150
Car Allowance	12,092	12,000	12,000	12,000
Internet Services	-	-	-	-
Other Expense	-	-	-	500
Bank/Other Fees	-	-	-	-
<b>Total Services</b>	<b>29,711</b>	<b>29,139</b>	<b>30,147</b>	<b>29,770</b>
<b>Total City Manager</b>	<b>286,548</b>	<b>300,313</b>	<b>299,054</b>	<b>310,789</b>

# - Assistant City Manager -

## Department 28

### MISSION STATEMENT

To assist the City Manager in implementing the plans, policies, and budgets established by the City Council and effectively leading the staff through innovation and improvements in service delivery.

### DESCRIPTION

The Assistant City Manager is appointed by the City Manager to assist in administering day-to-day operations of the City. This position currently supervises the directors, managers and staff of Parks and Recreation, Community Development, Information Technology, and Communications, as well as providing administrative oversight of the City’s relationship with the Granbury Volunteer Fire Department.

<b>STAFFING</b>			
<b>Title</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
Assistant City Manager	1	1	1
<b>Total Staffing</b>	<b>1</b>	<b>1</b>	<b>1</b>

### OBJECTIVES AND STRATEGIES

- 1. Apply principles and ethics of professional public sector management to the implementation of policies set by the City Council and to the oversight of municipal service departments.**

*Related to City Council Goal: Service Delivery.*

- Accurately convey to department directors the policies set by City Council and operational directives received from the City Manager.
- Adhere to City policies, state and federal laws, and the codes of ethics of the Texas City Management Association and International City/County Management Association in performance of daily duties.

# Assistant City Manager Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	114,617	108,234	93,011	119,653
FICA	8,742	8,137	8,185	9,673
Vacation	471	-	9,258	-
Sick Leave	1,322	-	2,007	-
Retirement	17,991	17,286	17,494	20,677
Longevity	220	340	-	-
Insurance	9,586	7,425	4,203	8,149
Workers Compensation	339	293	312	274
Texas Workforce Commission	251	171	9	63
<b>Total Personnel</b>	<b>153,539</b>	<b>141,886</b>	<b>134,478</b>	<b>158,489</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	265	700	113	700
Copier Expense	910	1,000	1,357	1,500
Non-Capital Tools & Equip	520	300	34	300
<b>Total Supplies &amp; Maint</b>	<b>1,695</b>	<b>2,000</b>	<b>1,503</b>	<b>2,500</b>
<b>Services</b>				
Consultants	-	-	-	- *
Telephone	1,199	1,300	1,062	1,300
Postage	2	500	-	500
Travel/Training	2,531	10,000	16,956	8,000
Advertising	-	500	274	- *
Printing	41	500	-	- *
General Liability Insurance	479	250	387	250
Dues, Subscriptions, Member	1,808	1,480	1,353	3,000
Car Allowance	-	4,800	5,400	7,200
Internet Service	-	-	-	-
<b>Total Services</b>	<b>6,060</b>	<b>19,330</b>	<b>25,431</b>	<b>20,250</b>
<b>Total Assistant City Manager</b>	<b>161,293</b>	<b>163,216</b>	<b>161,413</b>	<b>181,239</b>

\*Expenditures related to the Public Information Officer in FY 2015-16 and 2016-17 are budgeted in the Communications department starting in FY 2017-18.

Did you  
know?

The Assistant City Manager assists the City Manager by overseeing 7 of the city's departments and overseeing many daily operations.

# - City Secretary -

## Department 12

### MISSION STATEMENT

To ensure open and responsive government through proper recording and preservation of the City’s legislative history and official records, enhance customer service, and conduct fair and impartial City elections.

### DESCRIPTION

The position of City Secretary is a statutory position required by State law, and is an appointed position by the City Council. The City Secretary gives notice of and attends all official public meetings of the City Council, publishes legal notices, issues and bills for alcoholic beverage permits, works closely with the Hood County Elections Administrator to hold City elections, and is the custodian of all official records of the City Council including agendas, minutes, ordinances, resolutions, contracts, deeds, and other miscellaneous documents. The City Secretary certifies the authenticity of all City records and is the official keeper of the City Seal.

The City Secretary is also the Records Management Officer, and in that capacity; the City Secretary is responsible for the identification, maintenance, retention, security, preservation, and destruction of city records as mandated by State law. In addition to that, the City Secretary’s Office works closely with staff liaisons to oversee all Boards and Commissions appointed by the City Council. Duties include advertising and receiving applications for appointments, and ensuring that all are in compliance with the Texas Open Meetings Act.

<b>STAFFING</b>			
<b>Title</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
City Secretary	1	1	1
Assistant to City Secretary	1	1	0
Deputy City Secretary	0	0	1
<b>Total Staffing</b>	<b>2</b>	<b>2</b>	<b>2</b>

### OPPORTUNITIES AND CHALLENGES

One opportunity for the City Secretary’s office is to utilize a document management system. The large volume of documents to be scanned will present a challenge to the department’s staff; however the benefits will outweigh the challenges. Once the official records and documents are stored electronically, time spent searching for individual items will be drastically reduced. Additionally, the documents will be stored in one location only and not spread throughout several departments.

**OBJECTIVES AND STRATEGIES**

**1. Ensure an effective Records Management Program is in place.**

*Related to City Council Goal: Service Delivery.*

- Maintain the City’s record retention schedule in compliance with State law.
- Store all records effectively for easy search and retrieval.
- Ensure all official documents are received and filed according to State law.

**2. Administer regular and special elections in accordance with State Law and City Charter.**

*Related to City Council Goal: Service Delivery.*

- Meet deadlines for publishing notification requirements.
- Receive applications and required forms for candidacy.
- Work with the Hood County Elections Administration to hold elections.
- Ensure results are received and votes are canvassed by the City Council.

**3. Provide support to the City Council.**

*Related to City Council Goal: Service Delivery.*

- Prepare Agenda Packets for Council on time and without error.
- Post meeting notifications correctly.
- Compile meeting minutes accordingly.
- Ensure all contracts, agreements, resolutions, ordinances, and other miscellaneous documents as approved by the Council are prepared, signed and authenticated.

Objective	Performance Measure	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
1	Open Records Requests Processed	149	144	179	150
2	Applications for Boards Processed	64	74	64	65
2	Board Seats Filled	36	35	27	25
3	New City Ordinances Administered	32	63	35	40

Did you know?

Town of Granbury was incorporated in 1873, but did not have a population over 5,000 until 1988 and was able to adopt their first Home-Rule Charter at the January 21, 1989 election.

# City Secretary Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	83,435	94,989	86,770	94,924
FICA	6,296	6,822	6,578	6,763
Vacation	1,689	-	4,557	-
Sick Leave	2,007	-	4,662	-
Overtime	-	-	3	-
Retirement	13,661	14,455	15,498	15,693
Longevity	1,610	1,850	1,850	1,370
Insurance	14,843	14,850	14,564	16,297
Workers Compensation	238	245	219	208
Texas Workforce Commission	342	342	19	126
<b>Total Personnel</b>	<b>124,121</b>	<b>133,552</b>	<b>134,720</b>	<b>135,381</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	413	1,000	678	1,000
Books, Maps, Pamphlets	-	-	-	-
Copier Expense	2,618	3,500	2,169	3,500
Non-Capital Equip & Tools	1,660	650	-	650
<b>Total Supplies &amp; Maint</b>	<b>4,691</b>	<b>5,150</b>	<b>2,848</b>	<b>5,150</b>
<b>Services</b>				
Telephone	-	-	-	-
Postage	302	1,000	347	1,000
Travel/Training	2,457	3,570	3,594	5,000
Documents & Filing Fees	1,351	3,090	3,082	3,500
Advertising - Legal	6,117	8,939	8,939	6,000
General Liability Insurance	482	550	566	550
Dues/Subscription/Membersh	289	310	271	500
Election Expense	10,280	9,126	9,126	12,000
Codification	3,585	8,305	8,290	7,500
<b>Total Services</b>	<b>24,863</b>	<b>34,890</b>	<b>34,215</b>	<b>36,050</b>
<b>Total City Secretary</b>	<b>153,675</b>	<b>173,592</b>	<b>171,783</b>	<b>176,581</b>

# - Legal -

## Department 15

### MISSION STATEMENT

To provide competent advice, opinions and representation to the City Council, departments, boards, and commissions.

### DESCRIPTION

The City Attorney’s office ensures that City functions and services are performed in a lawful manner and is responsible for all legal affairs of the City. Duties of this office include provisions of legal advice to the City Council, City Manager, boards and commissions, and all City departments; prosecutorial duties in Municipal Court; real estate matters including acquisitions, dispositions, and trade; and review of all contracts, resolutions, ordinances and items presented to the City Council.

### OBJECTIVES AND STRATEGIES

**1. Provide quality legal advice to the City Council, City Manager, City Secretary, City Staff and City boards and commissions.**

*Related to City Council Goal: Service Delivery.*

- Regularly attend City Council meetings.
- Review legal documents in a timely manner.

**2. Prosecute all complaints in Municipal Court**

*Related to City Council Goal: Service Delivery*

## Legal Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Contract Labor	124,775	130,000	133,905	130,000
<b>Total Personnel</b>	<b>124,775</b>	<b>130,000</b>	<b>133,905</b>	<b>130,000</b>
<b>Supplies &amp; Maintenance</b>				
Non-Capital Equip & Tools	638	-	-	-
<b>Total Supplies &amp; Maint</b>	<b>638</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Services</b>				
Legal Consultants	105	45,100	52,881	-
Legal Lake Level Coalition	3,287	6,200	8,330	25,000
Telephone	243	500	456	500
Dues/Subscription/Membersh	185	-	-	-
<b>Total Services</b>	<b>3,820</b>	<b>51,800</b>	<b>61,667</b>	<b>25,500</b>
<b>Total City Attorney</b>	<b>129,233</b>	<b>181,800</b>	<b>195,572</b>	<b>155,500</b>

# - Finance -

## Department 20

### MISSION STATEMENT

To provide leadership and direction to maintain the financial stability of the City and to prepare for future growth.

### DESCRIPTION

Finance is responsible for the proper, accurate and timely recording of collections and disbursements of City funds and the reporting of these transactions in accordance with Generally Accepted Accounting Principles. This division also develops, coordinates and monitors the City’s spending plans, including the annual Operating Budget and Capital Improvement Program. Further, Finance is responsible for cash management and investments, processes receipts of City monies, collects Hotel Occupancy Taxes, and preforms various financial analysis.

STAFFING			
Title	2015-16	2016-17	2017-18
Finance Director	1	1	1
Assistant Finance Director	1	1	1
Financial Analyst	1	1	1
Accounting Specialist	1	1	1
City Hall Receptionist/Operator	1	1	1
Full Time Clerk	1	1	1
<b>Total Staffing</b>	<b>6</b>	<b>6</b>	<b>6</b>

<b>Did you know?</b>	Granbury’s Finance department has won awards for their distinguished CAFR and Budget Document 15 years in a row and recently received the Comptroller’s Transparency Star in Traditional Finances.
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### OPPORTUNITIES AND CHALLENGES

In FY 2016-17 the Finance department played a vital role in the implementation of the paperless travel process system. Many documents pass through the department for input, review, approval and storage. The majority of these documents are now stored, reviewed, and approved electronically through the paperless Laserfiche & Forms process as well as Adobe and Excel. The Finance department will continue to strive to implement more paperless processes in the upcoming fiscal year.

## OBJECTIVES AND STRATEGIES

**1. Provide timely, accurate financial reporting to City Council, City departments and citizens.**

*Related to City Council Goal: Service Delivery.*

- Produces monthly financial reports, including trends and projections
- Monitors the City's financial condition and advises City officials in regard to financial matters

**2. Maintain budgetary controls to ensure compliance with the annual budget as adopted by the City Council.**

*Related to City Council Goal: Community Development.*

- Controls, monitors and approves expenditures
- Directs and implements budget adjustments for the City

**3. Manage cash and investments to ensure that the City receives a maximum rate of return on its investments with minimal risk while maintaining an adequate cash flow.**

*Related to City Council Goal: Service Delivery.*

- Ensures bank accounts are collateralized within the guidelines of state law
- Prepares quarterly investment reports

**4. Maintain a system of internal controls that will ensure that the assets of the City are adequately protected.**

*Related to City Council Goal: Infrastructure Basics.*

- Maintains an accurate records of capital assets for internal and outside audit review
- Establishes long and short-range fiscal and accounting policies and procedures

**5. Provide financial reporting conformity with generally accepted accounting principles that receives the Government Finance Officers Association (GFOA) Certificate of Achievement.**

*Related to City Council Goal: Service Delivery.*

- Issues the Comprehensive Annual Financial Report
- Develops and prepares the Annual Budget

**6. Foster a “customer-oriented” approach toward internal departments of the City.**

*Related to City Council Goal: Citizen Involvement.*

- Promotes positive relations and provides financial and analytical assistance to internal city departments

Objective	Performance Measure	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
1	Comptroller's Transparency Star Awards	0	1	1	2
5	Awarded GFOA Distinguished Budget Presentation	Yes	Yes	Yes	Yes
5	Awarded GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes

## Finance Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	307,220	333,262	320,740	340,731
FICA	23,172	24,798	23,737	25,331
Vacation	5,094	-	4,902	-
Sick Leave	1,873	-	840	-
Overtime	21	1,000	127	300
Retirement	48,984	53,917	52,628	56,328
Longevity	3,610	4,500	4,500	4,600
Insurance	44,496	44,551	41,893	48,892
Workers Compensation	863	915	805	747
Texas Workforce Commission	1,027	1,026	62	378
<b>Total Personnel</b>	<b>436,360</b>	<b>463,969</b>	<b>450,235</b>	<b>477,307</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	2,136	4,000	3,119	4,000
Copier Expense	5,257	5,890	5,088	7,200
Non-Capital Equip & Tools	2,220	1,310	1,309	-
Maintenance- Office Equip	57	1,000	17	1,000
<b>Total Supplies &amp; Maint</b>	<b>9,670</b>	<b>12,200</b>	<b>9,549</b>	<b>12,200</b>
<b>Services</b>				
Telephone	467	1,200	1,068	1,200
Postage	4,302	5,000	4,132	5,000
Travel/Training	4,412	10,210	10,209	12,000
Printing	93	770	259	1,500
General Liability Insurance	1,769	1,800	1,493	1,800
Dues/Subscription/Memberships	1,800	2,500	1,811	2,500
Contract Services	-	17,000	-	-
Bank/Other Fees	-	520	519	500
<b>Total Services</b>	<b>12,844</b>	<b>39,000</b>	<b>19,492</b>	<b>24,500</b>
<b>Total Finance</b>	<b>458,874</b>	<b>515,169</b>	<b>479,275</b>	<b>514,007</b>

# - Purchasing -

## Department 21

### MISSION STATEMENT

To assist all City departments in the procurement of quality products and services in a timely and cost-effective manner.

### DESCRIPTION

The Purchasing Department procures all supplies, equipment and services for all departments within the City organization and is also responsible for the storage and warehousing of material and supplies. Procurement activities include establishing annual contract and blanket purchase orders to reduce costs; preparing bid specifications and tabulations; conducting bid proceedings; expediting materials; and preparing recommendations to the City Council for purchases over \$50,000. This department is also responsible for vehicle inventory (i.e. titles and licenses) and disposal of City-owned surplus property.

STAFFING			
Title	2015-16	2016-17	2017-18
Purchasing Agent	1	1	1
Purchasing Assistant	1	1	1
<b>Total Staffing</b>	<b>2</b>	<b>2</b>	<b>2</b>

### OPPORTUNITIES AND CHALLENGES

The Purchasing Department is continually seeking ways to save money for the City. While this is an opportunity, it is also a challenge to the department. The Purchasing Department wants to get the best product for the best price while having integrity within the vendor relationships.

Did you know?

Our purchasing department processes about 20 POs per day and most POs are processed within 4 days.

## OBJECTIVES AND STRATEGIES

**1. Provide the City departments with supplies and services by utilizing best value purchases in a timely manner.**

*Related to City Council Goal: Infrastructure Basics.*

- Work with departments to stay within Purchasing Policies.
- Conduct bid proceedings and establish contracts.
- Utilize cooperative purchasing programs.

**2. Remain updated on procurement policies, procedures, and statutes.**

*Related to City Council Goal: Service Delivery.*

- Employees receive 40 hours of training per year.

**3. Conduct sale of City-owned surplus property according to City ordinances.**

*Related to City Council Goal: Infrastructure Basics.*

- Once a year, participate in online auction.

Objective	Performance Measure	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
1	Purchase Orders Processed	4,896	4,825	4,358	4,500
1	Value of Purchase Orders Processed	\$ 27,241,998	\$ 29,796,693	\$ 31,551,915	\$ 32,000,000
3	Proceeds from Auction	\$ 29,866	\$ -	\$ 35,325	\$ 20,000

# Purchasing Expenditures

Expenditure Type	Actual	Budgeted	Actual	Adopted
	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2017-2018
<b>Personnel</b>				
Regular	102,090	130,606	98,141	100,543
FICA	8,864	8,984	10,176	7,856
Vacation	2,326	-	7,586	-
Sick Leave	211	-	21,882	-
Overtime	585	-	32	250
Retirement	17,966	18,783	21,937	17,182
Longevity	6,530	6,770	6,770	4,680
Insurance	14,843	14,850	13,951	16,297
Workers Compensation	310	319	285	228
Texas Workforce Commission	342	342	18	126
<b>Total Personnel</b>	<b>154,067</b>	<b>180,654</b>	<b>180,778</b>	<b>147,163</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	223	380	307	380
Books, Maps, Pamphlets	-	-	-	-
Copier Expense	1,463	1,200	1,610	1,700
Wearing Apparel	19	160	-	160
Vehicle Fuel	-	-	-	-
Non-Capital Tools & Equip	85	200	-	200
Maintenance- Office Equip	-	-	-	-
<b>Total Supplies &amp; Maint</b>	<b>1,790</b>	<b>1,940</b>	<b>1,917</b>	<b>2,440</b>
<b>Services</b>				
Telephone	-	-	-	-
Postage	1	50	13	50
Travel/Training	1,762	1,500	1,319	1,500
Advertising- Legal	-	250	195	-
General Liability Insurance	2,909	2,980	3,136	2,980
Dues/Subscription/Membersh	409	475	424	475
Car Allowance	4,837	4,550	3,046	-
Auction Expenses	-	205	180	250
<b>Total Services</b>	<b>9,918</b>	<b>10,010</b>	<b>8,313</b>	<b>5,255</b>
<b>Total Purchasing</b>	<b>165,775</b>	<b>192,604</b>	<b>191,008</b>	<b>154,858</b>

# - Warehouse Operations -

## Department 25

### MISSION STATEMENT

To store and safeguard surplus materials and supplies for the City departments.

### DESCRIPTION

The Warehouse Operations department is responsible for managing and warehousing of the material and supplies needed on a routine basis and for storage of specially order material and supplies needed for large construction projects. The department is also responsible for fuel delivers and tracking usage for all City departments in accordance with TCEQ Regulations.

STAFFING			
Title	2015-16	2016-17	2017-18
Warehouse Supervisor	0	1	0
Warehouse Foreman	1	0	0
Warehouse Technician	1	1	2
<b>Total Staffing</b>	<b>2</b>	<b>2</b>	<b>2</b>

### OBJECTIVES AND STRATEGIES

1. **Maintain stock of all materials and supplies needed by other departments on a daily basis and for emergencies.**
  - Inventory the items stored in warehouse through quarterly cycle counts, and daily double checks.
  - Deliver all supplies and materials to department’s job site when requested.
2. **Ensure the safeguarding of the City’s assets that are stored in the warehouse.**
  - Security cameras are installed in the Warehouse and around the building.
  - Employees must be authorized to go into the Warehouse.
  - Balancing the two Warehouse accounts in General Ledger.

Objective	Performance Measure	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
1	Value of Inventory Issued	\$ 431,546	\$ 548,697	\$ 405,939	\$ 500,000
2	Inventory Reconciliation Variance	\$ 0.50	\$ 1.01	\$ 0.10	\$ -
2	Frequency of Full Reconciliation	Quarterly	Quarterly	Quarterly	Quarterly

## Warehouse Expenditures

Expenditure Type	Actual	Budgeted	Actual	Adopted
	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2017-2018
<b>Personnel</b>				
Regular	68,747	78,748	68,818	63,472
FICA	5,879	6,177	5,545	5,024
Vacation	4,062	-	2,159	-
Sick Leave	869	-	1,010	-
Overtime	3,521	1,500	1,859	3,000
Retirement	12,224	13,128	12,131	11,014
Longevity	2,030	2,270	2,270	1,110
Insurance	14,852	14,850	12,829	16,297
Workers Compensation	3,319	3,679	3,286	2,410
Texas Workforce Commission	342	342	25	126
<b>Total Personnel</b>	<b>115,844</b>	<b>120,694</b>	<b>109,933</b>	<b>102,453</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	253	310	151	310
Copy Machine Supplies	1,356	1,200	1,592	1,400
Wearing Apparel	1,355	1,200	685	1,200
Vehicle Fuel	651	1,600	1,035	1,600
Non-Capital Tools & Equip	337	1,000	721	1,500
Maintenance- Motor Vehicles	81	840	230	1,000
Maintenance- Heavy Equip	903	1,000	326	1,000
Maintenance- Tanks	-	-	-	8,000
<b>Total Supplies &amp; Maint</b>	<b>4,937</b>	<b>7,150</b>	<b>4,739</b>	<b>16,010</b>
<b>Services</b>				
Electricity	20,503	23,000	21,925	22,475
Water	4,142	6,000	4,908	6,000
Natural Gas	1,214	2,300	1,030	1,800
Telephone	-	-	-	1,100
Sewer	1,038	1,000	774	1,000
Postage	-	-	-	-
Travel/Training	771	1,500	1,155	2,500
General Liability Insurance	1,881	1,900	1,382	1,900
Long-term Lease/Purchase	20,745	9,395	9,395	5,612
Dues, Subscriptions, Member	-	250	59	250
<b>Total Services</b>	<b>50,294</b>	<b>45,345</b>	<b>40,629</b>	<b>42,637</b>
<b>Capital Outlay</b>				
Pickups	-	-	-	-
Other Equipment & Tools	-	-	-	-
<b>Total Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Warehouse Operations</b>	<b>171,075</b>	<b>173,189</b>	<b>155,301</b>	<b>161,100</b>

# - Social Services -

## Department 22

### DESCRIPTION

The City of Granbury recognizes the need for community-based service and social service agencies. These agencies provide needed services to the citizens that are not provided by the City government.

## Social Services Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Services</b>				
Hood County Committee on Aging	32,000	32,000	32,000	32,000
The Transit System, Inc.	22,000	22,000	22,000	22,000
<b>Total Services</b>	<b>54,000</b>	<b>54,000</b>	<b>54,000</b>	<b>54,000</b>

**Did you  
know?**

The Hood County Committee on Aging provides weekday lunches to over 300 seniors through the senior center and meals on wheels.

# - Information Technology -

## Department 23

### MISSION STATEMENT

To provide the City of Granbury with technological solutions which enable staff to perform their jobs more efficiently, timely and securely, while offering information and City services to citizens and businesses anywhere and anytime through the City’s website and other cloud based services.

### DESCRIPTION

The Information Technology (IT) department was established to provide the implementation, support, and maintenance for all the information technology needs of the City. The IT department provides automated solutions that are effectively aligned with business requirements and tailored to provide support and service to internal and external users. Our customers are diverse, ranging from elected officials, city management and staff, to citizens, businesses and visitors.

<b>STAFFING</b>			
<b>Title</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
Information Systems Manager	1	1	1
Information Systems Technician	1	1	1
<b>Total Staffing</b>	<b>2</b>	<b>2</b>	<b>2</b>

### OPPORTUNITIES AND CHALLENGES

With the amount of technology that has been implemented over the last 10 years and the increase in the number of end users to support, the day to day department workload will become more of a challenge with the current staff of two.

Another opportunity that needs to be addressed is the amount of free space in our existing data storage. This storage is quickly being consumed by the Laserfiche application. Additional SANS storage and a backup solution for our virtual server environment is essential to provide quick data recovery in the event of a disaster or outside attack from source. Rollout of the new replacement production servers and the management suite implemented with them will provide quick and concise reporting of issues.

**OBJECTIVES AND STRATEGIES**

**1. Provide ongoing systems support for current information technology and applications and business practices for city employees.**

*Related to City Council Goal: Service Delivery.*

- Fully automated monitoring and notification through “Single Pane of Glass” VM Operations Manager
- Conduct regular system updates on City computers and mobile devices
- Quick response to equipment and system error inquiries from staff and elected officials
- Identify the oldest equipment for replacement every year and maintain a 5 year rotation.
- Provide Cyber training and a monthly Security Awareness newsletter to all

**2. Increase E-Governmental communications by integrating Web 2.0 into business practices.**

*Related to City Council Goal: Service Delivery.*

- Deployment of the new City of Granbury website utilizing new forms, modules, and a fresh new look

**3. Improve the effectiveness of new and existing technologies**

*Related to City Council Goal: Service Delivery.*

- Increase available SANS storage to support police video demands and Laserfiche document needs.
- Implement ACCELA CRM

Objective	Performance Measure	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
1	Computer Replacement/Upgrade	18	19	18	18
1	Server Increases			10	3
1	Provide Annual Security Training to all Employees	Yes	Yes	Yes	Yes

# IT Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	145,886	152,321	147,411	158,426
FICA	11,518	11,580	11,115	11,501
Vacation	1,812	-	3,003	-
Sick Leave	1,321	-	-	-
Overtime	4,030	1,200	5,063	4,000
Retirement	23,399	24,884	24,739	26,973
Longevity	2,610	2,850	2,850	3,090
Insurance	14,852	14,850	14,578	16,297
Workers Compensation	966	1,032	1,186	874
Texas Workforce Commission	412	342	21	126
Contract Labor	269	3,000	65	3,000
<b>Total Personnel</b>	<b>207,074</b>	<b>212,059</b>	<b>210,033</b>	<b>224,288</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	33	500	450	500
Copier Expense	268	700	968	700
Wearing Apparel	7	1,100	972	1,100
Vehicle Fuel	177	3,300	587	2,000
Non-Capital Tools & Equip	9,413	8,250	8,125	7,950
Desktop Computers	14,280	16,200	14,517	10,000
Maintenance- Computers	6,663	10,300	10,286	10,300
Maintenance- Motor Vehicles	67	2,700	2,694	1,200
Maintenance- Radios & Assoc Eq	-	5,000	4,515	5,000
<b>Total Supplies &amp; Maint</b>	<b>30,908</b>	<b>48,050</b>	<b>43,114</b>	<b>38,750</b>

**Did you  
know?**

The City of Granbury is one of only 9 Cities out of the 190 TAGITM city members that did not fall victim to a ransomware attack in 2016-2017.

# IT Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Services</b>				
Consultants, Engineering	-	8,000	-	-
Electricity	1,753	3,000	2,774	3,000
Telephone	2,219	2,700	1,900	2,000
Postage	-	600	26	600
Travel/Training	5,903	7,000	4,558	5,000
General Liability Insurance	1,650	2,250	1,422	2,250
Long-Term Lease/Purchase	51,551	52,922	52,923	20,363
Dues, Subscriptions, Member	180	300	284	300
Software Licensing Fees	249,695	245,927	243,983	342,000 *
Internet Provider Subscription	145,930	177,350	166,160	163,120
<b>Total Services</b>	<b>458,881</b>	<b>500,049</b>	<b>474,031</b>	<b>538,633</b>
<b>Capital Outlay</b>				
Other Capital Equipment & Tools	110,604	124,000	118,486	7,500
<b>Total Capital Outlay</b>	<b>111,171</b>	<b>124,000</b>	<b>123,506</b>	<b>7,500</b>
<b>Total IT</b>	<b>808,034</b>	<b>884,158</b>	<b>850,683</b>	<b>809,171</b>

*\*Software maintenance increase due to VMWare Cloud Disaster Recovery System and the addition of New Edge GIS Annual Maintenance.*

IT Stats	
<b>164</b>	Desktops/Laptops
<b>168</b>	User Accounts
<b>6</b>	VM Host Servers
<b>36</b>	Virtual Servers
<b>2</b>	SANS
<b>12</b>	Fiber WANS
<b>6</b>	Switches
<b>2</b>	Firewalls
<b>11</b>	Campuses
<b>101</b>	CISCO Phones & Accounts

# - Human Resources -

## Department 24

### MISSION STATEMENT

The Office of Human Resources provides comprehensive personnel expertise and services for city departments and city employees, regarding all employment related activities. These may include recruitment, hiring, benefits, training, performance evaluation of staff, and employment policy development and interpretation. The department's goal is to ensure that employment practices are consistent with the best interests of the City of Granbury, its employees and the citizens it serves. Fundamental to human resources management is compliance with all federal, state, and local laws or regulations specific to employment matters.

### DESCRIPTION

Human resources responsibilities include safeguarding the City's consistent commitment to equal opportunity, encouraging diversity in its workforce, upholding fair and equitable treatment for all employees and applicants, and maintaining a qualified and productive staff necessary to meet the goals and expectations of the City and its citizens.

STAFFING			
Title	2015-16	2016-17	2017-18
Human Resources Director	1	1	0
Human Resources Specialist	1	1	1
<b>Total Staffing</b>	<b>2</b>	<b>2</b>	<b>1</b>

### OPPORTUNITIES AND CHALLENGES

- Continue to implement Laserfiche for electronic records management
- Continue to work with broker to reduce employee benefit costs

**OBJECTIVES AND STRATEGIES**

**1. Hire and retain a qualified, trained and motivated workforce committed to providing courteous and efficient public service.**

*Related to City Council Goal: Service Delivery.*

- Consistent job descriptions
- Implement multi-faceted training program

**2. Control health insurance and workers' compensation costs.**

*Related to City Council Goal: Service Delivery.*

- Promotion of employee wellness.
- Safety training and inspections
- Accident investigations

Objective	Performance Measure	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
1	HR: # New Hires	34	26	25	21
1	HR: # Terminations	33	23	25	21
1	HR: Turnover Rate	18%	13%	14%	12%
2	Annual Employee Health Fair	Yes	Yes	Yes	Yes
2	Premium Rate	-18%	-5%	0%	0%

Did you know?

You can see all open job positions for the City of Granbury posted online at [www.granbury.org/jobs](http://www.granbury.org/jobs)

# Human Resource Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	121,606	135,398	112,128	58,024
FICA	9,237	8,405	9,803	4,168
Vacation	4,664	-	6,104	-
Sick Leave	182	-	14,268	-
Retirement	20,005	18,946	21,742	10,015
Longevity	3,470	3,710	3,710	3,460
Insurance	14,826	14,850	13,924	8,149
Workers Compensation	348	322	320	133
Texas Workforce Commission	342	342	18	63
<b>Total Personnel</b>	<b>174,680</b>	<b>181,973</b>	<b>182,018</b>	<b>84,011</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	665	750	730	750
Books, Maps, Pamphlets	19	150	-	200
Copier Expense	1,155	1,600	1,276	1,600
Vehicle Fuel	-	100	-	100
Non-Capital Tools & Equip	249	-	-	-
<b>Total Supplies &amp; Maint</b>	<b>2,089</b>	<b>2,600</b>	<b>2,006</b>	<b>2,650</b>
<b>Services</b>				
Consultants, Architects, Engin	28,800	36,600	28,800	36,600
ADP Services	35,963	35,000	35,596	35,000
Telephone	1,074	1,300	1,067	1,300
Postage	338	700	431	700
Travel/Training	-	1,000	627	1,000
Employee Training Program	-	5,000	-	5,000
Advertising- Employee	177	2,500	320	1,300
General Liability Insurance	444	500	352	500
Safety Testing	4,303	5,000	4,901	5,000
Dues, Subscriptions, Member	120	500	419	500
Other Fees	72	250	554	300
Employee Appreciation	15,045	16,950	12,354	18,000
Firefighter Appreciation	4,296	5,000	4,054	5,000
Employee Asst. Program	4,105	4,050	4,039	4,200
<b>Total Services</b>	<b>94,736</b>	<b>114,350</b>	<b>93,515</b>	<b>114,400</b>
<b>Total Human Resources</b>	<b>271,505</b>	<b>298,923</b>	<b>277,539</b>	<b>201,061</b>

# - Communications -

## Department 27

### MISSION STATEMENT

To serves as the central point of contact for communications activities citywide and to keep the community informed and engaged with their local government.

### DESCRIPTION

The Communications Department is responsible for disseminating public information to the citizens of Granbury through social media, news releases, publications, and information campaigns. The Communications Department is also responsible for Granbury Media, which is a joint staff and volunteer effort built around the City’s PEG television channel that broadcasts on both Charter Communications and AT&T U-Verse. The Communications Department records and broadcasts public meetings held by local governmental entities, community events, and information about City programs and services for the PEG channel.

STAFFING			
Title	2015-16	2016-17	2017-18
Broadcast Services Coordinator	1	1	0
Public Information Officer	0	0	1
<b>Total Staffing</b>	<b>1</b>	<b>1</b>	<b>1</b>

### OPPORTUNITIES AND CHALLENGES

- Combining the functions of the Public Information Officer and the Broadcasting Services Coordinator to create the Communications Department created an opportunity for greater focus on communication and engagement with citizens and media.
- The public information function in this department presents an opportunity to raise public awareness about the functions of municipal government, the professional diversity of its workforce, and the variety of services it provides.
- Livestreaming and subsequent rebroadcasting of local government meetings and community events presents an opportunity to reach a broader audience and increase interest in Granbury Media.

## OBJECTIVES AND STRATEGIES

1. Utilize the PEG channel and Granbury Media to inform and engage the citizens of Granbury, especially regarding local government, education, community events, and GISD sports.

*Related to City Council Goal: Citizen Involvement.*

- Use updated live streaming capabilities to reach a broader audience for government meetings and community events.
- Produce original programs to inform the public about City services, amenities, and attractions.

2. Provide timely, accurate information to the public through the role of Public Information Officer.

*Related to City Council Goals: Citizen Involvement and Service Delivery.*

- Utilize news media, social media, and other resources at the City’s disposal to keep the public informed of City services, programs, activities, and related opportunities for public input.
- Ensure that information provided to the public is complete and accurate by coordinating with directors of each City department, the City Secretary’s Office, and representatives of other government agencies in the Granbury area.
- Serve as a point of contact for all outside inquiries and ensure that the City is producing clear and accurate responses to inquiries.

Objective	Performance Measure	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
1	Granbury Media YouTube Views	14,447	642,617*	62,004	100,000
2	Social Media Accounts managed for the City	4	5	6	6
2	Twitter Followers (@GranburyMedia, @CityofGranbury)	1,486	1,912	2,077	2,200
2	Facebook Likes (Granbury Media & City of Granbury)	890	1,335	1,726	1,800

Did you know?

\*Our Broadcast Services Coordinator officer won the Special Program TAMI award for the “Granbury PD Officer Saves Child’s Life” video that received over 600,000.

# Communications Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	30,229	42,364	42,794	47,562
FICA	2,333	2,949	3,326	3,644
Vacation	135	-	607	-
Sick Leave	282	-	475	-
Overtime	72	1,500	4	250
Retirement	4,036	6,188	6,974	7,830
Longevity	-	-	-	230
Insurance	4,330	7,425	7,289	8,149
Workers Compensation	102	158	161	125
Texas Workforce Commission	184	171	9	63
Contract Labor	14,750	21,350	21,600	22,000
<b>Total Personnel</b>	<b>56,454</b>	<b>82,105</b>	<b>83,238</b>	<b>89,852</b>

## - Granbury Media -

<b>Supplies &amp; Maintenance</b>				
Office Supplies	240	300	160	150
Intellectual Properties	342	-	254	500
Copier Expense	101	100	217	100
Non-Capital Tools & Equip	1,207	2,000	659	2,000
Maintenance- Office Equip.	-	500	-	500
<b>Total Supplies &amp; Maint</b>	<b>1,891</b>	<b>2,900</b>	<b>1,290</b>	<b>3,250</b>

<b>Services</b>				
Consultants	650	1,500	120	1,000
Electricity	3,886	4,000	5,160	4,000
Water	256	1,000	360	1,000
Telephone	1,615	1,100	1,562	1,600
Sewer	373	800	538	800
Postage	30	100	2	100
Travel/Training	1,730	4,300	4,307	400
General Liability Insurance	957	600	911	1,350
Dues, Subscriptions, Member	1,259	2,350	2,174	1,150
Broadcast Connections	4,712	5,160	5,127	5,160
Internet Service	833	940	950	940
Misc Expense	218	250	41	125
Radio	30,000	-	-	-
<b>Total Services</b>	<b>46,519</b>	<b>22,100</b>	<b>21,252</b>	<b>17,625</b>

# Communications Expenditures

*Continued*

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>- Public Information Officer -</b>				
<b>Supplies &amp; Maintenance</b>				
Office Supplies	-	-	-	150
Intellectual Properties	-	-	-	-
Copier Expense	-	-	-	-
Non-Capital Tools & Equip	-	-	-	-
Maintenance- Office Equip.	-	-	-	-
<b>Total Supplies &amp; Maint</b>	-	-	-	<b>150</b>
<b>Services</b>				
Consultants	-	-	-	5,000
Telephone	-	-	-	-
Postage	-	-	-	-
Travel/Training	-	-	-	3,000
Advertising	-	-	-	500
General Liability Insurance	-	-	-	-
Dues, Subscriptions, Member	-	-	-	250
Misc Expense	-	-	-	125
<b>Total Services</b>	-	-	-	<b>8,875</b>
<b>Capital Outlay</b>				
Other Capital Equipment & Tools	33,324	63,500	62,449	-
<b>Total Capital Outlay</b>	<b>33,324</b>	<b>63,500</b>	<b>62,449</b>	<b>-</b>
<b>Total Communications</b>	<b>138,188</b>	<b>170,605</b>	<b>168,228</b>	<b>119,752</b>

*Public Information Officer expenditures for supplies & maintenance and services were previously expensed in Assistant City Manager department*

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# - Fleet Maintenance -

## Department 48

### MISSION STATEMENT

To maintain City Fleet and all Equipment for safe and efficient operations in the most efficient, cost-effective method possible.

### DESCRIPTION

The Fleet Maintenance Department is a full line automotive and equipment repair center, performing routine maintenance such as oil changes and minor daily repairs. Most major repairs are also handled in house.

Fleet Maintenance performs safety inspections, life cycle cost analysis, replacement policies and procedures, preventative maintenance inspections, parts procurement, general diagnosis, repair and fleet maintenance record management.

STAFFING			
Title	2015-16	2016-17	2017-18
Fleet Maintenance Superintendent	1	1	1
Mechanic I	1	1	1
Mechanic II	1	1	1
Administrative Assistant	1	1	1
<b>Total Staffing</b>	<b>4</b>	<b>4</b>	<b>4</b>

### OPPORTUNITIES AND CHALLENGES

Fleet Maintenance is presented with different challenges and opportunities every day. Each day presents an opportunity to learn something new and find a better way to complete repairs in the most timely, cost effective method possible.

**OBJECTIVES AND STRATEGIES**

**1. Ensure a safe and efficient fleet for City operations.**

*Related to City Council Goal: Infrastructure Basics.*

- Routine maintenance is performed every 5,000 miles on fleet vehicles.
- Routine maintenance is performed on heavy equipment and specific fleet subclasses (i.e. fire trucks, etc.) every 150-300 hours depending on the specific needs of each type
- Fleet is inspected at the time of routine maintenance/repair for any signs of wear and tear or possible mechanical problems which could lead to premature failure or unnecessary downtime.

**2. Extend the useful life of City assets.**

*Related to City Council Goal: Infrastructure Basics.*

- Routine maintenance and repairs are performed on all fleet vehicles.
- Fluids and lubricants are checked as needed on a weekly or monthly basis to insure optimal performance and reliability.

**3. Foster a “customer-oriented” approach toward internal and external City departments.**

*Related to City Council Goal: Intergovernmental Relationships.*

- Work orders are received in a variety of ways. Staff is encouraged to e-mail or visit the shop in person to request a repair order. In most cases, repair assessments/requests are performed within a few minutes to an hour.
- Most services/repairs are completed same day as permitted by parts availability and severity of the requested repairs.
- The Fleet Maintenance Department strives to treat each employee with the respect they would be given in a private shop having services performed on their own personal vehicle or equipment.
- Fleet Maintenance will go above and beyond to meet all current and future needs of the City’s fleet in a friendly and professional manner and will continue a great service to City staff and police/fire services.

<b>Did you know?</b>	<p>The city fleet maintenance center houses its own Automotive Service Excellence certified full line automotive technicians for fast daily repairs on our entire fleet</p>
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# Fleet Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	161,463	177,062	161,588	174,935
FICA	13,503	13,928	14,938	13,494
Vacation	8,847	-	9,282	-
Sick Leave	2,999	-	16,438	-
Overtime	19	2,000	4,788	500
Retirement	27,732	29,518	31,632	29,394
Longevity	6,050	6,530	6,530	4,960
Insurance	29,704	29,701	28,530	32,595
Workers Compensation	3,591	3,698	3,303	3,009
Texas Workforce Commission	685	684	36	252
<b>Total Personnel</b>	<b>254,592</b>	<b>263,121</b>	<b>277,066</b>	<b>259,138</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	686	500	662	500
Books, Maps, Pamphlets	-	-	-	-
Copier Expense	796	900	863	1,000
Janitorial Supplies	483	520	356	520
Wearing Apparel	1,405	2,000	1,944	2,000
Vehicle Fuel	16,916	16,050	13,688	20,000
Chemicals	444	1,200	338	1,200
Non-Capital Tools & Equip	16,248	16,450	16,422	18,000
Maintenance- Motor Vehicles	1,216	2,630	2,506	2,330
Maintenance- Minor Equip	337	1,310	1,001	510
Maintenance- Tanks	2,142	2,900	2,723	-
<b>Total Supplies &amp; Maint</b>	<b>40,675</b>	<b>44,460</b>	<b>40,504</b>	<b>46,060</b>
<b>Services</b>				
Telephone	1,091	1,200	1,057	1,200
Postage	15	50	29	50
Travel/Training	80	1,000	990	1,200
General Liability Insurance	4,042	4,000	4,064	4,000
Equipment Rental/Lease	873	1,000	1,045	1,000
Long-term Purchase/Lease	4,472	4,472	4,472	2,236
<b>Total Services</b>	<b>10,573</b>	<b>11,722</b>	<b>11,657</b>	<b>9,686</b>
<b>Capital Outlay</b>				
Miscellaneous Tools & Equip.	9,675	-	-	-
<b>Total Capital Outlay</b>	<b>9,675</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Fleet Maintenance</b>	<b>315,515</b>	<b>319,303</b>	<b>329,227</b>	<b>314,884</b>

# - Building Maintenance -

## Department 49

### MISSION STATEMENT

To maintain City property for safe and efficient operations, and to maintain safe, clean and attractive facilities that promote a welcoming environment for the residents and visitors of Granbury.

### DESCRIPTION

Building Maintenance is responsible for the maintenance and repair of all City-owned property. City buildings include City Hall, Municipal Service Center, Opera House, American Town Hall, two Fire Stations, Water and Wastewater Treatment Plants, Regional Airport and Forestry Building, City Pool, Ball Field Concessions, Langdon Center, PD Fitness Center and the Conference, for a total of 313,119 square feet.

This department maintains all structures, facilities infrastructure and custodial services for City Hall, Municipal Service Center, Regional Airport and the American Town Hall. It is also responsible for plumbing, HVAC, electrical, remodeling, repair of furniture, security of buildings, fire alarm and emergency sprinkler systems, car wash, restrooms and preparation for meetings. Additionally, this department solicits contracts for specialized routine maintenance.

## Building Maintenance Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	326,838	365,572	321,909	384,443
FICA	27,400	28,230	27,650	29,756
Vacation	16,659	-	14,953	-
Sick Leave	11,158	-	21,119	-
Overtime	3,399	2,500	3,430	3,000
Retirement	56,932	60,477	58,908	65,406
Longevity	10,980	12,130	12,130	14,000
Insurance	66,823	66,827	63,299	73,338
Workers Compensation	12,121	12,592	11,249	10,637
Texas Workforce Commission	1,541	1,539	86	567
<b>Total Personnel</b>	<b>533,849</b>	<b>549,867</b>	<b>534,733</b>	<b>581,147</b>

# Building Maintenance Expenditures

*Continued*

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Supplies &amp; Maintenance</b>				
Office Supplies	432	460	444	400
Books, Maps, Pamphlets	197	-	-	-
Copier Expense	1,356	1,100	1,592	2,000
Janitorial Supplies	11,592	11,500	11,683	12,000
Wearing Apparel	5,128	6,000	4,072	6,000
Vehicle Fuel	8,150	12,000	8,258	12,000
Non-Capital Tools & Equip	2,610	2,640	2,539	3,500
Maintenance- Buildings	74,701	60,700	96,588	62,200
Maintenance- Motor Vehicles	4,887	5,500	3,581	5,500
Maintenance- Minor Equip	66	320	365	100
<b>Total Supplies &amp; Maint</b>	<b>109,120</b>	<b>100,220</b>	<b>129,122</b>	<b>103,700</b>
<b>Services</b>				
Consultants, Architects, Engin	3,000	12,710	12,350	10,000
Electricity	979	900	741	900
Water	217	300	222	300
Natural Gas	524	2,070	637	1,950
Telephone	4,285	4,300	4,233	3,200
Sewer	110	500	449	500
Postage	3	70	68	-
Travel/Training	1,372	8,800	9,079	4,000
General Liability Insurance	7,243	8,000	5,689	8,000
Long-Term Lease/Purchase	5,294	5,294	5,294	5,294
Dues & Subscriptions	-	-	-	120
Contract Services	22,198	44,900	45,222	24,400
<b>Total Services</b>	<b>45,224</b>	<b>87,844</b>	<b>83,983</b>	<b>58,664</b>
<b>Capital Outlay</b>				
Building & Improvements*	27,352	254,236	135,299	15,000
Pickups	-	-	-	35,000
<b>Total Capital Outlay</b>	<b>27,352</b>	<b>254,236</b>	<b>135,299</b>	<b>50,000</b>
<b>Total Building Maintenance</b>	<b>715,545</b>	<b>992,167</b>	<b>883,136</b>	<b>793,511</b>

STAFFING			
Title	2015-16	2016-17	2017-18
Asst. Director of Public Works/Maintenance	1	1	1
Building Maintenance Foreman	0	0	1
Master Maintenance Technician	3	3	2
Building Maintenance Technician	1	1	1
Custodian	4	4	4
<b>Total Staffing</b>	<b>9</b>	<b>9</b>	<b>9</b>

**OBJECTIVES AND STRATEGIES**

**1. Provide a safe, clean and efficient work environment for City operations. & visitors.**

*Related to City Council Goal: Service Delivery.*

- Clean buildings regularly
- Respond to work orders daily

**2. Prolong useful life of major building components.**

*Related to City Council Goal: Infrastructure Basics.*

- Provide routine maintenance, such as painting, clearing, and repairing structure as needed.

Objective	Performance Measure	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
1	Square Footage Maintained	308,319	308,319	312,169	315,169
1	Service Requests	369	419	418	420
1	Cost per Square foot to provide janitorial supplies and services to 25 city facilities	\$ 1.41	\$ 1.43	\$ 1.44	\$ 1.44

**Did you know?**

Granbury’s Building Maintenance department services 75 buildings, ranging from treatment plants, a conference center, recreation facilities, and some even dating back to the 1800s.

# Clean Air Coalition Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	38,119	37,286	38,985	39,514
FICA	2,928	2,873	3,003	3,053
Vacation	-	-	-	-
Sick Leave	-	-	-	-
Overtime	-	-	-	-
Retirement	5,888	5,979	6,251	6,503
Longevity	150	270	270	390
Insurance	7,426	7,425	7,289	8,149
Workers Compensation	168	169	167	159
Texas Workforce Commission	171	171	9	63
<b>Total Personnel</b>	<b>54,849</b>	<b>54,173</b>	<b>55,974</b>	<b>57,830</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	1,406	4,500	851	4,500
Signs & Decals	-	1,000	120	1,000
Fuel	990	-	-	-
<b>Total Supplies &amp; Maint</b>	<b>2,396</b>	<b>5,500</b>	<b>971</b>	<b>5,500</b>
<b>Services</b>				
Consultants/ Arch/Engin	27,083	67,500	52,993	67,000
Telephone	1,679	1,800	1,644	1,800
Postage	76	76	82	76
Travel/Training	186	4,500	166	4,500
Printing	1,755	8,500	6,302	3,000
Rent	5,200	6,624	4,800	6,624
Event Participation	226	4,000	-	4,000
Mower Replacement	1,616	12,783	3,000	8,483
Survey	5,000	7,500	-	7,500
Radio/TV	5,289	13,750	7,611	6,250
Website	120	500	120	500
<b>Total Services</b>	<b>48,230</b>	<b>127,533</b>	<b>76,719</b>	<b>109,733</b>
<b>Capital Outlay</b>				
Miscellaneous Equipment	-	61,200	54,915	-
Property Improvements	156,797	-	-	-
<b>Total Capital Outlay</b>	<b>156,797</b>	<b>61,200</b>	<b>54,915</b>	<b>-</b>
<b>Total Clean Air Coalition</b>	<b>262,272</b>	<b>248,406</b>	<b>188,579</b>	<b>173,063</b>

**Did you  
know?**

The Clean Air Coalition is a State sponsored "pass-through" department where all expenditures are reimbursed by TCEQ grants.

# Non-Departmental Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Supplies &amp; Maintenance</b>				
Wearing Apparel	526	1,000	737	1,000
Vehicle Fuel, HCCOA	-	-	-	-
Maintenance- Buildings	1,740	2,000	-	2,000
Storm Damage Emergency	11,553	-	-	-
<b>Total Supplies &amp; Maintenance</b>	<b>13,819</b>	<b>3,000</b>	<b>737</b>	<b>3,000</b>
<b>Services</b>				
Consultants/ Arch/Engin	41,557	8,500	8,218	18,220
Electricity	174,309	198,584	186,480	170,000
Water	17,552	18,000	17,798	15,000
Natural Gas	787	1,200	843	1,200
Sewer	1,700	2,500	2,300	2,500
Bridge St Museum Expense	13,990	14,000	13,855	14,000
Bridge St Museum- Self Supported	-	21,200	21,896	-
Memorial Lane Expenses	-	170,000	155,134	-
General Liability Insurance	15,439	22,550	22,503	17,550
Property Lease Dock	8,100	8,100	8,100	8,100
Meeting Expenses	308	1,000	615	1,000
Equipment Lease	5,040	5,040	5,040	5,040
Special Property Expense	60,066	65,000	49,604	65,000
Project Repairs for Reimbursement	2,571	5,000	-	5,000
Dues & Subscriptions	341	1,300	1,283	947
Tax Appraisal- Collection	89,311	99,356	99,356	137,781
HEB 380 Reimbursement	262,032	200,750	148,573	-
Acton Distr Reimbursement	14,148	15,000	14,870	14,000
Vybranz Revenue Recovery	60	1,000	-	1,000
Contrbtn to Weatherford College	25,000	25,000	25,000	25,000
Kroger 380 Reimbursement	81,681	114,250	114,247	110,000
Community Contribution	-	4,500	4,500	4,500
Contingency	-	20,000	-	185,675
Miscellenous Expense	1,161	4,050	3,557	-
Banking Fees	4,260	5,000	4,729	5,000
<b>Total Services</b>	<b>819,414</b>	<b>1,030,880</b>	<b>908,499</b>	<b>806,513</b>

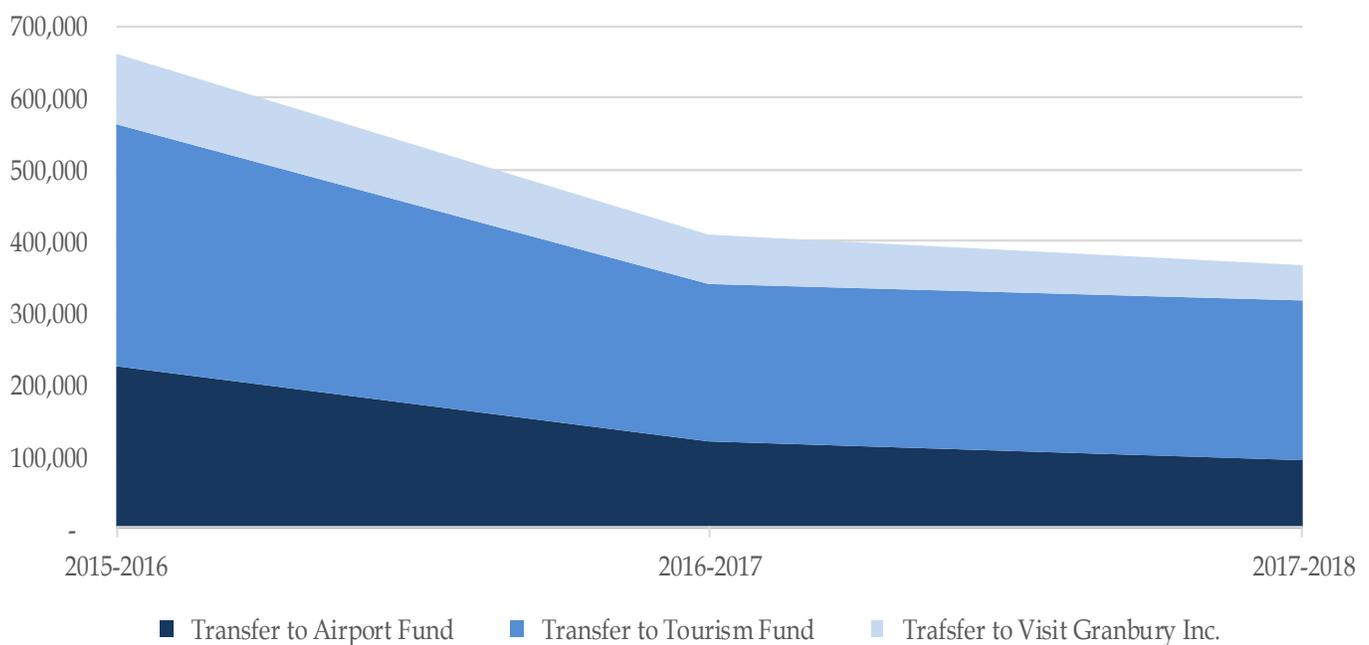
*\* Non-Departmental Expenditures are items within the General Fund that are not allocated to a specific department.*

# Non-Departmental Expenditures

*Continued*

	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Interfund Transfers</b>				
Transfer to Airport Fund	224,378	120,000	120,000	94,020
Transfer to Tourism Fund	338,251	219,147	219,147	223,838
Transfer to Visit Granbury Inc.	100,000	50,000	50,000	50,000
Transfer to General Debt Svc	-	-	-	-
Transfer to Gby Hist Properties	40,000	40,000	40,000	40,000
<b>Total Interfund Transfers</b>	<b>702,629</b>	<b>429,147</b>	<b>429,147</b>	<b>407,858</b>
<b>Capital Outlay</b>				
Building & Improvements	-	-	-	-
Land	18,150	47,850	47,833	-
<b>Total Capital Outlay</b>	<b>18,150</b>	<b>47,850</b>	<b>47,833</b>	<b>-</b>
<b>Total Non-Departmental</b>	<b>1,554,012</b>	<b>1,510,877</b>	<b>1,386,215</b>	<b>1,217,371</b>

Interfund Transfers



# - Municipal Court -

## Department 40

### MISSION STATEMENT

To promote justice through interpretation and adjudication of applicable laws in an accountable, effective and unbiased manner.

### DESCRIPTION

The Municipal Court handles the judicial processing of Class C misdemeanors that originate from traffic citations, citizen complaints, code violations and misdemeanor arrests occurring within the territorial limits of the City of Granbury. The Municipal Court processing is predetermined by the Texas Code of Criminal Procedure and the Code of Judicial Conduct.

In addition to the judicial processing, the Court prepares dockets, schedules trials, processes juries, records and collects fine payments and issues warrants for Violation of Promise to Appear and Failure to Appear. The Municipal Court also processes code violations as part of the city-wide code enforcement effort.

The Municipal Court Judge is appointed by the City Council. The judge presides over trials and hearings, levies fines, sets bails, accepts bonds, issues arrest and search warrants, administers juvenile magistrate’s warnings and arraigns prisoners.

STAFFING			
Title	2015-16	2016-17	2017-18
Municipal Court Judge	1	1	1
Assistant Court Judge	0	1	1
Court Administrator	1	1	1
Deputy Court Clerk	2	1	1
<b>Total Staffing</b>	<b>4</b>	<b>4</b>	<b>4</b>

## OPPORTUNITIES AND CHALLENGES

A major challenge for the Municipal Court is the struggle by defendants to pay the amount owed; however, this provides an opportunity for the staff to help the individuals make a plan, based on their finances. Also, Court is now able to accept credit card payments over the phone, which allows for defendants to pay the outstanding fines they owe quicker and much easier. The Court also provides options for defendants that are unemployed to perform community service for fines owed.

## OBJECTIVES AND STRATEGIES

### 1. Foster a “customer service” philosophy with the court defendants.

*Related to City Council Goal: Service Delivery.*

- Treat all with professional courtesy and respect.
- Resolve all cases set for court within 3 months.
- Work with each person on an individual basis.

### 2. Increase Court efficiency through streamlined procedures and automation.

*Related to City Council Goal: Service Delivery.*

- Promote online payments for more efficient processing.
- Pay agreements via fax.
- Entered into agreement with collection’s group to help with volume of outstanding warrants.
- Will now accept warrant payments online with certain stipulations.

Objective	Performance Measure	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
1	Citations Processed	1,480	1,715	1,740	1,700
2	Online Payments Processed	176	190	122	150

**Did you know?**

The three most issued charges in 2016 were: Expired Registration, Speeding and No Liability Insurance.

# Municipal Court Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	133,488	128,527	125,317	130,862
FICA	10,837	10,023	9,972	10,243
Vacation	1,419	-	1,667	-
Sick Leave	416	-	587	-
Overtime	291	-	317	300
Retirement	14,024	13,618	13,734	14,420
Longevity	7,030	3,460	3,460	3,700
Insurance	14,905	14,850	14,632	16,297
Workers Compensation	403	356	318	291
Texas Workforce Commission	618	684	32	252
<b>Total Personnel</b>	<b>183,430</b>	<b>171,518</b>	<b>170,037</b>	<b>176,366</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	458	540	178	700
Books, Maps, Pamphlets	57	150	35	150
Copier Expense	3,504	2,300	2,396	2,500
Non-Capital Equipment	-	500	312	800
Maint. of Office Equipment	-	240	-	240
<b>Total Supplies &amp; Maint</b>	<b>4,019</b>	<b>3,730</b>	<b>2,920</b>	<b>4,390</b>
<b>Services</b>				
Telephone	1,811	3,000	2,554	3,200
Postage	2,102	1,500	1,340	2,500
Jury and Witness Expense	232	504	216	1,004
Travel/Training	1,967	2,660	2,775	5,000
General Liability Insurance	902	1,250	542	1,250
Dues/Subscription/Membersh	347	600	347	600
Bank Card Fees	2,124	2,400	2,515	2,000
<b>Total Services</b>	<b>9,485</b>	<b>11,914</b>	<b>10,289</b>	<b>15,554</b>
<b>Capital Outlay</b>				
Building Improvements	21,579	-	-	-
<b>Total Capital Outlay</b>	<b>21,579</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Municipal Court</b>	<b>218,514</b>	<b>187,162</b>	<b>183,246</b>	<b>196,310</b>

# - Police -

## Department 41

### MISSION STATEMENT

To partner with the community to provide a safe and secure environment for residents and visitors in Granbury.

### DESCRIPTION

The Granbury Police Department (PD) provides general law enforcement services to City residents and local businesses. The Police Department is divided into several divisions, with each division being responsible for particular portions of the overall operations of the department. These divisions include Patrol, Criminal Investigations, Community Service, SWAT, DARE, K-9, Animal Control, and Administration. Patrol officers make routine patrols of the City.

Their responsibilities are to prevent and detect criminal activity, completely investigate minor criminal offenses, answer all calls for service from the public, enforce traffic laws and make official reports of all crimes reported to them or detected by them.

The Criminal Investigations division is responsible for investigating all crimes classified as felonies, major misdemeanor crimes and any other misdemeanor as may be assigned. They also prepare criminal complaints, obtaining arrest and search warrants when appropriate and for presenting cases to the Grand Jury.

<b>STAFFING</b>			
<b>Title</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
Police Chief	1	1	1
Deputy Chief	1	1	1
Police Lieutenant	1	1	1
Patrol Sergeant	4	4	4
Criminal Investigator	4	4	4
Community Services Sergeant	1	1	1
Police Patrol	20	19	19
Community Services Officer	0	1	1
School Resource Officer	2	1	1
Animal Control Officer	1	1	1
Administrative Assistant	4	4	4
Evidence Tech/Info Systems Tech	0	1	1
<b>Total Staffing</b>	<b>39</b>	<b>39</b>	<b>39</b>

**OBJECTIVES AND STRATEGIES**

**1. Deliver professional police services to the citizens of Granbury and actively enforce laws.**

*Related to City Council Goal: Service Delivery.*

- Respond to emergency calls for assistance.
- Investigate all reports of offenses with the purpose of apprehending suspects and recovering property.

**2. Maintain a sufficient number of trained officers, adequately equipped and supplied.**

*Related to City Council Goal: Citizen Involvement.*

- Officers must have 40 hours of training every 2 years.
- Upgrade and replace equipment annually.

**3. Create a positive police community relationship and environment. Promote safety and community involvement in crime reduction.**

*Related to City Council Goal: Citizen Involvement.*

- Citizens on Patrol, Citizen Police Academy and Alumni
- Neighborhood Watch Groups
- Community Appreciation Night
- Home Security Inspections for insurance purposes

**4. Promote a safe, drug free community through education and enforcement.**

*Related to City Council Goal: Citizen Involvement.*

- DARE officer in school for 8 weeks.
- Provide an officer with a K-9 at the High School during the school year.

**5. Maintain accurate, secure files that may be promptly retrieved for use by the department, other law enforcement agencies and the general public.**

*Related to City Council Goal: Intergovernmental Relationships.*

- All police records managed and maintained through Record Management System (RMS).

Objective	Performance Measure	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
1	Calls for Service	19,620	21,453	21,326	20,000
1	Arrests	655	606	661	600
1	Accidents	948	736	959	750
3	Value of Time Donated to the City Police Department from the Citizen On Patrol Group	\$ 65,286	\$ 86,001	\$ 71,193	\$ 90,000
4	Granbury Police Officers on GISD campuses	1	1	1	2

## OPPORTUNITIES AND CHALLENGES

### OPPORTUNITIES

- As a Texas Police Chiefs Association “Recognized Agency” of Best Practices, the Granbury Police Department constantly maintains a high standard of performance by adhering to the stringent requirements in Policy and Procedures identified by the Texas Police Chief’s Association.
- The Department is in the process of adding technology that will help officers on the street be more efficient in report writing, thereby allowing the officers to spend more time on patrol and less time writing reports.
- Technology is available in the market that would also improve operations for the Police Department, including electronic citation machines and printers. This would eliminate the need for citation books, allowing citations to be tracked electronically, while reducing the amount of time an officer is on the side of the roadway.

### CHALLENGES

- Staffing levels continue to be a major challenge for the Police Department. Patrol shifts continue to face minimum staffing levels, which can dramatically drain Department resources.
- The Department has also outgrown the current operating space, and needs to begin the process of looking for a standalone facility that can accommodate the increasing needs of the department.

**Did you  
know?**

Once a person is hired by the agency, that person will undergo a training process for approximately one year before the person is allowed to work a patrol shift by themselves.

# Police Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	1,946,348	2,183,073	2,017,222	2,376,375
FICA	167,548	173,954	172,961	189,534
Vacation	110,342	-	90,526	-
Sick Leave	84,071	-	47,164	-
Overtime	48,422	50,000	78,858	60,000
Retirement	343,122	362,662	363,427	404,502
Longevity	42,670	46,050	45,930	45,820
Insurance	308,523	334,583	304,574	362,229
Workers Compensation	54,578	53,737	49,774	48,267
Texas Workforce Commissio	6,838	6,669	273	2,457
Contract Labor	-	-	-	-
<b>Total Personnel</b>	<b>3,112,462</b>	<b>3,210,728</b>	<b>3,170,708</b>	<b>3,489,184</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	5,661	5,230	4,874	5,730
Books, Maps, Pamphlets	917	1,700	1,249	1,700
Copier Expense	9,747	9,000	10,644	10,000
Janitorial Supplies	12	160	38	160
Wearing Apparel	31,371	33,105	24,843	39,800
Vehicle Fuel	48,946	70,000	53,213	70,000
Chemical Supplies	-	400	-	400
Non-Capital Tools & Equip	42,459	42,585	43,677	68,700
Weapons & Assoc Equipmer	3,731	7,000	4,186	6,985
Maintenance- Motor Vehicle	40,316	33,178	31,829	28,000
Maintenance - Office Equip	-	-	-	-
Maintenance- Radios	6,116	6,400	8,811	6,400
K-9 Program	956	2,500	1,974	-
Dare Expenditures	2,884	4,000	2,253	-
Leose Expenditures	-	3,000	-	3,000
Forfeiture Expenditures	3,090	9,500	9,319	-
<b>Total Supplies &amp; Maint</b>	<b>196,207</b>	<b>227,758</b>	<b>196,911</b>	<b>240,875</b>

# Police Expenditures

*Continued*

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Services</b>				
Telephone	18,893	20,600	20,721	20,600
Postage	3,359	3,600	2,674	3,600
Technical/Professional	6,709	3,380	3,954	2,880
Travel/Training	28,473	29,151	27,796	29,151
General Liability Insurance	48,492	48,000	41,291	41,500
Animal Care Expense	4,000	6,000	4,000	8,000
Long-term Lease /Purchase	82,891	62,326	62,326	44,716
Dispatch Participation Exp	48,908	97,816	97,816	146,723
Dues/Subscriptions/Memb	3,856	5,849	5,564	8,849
Confidential Investigation	821	1,610	1,020	1,610
Software License	4,340	3,665	-	1,215
Community Services Expens	1,545	4,170	2,511	4,420
Target Practice Expense	10,427	10,090	7,516	11,750
Wrecker Fees	3,723	3,000	2,990	3,000
Bank Fees	60	100	(132)	100
Tobacco Grant Expenses	9	750	62	-
<b>Total Services</b>	<b>266,507</b>	<b>300,107</b>	<b>280,108</b>	<b>328,114</b>
<b>Capital Outlay</b>				
Automobiles	104,005	64,000	-	-
Software	-	23,566	23,566	33,000
Radios, Radar & Assoc Equi	-	18,910	38,788	126,000
Miscellaneous Tools	80,000	-	-	-
<b>Total Capital Outlay</b>	<b>184,005</b>	<b>106,476</b>	<b>62,354</b>	<b>159,000</b>
<b>Total Police</b>	<b>3,759,181</b>	<b>3,845,069</b>	<b>3,710,081</b>	<b>4,217,173</b>

# - Fire & Rescue -

## Department 42

### MISSION STATEMENT

To preserve and protect life and property while safeguarding the environmental and the City’s economic base.

### DESCRIPTION

The Granbury Volunteer Fire Department (GVFD) provides a range of services that includes, but is not limited to: fire suppression, emergency medical response, vehicular accident rescue, and technical rescue situations. We also perform Search and Rescue and even have an underwater dive team. In addition, we try to assist the community and its citizens in numerous other ways including training, classes and summer programs for children, and active participation in many Civic events, attractions, and fundraisers. The department members donate their time to serve and protect the community.

STAFFING			
Title	2015-16	2016-17	2017-18
Fire Clerk	1	1	1
<b>Total Staffing</b>	<b>1</b>	<b>1</b>	<b>1</b>

### OBJECTIVES AND STRATEGIES

- 1. Provide the community with quick, effective, skillful and caring emergency services.**

*Related to City Council Goal: Service Delivery.*

- 2. Provide firefighting forces and resources necessary to execute quick, effective, skillful and caring responses to emergency situations.**

*Related to City Council Goal: Infrastructure Basics.*

- Keep emergency vehicles through regular maintenance.
- Replace equipment regularly.

Objective	Performance Measure	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
1	Calls for Service: Fire/Rescue	753	817	921	800
1	Calls for Service: EMS	740	731	269	250
2	Number of Volunteer Fire Fighters on Staff	45	49	50	50
2	ISO Rating	3	3	3	3

# Fire Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	29,095	30,615	28,861	34,435
FICA	2,256	2,322	2,319	2,623
Vacation	378	-	1,140	-
Sick Leave	419	-	592	-
Overtime	-	-	1	-
Retirement	4,568	4,896	4,894	5,655
Pension Contribution	54,180	60,513	68,278	70,400
Longevity	-	140	140	260
Hospitalization Insurance	24,072	25,125	24,415	25,849
Workers Compensation	10,255	10,261	6,845	3,866
Texas Workforce Commissio	171	171	9	63
Medical/Health Testing	-	200	-	200
<b>Total Personnel</b>	<b>125,393</b>	<b>134,243</b>	<b>137,495</b>	<b>143,350</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	840	1,060	895	1,360
Books, Maps, Pamphlets	198	-	-	1,000
Copier Expense	1,164	1,100	1,289	2,000
Janitorial Supplies	377	1,000	832	1,000
Wearing Apparel	51,285	44,000	43,412	30,000
Vehicle Fuel	12,486	13,000	13,766	13,000
Chemicals	2,989	2,912	2,912	3,000
EMS Equipment & Supplies	3,861	2,000	1,840	4,000
Non-Capital Tools & Equip	31,290	46,288	42,218	35,000
Maintenance- Buildings	16,603	16,900	16,752	15,000
Maintenance- Vehicles	28,141	54,244	36,044	35,000
Maintenance- Minor Equip	3,093	-	65	-
Maintenance- Radios & Assc	799	4,694	4,261	3,000
Maintenance- Fire Fighting	8,550	862	861	3,000
<b>Total Supplies &amp; Maint</b>	<b>161,675</b>	<b>188,060</b>	<b>165,146</b>	<b>146,360</b>

# Fire Expenditures

*Continued*

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Services</b>				
Consultants & Engineers	-	-	-	-
Electricity	11,593	13,000	12,482	13,000
Water	3,499	5,000	3,353	5,000
Natural Gas	2,629	5,500	3,148	4,600
Telephone	1,788	4,228	3,967	7,000
Sewer	1,362	1,300	1,426	1,500
Postage	244	272	206	500
Travel/Training	12,700	19,000	17,172	19,000
General Liability Insurance	8,688	10,000	11,649	11,000
Contract Testing Fire Service	15,163	18,310	17,535	20,000
Equipment Rental/Lease	1,800	2,490	2,295	2,400
Long-Term Lease/Purchase	98,240	150,104	134,553	148,851
Fire Prevention Program	1,918	2,000	1,892	2,000
Dues/Subscription/Member	1,869	2,000	1,928	4,000
Software Licensing Fees	-	-	-	7,633
Miscellaneous Fees	25	-	-	-
Call Response Reimburseme	31,240	35,000	28,785	35,000
<b>Total Services</b>	<b>192,757</b>	<b>268,204</b>	<b>240,391</b>	<b>281,484</b>
<b>Capital Outlay</b>				
Building & Improvements	7,608	-	-	-
Fire Fighting Equip	-	-	-	23,000
Radios & Assoc Equip	-	-	69,982	-
Other Vehicles	-	-	347,802	-
Misc Tools & Equipment	-	-	-	18,000
Property Improvements	-	14,203	27,030	-
<b>Total Capital Outlay</b>	<b>7,608</b>	<b>14,203</b>	<b>444,814</b>	<b>41,000</b>
<b>Total Fire</b>	<b>487,432</b>	<b>604,710</b>	<b>987,845</b>	<b>612,194</b>

Did you know?	<p>The City of Granbury Volunteer Fire Department proudly has an ISO Classification of 3. Of the 2,800 fire departments in Texas, both paid and volunteer, only 20% currently have an ISO rating of 3 or better.</p>
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# - Economic Development -

## Department 31

### MISSION STATEMENT

To proactively recruit new businesses to Granbury, work with existing companies, and serve as an information clearinghouse for the City of Granbury and business community.

### DESCRIPTION

The Granbury Economic Development Department involves city, county, and business leaders working together to attract business activity to the area and facilitate the expansion of existing business which will provide opportunities to our citizenry and support infrastructure improvements while maintaining the essential character of the community and providing more balanced sources of revenue.

### OBJECTIVES AND STRATEGIES

- \* **Market the community to new companies and facilitate the expansion and retention of existing industries to provide job opportunities for citizens and to increase revenue to the community.**

*Related to City Council Goal: Economic Development.*

- Attract desirable new businesses to the community.
- Market the community to potential companies and prospects.
- Work with existing businesses in Granbury.
- Work with community and regional stakeholders.

**Address issues affecting economic development such as infrastructure, business climate, workforce training, and incentives.**

*Related to City Council Goal: Economic Development*

- Work closely with elected officials to educate them on infrastructure needs and economic development issues.
- Contract with consultant to receive the necessary tools to improve City's economic development strategy.

- \* **Provide excellent customer service to the community and provide updates on progress.**

*Related to City Council Goal: Service Delivery*

- Respond to inquiries in a timely, professional manner.
- Keep website and marketing materials updated.
- Proactively seek funding assistance for economic development projects from state agencies via incentive application process.

## Economic Development Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	8,835	41,734	-	-
FICA	920	3,193	-	-
Vacation	1,877	-	-	-
Sick Leave	1,188	-	-	-
Overtime	-	-	-	-
Retirement	1,905	6,645	-	-
Longevity	160	-	-	-
Insurance	2,180	7,425	-	-
Workers Compensation	55	183	50	-
Texas Workforce Commission	91	171	-	-
<b>Total Personnel</b>	<b>17,211</b>	<b>59,351</b>	<b>50</b>	<b>-</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	-	2,500	-	2,500
Copier Expense	153	1,000	64	1,000
Non-Capital Equipment	520	-	-	-
<b>Total Supplies &amp; Maint</b>	<b>672</b>	<b>3,500</b>	<b>64</b>	<b>3,500</b>
<b>Services</b>				
Consultants/ Arch/Engin	10,000	40,000	37,500	60,000
Postage	58	300	-	300
Travel/Training	30	11,000	712	20,000
Advertising & Promotions	1,373	24,500	7,119	4,500
Printing	-	1,500	-	-
General Liability Insurance	-	-	176	-
Dues/Subscription/Membersh	-	9,000	9,000	1,500
Car Allowance	-	-	-	-
<b>Total Services</b>	<b>11,461</b>	<b>86,300</b>	<b>54,507</b>	<b>86,300</b>
<b>Total Economic Development</b>	<b>29,344</b>	<b>149,151</b>	<b>54,621</b>	<b>89,800</b>

# - Community Development -

## Department 32

### MISSION STATEMENT

To promote the growth of the City by providing competent, consistent, fair and effective development review services, and offering quality development and planning programs.

### DESCRIPTION

Community Development provides planning, community development and historic preservation services. Planning responsibilities include processing zoning changes, specific use permit requests, site and architectural plan review and abandonment requests; processing Board of Adjustment variance requests and reviewing and processing subdivision plats; providing administrative support for Planning and Zoning Commission and Board of Adjustment; providing information concerning subdivision regulations, zoning changes, census data, population changes and land use changes; and, provides staff support to the Granbury Historic Commission with respect to the application of the City’s adopted historic preservation regulations.

<b>Staffing</b>			
<b>Title</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
Community Development Director	1	1	1
Administrative Assistant	1	1	1
Planner/Inspector Reviewer	0	0	0
Planner	2	2	2
Lakes Trail Regional Director	1	1	1
Air Quality Program Manager	1	1	1
<b>Total Staffing</b>	<b>6</b>	<b>6</b>	<b>6</b>

**OBJECTIVES AND STRATEGIES**

- 1. Provide competent, consistent, fair and effective development review services**  
*Related to City Council Goal: Service Delivery*
  
- 2. Offer quality development and planning programs**  
*Related to City Council Goal: Service Delivery*
  
- 3. Provide satisfactory support to the Board of Adjustment, Planning and Zoning Commission, Plan Review Committee and the citizens of Granbury in all zoning ordinance variance requests.**  
*Related to City Council Goal: Intergovernmental Relationships*
  
- 4. Provide excellent customer service**  
*Related to City Council Goal: Service Delivery*

<b>Did you know?</b>	<p>In 2016 the City of Granbury adopted a new 10-year Comprehensive Plan providing a statement of goals and objectives, analysis of demographic characteristics, and a description of long range plans for thoroughfares, land use, parks, and historic preservation, as well as implementation measures that practically apply the land use principles to existing and future development.</p>
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# Community Development Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	254,571	264,789	255,575	262,903
FICA	19,626	20,131	19,573	19,826
Vacation	1,861	-	3,082	-
Sick Leave	3,062	-	1,214	-
Retirement	41,430	43,755	42,991	44,598
Longevity	4,780	5,380	5,380	5,980
Insurance	29,749	37,126	29,181	40,711
Workers Compensation	1,130	1,156	1,055	939
Texas Workforce Commission	856	855	45	315
<b>Total Personnel</b>	<b>357,065</b>	<b>373,192</b>	<b>358,097</b>	<b>375,271</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	1,357	2,000	833	2,000
Books, Maps, Pamphlets	140	210	-	210
Copier Expense	5,910	6,800	6,857	10,000
Vehicle Fuel	-	500	51	500
Non-Capital Tools & Equip	0	300	-	300
Maintenance- Motor Vehicles	15	200	-	200
<b>Total Supplies &amp; Maint</b>	<b>7,421</b>	<b>10,010</b>	<b>7,740</b>	<b>13,210</b>
<b>Services</b>				
Consultants/ Arch/Engin	198,247	105,550	155,245	185,000
Telephone	1,074	1,300	1,067	1,300
Postage	1,940	3,000	2,347	3,000
Advisory Committee- Histor	888	2,000	151	2,000
Travel/Training	564	1,740	647	6,340
Ads- Legal	2,820	6,840	3,731	6,840
Advisory Committee- P&Z	338	1,200	64	1,200
General Liability Insurance	1,729	6,350	6,347	1,750
Dues/Subscription/Membersh	1,105	2,000	1,313	2,000
Car Allowance	4,837	4,800	4,800	4,800
Gas Well Inspection Fees	-	6,000	-	6,000
<b>Total Services</b>	<b>213,541</b>	<b>140,780</b>	<b>175,713</b>	<b>220,230</b>
<b>Total Community Development</b>	<b>578,027</b>	<b>523,982</b>	<b>541,550</b>	<b>608,711</b>

# - Building & Permits -

## Department 30

### MISSION STATEMENT

To protect the health, safety, and welfare of the citizens of the City of Granbury through effective, building, fire and health code enforcement..

The City of Granbury Building & Permits department is committed to becoming a premier building organization based on integrity, professionalism and consistency. Our staff is well trained, efficient and dedicated to enhancing the quality of life for our citizens and making the City of Granbury a safer place to live, work and play.

### DESCRIPTION

The Building Inspector is responsible for issuing permits and conducting inspections for all new construction, alterations, repairs, demolition, or any other building operations. We review building plans to ensure that the proposed construction complies with the building and fire codes adopted by the City of Granbury.

The Sanitarian Code Officer enforces laws, regulations and ordinances in specific areas of environmental health for maintaining and promoting community hygiene. This enforcement requires inspections of food establishments, hoteliers, public pools, septic systems and various forms of pollution control. The Sanitarian Code officer also sends certified code enforcement letters and places liens on various properties for code enforcement violations along with posting restaurant inspection information scores for public access.

The Fire Inspector examines buildings to detect fire hazards and ensure that federal, state, and local fire codes are met. If needed, they also determine the origin and cause of fires and explosions.

<b>STAFFING</b>			
<b>Title</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
Sanitarian Code Officer	1	1	1
Administrative Assistant	1	0	1
Permit Clerk	0	1	1
Building Inspector	1	2	2
Chief Building Official	1	1	0
Fire Inspector	1	1	1
Project Inspector	2	1	0
Director of Building & Permits	0	1	1
Part Time Document Scanner	0	1	1
<b>Total Staffing</b>	<b>7</b>	<b>8</b>	<b>8</b>

# Building & Permits Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	284,219	376,298	334,713	373,163
FICA	22,794	28,883	26,971	28,935
Vacation	7,220	-	7,142	-
Sick Leave	5,253	-	5,144	-
Overtime	3,038	750	6,792	5,000
Retirement	46,618	58,777	56,842	60,281
Longevity	2,670	5,260	3,430	4,720
Insurance	42,078	51,976	49,756	57,041
Workers Compensation	1,365	2,181	1,917	1,648
Texas Workforce Commission	1,040	1,368	63	504
<b>Total Personnel</b>	<b>416,296</b>	<b>525,493</b>	<b>492,769</b>	<b>531,292</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	2,256	2,385	2,622	1,585
Books, Maps, Pamphlets	1,203	1,500	1,170	500
Copier Expense	2,249	2,300	2,279	2,700
Wearing Apparel	7	1,700	276	1,000
Vehicle Fuel	4,003	5,000	5,510	4,000
Non-Capital Tools & Equip	-	17,100	7,855	-
Chemicals	3,024	2,900	240	2,000
Maintenance- Motor Vehicles	494	2,000	1,708	2,000
Maintenance- Office Equip	-	450	-	450
<b>Total Supplies &amp; Maint</b>	<b>13,237</b>	<b>35,335</b>	<b>21,660</b>	<b>14,235</b>

## OBJECTIVES AND STRATEGIES

**1. Ensure maintenance of City property allows for safe and efficient operations.**

*Related to City Council Goal: Infrastructure Basics.*

**2. Maintain department records in an efficient manner.**

*Related to City Council Goal: Service Delivery.*

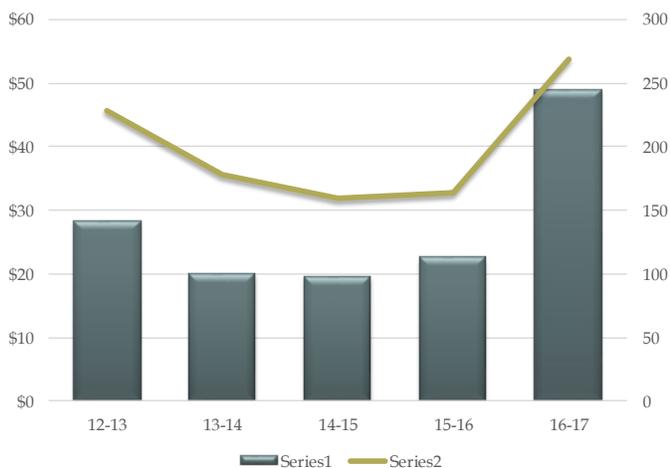
Objective	Performance Measure	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
2	Commercial Permits Released	68	71	59	60
2	Commercial Permit Value	\$ 26,064,240	\$ 20,884,615	\$ 7,442,851	\$ 7,000,000
2	Residential Permits Released	160	164	269	250
2	Residential Permit Value	\$ 19,621,027	\$ 22,555,296	\$ 48,290,707	\$ 30,000,000

# Building & Permits Expenditures

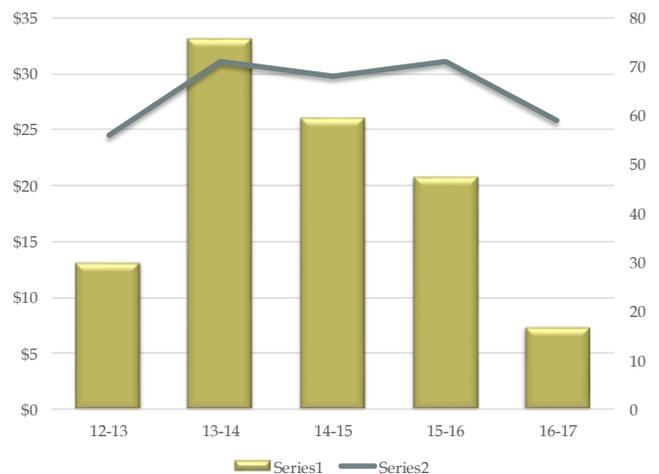
Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Projected FY 2016-2017	Proposed FY 2017-2018
<b>Services</b>				
Consultants, Architects, Engin	2,190	-	-	-
Mowing/ Abatement	180	3,300	1,435	3,300
Natural Gas	660	2,070	41	1,770
Telephone	4,980	6,800	6,176	6,900
Postage	1,836	4,050	4,013	2,700
Travel/Training	1,055	6,950	5,273	8,500
Legal Advertising	-	800	-	800
General Liability Insurance	2,428	9,250	9,245	3,500
Long-term Lease Purchase	10,281	10,281	10,281	10,281
Dues/Subscription/Membersh	674	3,100	1,004	3,000
Contracted Services	800	3,600	3,600	-
Other- Empl Certification	668	500	485	700
Bank Fees	2,068	2,500	2,943	2,500
<b>Total Services</b>	<b>27,820</b>	<b>53,201</b>	<b>44,496</b>	<b>43,951</b>
<b>Total Building &amp; Permits</b>	<b>457,353</b>	<b>614,029</b>	<b>558,925</b>	<b>589,478</b>

**Did you know?** Residential permits and values hit a historic high in Fiscal Year 2017. The City of Granbury’s Permit department issued 269 residential permits valued at over \$48M.

Residential Permit Activity



Commercial Permit Activity



# - Streets -

## Department 43

### MISSION STATEMENT

To provide safe, clean and efficient roadways for the City of Granbury.

### DESCRIPTION

The Street Department manages, maintains and repairs City streets, sidewalks and rights-of-way. The services provided are concrete work, asphalt patching, street cleaning, tree and drainage maintenance, blade work, street signage and other street maintenance. Responsibilities include traffic control, emergency response operations, special events and assistance in code enforcement. Daily, the department inspects roadways for sign repair, pavement management and sight obstructions.

STAFFING			
Title	2015-16	2016-17	2017-18
Street Superintendent	1	1	1
Street Foreman	1	1	1
Heavy Equipment Operator	3	3	3
Light Equipment Operator	1	1	1
Part-Time Light Equipment Operator	1	1	1
<b>Total Staffing</b>	<b>7</b>	<b>7</b>	<b>7</b>

Did you know?

Hot mix is laid at 350 degrees Fahrenheit.

### OPPORTUNITIES

This year, the city is investing \$1,200,000 in street maintenance. Because street repairs are a continuous need within the community, the department will work to prioritize a maintenance schedule that will provide the best value for the community with the funds available.

# Streets Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	186,353	228,958	205,229	237,189
FICA	15,425	17,845	16,856	18,399
Vacation	9,389	-	8,496	-
Sick Leave	3,024	-	5,829	-
Overtime	3,377	5,000	1,002	4,000
Retirement	29,535	35,683	33,633	37,658
Longevity	3,240	4,180	3,600	4,220
Insurance	37,122	44,551	40,017	48,892
Workers Compensation	14,639	15,060	13,453	12,416
Texas Workforce Comm	988	1,197	57	441
<b>Total Personnel</b>	<b>303,090</b>	<b>352,474</b>	<b>328,173</b>	<b>363,216</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	65	480	180	480
Copier Expense	1,356	1,548	1,592	1,600
Wearing Apparel	3,713	5,200	3,886	5,200
Vehicle Fuel	16,233	17,688	17,687	22,000
Chemicals	-	228	229	29,700
Non-Capital Tools & Equip	5,985	6,190	6,126	5,190
Maintenance- Vehicles	5,647	8,040	6,902	8,040
Maintenance- Minor Equip	837	2,245	2,247	2,140
Maintenance- Heavy Equip	23,433	25,750	25,802	30,000
Maintenance- Barricades	10,307	895	868	3,000
Maintenance- Roadways	50,227	44,630	36,127	1,200,000
Maintenance- Drainage	-	2,600	2,600	2,600
Maintenance- Signs	8,964	9,416	7,718	8,000
Maintenance- Sidewalks	1,278	2,000	2,209	2,000
<b>Total Supplies &amp; Maint</b>	<b>128,045</b>	<b>126,910</b>	<b>114,173</b>	<b>1,319,950</b>

**Did you  
know?**

The City's current Street Sweeper Operator has over 35 years with the City and sweeps the Downtown Square every Monday morning and various streets on Tuesdays and Wednesdays.

# Street Expenditures

*Continued*

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Services</b>				
Consultants & Engineering	-	4,100	3,865	20,000
Electricity	54,368	54,670	54,670	53,000
Natural Gas	1,214	2,000	1,030	1,700
Telephone	2,277	2,500	2,457	2,500
Travel/Training	20	1,050	180	4,000
General Liability Insurance	8,170	6,500	7,685	8,000
Equipment Rental/Lease	300	500	120	500
Long-term Lease/Purchase	29,155	29,155	29,155	29,155
Employee Certification	-	630	-	630
<b>Total Services</b>	<b>95,505</b>	<b>101,105</b>	<b>99,163</b>	<b>119,485</b>
<b>Capital Outlay</b>				
Pickups*	-	-	-	73,000
Misc Tools & Equipment	30,771	-	-	-
Downtown Square Project	-	1,619,200	1,357,753	-
<b>Total Capital Outlay</b>	<b>30,771</b>	<b>1,688,745</b>	<b>1,426,128</b>	<b>73,000</b>
<b>Total Streets</b>	<b>557,412</b>	<b>2,269,234</b>	<b>1,967,637</b>	<b>1,875,651</b>

## OBJECTIVES AND STRATEGIES

### 1. Protect the City's roadways through preventative maintenance and on-going rehabilitation of streets and sidewalks.

*Related to City Council Goal: Infrastructure Basics.*

- Blade roads in best way that can be achieved.
- Patch potholes more efficiently to maintain longer lives for streets.
- Sweep streets 3 times a week with the Downtown Square being swept weekly.

### 2. Provide quick and effective customer service.

*Related to City Council Goal: Service Delivery.*

Objective	Performance Measure	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
1	Street Signs Installed/Replaced	66	211	145	150

# - Parks & Recreation -

## Department 50

### MISSION STATEMENT

To provide, protect and preserve a park system that promotes quality recreational, cultural and other outdoor experiences for the Granbury community; and to promote recreation to the residents and visitors of Granbury and surrounding areas.

### DESCRIPTION

The Parks and Recreation Department is responsible for the development and maintenance of open space areas, as well as community facilities and properties. This department also maintains areas utilized for athletic programs and special events and is responsible for parks concession stands and mowing rights-of-way, drainage areas, the Airport and public-owned lots. They also operate and maintain the City's swimming pool, baseball/softball fields, soccer fields, disc golf course, City Beach, Bark Park, Lambert Branch Park, Hewlett Park, Skate Park, and City Park.

<b>STAFFING</b>			
<b>Title</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
Director of Parks & Recreation	1	1	1
Parks and Recreation Foreman	2	2	2
Recreational Coordinator	1	1	1
Concession Manager	1	1	1
Part-Tim Recreation Assistant	1	1	1
Park Laborer	13	13	13
Park Laborer/Custodian	1	1	1
Part-Time Park Laborer	1	1	1
Part-Time Park Laborer/Custodian	1	1	1
Part-Time Seasonal Laborer	3	3	0
Part-Time Admin Assistant	0	0	1
Seasonal Pool Attendant	0	0	1
<b>Total Staffing</b>	<b>25</b>	<b>25</b>	<b>24</b>

## OBJECTIVES AND STRATEGIES

**1. Provide ongoing maintenance and operation of the City of Granbury parks and sports facility system to provide safe and attractive places for recreation.**

*Related to City Council Goal: Community Development.*

- Evaluate property for necessary maintenance daily.
- Mow properties weekly from March-October and as needed during the remainder of the year.
- Evaluate safety of equipment and pool daily.

**2. Cultivate effective partnerships with other departments, agencies, organizations and citizens to provide quality service to the City.**

*Related to City Council Goal: Intergovernmental Relationships.*

- Respond to citizen inquires and requests within a day.
- Participate in staff meeting with other departments when needed.

**3. Continue to explore funding opportunities such as grants and other sources for future park development.**

*Related to City Council Goal: Economic Development.*

**4. Use the Parks, Recreation, and Open Space Master Plan, which was adopted on May 3, 2011 by City Council, as a guide for direction of future projects.**

*Related to City Council Goal: Infrastructure Basics.*

- Work with the Parks Board and the citizens for input on projects to be completed.

Objective	Performance Measures	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
1	Restrooms Maintained	11	11	11	11
2	Number of Recreational Leagues	34	34	40	45
2	Tournaments & 5K Runs	8	11	18	20

## OPPORTUNITIES AND CHALLENGES

The Parks and Recreation department already hosts baseball and soccer tournaments during the year, but there is always opportunity for more growth in that area. The Recreation Coordinator is working to build relationships with tournament coordinators and to attract different events to the area.

## Parks & Recreation Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Salaries	705,187	786,995	714,381	805,837
FICA	57,844	61,856	59,594	62,571
Vacation	22,540	-	24,340	-
Sick Leave	22,891	-	24,719	-
Overtime	6,585	20,000	12,585	10,000
Retirement	100,928	110,180	108,193	117,640
Longevity	13,450	14,990	12,680	13,420
Hospitalization Insurance	137,131	141,079	128,948	154,825
Workers Compensation	19,872	20,763	18,549	16,758
Texas Workforce Commissio	5,690	4,095	737	1,512
<b>Total Personnel</b>	<b>1,092,116</b>	<b>1,159,958</b>	<b>1,104,724</b>	<b>1,182,563</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	754	1,040	778	1,040
Books, Maps, Pamphlets	-	-	-	-
Copier Expense	1,028	2,700	768	3,200
Janitorial Supplies	7,555	8,400	8,122	8,400
Wearing Apparel	7,800	7,500	7,402	6,500
Vehicle Fuel	22,728	30,000	27,056	30,000
Chemicals	2,534	2,820	2,488	2,820
Non-Capital Tools & Equip	7,143	8,500	8,351	8,500
Maintenance- Buildings	10,827	12,000	8,971	11,500
Maintenance- Vehicles	5,553	6,760	6,949	6,760
Maintenance- Minor Equip	1,653	2,100	1,898	2,100
Maintenance-Pumps	8,000	19,778	7,759	14,175
Maintenance- Heavy Equip	6,046	5,740	3,489	5,740
Maintenance- Events	424	500	500	500
Maintenance- Grounds	45,729	51,979	42,525	77,675
Maintenance-Groundskeepi	12,882	11,500	11,115	11,500
Maintenance- Holiday Deco	10,537	8,000	9,222	8,000
Maintenance- Radios	-	-	-	-
Maintenance- Stage/Tents	225	3,000	433	3,000
Maintenance- Signs	471	500	359	500
<b>Total Supplies &amp; Maint</b>	<b>151,886</b>	<b>182,817</b>	<b>148,183</b>	<b>201,910</b>

# Parks & Recreation Expenditures

*Continued*

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Services</b>				
Consultants/Arch/Engin	3,218	-	-	5,000
Electricity	34,472	39,300	39,284	38,000
Water	24,153	37,500	37,482	27,000
Telephone	3,628	3,800	3,535	3,800
Sewer	3,470	4,500	4,316	4,500
Postage	42	50	1	50
Travel/Training	1,644	1,400	-	1,400
Advertising	-	800	-	800
General Liability Insurance	31,282	30,500	27,524	30,500
Equipment Rental/Lease	8,340	9,000	8,340	9,000
Long-term Lease/Purchase	29,338	29,338	29,338	27,093
Employee Safety Expense	-	-	-	-
Dues/Subscription/Member	-	-	-	-
Online Transaction Fees	74	450	-	450
Recreation Activity Expense:	24,209	22,200	20,971	25,000
<b>Total Services</b>	<b>163,869</b>	<b>178,838</b>	<b>170,791</b>	<b>172,593</b>
<b>Capital Outlay</b>				
Pickups	-	30,000	27,337	35,000
Other Vehicles	11,758	25,000	22,699	-
Signs	-	-	-	-
Groundskeeping Equipment	31,020	18,450	15,410	39,000
Playground Equipment	-	99,536	99,536	-
Miscellaneous Tools	-	-	10,328	48,350
Property Improvements	191,947	-	-	-
Fences	-	-	-	-
Sidewalks, Curbs, Gutte	6,401	-	-	-
Land	-	-	-	-
<b>Total Capital Outlay</b>	<b>241,127</b>	<b>172,986</b>	<b>175,311</b>	<b>122,350</b>

**Did you  
know?**

The City of Granbury has several leagues ranging from softball, soccer, flag football, kickball, basketball, dodgeball, arena ball, and more.

The City even hosts 5K runs.

# Parks & Recreation Expenditures

*Continued*

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>- Swimming Pool -</b>				
<b>Personnel</b>				
Contract Labor	-	2,700	-	2,700
<b>Supplies and Maintenance</b>				
Concession Supplies- Resale	5,589	5,000	4,556	5,000
Concession Supplies	275	200	487	550
Pool- Chemicals	8,416	9,750	9,737	8,500
Non-Capital Tools & Equip	4,188	4,300	4,300	4,300
Maintenance- Pool	17,501	18,180	17,796	18,180
<b>Total Supplies and Maint</b>	<b>35,970</b>	<b>37,430</b>	<b>36,877</b>	<b>36,530</b>
<b>Services</b>				
Electricity	8,974	8,540	8,485	13,000
Water	11,419	14,750	12,468	16,000
Telephone	-	-	-	-
Sewer	648	1,200	614	1,200
Bank Card Fees	130	150	118	150
<b>Total Services</b>	<b>21,170</b>	<b>24,640</b>	<b>21,684</b>	<b>30,350</b>
<b>- Ballfields -</b>				
<b>Supplies and Maintenance</b>				
Concessions for Resale	20,920	25,000	21,506	25,000
Concession Supplies	570	1,385	1,493	950
Non-Capital Tools & Equip	749	400	390	400
Maintenance- Ballfields	18,327	21,435	21,769	18,800
Maintenance- Ball. Signs	1,988	2,000	1,340	2,000
<b>Total Supplies and Maint</b>	<b>42,554</b>	<b>50,220</b>	<b>46,498</b>	<b>47,150</b>
<b>Services</b>				
Electricity	33,907	31,360	31,356	45,000
Water	3,127	3,000	3,353	3,000
Sewer	1,267	1,200	1,251	1,200
Bank Card Fees	134	100	125	100
<b>Total Services</b>	<b>38,435</b>	<b>35,660</b>	<b>36,085</b>	<b>49,300</b>

# Parks & Recreation Expenditures

*Continued*

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>- Soccer Fields -</b>				
<b>Supplies and Maintenance</b>				
Maintenance- Soccer Fields	8,415	8,000	8,810	8,000
<b>Total Supplies and Maint</b>	<b>8,415</b>	<b>8,000</b>	<b>8,810</b>	<b>8,000</b>
<b>Services</b>				
Electricity	1,188	1,200	1,244	1,200
Water	6,118	-	4	-
<b>Total Services</b>	<b>7,306</b>	<b>1,200</b>	<b>1,249</b>	<b>1,200</b>
<b>- Beaches -</b>				
<b>Supplies and Maintenance</b>				
Concessions for Resale	-	-	-	-
Concession Supplies	-	750	-	-
Non-Capital Tools & Equip	-	-	-	-
Maintenance- Beach Signs	-	-	-	-
Maintenance- Beaches	5,724	6,850	3,345	6,850
<b>Total Supplies and Maint</b>	<b>5,724</b>	<b>7,600</b>	<b>3,345</b>	<b>6,850</b>
<b>Services</b>				
Electricity	4,947	5,000	5,713	5,000
Water	9,892	12,300	12,290	6,000
Telephone	-	-	-	-
Sewer	751	500	462	500
Chemicals	1,169	2,000	1,356	2,000
Bank Card Fees	-	-	-	-
<b>Total Services</b>	<b>16,760</b>	<b>19,800</b>	<b>19,821</b>	<b>13,500</b>
<b>Total Parks and Recreation</b>	<b>1,825,332</b>	<b>1,881,849</b>	<b>1,773,378</b>	<b>1,874,996</b>

**Did you know?**

The City of Granbury hosted it's first 5K run this year.

# - Cemetery -

## Department 51

### MISSION STATEMENT

To maintain and improve attractive and peaceful grounds at the municipal cemetery.

### DESCRIPTION

The Cemetery Department tracks the costs of maintenance of the Municipal Cemetery. Those services consist of mowing, trimming and repairs necessary to maintain the appearance of the property.

STAFFING			
Title	2015-16	2016-17	2017-18
Cemetery Attendant	1	1	1
<b>Total Staffing</b>	<b>1</b>	<b>1</b>	<b>1</b>

### OPPORTUNITIES AND CHALLENGES

An opportunity exists for the department to survey the existing cemetery in order to update and verify the accuracy of the cemetery records. Another opportunity is to develop an additional section of the grounds.

### OBJECTIVES AND STRATEGIES

- 1. Develop and maintain cemetery grounds with courtesy and respect.**  
*Related to City Council Goal: Infrastructure Basics.*
  - Mow continually during growing season.
  - Evaluate property and fences for necessary maintenance daily
- 2. To complete Cemetery Master Plan for 10-acre expansion.**  
*Related to City Council Goal: Infrastructure Basics.*

<b>Did you know?</b>	Though Jesse Woodson James was originally thought to have been killed in 1882, some think it was a ploy to divert the law and that he actually survived, moved to the Granbury area and is buried in this cemetery.
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## Cemetery Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Salaries	19,681	27,894	25,194	27,894
FICA	1,246	2,155	1,940	2,104
Vacation	568	-	625	-
Sick Leave	674	-	104	-
Overtime	-	-	0	100
Retirement	3,245	4,485	4,128	4,586
Longevity	160	280	-	140
Hospitalization Insurance	5,566	7,425	7,299	8,149
Workers Compensation	1,131	1,170	1,045	935
Texas Workforce Commissio	284	171	206	63
<b>Total Personnel</b>	<b>32,555</b>	<b>43,580</b>	<b>40,541</b>	<b>43,970</b>
<b>Supplies &amp; Maintenance</b>				
Chemicals	395	550	390	550
Minor Tools & Equipment	-	140	-	140
Maintenance- Minor Equip	131	230	183	230
Maintenance-Roadways	441	800	-	800
Maintenance- Grounds	1,372	2,760	48	2,760
Maintenance- Grounds Equi	-	-	-	-
<b>Total Supplies &amp; Maint</b>	<b>2,339</b>	<b>4,480</b>	<b>620</b>	<b>4,480</b>
<b>Services</b>				
Consultants, Architect, Eng.	4,900	22,875	1,740	5,000
General Liability Insurance	222	270	176	270
<b>Total Services</b>	<b>5,122</b>	<b>23,145</b>	<b>1,916</b>	<b>5,270</b>
<b>Capital Outlay</b>				
Fences	10,800	-	-	-
<b>Total Capital Outlay</b>	<b>10,800</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Cemetery</b>	<b>50,816</b>	<b>71,205</b>	<b>43,077</b>	<b>53,720</b>

# GRANBLURY *Texas*

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# Utility Fund

The Utility Fund is an Enterprise Fund of the City. Enterprise Funds are used to account for those operations that are financed and operated in a manner similar to private business enterprises. The intent is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

Services provided by the Utility Fund include:

- \* **General Government:** Utility Administration, Utility Billing & Collection and Meter Reading
- \* **Public Works:** Ground Water, Water Treatment, Water Distribution, Wastewater Treatment, Wastewater Collection, Electric and Public Works

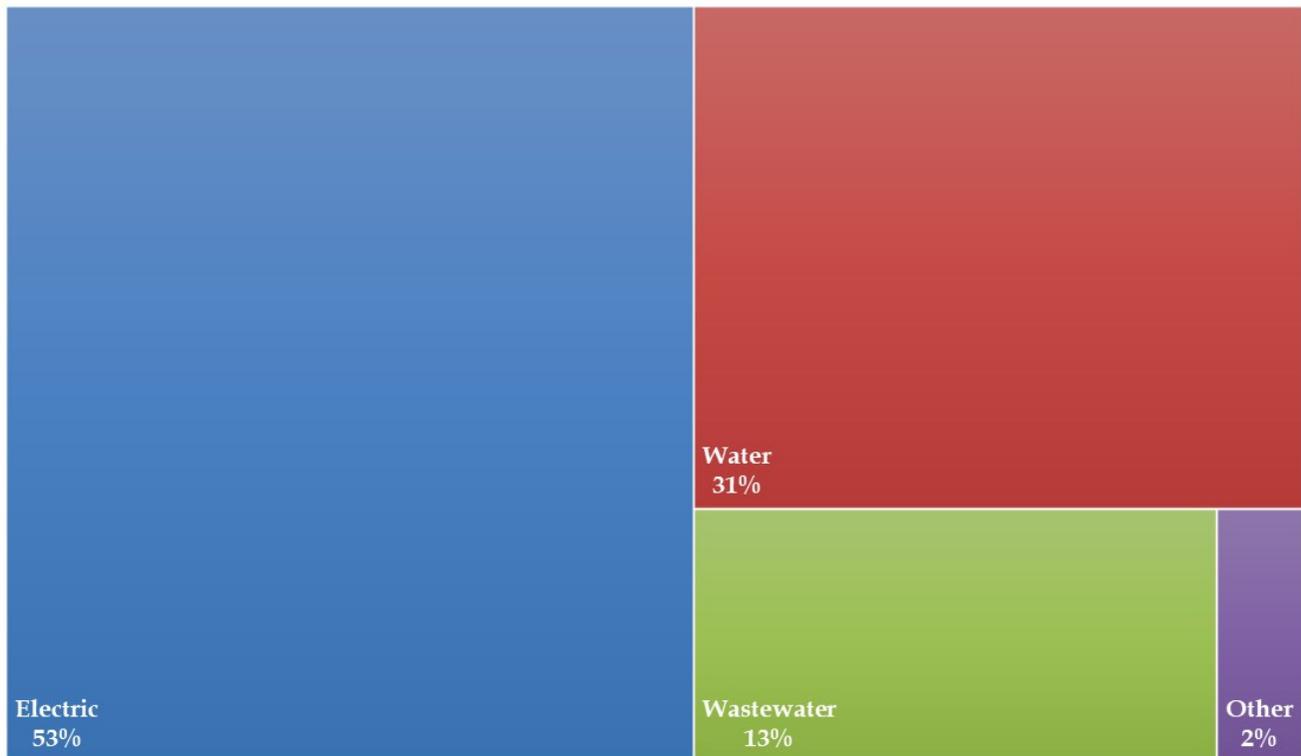
The Fund's source of revenue is the charge for water, sewer and electric services.

Utility rates are set by the City Council.

## Utility Fund Revenues

Revenue Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
Electric Fees & Service Charges	10,638,496	11,176,825	11,138,773	10,862,590
Water Fees & Service Charges	5,756,374	6,309,520	6,180,897	6,404,700
Sewer Fees & Service Charges	2,551,028	2,761,500	2,802,357	2,763,600
Interest Income	13,462	13,000	33,929	30,000
Other Revenue	1,024,990	625,565	628,208	459,100
Interfund Transfers	5,098,604	454,546	519,471	-
<b>Total Revenues</b>	<b>25,082,953</b>	<b>21,340,956</b>	<b>21,303,636</b>	<b>20,519,990</b>

## Utility Fund Revenues By Type



## Utility Fund Revenues

Revenue Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Electric Services</b>				
Electric Service	10,575,201	11,112,825	11,066,196	10,798,590
D&D Light Rental	57,855	58,000	57,808	58,000
Electric Meter Set Fee	4,375	-	13,100	5,000
Sale of Electric Meters	1,065	6,000	1,670	1,000
<b>Total Electric Revenues</b>	<b>10,638,496</b>	<b>11,176,825</b>	<b>11,138,773</b>	<b>10,862,590</b>
<b>Water Services</b>				
Water Service	5,722,362	6,234,020	6,080,723	6,358,700
Water Taps	5,980	20,000	10,088	5,000
Sale of Raw Water	-	-	-	-
Meter Setting Fees	26,800	20,000	89,350	40,000
Water Analysis	-	-	35	-
Sale of Water Meters	1,232	35,500	701	1,000
<b>Total Water Revenues</b>	<b>5,756,374</b>	<b>6,309,520</b>	<b>6,180,897</b>	<b>6,404,700</b>
<b>Wastewater Services</b>				
Developer's Costs & Fees	38,992	20,000	26,975	20,000
Wastewater Service	2,500,236	2,726,500	2,758,736	2,733,600
Wastewater Taps	4,350	10,000	9,050	5,000
Special Sewer Maint Assessm	7,450	5,000	7,596	5,000
<b>Total Wastewater Revenues</b>	<b>2,551,028</b>	<b>2,761,500</b>	<b>2,802,357</b>	<b>2,763,600</b>
<b>Interest Income</b>				
Interest Income	13,462	13,000	33,929	30,000
<b>Total Interest Income</b>	<b>13,462</b>	<b>13,000</b>	<b>33,929</b>	<b>30,000</b>

# Utility Fund Revenues

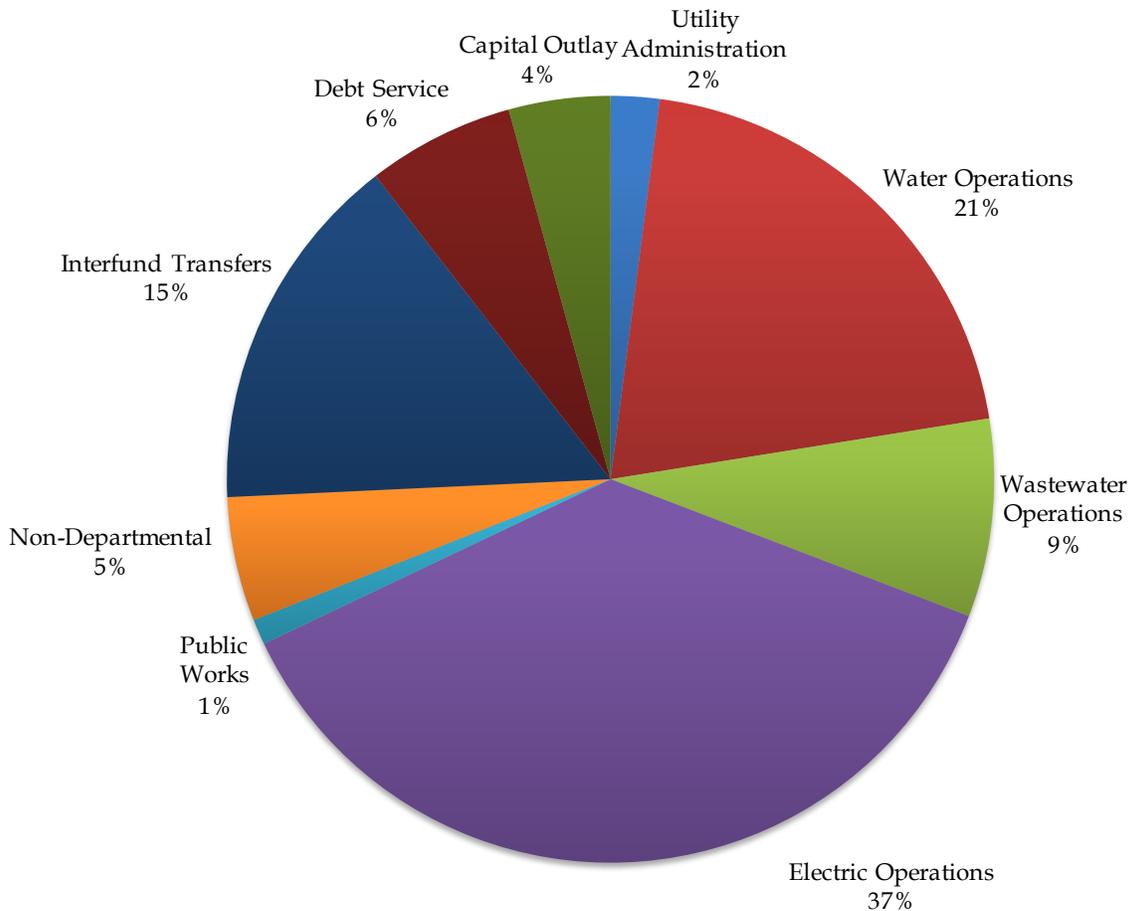
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Revenue Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Other Revenue</b>				
From Fund Balance	-	-	-	-
Reconnect Fees	18,610	24,000	21,160	24,000
Groundwater District Fees	117,350	180,000	126,180	130,000
Sanitation Service	538	-	(48)	-
Penalty Income	243,300	220,000	224,046	220,000
Miscellaneous Income	44,582	20,000	34,148	12,000
Backflow Revenue				8,000
Insurance Proceeds	141,934	-	10,287	-
EMS Service	-	-	-	-
Careflite Service	-	-	-	-
Sale of Assets - Auction	-	500	10,300	-
Sale of Garbage Bags	-	100	-	100
Cash Short/Over	(103)	-	13	-
Loss on Disposal of Fixed Assets	(293,225)	-	-	-
Contribution	262,275	-	-	-
Service Fees	76,991	65,100	84,374	65,000
<b>Total Other Revenue</b>	<b>612,252</b>	<b>509,700</b>	<b>510,459</b>	<b>459,100</b>
<b>Interfund Transfers</b>				
Transfer from URB	4,683,897	-	-	-
Transfer in Impact Fees	414,707	454,546	519,471	-
<b>Total Interfund Transfers</b>	<b>5,098,604</b>	<b>454,546</b>	<b>519,471</b>	<b>-</b>
<b>Inter-Governmental</b>				
Grant Revenue	168,234	-	-	-
FEMA Grant Revenue	244,504	115,865	117,749	-
<b>Total Inter-Governmental</b>	<b>412,738</b>	<b>115,865</b>	<b>117,749</b>	<b>-</b>
<b>Total Utility Fund Revenue</b>	<b>25,082,953</b>	<b>21,340,956</b>	<b>21,303,636</b>	<b>20,519,990</b>

# Utility Fund Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
Utility Administration	371,859	446,658	336,293	413,142
Water Operations	3,402,159	3,543,380	3,234,833	4,090,878
Wastewater Operations	1,482,176	1,590,947	1,450,120	1,673,794
Electric Operations	9,666,435	9,879,314	9,515,706	7,444,465
Public Works	341,042	263,231	204,574	215,631
Non-Departmental	919,703	969,088	1,061,067	1,050,582
Interfund Transfers	1,495,559	2,328,985	2,311,033	3,060,132
Debt Service	1,774,093	1,245,324	1,245,424	1,244,168
Capital Outlay	919,807	863,471	1,220,438	858,000
<b>Total Expenditures</b>	<b>20,372,833</b>	<b>21,130,398</b>	<b>20,579,488</b>	<b>20,050,791</b>

## Utility Fund Expenditures By Type



# - Utility Administration -

## DEPARTMENT 60

### MISSION STATEMENT

To administer accurate billing for the City of Granbury's utility services, while providing quality customer service to the citizens of Granbury.

### DESCRIPTION

The Utility Administration department is responsible for the billing and collection of payments for electric, water, sewer, solid waste services, hangar rent and other fees. Another major function of Utility Administration is customer service, both in person & by phone. This office works closely with the Meter Reading division in the coordination & handling of all work orders pertaining to utility services and accounts, including but not limited to: service connections, disconnections, transfers, collection of deposits and related duties. Professional response to customer questions and complaints regarding utility billing, trash services, air ambulance, parks donations and other services are frequent and of extremely high volume. Additionally, account delinquency procedures, for both active and inactive accounts, are initiated by this office.

<b>STAFFING</b>			
<b>Title</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
Utility Billing Manager	1	1	1
Utility Billing Supervisor	1	1	1
Utility Billing Clerk	1	1	1
<b>Total Staffing</b>	<b>3</b>	<b>3</b>	<b>3</b>

### OPPORTUNITIES AND CHALLENGES

The department has researched opportunities such as a utility billing kiosk, for the acceptance of payments 24/7, and continues the encouragement of payment options such as automatic draft and online bill-pay. These options and efforts not only improve customer service but also work to decrease the desk load and volume directly on billing staff. We have also considered the processing and printing of utility bills in-house, thereby reducing cost and allowing for the use of bills for the purposes of merchant advertisement, city marketing, and distribution of information to the community.

Challenges of Utility Billing continue to include the satisfaction of customers, in situations of conflict, and in an economy which is stressful to them financially. We strive to provide an appropriate level of flexibility, amidst the current economic situation. One current challenge is the encouragement of energy and water conservation.

**OBJECTIVES AND STRATEGIES**

- 1. Ensure the efficient delivery and timely and accurate billing and payment information to our customers, and the subsequent processing of and receipt of these payments.**

*Related to City Council Goal: Service Delivery.*

- Complete utility billing accurately and timely throughout each billing process.

- 2. Via effective communication and a professional attitude, respond to customer requests and concerns equitably, to their satisfaction, and in a timely manner.**

*Related to City Council Goal: Service Delivery.*

- Provide excellent customer service and professional response to customer questions and complaints.

- 3. Safeguard the City’s monies and other assets.**

*Related to City Council Goal: Service Delivery.*

- Process payments and cash receipts as they are received.
- Make deposits on a daily basis.

- 4. Increase the public awareness of utility issues and topics through proactive communication with citizens.**

*Related to City Council Goal: Citizen Involvement.*

- Held meetings, provided publications, and offered personalized service throughout the process of implementation of and transfer to new utility rate structures.

Objective	Performance Measures	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
1 & 2	Average Number of Accounts per Employee	3,386	3,456	3,476	3,460
3	Bad Debt Expense	\$ 40,610	\$ 37,097	\$ 19,780	\$ 25,000
4	Penalty Charges	\$ 280,137	\$ 243,300	\$ 224,046	\$ 200,000

Did you know?

Drinking 8 glasses of water a day is important for a healthy lifestyle. If you get those 8 glasses from your tap it will cost you \$1.28 annually. If you buy it from bottled water it will cost about \$1,400 annually.

# Utility Administration Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	127,521	137,429	132,688	142,957
FICA	10,165	10,590	10,458	10,961
Vacation	3,977	-	3,341	-
Sick Leave	1,118	-	503	-
Overtime	503	725	417	500
Retirement	31,261	22,395	22,218	23,784
Longevity	2,220	2,580	2,580	2,490
Insurance	22,398	22,276	15,862	24,446
Workers Compensation	370	380	339	315
Texas Workforce Commission	514	513	51	189
<b>Total Personnel</b>	<b>200,047</b>	<b>196,888</b>	<b>188,457</b>	<b>205,642</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	952	1,200	1,245	1,200
Books, Maps, Pamphlets	-	500	-	-
Copier Expense	4,094	2,500	2,507	2,500
Non-Capital Tools & Equip	869	2,963	2,734	1,000
Maintenance- Office Equipment	-	100	-	100
<b>Total Supplies &amp; Maint</b>	<b>5,914</b>	<b>7,263</b>	<b>6,486</b>	<b>4,800</b>
<b>Services</b>				
Telephone	618	700	980	1,300
Postage	39,933	35,000	31,577	35,000
Travel/Training	3,410	4,000	912	4,000
Printing	10,006	16,500	13,762	15,000
General Liability Insurance	718	800	580	800
Dues/Subscriptions/Membersh	570	800	302	800
Bad Debt Expense	37,097	92,370	19,780	50,000
Computer Programming	760	800	798	800
Bank Fees	70,462	86,957	68,081	92,000
Collection Agency Fees	2,323	4,580	4,578	3,000
<b>Total Services</b>	<b>165,898</b>	<b>242,507</b>	<b>141,349</b>	<b>202,700</b>
<b>Total Utility Administration</b>	<b>371,859</b>	<b>446,658</b>	<b>336,293</b>	<b>413,142</b>

# - Meter Reading -

## DEPARTMENT 70

### MISSION STATEMENT

To provide accurate meter information for the City of Granbury’s Utility Billing division and to customers in a timely and cost effective manner, while improving efficiency and accuracy, using updated technologies and advanced training tools.

### DESCRIPTION

The Meter Reading department is responsible for the accurate reading and recording of all water and electric meter reads within the service area. The department also handles connections and disconnections of service. The Meter Reading/Meter Maintenance division maximizes utility revenues by monitoring of reading device function and management of an ongoing meter testing and maintenance program. This division works closely with the Water Distribution and Electric departments in maintenance of these infrastructures.

STAFFING			
Title	2015-16	2016-17	2017-18
Meter Reader I	1	1	1
Meter Reader II	2	2	2
<b>Total Staffing</b>	<b>3</b>	<b>3</b>	<b>3</b>

**Did you know?**

The new AMI project will also have a customer portal that will present detailed usage for utility consumption that the customer can access 24/7 online

### OPPORTUNITIES AND CHALLENGES

The opportunities in Meter Reading/ Meter Maintenance are countless. The effectiveness of meter monitoring, testing, and replacement have made a great financial impact. The challenges continue to include those of ever-changing metering technologies and staffing positions which include working in non-ideal outdoor conditions, and with a heavy workload, requiring mechanical skills and expertise. However, our meter reading department is exploring options to upgrade our system to the advanced metering infrastructure (AMI) integrated system. The AMI is an integrated system of smart meters, communications networks, and data management systems that enables two-way communication between utilities and customers.

## OBJECTIVES AND STRATEGIES

### 1. Provide accurate meter information to Utility Billing in a timely and cost effective manner.

*Related to City Council Goal: Infrastructure Basics.*

- Read nearly 9,000 water and electric meters accurately, within three billing cycles monthly.
- Via effective surveillance and detailed fine editing processes, pinpoint meters with questionable function; test, replace, or repair or take appropriate corrective actions.
- Communicate and coordinate with Utility Billing staff regarding meter concerns and problems, thereby “bridging the gap” between the Meters and Billing divisions.

### 2. Deliver services to customers in a timely, professional manner.

*Related to City Council Goal: Service Delivery.*

- Respond to work orders daily, or within 24 hours, at most.
- Effectively and professionally respond to customer concerns, in person. Answer questions in plain language and to their understanding.

### 3. Develop an ongoing meter maintenance program, ensuring the long-term maintenance and accuracy of the metering systems

- Increased saturation of the city with AMR/ Fixed meter reading systems
- Monitoring of meter age and consumptions, for prioritization of repair or replacement
- Consultation with experts, gaining recommendations for future beneficial projects and programs

Objective	Performance Measures	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
1	Meter Re-Reads Requested	300	352	292	300
2	Service Orders Completed within the Same Day	80.4%	94.9%	97.2%	98.0%
3	# AMI Meters Installed	0	0	3,348	2,152
3	Leak Loggers Installed	0	0	60	120

# Meter Reading Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	92,806	107,230	92,277	109,658
FICA	7,689	8,949	8,306	8,710
Vacation	3,854	-	3,812	-
Sick Leave	2,037	-	10,568	-
Overtime	2,402	9,600	2,021	4,000
Retirement	23,088	18,764	17,512	18,753
Longevity	300	1,050	1,050	1,410
Insurance	20,506	22,276	21,297	24,446
Workers Compensation	3,240	3,959	3,595	3,143
Texas Workforce Commission	492	513	27	189
Contract Labor	-	1,500	-	1,500
<b>Total Personnel</b>	<b>156,417</b>	<b>173,841</b>	<b>160,464</b>	<b>171,809</b>
<b>Supplies &amp; Maintenance</b>				
Copier Expense	42	50	71	50
Wearing Apparel	3,072	4,800	4,374	4,000
Vehicle Fuel	7,101	10,000	11,031	10,000
Non-Capital Tools & Equip	3,323	6,000	5,109	7,000
Maintenance- Motor Vehicles	6,831	4,500	4,445	4,000
Maintenance- Water Meters	6,202	10,000	9,759	5,000
Maintenance- Electric Meters	505	4,500	899	5,000
Maintenance- Radios & Assoc	3,578	4,000	3,737	4,000
<b>Total Supplies &amp; Maint</b>	<b>30,655</b>	<b>43,850</b>	<b>39,425</b>	<b>39,050</b>
<b>Services</b>				
Telephone	1,659	1,700	2,207	2,900
Postage	17	200	73	200
Travel/Training	2,570	4,200	1,654	5,000
General Liability Insurance	3,428	2,500	2,267	2,500
Long Term Lease/Purchase	3,885	3,885	3,885	3,885
Dues/Subscription/Membersh	210	250	160	250
Contract Services	1,445	1,500	1,465	49,375
Meter Testing	384	550	427	21,000
<b>Total Services</b>	<b>13,599</b>	<b>14,785</b>	<b>12,139</b>	<b>85,110</b>
<b>Capital Outlay</b>				
Pickups	-	-	-	45,000
Water Meters	55,116	35,000	34,181	35,000
Electric Meters	5,001	5,000	9,080	5,000
<b>Total Capital Outlay</b>	<b>60,117</b>	<b>40,000</b>	<b>43,261</b>	<b>85,000</b>
<b>Total Meter Reading</b>	<b>260,787</b>	<b>272,476</b>	<b>255,288</b>	<b>380,969</b>

## Non-Departmental Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Supplies and Maintenance</b>				
Non-Office Supplies	7,923	8,000	6,624	8,000
Wearing Apparel	1,300	1,300	1,261	1,300
Storm Damage Emergency	8,387	-	-	-
<b>Total Supplies and Maintenance</b>	<b>17,610</b>	<b>9,300</b>	<b>7,885</b>	<b>9,300</b>
<b>Services</b>				
Audit & Accounting	21,000	21,000	21,000	21,000
Consultants/Architects/Engineers	20,860	14,325	14,505	-
Legal Expense	-	22,500	22,500	-
Inventory Damage/Loss	-	700	-	700
Cable Television	-	350	-	350
Adverstiing - Employee	-	-	-	-
Meeting Expenses	308	1,200	615	1,200
Project Repairs for Reimbursement	-	3,000	-	5,000
Contract Services	-	-	-	4,400
Contribution to Weatherford College	-	-	-	-
Shared Allocation	833,694	923,887	873,831	951,135
Utility Franchise Fee	857,990	895,113	897,679	902,688
Contingency Expense	-	-	-	104,943
Bank Fees	181	100	72	-
Miscellaneous Fees	1,754	1,500	96,810	1,000
<b>Total Services</b>	<b>1,735,787</b>	<b>1,883,675</b>	<b>1,927,012</b>	<b>1,992,417</b>
<b>Interfund Transfers</b>				
Transfer to General Fund	303,927	320,505	352,245	338,496
Transfer to Utility Debt Service	1,774,093	1,245,324	1,245,424	1,244,168
Transfer to Utility Bond Reserve	18,120	18,120	18,120	18,120
Transfer to General Debt Service	339,818	1,066,473	1,066,838	1,752,381
<b>Total Interfund Transfers</b>	<b>2,435,957</b>	<b>2,650,422</b>	<b>2,682,627</b>	<b>3,353,164</b>
<b>Capital Outlay</b>				
Land	-	-	30,246	-
Storm Damage Emergency	10,885	115,865	154,879	-
<b>Total Capital Outlay</b>	<b>10,885</b>	<b>115,865</b>	<b>185,125</b>	<b>-</b>
<b>Total Non-Departmental</b>	<b>4,200,240</b>	<b>4,659,262</b>	<b>4,802,649</b>	<b>5,354,881</b>

\* Non-Departmental Expenditures are items within the Utility Fund that are not allocated to a specific department.

# - Ground Water -

## DEPARTMENT 78

### MISSION STATEMENT

To provide quality and cost-effective well water for the City of Granbury.

### DESCRIPTION

The Ground Water Department was established to monitor the costs of producing well water for the City’s water operations.

### OBJECTIVES AND STRATEGIES

- 1. To maximize well water production for the City’s water operations at the least possible costs.**

*Related to City Council Goal: Infrastructure Basics.*

- Repair or rehab lower producing wells.
- Replace worn pumps as needed.

- 2. Maintain safe drinking water sources for the City of Granbury.**

*Related to City Council Goal: Service Delivery.*

- Perform lab analysis of the water on a daily and monthly basis.
- Adhere to TCEQ guidelines for water treatment.
- Monitor and record flow data and chemical dosage on a daily basis.

- 3. Stay informed on changes of regulations for drinking water standards.**

*Related to City Council Goal: Service Delivery.*

- Employees must receive a minimum of 30 hours of training every 3 years.

Objective	Performance Measures	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
<b>1</b>	# Wells Online	35	36	38	38
<b>1</b>	% Water Produced from Wells	76.8%	78.3%	76.6%	76.0%

## Ground Water Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Supplies and Maintenance</b>				
Chemicals	46,291	60,000	58,956	60,000
Non-Capital Tools and Equip	16,603	12,500	12,361	12,500
Maintenance- Buildings	-	-	-	-
Maintenance- Plant Pump, Motor	41,244	41,000	32,193	41,000
Maintenance- Pump Stations	49,099	45,000	44,975	45,000
<b>Total Supplies and Maintenance</b>	<b>153,237</b>	<b>158,500</b>	<b>148,485</b>	<b>158,500</b>
<b>Services</b>				
Consultants, Architects, Engineer	-	-	-	-
Electricity	89,926	92,000	76,192	92,000
Sample Testing	3,319	3,100	606	3,100
Ground Water Distric Fees	119,285	180,000	114,619	130,000
<b>Total Services</b>	<b>212,529</b>	<b>275,100</b>	<b>191,418</b>	<b>225,100</b>
<b>Capital Outlay</b>				
Pumps, Motors, Chlorinators	19,031	-	8,800	-
<b>Total Capital Outlay</b>	<b>19,031</b>	<b>-</b>	<b>8,800</b>	<b>-</b>
<b>Total Ground Water</b>	<b>384,796</b>	<b>433,600</b>	<b>348,702</b>	<b>383,600</b>

### OPPORTUNITIES AND CHALLENGES

An opportunity for this department is to continue to drill more wells to current operations. A major challenge for this department is to operate the facilities in a cost efficient manner to minimize water-usage rate increases.

**Did you  
know?**

The State of Texas uses approximately 3.3 trillion gallons of groundwater each year. Of that, approximately 2 trillion is used for irrigation.

# - Water Treatment -

## DEPARTMENT 79

### MISSION STATEMENT

To provide a safe drinking water source for the City of Granbury.

### DESCRIPTION

The Water Treatment department is primarily responsible for producing safe and acceptable water in accordance with State and Federal health standards. The plant’s personnel monitor bacteriological and physical properties of the water, respond to water quality inquiries and perform routine daily laboratory analysis. The new 2.5 MGD reverse Osmosis plant is scheduled to be in operation in October 2017.

STAFFING			
Title	2015-16	2016-17	2017-18
Plant Operator I	5	6	9
Plant Operator II	1	1	1
Water Treatment Foreman	1	1	1
Water Treatment Superintendent	0	0	1
<b>Total Staffing</b>	<b>7</b>	<b>8</b>	<b>12</b>

### OBJECTIVES AND STRATEGIES

- Maintain safe drinking water source for Granbury.
 

*Related to City Council Goal: Service Delivery.*

  - Perform laboratory analysis of water on a daily basis.
  - Monitor treatment systems on a 24-hour basis via SCADA.
- Stay informed on changes to regulations for drinking water standards.
 

*Related to City Council Goal: Service Delivery.*

  - Employees must receive 30 hours of training every 3 years.
- Maintain and update the City’s water treatment facilities to meet regulatory requirements and the community’s water-use needs.
 

*Related to City Council Goal: Infrastructure Basics.*

  - Repair and replace damaged or inefficient pumps and valves.

Objective	Performance Measures	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
1	Water Plant Production (x1,000 gal)	69,448	48,311	45,380	75,000

# Water Treatment Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	227,246	293,473	208,939	434,285
FICA		22,623	18,580	34,427
Vacation	14,031	-	8,946	-
Sick Leave	10,851	-	8,083	-
Overtime	12,489	5,000	17,650	15,000
Retirement	67,253	48,035	39,145	73,941
Longevity	4,460	3,310	3,400	4,400
Insurance	47,352	59,402	45,525	98,254
Workers Compensation	8,572	9,293	9,204	12,391
Texas Workforce Commission	1,307	1,368	168	756
<b>Total Personnel</b>	<b>393,560</b>	<b>442,504</b>	<b>359,639</b>	<b>673,454</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	251	350	371	1,000
Maps, Books, Pamphlets	-	-	-	-
Copier Expense	-	-	-	-
Janitorial Supplies	236	200	197	500
Wearing Apparel	2,542	2,400	1,983	5,000
Chemicals	31,592	34,467	32,080	345,000
Non-Capital Tools & Equip	1,794	1,700	1,543	4,000
Laboratory Supplies	7,027	8,000	7,202	8,000
Maintenance- Buildings	1,458	60	133	1,000
Maintenance - Vehicles	-	-	-	-
Maintenance- Minor Equip	-	-	-	-
Maintenance- Plant Pumps	15,190	15,000	10,767	15,000
Maintenance- Pump Stations	2,022	1,000	2,334	1,000
Maintenance- Grounds	-	-	-	-
Maintenance- Filters	19,998	5,000	4,649	60,000
Maintenance- EDR	1,128	1,190	766	-
<b>Total Supplies &amp; Maint</b>	<b>83,237</b>	<b>69,367</b>	<b>62,025</b>	<b>440,500</b>

## OPPORTUNITIES AND CHALLENGES

To operate facilities in a cost-efficient manner to minimize water-usage rate increases.

# Water Treatment Expenditures

## Continued

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Services</b>				
Consultant, Architect, Engin	3,500	-	-	-
Electricity	16,005	20,000	19,044	550,000
Water	4,032	6,000	8,501	3,500
Telephone	-	-	-	-
Sewer	1,596	1,200	3,170	1,200
Postage	138	200	145	200
Travel/Training	5,497	9,000	8,212	10,000
Water Inspection Fee	16,329	19,028	19,028	20,000
General Liability Insurance	1,861	2,000	1,563	2,000
Dues/Subscriptions/Membersh	620	680	740	1,370
Contract Services	-	4,500	4,250	20,000
Employee Certification	408	1,050	913	1,000
Sample Testing	15,676	21,200	21,063	25,500
CMT Testing	14,610	11,000	10,952	-
<b>Total Services</b>	<b>80,272</b>	<b>95,858</b>	<b>97,580</b>	<b>634,770</b>
<b>Services</b>				
Water Purchase- BRA	766,626	773,876	784,968	800,255
Water Purchase - SWATS	819,522	695,000	694,177	100,000
<b>Total Services</b>	<b>1,586,148</b>	<b>1,468,876</b>	<b>1,479,146</b>	<b>900,255</b>
<b>Total Water Treatment</b>	<b>2,143,218</b>	<b>2,195,555</b>	<b>2,117,340</b>	<b>2,648,979</b>

**Did you know?**

If you leave the faucet running while brushing your teeth or shaving, you waste approximately 2-3 gallons of water per minute. If you brush for 2 minutes and then rinse a couple times, you waste 6-9 gallons each brushing. Over the course of a year, you are wasting 4,400-6,500 gallons/ every person in your household that leaves the water running while brushing.

# - Water Distribution -

## DEPARTMENT 82

### MISSION STATEMENT

To ensure the safe, efficient delivery of water to the City of Granbury.

### DESCRIPTION

The Water Distribution department is responsible for routine inspection of water distribution lines, installation of water taps, rehabilitation and replacement of damaged or inefficient water lines, fire hydrants and valves. The department assists in the inspection of new developments and takes water samples to test the safety and efficiency of the system. Additionally, the department strives to recognize, follow and meet all Environmental Protection Agency, Texas Commission of Environmental Quality and Safe Drinking Water Act regulations.

STAFFING			
Title	2015-16	2016-17	2017-18
Water Distribution Superintendent	1	1	1
Water/Wastewater Foreman	1	1	1
Utility Equipment Operator I	2	0	0
Utility Equipment Operator II	0	2	2
<b>Total Staffing</b>	<b>4</b>	<b>4</b>	<b>4</b>

### OBJECTIVES AND STRATEGIES

#### 1. Maintain the highest standard of water quality.

*Related to City Council Goal: Service Delivery.*

- Comply with EPA and TCEQ standards.
- Employees must receive 30 hours of training “per license” every 3 years.
- Consistently test water samples.
- Inspect water distribution lines on a regular basis.

#### 2. Maintain service to customers and conserve water.

*Related to City Council Goal: Infrastructure Basics.*

- Respond to waterline breaks within 30 minutes.

#### 3. Maintain and update the City’s water distribution infrastructure.

*Related to City Council Goal: Infrastructure Basics.*

- Repair or replace damaged or inefficient water lines.
- Repair or replace damaged fire hydrants and valves.
- Identify areas needing improvement, develop and implement solutions to address current problems taking into account needs, years or possibly decades into the future.

# Water Distribution Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	138,056	198,971	193,850	197,339
FICA	12,087	15,919	15,355	15,371
Vacation	7,435	-	4,849	-
Sick Leave	8,539	-	3,172	-
Overtime	7,563	7,000	4,766	10,000
Retirement	41,208	33,311	33,299	34,334
Longevity	3,610	3,340	3,340	3,340
Insurance	23,562	33,413	31,557	36,669
Workers Compensation	5,798	6,101	6,937	5,107
Texas Workforce Commission	1,128	770	168	284
<b>Total Personnel</b>	<b>248,985</b>	<b>298,825</b>	<b>297,293</b>	<b>302,444</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	233	200	197	300
Books, Maps, Pamphlets	-	-	-	-
Copier Expense	1,411	1,300	1,592	1,800
Wearing Apparel	2,828	4,800	3,182	4,800
Vehicle Fuel	10,151	15,000	10,629	15,000
Non-Capital Tools & Equip	6,398	8,500	7,698	7,000
Lab Equipment & Supplies	1,993	2,000	1,999	2,000
Maintenance- Motor Vehicles	5,749	7,900	4,198	9,400
Maintenance- Water Mains	62,322	94,850	36,435	75,000
Maintenance- Minor Equip	603	1,200	260	1,200
Maintenance- Water Service	30,266	30,750	30,748	25,600
Maintenance- Plant Pumps	14,068	16,000	15,981	16,000
Maintenance- Heavy Equip	13,045	10,650	6,056	11,115
Maintenance- Barricades	274	300	430	300
Maintenance- Hydrants	18,826	52,000	14,817	30,000
Maintenance- Pump Stations	11,778	9,000	9,208	12,000
Maintenance- Radios & Assoc	-	-	-	-
Maintenance- Water Storage	5,607	5,800	4,822	5,800
<b>Total Supplies &amp; Maint</b>	<b>185,553</b>	<b>260,250</b>	<b>148,252</b>	<b>217,315</b>

# Water Distribution Expenditures

*Continued*

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Services</b>				
Consultants/ Arch/Engin	28,454	-	10,183	-
Electricity	120,973	125,190	116,645	130,000
Telephone	2,831	3,000	2,730	3,000
Postage	6	10	-	10
Travel/Training	2,327	3,200	1,377	3,200
General Liability Insurance	27,527	32,310	32,304	33,000
Equipment Rental/Lease	-	1,100	-	1,100
Long-term Lease Purchase	69,314	69,314	69,314	64,761
Land Lease	5,081	5,100	5,081	5,100
Dues, Subscriptions, Membersh	210	500	390	500
Other - Employee Certification	752	1,400	444	1,400
Sample Testing	492	500	500	500
<b>Total Services</b>	<b>257,967</b>	<b>241,624</b>	<b>238,968</b>	<b>242,571</b>
<b>Capital Outlay</b>				
Pickups	5,000	-	-	48,000
Water Mains & Tie-ins	69,562	272,246	251,795	-
<b>Total Capital Outlay</b>	<b>69,562</b>	<b>272,246</b>	<b>251,795</b>	<b>48,000</b>
<b>Total Water Distribution</b>	<b>762,067</b>	<b>1,072,945</b>	<b>936,308</b>	<b>810,330</b>

## OPPORTUNITIES AND CHALLENGES

We are continuing to train new staff, but are encouraged to be fully staffed for the second time in over a year with several employees with years of experience.

**Did you  
know?**

A faucet leaking at 10 drops a minute will use over 500 gallons of water a year.  
A pinhole leak will lose over 6,000 gallons a month.

# - Wastewater Treatment -

## DEPARTMENT 83

### MISSION STATEMENT

To ensure the health and safety of the City of Granbury through wastewater treatment services that are safe, efficient, cost effective, and environmentally responsible.

### DESCRIPTION

The purpose and function of the Wastewater Treatment department is to treat the spent water from the community containing the wastes from domestic, industrial or commercial use and the surface water runoff or groundwater which may enter the system through infiltration. The Granbury Wastewater Treatment Plant operates an activated sludge process, which is an aerobic biological process in which microorganisms grow by using oxidizable material in the wastewater as food. The microorganisms are recycled to the treatment phase in order to increase the rate of reaction. Laboratory personnel collect and analyze wastewater samples daily to verify compliance with State and Federal requirements.

<b>STAFFING</b>			
<b>Title</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
Wastewater Superintendent	1	1	1
Wastewater Treatment Foreman	1	1	1
Lab Technician	1	1	1
Plant Operator I	2	2	2
Plant Operator II	1	1	1
<b>Total Staffing</b>	<b>6</b>	<b>6</b>	<b>6</b>

### OBJECTIVES AND STRATEGIES

**1. Treat wastewater and return back to Lake Granbury.**

*Related to City Council Goal: Service Delivery.*

- Comply with TCEQ standards.
- Perform lab analysis of wastewater on a regular basis.

**2. Stay informed on changes to regulations for wastewater standards.**

*Related to City Council Goal: Service Delivery.*

- Employees must receive 30 hours of training every 3 years.

**3. Operate the wastewater facilities in the most cost efficient manner possible while maintaining effluent quality.**

*Related to City Council Goal: Infrastructure Basics.*

- Repair and replace damaged or inefficient pumps and valves.

# Wastewater Treatment Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	271,516	287,094	263,376	294,914
FICA	23,753	23,009	23,433	24,230
Vacation	11,496	-	16,757	-
Sick Leave	4,311	-	10,661	-
Overtime	19,693	9,000	13,266	20,000
Retirement	74,556	48,913	50,547	53,291
Longevity	10,810	11,460	11,460	12,180
Insurance	44,546	44,551	42,586	48,892
Workers Compensation	6,478	7,176	5,869	5,589
Texas Workforce Commission	1,026	1,026	55	378
<b>Total Personnel</b>	<b>468,185</b>	<b>432,229</b>	<b>438,008</b>	<b>459,474</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	736	1,200	955	800
Books, Maps, Pamphlets	-	-	-	-
Copier Expense	1,423	1,300	1,663	1,300
Janitorial Supplies	1,320	900	934	900
Wearing Apparel	4,223	4,030	4,194	4,230
Vehicle Fuel	13,338	17,351	17,351	15,000
Chemicals	31,362	28,600	28,442	43,000
Non-Capital Tools & Equip	8,179	7,430	7,448	7,430
Laboratory Supplies	7,898	12,400	12,385	15,900
Maintenance- Buildings	1,778	2,200	2,162	600
Maintenance- Vehicles	15,899	11,175	9,381	19,600
Maintenance- Minor Equipm	542	1,000	989	8,980
Maintenance- Plant, Pumps, M.	36,361	55,649	26,023	60,000
Maintenance- UV	3,177	9,500	9,357	2,500
Maintenance- Heavy Equip	14,837	15,000	14,974	15,000
Maintenance- Sewer Service	630	250	153	250
Maintenance-Stations, Pumps	16,221	2,000	1,914	2,500
Maintenance-SCADA	8,433	14,650	13,452	16,500
Maintenance- Radios & Assoc	-	-	-	-
<b>Total Supplies &amp; Maint</b>	<b>166,355</b>	<b>184,635</b>	<b>151,776</b>	<b>214,490</b>

# Wastewater Treatment Expenditures

## Continued

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Services</b>				
Consultants/ Arch/Engin	-	-	4,265	-
Electricity	291,671	337,000	318,266	300,000
Water	1,272	28,550	27,635	65,550
Telephone	1,597	1,700	2,081	2,200
Postage	39	200	117	200
Travel/Training	2,999	5,100	5,021	4,500
Advertising	-	-	-	-
Sewer Plant Inspection	13,995	20,085	20,082	15,640
Refuse Pickup	51,442	50,000	47,998	52,500
General Liability Insurance	19,171	20,000	18,345	20,000
Equipment Rental/Lease	1,020	2,220	1,140	5,020
Long-term Lease/Purchase	17,602	17,602	17,602	15,081
Dues, Subscriptions, Membersh	420	450	450	480
Employee Certification	222	800	686	800
Sample Testing	4,624	6,000	5,202	6,000
<b>Total Services</b>	<b>406,074</b>	<b>489,707</b>	<b>468,889</b>	<b>487,971</b>
<b>Capital Outlay</b>				
Pickups	-	-	-	65,000
Other Vehicles	-	-	-	-
Pumps & Motors	43,551	-	31,960	30,000
Miscellaneous Equip	-	-	-	-
Sewer Plant & Improvements	31,597	-	-	150,000
<b>Total Capital Outlay</b>	<b>75,148</b>	<b>-</b>	<b>31,960</b>	<b>245,000</b>
<b>Total Wastewater Treatment</b>	<b>1,115,763</b>	<b>1,106,571</b>	<b>1,090,633</b>	<b>1,406,935</b>

**Did you know?**

Treated wastewater discharged into the lake is better quality than the water in the lake. 99.9 % of wastewater is water, the other 0.1% is organic and inorganic material.

# - Wastewater Collection -

## DEPARTMENT 85

### MISSION STATEMENT

To ensure the health and safety of the City of Granbury through wastewater collection services that are safe, efficient, cost effective, and environmentally responsible.

### DESCRIPTION

The Wastewater Collection department maintains and rehabilitates the wastewater collection system through routine inspections of system facilities and restoration of broken or collapsed mains. The Department provides maintenance services including installation of wastewater taps; clearing, jet cleaning, camera inspection of lines and identify and correct sources of Infiltration and Inflow(I&I). The City has 43 lift stations presently and many miles of sewer mains flowing to the City's wastewater treatment plant.

STAFFING			
Title	2015-16	2016-17	2017-18
Administrative Asst II	1	1	1
Utility Equipment Operator I	1	1	1
Utility Equipment Operator II	2	2	2
<b>Total Staffing</b>	<b>4</b>	<b>4</b>	<b>4</b>

### OBJECTIVES AND STRATEGIES

**1. Maintain all public wastewater collection system lines in free-flowing condition.**

*Related to City Council Goal: Infrastructure Basics.*

- Repair or replace damaged or inefficient sewer lines.
- Repair or replace damaged manholes and sewer taps.

**2. Respond to customer requests regarding the collection system quickly and efficiently.**

*Related to City Council Goal: Service Delivery.*

- Respond to work orders as soon as possible – depending on availability.

Objective	Performance Measure	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
1	Pipeline Cleaned (in feet)	35,621	21,157	25,235	30,000
3	Pipeline ran with Camera (in feet)	23,955	16,540	29,058	25,000

# Wastewater Collection Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	85,379	114,237	82,145	113,526
FICA	7,207	9,119	6,655	8,940
Vacation	2,665	-	1,998	-
Sick Leave	2,138	-	1,144	-
Overtime	4,091	5,000	3,673	5,000
Retirement	26,971	19,166	14,349	19,371
Longevity	1,230	1,170	1,170	320
Insurance	21,081	29,701	16,869	32,595
Workers Compensation	2,139	2,087	1,774	1,644
Texas Workforce Commission	684	684	134	252
<b>Total Personnel</b>	<b>153,585</b>	<b>181,164</b>	<b>129,909</b>	<b>181,648</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	-	-	-	-
Wearing Apparel	1,398	2,700	2,239	2,700
Vehicle Fuel	3,296	5,500	3,213	5,500
Chemicals	8,092	8,100	7,869	8,100
Misc Lift Station 4- Emergency	16,982	-	-	-
Non-Capital Tools & Equip	3,154	4,700	4,125	4,700
Maintenance- Motor Vehicles	2,076	5,300	1,544	5,300
Maintenance- Minor Equip	1,119	1,500	829	1,500
Maintenance- Plant Pumps	82,811	90,300	71,429	120,000
Maintenance- Sewer Mains	36,459	79,588	80,386	90,000
Maintenance- Heavy Equip	9,367	17,100	4,910	20,600
Maintenance- Sewer Services	3,709	5,000	4,414	5,000
Maintenance- Barricades	-	112	112	-
Maintenance- Stations, Pumps	2,190	1,500	1,500	-
<b>Total Supplies &amp; Maint</b>	<b>170,654</b>	<b>221,400</b>	<b>182,571</b>	<b>263,400</b>

## OPPORTUNITIES AND CHALLENGES

We are continuing to train new staff, but are encouraged to be fully staffed for the second time in over a year with several employees with years of experience.

Throughout this year, a modeling study of the wastewater collection system will take place identifying problem areas so that we may better address current and future needs.

We continue to utilize the data from the SCADA system to identify which areas are subject to I&I, allowing us to find and correct the problems.

# Wastewater Collection Expenditures

*Continued*

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Services</b>				
Consultants, Architects, Engin	27,000	-	-	-
Electricity	60,027	67,000	69,620	52,000
Water	1,275	1,300	1,342	1,300
Telephone	-	-	-	-
Sewer	621	500	466	500
Postage	-	-	168	82
Travel/Training	1,265	3,500	1,300	3,500
Advertising- Legal	105	-	-	-
General Liability Insurance	6,614	5,700	5,530	5,700
Equipment Rental/Lease	20,000	1,000	-	1,000
Long-term Lease/Purchase	-	-	-	-
Dues, Subscriptions, Membersh	70	430	320	430
Employee Certification	346	2,382	222	2,300
<b>Total Services</b>	<b>117,323</b>	<b>81,812</b>	<b>78,967</b>	<b>66,812</b>
<b>Capital Outlay</b>				
Heavy Equipment	62,117	-	-	-
Radios & SCADA	-	-	-	30,000
Sewer Mains & Tie-Ins	300,100	186,410	126,971	160,000
Other Vehicles	-	-	-	-
Lift Station 4- Emergency	150,695	-	-	-
Pumps & Motors	22,528	-	18,686	25,000
Wastewater System Equipmt	-	-	-	-
Miscellaneous Tools	9,616	100,000	99,996	45,000
Lift Stations	-	-	-	-
<b>Total Capital Outlay</b>	<b>545,055</b>	<b>286,410</b>	<b>245,653</b>	<b>260,000</b>
<b>Total Wastewater Collection</b>	<b>986,616</b>	<b>770,786</b>	<b>637,100</b>	<b>771,860</b>

**Did you  
know?**

A leaking toilet can use over 21,000 gallons a month, increasing your water bill and placing an unnecessary burden on the wastewater collection system and treatment plant.

# - Electric -

## DEPARTMENT 80

### MISSION STATEMENT

To deliver reliable and cost effective electric power to the City of Granbury.

### DESCRIPTION

The Electric Department constructs and maintains a complete system of electric conductors, switches, lines and transformers used for the distribution of electricity purchased wholesale from Bryan Texas Utilities.

In addition, the Electric Department reviews plans for construction of new lines (overhead and underground), maintains lines, and develops design specifications that meet all safety and construction requirements. The Electric Department installs and maintains street lights, security lighting systems, ball field and soccer field lights and the Hike & Bike Trail lights and plugs. The Electric Department puts up all the holiday lighting on the square. The department also sets up electric panels for any events on the square and hangs the banners for these events. The department administrates a tree trimming maintenance program to minimize outages and prevent damage to the electric distribution equipment and lines.

The City has elected to not opt-in to electric deregulation, which would allow it to enter the electric retail market, so the City will continue to provide electric power to all citizens and our service area.

<b>STAFFING</b>			
<b>Title</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
Asst, Director of Public Works/Utilities	1	1	1
Electric Distribution Supervisor	1	1	1
Lineman- First Class	2	2	2
Lineman- Second Class	1	1	1
Groundman	2	1	1
Senior Lineman	0	1	1
<b>Total Staffing</b>	<b>7</b>	<b>7</b>	<b>7</b>

## OPPORTUNITIES AND CHALLENGES

The Electric department has the opportunity to be very successful. The department has been fortunate to hire employees who are some of the best in this field. Most of the equipment is in good shape except for a bucket truck and a pickup. The department's challenges are budget constraints, which are essential to advancing the reliability of the City's electric power. Looking into the future, this department should consider a more modern system, such as Smart Breakers and Switches and a SCADA type system. Additionally, the electrical load continues to increase and are currently working with an engineer to determine the current load status.

## OBJECTIVES AND STRATEGIES

### 1. Deliver reliable and cost-effective electric power to the community.

*Related to City Council Goal: Service Delivery.*

- Maintain lines and equipment as needed.
- Upgrades lines on an annual basis using selected contractor after annual bid process.

### 2. Minimize electric power outages.

*Related to City Council Goal: Infrastructure Basics.*

- Strives to respond to work orders within a (48) forty-eight hour window.
- Have 2 employees on call every night, but all employees are available in the event of a major storm event.

### 3. Improve the aesthetics of the electric utility infrastructure.

*Related to City Council Goal: Infrastructure Basics.*

- Strive to continuously update infrastructure based on available funding.

Objective	Performance Measure	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
1	Contractor Hours invested in Tree Trimming	228	503	682	680
2	Reported Power Outages	33	57	24	20

# Electric Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	438,109	422,183	392,110	429,571
FICA	36,953	34,312	33,832	34,339
Vacation	1,041	-	24,976	-
Sick Leave	8,962	-	50,729	-
Overtime	13,412	23,000	11,264	15,000
Retirement	113,510	72,594	71,756	74,375
Longevity	12,390	11,090	11,090	11,870
Insurance	51,901	48,264	47,380	52,967
Workers Compensation	6,869	7,276	5,976	5,850
Texas Workforce Commission	1,199	1,112	59	410
Contract Labor	-	-	-	-
<b>Total Personnel</b>	<b>684,346</b>	<b>619,831</b>	<b>649,171</b>	<b>624,381</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	182	200	226	300
Copier Expense	1,356	1,200	1,592	2,000
Wearing Apparel	7,037	10,750	9,248	12,250
Vehicle Fuel	10,032	13,000	12,591	15,000
Non-Capital Tools & Equip	13,695	17,050	16,310	20,000
Maintenance- Elec Primaries	34,566	35,099	27,017	50,000
Maintenance- Elec Second	48,963	40,901	40,901	38,500
Maintenance- Motor Vehicles	3,207	4,500	4,830	4,800
Maintenance- Minor Equip	456	400	349	400
Maintenance- Heavy Equip	13,733	24,094	24,122	14,000
Maintenance- Holiday Lighting	3,927	8,880	8,985	4,000
<b>Total Supplies &amp; Maint</b>	<b>137,154</b>	<b>156,074</b>	<b>146,170</b>	<b>161,250</b>

**Did you  
know?**

With all the Electric Department staff combined, we have over 140 years of experience. That show's a great dedication to the City of Granbury.

## Electric Expenditures *Continued*

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Services</b>				
Consultants/ Arch/Engin	20,179	54,871	46,048	50,000
Natural Gas	1,214	2,200	1,030	2,200
Telephone	2,211	2,200	2,014	2,200
Postage	1	50	26	50
Travel/Training	8,296	8,006	8,006	13,000
General Liability Insurance	5,194	5,000	5,156	5,000
Equipment Rental/Lease	-	-	-	-
Long-term Lease Purchase	40,030	32,452	32,452	29,925
Dues, Subscriptions, Member	-	2,940	2,714	2,940
Contract Services	3,109	3,800	3,959	-
Tree Trimming	78,994	83,000	81,509	83,000
Miscellaneous Fees	-	-	-	-
<b>Total Services</b>	<b>159,230</b>	<b>194,519</b>	<b>182,916</b>	<b>188,315</b>
<b>Services</b>				
Electric Transmission Charge	22,740	31,000	30,000	30,000
Substation Charges	430,191	406,100	406,095	430,000
Power Purchase for Resale	8,232,775	8,471,790	8,101,355	6,010,519
<b>Total Services</b>	<b>8,685,706</b>	<b>8,908,890</b>	<b>8,537,450</b>	<b>6,470,519</b>
<b>Capital Outlay</b>				
Electric Primaries	140,009	30,000	334,894	220,000
<b>Total Capital Outlay</b>	<b>140,009</b>	<b>30,000</b>	<b>334,894</b>	<b>220,000</b>
<b>Total Electric</b>	<b>9,806,444</b>	<b>9,909,314</b>	<b>9,850,600</b>	<b>7,664,465</b>

# - Public Works -

## DEPARTMENT 93

### MISSION STATEMENT

To provide high quality and responsive service to the residents and business owners of Granbury with regard to the management, development, safety and maintenance of the City’s, streets, electric, water and wastewater systems.

### DESCRIPTION

Public Works is the main administrative office providing supervision and direction, engineering, coordination and overseeing of the Building Maintenance, Streets, Fleet Maintenance, Ground Water, Water Treatment, Water Distribution, Wastewater Treatment and Wastewater Collection departments.

This department represents the City in dealing with governmental agencies, private consultants and the general public. Public Works also responds to customer inquiries and generally attempts to be responsive to needs as they relate to Public Works activities.

STAFFING			
Title	2015-16	2016-17	2017-18
Administrative Assistant	1	1	1
Public Works Director	1	1	1
Project Inspector	2	0	0
<b>Total Staffing</b>	<b>4</b>	<b>2</b>	<b>2</b>

Did you know?

In the year 2016, we provided 673,364,193 gallons of water to the residents of Granbury, and we treated 496,885,000 gallons of wastewater for the City of Granbury.

### OBJECTIVES AND STRATEGIES

- 1. Ensure maintenance of City property allows for safe and efficient operations.**

*Related to City Council Goal: Infrastructure Basics.*

- 2. Maintain Public Works department records in an efficient manner.**

*Related to City Council Goal: Service Delivery.*

Objective	Performance Measure	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
1	Completed Developers Projects - Water, Sewer, Storm Drainage & Streets	761,885	262,275	3,234,720	500,000

## Public Works Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	185,824	130,230	124,067	131,195
FICA	16,401	9,860	8,664	9,256
Vacation	18,858	-	(1,188)	-
Sick Leave	3,990	-	1,217	-
Overtime	6,091	-	(90)	-
Retirement	35,607	20,773	20,297	21,473
Longevity	3,600	240	240	550
Insurance	22,920	14,850	14,578	16,297
Workers Compensation	1,435	687	614	553
Texas Workforce Commission	856	342	18	126
<b>Total Personnel</b>	<b>295,583</b>	<b>176,982</b>	<b>168,417</b>	<b>179,451</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	1,486	500	505	600
Copier Expense	2,104	2,400	2,334	2,500
Wearing Apparel	71	-	-	-
Vehicle Fuel	1,768	1,400	1,306	1,000
Chemicals	10,371	-	-	-
Non-Capital Tools & Equip	540	-	-	-
Maintenance- Motor Vehicles	741	1,100	760	500
<b>Total Supplies &amp; Maint</b>	<b>17,082</b>	<b>5,400</b>	<b>4,905</b>	<b>4,600</b>
<b>Services</b>				
Consultants/Arch/Engin	14,754	67,350	18,580	15,000
Natural Gas	554	1,500	989	1,500
Telephone	1,677	1,600	1,241	1,300
Postage	145	610	610	1,500
Travel/Training	6,286	3,064	3,880	4,323
Legal Advertising	663	1,600	1,487	2,100
General Liability Insurance	4,048	2,448	2,448	2,480
Dues, Subscriptions, Member	140	2,177	2,017	2,877
Contracted Services	-	-	-	-
Car Allowance	-	-	-	-
Other- Employee Certifications	111	500	-	500
<b>Total Services</b>	<b>28,378</b>	<b>80,849</b>	<b>31,252</b>	<b>31,580</b>
<b>Total Public Works</b>	<b>341,042</b>	<b>263,231</b>	<b>204,574</b>	<b>215,631</b>

# Airport Fund

This fund was established for the on-going operations associated with the public aviation facilities at the Granbury Regional Airport. The major revenues are derived from aviation fuel and hangar rentals. Besides personnel, major expenses are for aviation fuel purchases and maintenance. Capital improvements for the airport are funded primarily through grants from Texas Department of Transportation (TxDOT) and the Federal Aviation Administration (FAA).

# - Airport -

## DEPARTMENT 17

### MISSION STATEMENT

To provide world class customer service and airport facilities for both our general aviation and corporate customers while supporting economic development for our city and region.

### DESCRIPTION

The City of Granbury Regional Airport continues to provide world class customer service to the flying public. There are almost 100 aircraft that call Granbury Regional their home. Our airport also averages over 65 arrivals and departures each day. The airport team handles the day-to-day operations of the Airport that includes both 100LL and Jet-A fuel services. Many of our customers tell us we are “The Friendliest Little Airport in Texas.”

The Aviation Director is responsible for obtaining and coordinating AIP and CIP grants from the FAA and TxDOT Aviation Division for improvements and maintenance. Airport Operations Manages the airport daily activities, Airport Hangar leases and Airport-owned facilities.

STAFFING			
Title	2015-16	2016-17	2017-18
Aviation Director	1	1	1
Airport Operations Supervisor	1	1	1
Part-Time Airport Attendant	4	4	4
<b>Total Staffing</b>	<b>6</b>	<b>6</b>	<b>6</b>

**Did you  
know?**

The Granbury Regional Airport (KGDJ) is known as the “Friendliest Little Airport in Texas” with full services offered 7a-7p daily.

**OBJECTIVES AND STRATEGIES**

**1. Manage airport revenue so that we always achieve a positive Gross Profit Margin.**

*Related to City Council Goal: Economic Development.*

- Attract Corporate and GA Aviation business driving revenue and economic development.
- Develop relationships with Corporate pilots through NBAA Schedulers & Dispatchers Conference with AvFuel Corporation’s assistance, Contract Fuel and marketing
- Obtain Military Fuel Contracts
- Improve and expand current facilities
- Increase existing land leases opportunities and in conjunction with the new runway
- Remain active in NCTCOG and General Aviation organizations

**2. Provide a safe and secure facility**

*Related to City Council Goal: Infrastructure Basics.*

- Inspect and maintain runway, taxiway and navigational aids per policy and procedure
- Comply with all Federal and State mandates, i.e. EPA and TCEQ
- Begin fencing and gating along Airport perimeter

**3. Provide the highest quality customer service**

*Related to City Council Goal: Service Delivery.*

- Maintain FBO open hours of 7:00 a.m. to 7:00 p.m. daily, every day
- Safe and Professional marshaling aircraft on and off the Terminal Apron
- Meet and greet personally as the customer arrives, “Welcome to Granbury!”
- Take care of luggage and carry-ons and take them to their vehicle
- Smile and be friendly, the Airport is the gateway to the Granbury community

**4. Maximize all state and federal grants available.**

*Related to City Council Goal: Infrastructure Basics.*

- Work with TxDOT Aviation to achieve our goals and objectives.
- Develop a business plan that effectively manages the \$100,000 50/50 Routine Airport Maintenance Program.

Objective	Performance Measure	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
1	Jet A Fuel Revenue Over Expense	\$ 22,110	\$ 40,789	\$ 72,537	\$ 46,646
1	100LL Fuel Revenue Over Expense	\$ 57,583	\$ 63,743	\$ 56,883	\$ 50,600
4	% RAMP Grant Used	97.7%	98.4%	99.8%	100.0%

# Airport Fund Revenue

Revenue Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Interest</b>				
Interest Income	(532)	-	(5)	-
<b>Total Interest</b>	<b>(532)</b>	<b>-</b>	<b>(5)</b>	<b>-</b>
<b>Other Revenue</b>				
Fund Balance Used	-	-	-	-
Sale of Maps/Charts/Other	2,536	4,600	3,573	4,600
Concession Sales	1,070	920	684	920
Leases on City Property	21,336	21,000	21,336	21,000
Sale of Aviation Fuel - 100LL	212,135	200,650	206,694	195,000
Sale of Aviation Fuel - JetA	175,054	183,100	216,553	200,000
Hangar Rent	266,875	315,880	301,548	315,880
Hangar Rent - King Air	23,025	22,000	28,750	22,000
Hangar Locking Fee	-	-	-	-
Hangar Rent Penalty Income	-	-	1,937	-
Cost Share Contribution	-	-	-	-
Miscellaneous Income	4,673	4,000	2,696	4,000
Sale of Asset/ Auction	-	-	460	-
Cash Short/Over	(27)	-	5	-
Loss on Asset Disposal	(1,730)	-	-	-
Contribution	-	-	-	-
<b>Total Other Revenue</b>	<b>704,947</b>	<b>752,150</b>	<b>784,236</b>	<b>763,400</b>
<b>Interfund Transfers</b>				
Transfer from General Fund	224,378	120,000	120,000	94,020
Transfer from Land Acquis'n UF	-	-	-	-
<b>Total Interfund Transfers</b>	<b>224,378</b>	<b>120,000</b>	<b>120,000</b>	<b>94,020</b>
<b>Inter-Governmental</b>				
State Grants - TXDOT	218	-	-	-
Grant Income - NPE Entitlement	-	150,000	600,000	150,000
Grant Income - RAMP	48,968	50,000	49,914	50,000
Grant Income- Aiport Expansion	-	-	3,000,000	3,000,000
<b>Total Inter-Governmental</b>	<b>49,185</b>	<b>200,000</b>	<b>3,649,914</b>	<b>3,200,000</b>
<b>Total Revenues</b>	<b>977,978</b>	<b>1,072,150</b>	<b>4,554,145</b>	<b>4,057,420</b>

# Airport Fund Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	175,528	163,065	160,831	166,961
FICA	13,742	12,685	12,526	13,020
Vacation	1,715	-	203	-
Sick Leave	-	-	15,569	-
Overtime	-	-	152	250
Retirement	50,533	19,037	19,051	20,104
Longevity	800	660	660	900
Insurance	12,406	14,850	14,653	16,241
Workers Compensation	3,664	3,367	3,278	2,764
Texas Workforce Commission	1,157	1,026	66	378
Contract Labor	-	-	-	-
<b>Total Personnel</b>	<b>259,545</b>	<b>214,690</b>	<b>226,988</b>	<b>220,618</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	209	600	195	600
Copier	1,350	1,500	1,522	1,850
Items for Resale	2,456	2,600	2,437	2,000
Janitorial Supplies	780	1,500	1,611	1,000
Concession Supplies	1,869	1,600	1,596	1,800
Wearing Apparel	353	900	787	300
Vehicle Fuel	316	1,200	219	1,200
Purchase 100LL Gasoline for Resale	148,392	169,630	159,540	144,400
Purchase Jet A Gasoline for Resale	134,265	139,200	149,131	153,354
Non-Capital Tools & Equip	833	1,875	1,872	1,000
Maintenance- Runway/Lights	761	-	-	-
Maintenance- Buildings	4,331	3,500	3,588	3,500
Maintenance- Motor Vehicles	1,704	3,000	2,136	3,000
Maintenance- Minor Equip	-	250	5	-
Maintenance- Pumps/Motors	399	250	92	500
Maintenance- Grounds	-	100	190	100
Maintenance- Radios & Assoc	-	500	250	500
Maintenance- Signs	75	125	-	-
<b>Total Supplies &amp; Maint</b>	<b>298,095</b>	<b>328,330</b>	<b>325,171</b>	<b>315,104</b>

# Airport Fund Expenditures

## Continued

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Services</b>				
Consultants, Architects, Engin	-	-	-	-
Electricity	39,467	44,400	36,615	41,000
Water	969	2,000	1,603	2,000
Telephone	2,436	2,300	1,214	2,300
Sewer	696	800	938	800
Postage	180	400	69	400
Travel/Training	1,462	4,084	2,694	4,084
General Liability Insurance	16,604	16,000	15,738	16,000
Equipment Rental	14,400	13,140	12,870	13,140
Longterm Lease Purchase	132,314	129,133	129,411	126,950
Dues, Subscriptions, Membersh	899	1,534	888	1,029
Car Allowance	4,837	4,800	4,800	4,800
Airport Promotions	-	-	-	-
Internet Services	340	1,400	1,378	1,400
Bank Card Fees	9,099	12,000	9,762	10,646
Miscellaneous Fees	-	440	465	450
<b>Total Services</b>	<b>223,703</b>	<b>232,431</b>	<b>218,444</b>	<b>224,999</b>
<b>Grant Expense</b>				
RAMP Grant Expenditures	98,430	100,000	99,758	100,000
NPE Entitlement Expenditures	-	150,000	-	150,000
<b>Total Grant Expense</b>	<b>98,430</b>	<b>250,000</b>	<b>99,758</b>	<b>250,000</b>
<b>Transfers</b>				
Shared Allocation	64,189	46,699	45,896	46,699
<b>Total Transfers</b>	<b>64,189</b>	<b>46,699</b>	<b>45,896</b>	<b>46,699</b>
<b>Capital Outlay</b>				
Airport Expansion Project	-	-	-	3,000,000
<b>Total Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,000,000</b>
<b>Total Airport</b>	<b>943,962</b>	<b>1,072,150</b>	<b>916,257</b>	<b>4,057,420</b>

## OPPERTUNITIES & CHALLENGES

### OPPERTUNITIES

- Purchase land and electrical easements
- Continued Council Support
- Runway construction project
- Continue hangar construction
- Continue as an Av-Fuel branded fuel dealer
- Develop a Business and Marketing plan for the next 10 years.
- Maximize funding opportunities in support of the short and long-term airport plan.

### CHALLENGES

- Effectively managing the new runway project.
- Maximizing available Grant funding
- Funding and building new hanger space to support the demand of a longer runway and the business that will follow
- Foster a culture of motivated individuals who work together to achieve the organizations Vision.
- Environmental issues

# GRANBLURY *Texas*

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# Tourism Fund

The Tourism Fund is a Special Revenue Fund which derives its revenue from Hotel Occupancy Taxes. This tax is levied on persons using hotel, motel or bed and breakfast rooms in the City of Granbury. The City currently imposes a tax of 7% of the price paid for a room.

*Revenue from the municipal hotel occupancy tax may be used only to promote tourism and the convention and hotel industry.*

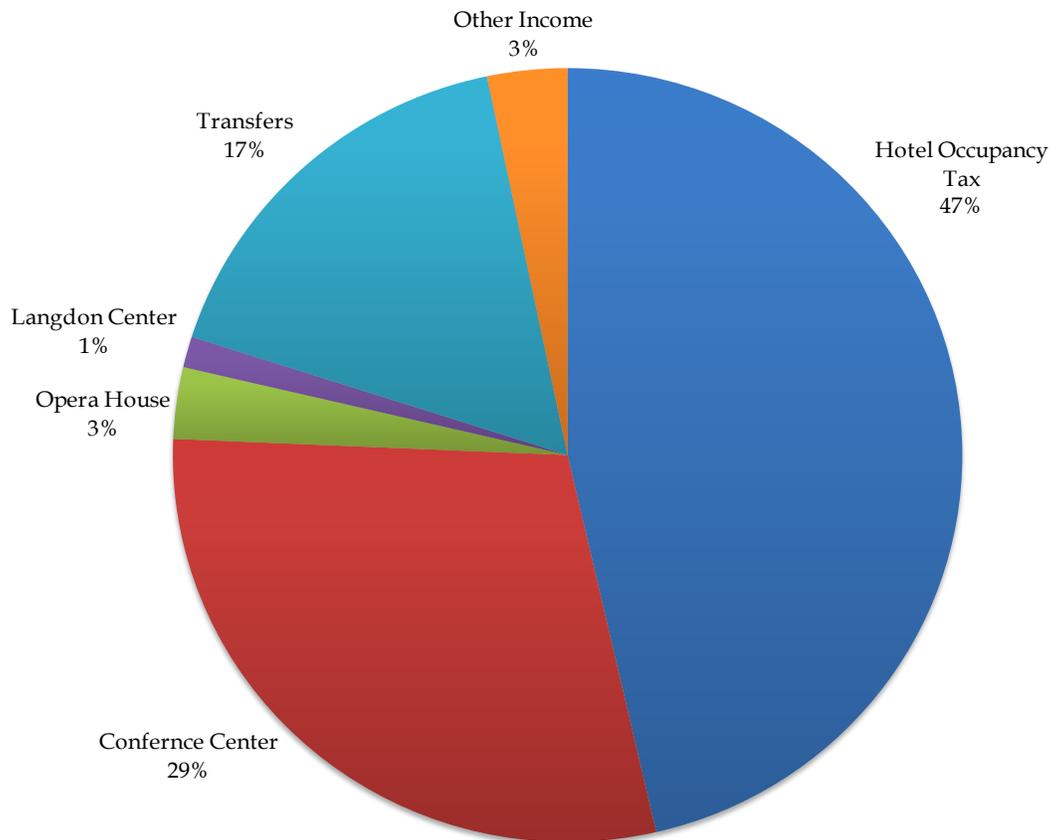
*According to the Texas Tax Code, Section 351.101, the City Council may contract with another governmental entity or private organization and delegate to them the responsibilities for the management or supervision of programs and activities funded with revenue from the hotel occupancy tax.*

# Tourism Fund Revenues

Revenue Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
Hotel Occupancy Taxes	696,893	695,120	737,375	757,000
Conference Center Income	475,864	522,700	486,552	477,700
Langdon Center Income	21,120	21,000	23,245	21,000
Interest Income	(585)	-	(248)	-
Opera House Income	45,000	48,750	45,000	48,750
Other Income	53,800	73,000	61,808	53,500
Transfers	438,251	289,147	269,147	273,838
<b>Total Revenues</b>	<b>1,730,344</b>	<b>1,649,717</b>	<b>1,622,880</b>	<b>1,631,788</b>

## Tourism Fund Revenues

### By Type



# Tourism Fund Revenues

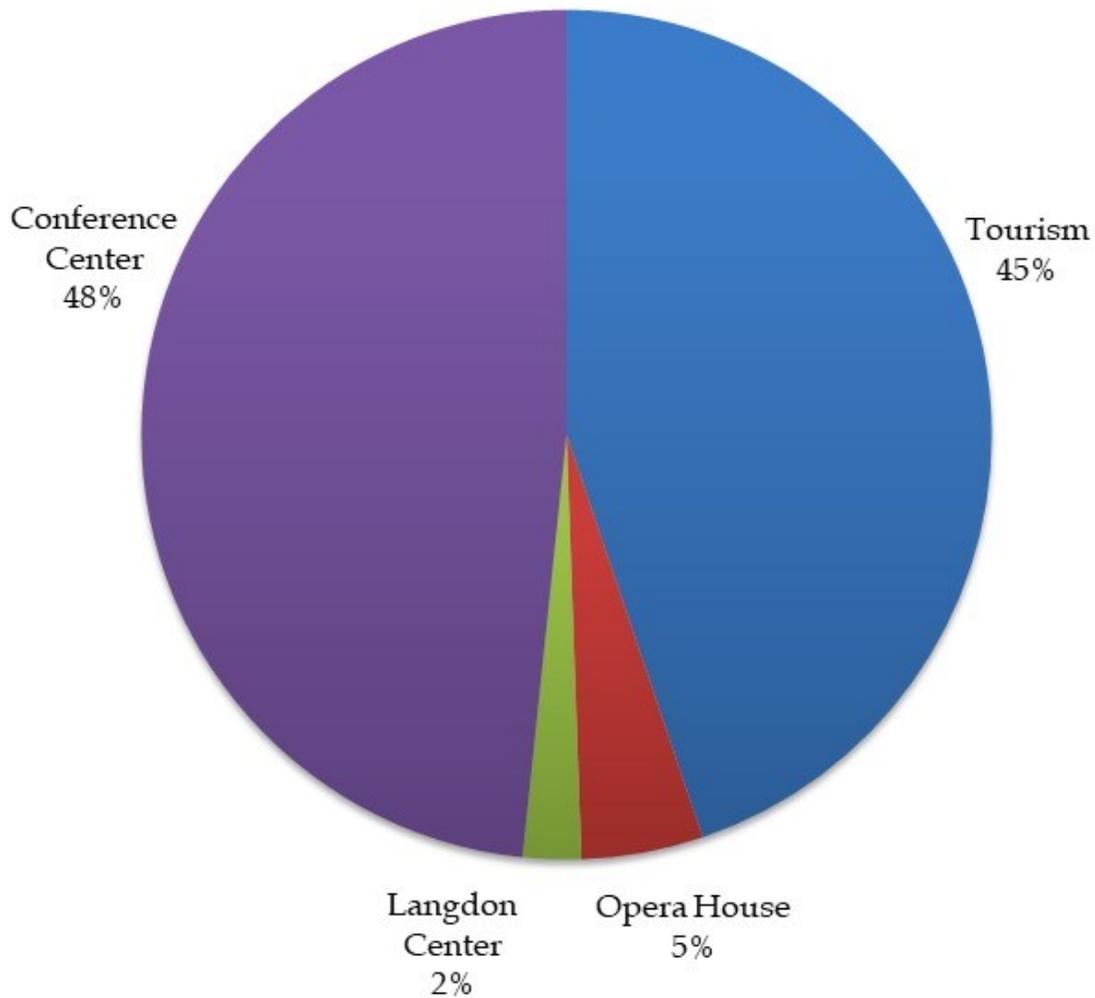
## Detail

Revenue Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Taxes</b>				
Hotel Occupancy Taxes	696,893	695,120	737,375	757,000
<b>Total Taxes</b>	<b>696,893</b>	<b>695,120</b>	<b>737,375</b>	<b>757,000</b>
<b>Langdon Center Income</b>				
Lang. Ctr. Facility Rental	21,120	21,000	23,245	21,000
<b>Total Langdon Center Income</b>	<b>21,120</b>	<b>21,000</b>	<b>23,245</b>	<b>21,000</b>
<b>Conference Center Income</b>				
Conf. Ctr. Facility Rental	204,328	220,000	187,083	185,500
Conf. Ctr. Catering Revenue	227,101	206,700	230,764	191,000
Conf. Ctr. Alcoholic Bev. Sales	51,386	52,000	59,420	50,000
Conf. Ctr. Service/Use Fees	21,204	19,700	22,018	19,100
Conf. Ctr. Equipment Rental	41,744	43,000	50,762	40,000
Conf. Ctr. Contracted Svc. Rev	1,840	3,000	-	3,000
Conf Ctr: Gratuity	1,879	32,300	12,358	39,100
Conf Ctr: Bar Svcs & Supplies	2,690	6,000	7,883	10,000
Conf. Ctr. Group Srvc Revenue	19,753	15,000	14,345	20,000
Conf. Ctr. Other Income	878	-	5,735	-
Conf. Ctr. Discounts Given	(96,937)	(75,000)	(103,815)	(80,000)
<b>Total Conference C. Income</b>	<b>475,864</b>	<b>522,700</b>	<b>486,552</b>	<b>477,700</b>
<b>Interest</b>				
Interest Income	(585)	-	(248)	-
<b>Total Interest</b>	<b>(585)</b>	<b>-</b>	<b>(248)</b>	<b>-</b>
<b>Other Income</b>				
Opera House Income	45,000	48,750	45,000	48,750
Opera House Utilities Reimb	34,002	49,000	49,229	32,500
Marketing/Investment Income	3,115	3,000	-	-
Groups/Meetings Income	14,150	16,000	11,100	16,000
Other Income	2,515	5,000	1,528	5,000
Cash Short/Over	19	-	(49)	-
<b>Total Other Income</b>	<b>98,800</b>	<b>121,750</b>	<b>106,808</b>	<b>102,250</b>
<b>Interfund Transfers</b>				
Transfer from General Fund	438,251	289,147	269,147	273,838
Transfer from Hist Properties	-	-	-	-
<b>Total Interfund Transfers</b>	<b>438,251</b>	<b>289,147</b>	<b>269,147</b>	<b>273,838</b>
<b>Total Revenues</b>	<b>1,730,344</b>	<b>1,649,717</b>	<b>1,622,880</b>	<b>1,631,788</b>

## Tourism Fund Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
Tourism	700,000	682,120	713,637	731,300
Opera House	82,106	91,100	88,961	75,600
Langdon Center	30,080	35,960	26,685	35,960
Conference Center	768,490	840,537	710,298	788,928
Capital Outlay	37,026	-	-	-
<b>Total Expenditures</b>	<b>1,617,702</b>	<b>1,649,717</b>	<b>1,539,582</b>	<b>1,631,788</b>

## Tourism Fund Expenditures By Department



# GRANBLURY *Texas*

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# - Opera House -

## DEPARTMENT 16

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Supplies &amp; Maintenance</b>				
Office Supplies	-	-	-	-
Maintenance of Buildings	11593.46	15,000	14,996	14,500
<b>Total Supplies &amp; Maint</b>	<b>11,593</b>	<b>15,000</b>	<b>14,996</b>	<b>14,500</b>
<b>Services</b>				
Consultants, Architects, Engin	2,750	-	-	-
Electricity	43,652	49,000	48,703	34,000
Water	3,387	4,500	4,567	3,500
Natural Gas	1,027	2,600	1,704	2,600
Sewer	1,746	1,800	1,990	1,800
Postage	-	-	7	-
General Liability Insurance	10,752	11,000	12,195	12,000
Building Lease	7,200	7,200	4,800	7,200
<b>Total Services</b>	<b>70,513</b>	<b>76,100</b>	<b>73,965</b>	<b>61,100</b>
<b>Capital Outlay</b>				
Miscellaneous Equipment	-	-	-	-
<b>Total Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Opera House</b>	<b>82,106</b>	<b>91,100</b>	<b>88,961</b>	<b>75,600</b>

### Did you know?

In 2012 the City purchased the Opera House and invested over \$3.5 million to restore it to its original glory. The Opera House is now leased to the Granbury Theater Company who keeps the building packed with locals and tourists running a variety of shows throughout the year.

# - Langdon Center -

## DEPARTMENT 18

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Supplies &amp; Maintenance</b>				
Janitorial Supplies	53	-	-	-
Non-Capital Equipment	0	-	-	-
Maintenance of Buildings	3,855	10,000	1,231	10,000
<b>Total Supplies &amp; Maint</b>	<b>3,907</b>	<b>10,000</b>	<b>1,231</b>	<b>10,000</b>
<b>Services</b>				
Advertising & Promotions	-	-	-	-
General Liability Insurance	1,257	1,260	1,426	1,260
<b>Total Services</b>	<b>26,173</b>	<b>25,960</b>	<b>25,454</b>	<b>25,960</b>
<b>Capital Outlay</b>				
Buildings Improvement	34,423	-	-	-
Property Improvements	-	-	-	-
<b>Total Capital Outlay</b>	<b>34,423</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Langdon Center</b>	<b>64,503</b>	<b>35,960</b>	<b>26,685</b>	<b>35,960</b>

**Did you know?**

The Langdon Center is comprised of the Concert Hall, the Rock House, the Gordon House, and the Small Business Development Center. Just a block off the main square, all buildings are available to be leased for gatherings and events.

# - Conference Center -

## DEPARTMENT 19

### MISSION STATEMENT

The primary objective of the Granbury Resort Conference Center is to create maximum hotel occupancy and increase the occupancy tax within the City. We encourage use of the Granbury Resort Conference Center for events ranging from day meetings, social events, corporate and convention meeting groups. This exposure and aggressive marketing will help to make Granbury become a true destination City.

### DESCRIPTION

Granbury Resort Conference Center (GRCC) is a 20,000-square-foot facility owned and operated by the City of Granbury. It offers meeting and banquet space with complete audio-visual services, internet access, and the ability to rent many of the ancillary and decorative items event planners might need. The Conference Center operates year-round, hosting a wide variety of functions including: business meetings, conferences and training, weddings, reunions, banquets, community gatherings and more.

<b>STAFFING</b>			
<b>Title</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
Conference Center Manager	1	1	1
Sales Associate	1	1	1
Event Coordinator	0	1	1
Group Service Technicians	3	3	3
Custodian	1	1	1
PT Trolley Driver/Bartenders	3	3	3
<b>Total Staffing</b>	<b>9</b>	<b>10</b>	<b>10</b>

### OPPORTUNITIES AND CHALLENGES

The greatest challenge for any conference center is the ability to book mid-week conferences and events that will include overnight stays in local hotels. At Granbury Resort Conference Center, this challenge is made greater by the fact that the center can accommodate events with many more attendees than any one lodging facility in the area can hold. This often prevents meeting planners from booking corporate conferences or events that require sleeping rooms for more than 80 people.

While the GRCC has capacity for mid-sized corporate and celebratory events, some building logistics create challenges in hosting those events. The meeting rooms on the second floor can accommodate 250 attendees, yet there is only one elevator in the building. The facility can hold several hundred people, but there are only 105 parking spaces, with only four (4) designated for the disabled. There is overflow parking available across Pearl Street at Hewlett Park, but that walking distance is off-putting to some meeting planners. Alternatives involving the offer of valet parking for events may need to be examined in the future.

**OBJECTIVES AND STRATEGIES**

**1. Provide excellent service to clients before and during events at the conference center.**

*Related to City Council Goal: Service Delivery.*

- Properly staff events to provide a high quality of service.
- Research the client’s needs prior to event via email, phone or in person, and adjust as necessary to accommodate client.
- Use Social Tables cloud-based program to create room set- ups (table layouts and seating charts) for client to view in 3D, and get client to approve prior to event.
- Order adequate supplies ahead of event, supplement as necessary, even in emergencies, to meet client’s needs.
- Accommodate schedule exceptions whenever possible (early or late hours).
- Solicit feedback via survey forms and web submissions for improvement of service levels.
- Constant upkeep of the facility for cleanliness and appearance.
- Conduct ongoing customer service training with GRCC Team.

**2. Provide current technology and up-to-date facilities and amenities for events.**

*Related to City Council Goal: Service Delivery.*

- Developing new staff audio visual training video

**3. Augment the City’s previous efforts to market the GRCC with targeted advertising, promotions, and use of social media.**

*Related to City Council Goal: Tourism Development*

- Utilize social media more effectively and consistently to promote the GRCC, the kinds of events it can host, and the level of customer service provided by the staff.
- Work collaboratively with the DMO and owners/managers of lodging facilities to develop promotions that encourage bookings of events that include overnight stays.
- Working alongside the City of Granbury website design team to incorporate a new GRCC website with the main City website.
- Develop an “I Love Granbury App” to better serve our citizens on a mobile platform.

Objective	Performance Measure	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Goal 2017-2018
3	Facebook "Likes" (GranburyResortConferenceCenter)	1,606	2,334	2,410	2,500
3	New Social Media Portal	0	0	1	1

2016-2017: “I Love Granbury App”

2017-2018: New GRCC dedicated website

## Conference Center Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Personnel</b>				
Regular	200,481	253,541	184,216	254,456
FICA	17,527	19,474	15,187	19,572
Vacation	5,626	-	6,964	-
Sick Leave	20,174	-	3,802	-
Overtime	1,866	-	2,995	1,500
Retirement	32,238	30,591	28,991	31,823
Longevity	2,710	2,430	2,430	780
Insurance	34,641	37,126	27,989	40,912
Workers Compensation	5,081	5,323	4,764	4,190
Texas Workforce Commission	1,354	2,565	197	945
Contract Labor	-	8,000	3,268	8,000
<b>Total Personnel</b>	<b>321,698</b>	<b>359,050</b>	<b>280,803</b>	<b>362,178</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	1,559	1,000	1,159	1,000
Copier Expense	4,352	4,500	4,539	5,000
Concessions for Resale	-	-	-	-
Alcoholic Beverage for Resale	14,945	21,500	16,989	15,000
Janitorial Supplies	2,158	1,500	2,317	2,000
Ancillary Items	18,283	18,140	18,137	8,000
Bar Supplies	1,424	1,625	1,622	2,000
Wearing Apparel	1,570	1,150	1,331	1,150
Vehicle Fuel	541	500	600	500
Non-Capital Equipment	7,474	11,100	10,861	6,000
Software	6,865	6,000	5,864	6,500
Maintenance of Buildings	34,531	15,360	14,782	15,000
Maintenance of Vehicles	72	100	60	450
Maintenance of Signs	-	-	-	-
<b>Total Supplies &amp; Maint</b>	<b>93,773</b>	<b>82,475</b>	<b>78,262</b>	<b>62,600</b>

## Conference Center Expenditures

### Continued

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Services</b>				
Consultants, Architects, Engin	-	18,500	13,875	-
Electricity	26,541	40,000	28,089	30,100
Water	13,811	15,000	3,030	10,000
Telephone	2,085	2,200	2,017	2,200
Sewer	2,863	5,000	695	4,000
Postage	415	-	106	-
Travel/Training	2,119	1,000	1,257	3,000
Advertising Promotions	19,621	13,700	7,535	32,200
General Liability Insurance	8,645	8,000	9,275	9,000
Catering Services	230,738	243,000	244,051	230,000
Contract Services	280	-	-	-
Equipment Rental/Lease	20,168	18,985	16,559	15,000
Dues, Subscriptions, Membersh	313	150	916	150
Trade Shows	7,154	6,500	6,308	6,500
Internet Services	-	-	49	-
Mixed Beverage Gross Rec Tax	3,238	4,582	4,684	5,000
Group Services	8,198	10,000	3,402	10,000
Bank/ Misc Fees	3,793	4,500	3,725	4,000
Miscellaneous Fees	1,303	6,020	4,392	2,000
Misc Expenses / Disposables	1,735	1,875	1,267	1,000
<b>Total Services</b>	<b>0</b>	<b>353,019</b>	<b>399,012</b>	<b>364,150</b>
<b>Capital Outlay</b>				
Buildings Improvement	2,603	-	-	-
<b>Total Capital Outlay</b>	<b>2,603</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Conference Center</b>	<b>771,093</b>	<b>840,537</b>	<b>710,298</b>	<b>788,928</b>

**Did you  
know?**

GRCC hosted more than 13,825 guests during 2016-2017 Fiscal Year and is the largest indoor lakeside event venue on Lake Granbury.

# GRANBLURY *Texas*

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# Granbury Historic Properties Fund

Granbury Historic Properties Corporation was established in September 2009 to assist the City in acquisition and control of Historical properties deemed important to the growth and development of the City. This entity is considered a government entity as it is a component of the City of Granbury.

**2016-17 Board of Directors:**

Nin Hulett	§	President
Chris Coffman	§	Secretary/Treasurer
Tony Allen	§	Board Member
Gary Couch	§	Board Member
Eva Gregory	§	Board Member

# Granbury Historic Properties Revenue

Revenue Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Interest</b>				
Interest Income	86	-	138	-
<b>Total Interest</b>	<b>86</b>	<b>-</b>	<b>138</b>	<b>-</b>
<b>Other Revenue</b>				
Lease of Property	-	-	-	-
Donations	5,500	-	1,699	-
Miscellaneous Income	-	-	-	-
<b>Total Other Revenue</b>	<b>5,500</b>	<b>-</b>	<b>1,699</b>	<b>-</b>
<b>Interfund Transfers</b>				
Transfer from General Fund	40,000	40,000	40,000	40,000
<b>Total Interfund Transfers</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
<b>Inter-Governmental</b>				
Loan Proceeds	-	-	-	-
Grant Revenue	-	-	-	-
<b>Total Inter-Governmental</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Revenues</b>	<b>45,586</b>	<b>40,000</b>	<b>41,837</b>	<b>40,000</b>

# Granbury Historic Properties Expenditures

Expenditure Type	Actual FY 2015-2016	Budgeted FY 2016-2017	Actual FY 2016-2017	Adopted FY 2017-2018
<b>Supplies &amp; Maintenance</b>				
Non-Capital Equipment	-	-	-	-
Maintenance- Buildings	-	-	-	-
<b>Total Supplies &amp; Maint</b>	-	-	-	-
<b>Services</b>				
Consultants, Architects, Eng	5,500	-	-	-
Legal Expenses	-	-	-	-
Transfer to Tourism	-	-	-	-
Loan Payment	35,670	40,000	35,864	40,000
Miscellaneous Fees	9	-	1,889	-
<b>Total Services</b>	<b>41,179</b>	<b>40,000</b>	<b>37,753</b>	<b>40,000</b>
<b>Capital Outlay</b>				
Furniture & Fixtures	-	-	-	-
<b>Total Capital Outlay</b>	-	-	-	-
<b>Total Historical Properties</b>	<b>41,179</b>	<b>40,000</b>	<b>37,753</b>	<b>40,000</b>

**Did you know?**

The Granbury Opera House was built in 1886 but the first act was not booked until 1891. Since then it has served a variety of purposes from a grocery store, dance hall and even local business offices.

# GRANBLURY *Texas*

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# Capital Improvements

A Capital Improvement Program is a schedule of public physical improvements to be constructed with estimated resources available to finance the projected expenditures.

Capital Improvements are any expenditure of public funds for the purchase, construction, rehabilitation, replacement or expansion of the physical assets of the community when the project is relatively large in size, expensive (the City's capital threshold is \$5,000), long-term and permanent. Some common examples include streets, tennis courts, fire stations, water and sewer lines and fire engines. Capital expenditures are financed from a variety of sources to include long-term and short-term debt, current revenues, and grants from other governmental entities and donations from foundations, businesses, individuals and non-profit organizations. A detailed listing of financing methods is found on the following pages.

## FUNCTIONS OF A CAPITAL IMPROVEMENT PROGRAM

- Estimating capital project requirements, budgeting priority projects and developing revenue sources for proposed improvements.
- Scheduling all capital projects over a fixed period with the appropriate planning implementation and informing the public of projected capital improvements.
- Coordinating the activities of various departments in meeting project schedules.
- Monitoring and evaluating the progress of capital projects.

## CAPITAL IMPROVEMENTS POLICY

The City of Granbury prioritizes the funding of capital projects on the basis of a Capital Improvements Plan. The functions of the Capital Improvement Plan are as follows:

- Estimating capital project requirements.
- Scheduling all capital projects over a fixed period with appropriate planning and implementation.
- Budgeting priority projects and developing revenue sources for proposed improvements.
- Coordinating the activities of various departments in meeting project schedules.
- Monitoring and evaluating the progress of capital projects.
- Informing the public of projected capital projects.

The following questions are considered when justifying a project:

- What is the relationship of the project to the progress of the entire city?
- Is the project part of a large program? How does it relate to the goals of the program?
- How many citizens will be helped by it? How many citizens will be harmed or inconvenienced if the project is not considered?
- Will it add to the value of the surrounding area? Will it increase the valuation of local property?
- Will it increase efficiency or performance of a service? Will it reduce the on-going costs of a service or facility?
- Will it provide a service required for economic development of the community? What improvements would be of the most value in attracting commercial and industrial firms?
- Is the project required to complete or make fully usable a major public improvement?
- Will rapid urban growth in the area of the proposed project increase the costs of land acquisition if the project is deferred?
- Is the project well identified by the citizens? Does it have established voter appeal?
- Is the project needed to protect public health or safety?

## **METHODS OF FINANCING CAPITAL IMPROVEMENTS PROJECTS**

### **Certificates of Obligations**

Certificates of Obligations are issued with limited revenues pledged by the water, sewer and electric systems. Voter approval is not required.

### **Donations**

Donations are periodically received, by the City, from individuals, businesses, foundations and non-profit organizations.

### **Earmarked Funds**

With Earmarked Funds, monies are accumulated in advance or set aside for capital construction or purchase. The accumulation may result from surplus of earmarked operational revenues or sale of capital assets.

### **Enterprise Funds**

Enterprise Funds are established from the delivery of specific services – where money paid to administer the services and the expenses (as a result of providing services) are accounted for separate from the general fund budget of the City.

**General Fund**

General Fund is the financing of improvements from revenues such as general taxation, fees and service charges.

**General Obligation Bonds**

With General Obligation bonds, the taxing power of the jurisdiction is pledged to pay interest and retire the debt. General Obligation Bonds can be sold to finance permanent types of improvements such as municipal buildings, streets and parks and recreation facilities. Voter approval is required.

**Revenue Bonds**

Revenue Bonds frequently are sold for projects that produce revenues, such as water, sewer and electric systems. Voter approval is not required.

**Special Assessments**

Public works that benefit particular properties may be financed more equitably by special assessments (i.e., paid by those who directly benefit).

**State and Federal Grants**

State and Federal Grant-in-Aid programs are available for financing a number of programs. These may include streets, water and sewer facilities, airports, parks and playgrounds. The costs of funding these facilities may be borne completely by grant funds or a local share may be required.

**SUMMARY OF 2017-18 CAPITAL IMPROVEMENTS**

Most of the capital improvements scheduled for FY 2017-18 are vehicles and equipment replacements to maintain our equipment replacement programs within various departments. There are also investments in capital projects to help increase efficiency within departments like the Accella program for IT, RMS Mobile Forms for Police, the wide-track mower in Parks and the SCADA for 2 lift stations. There should be no major impact on operating budgets, other than annual cost savings for most of the capital items scheduled. The maintenance and operating costs related to most of the capital project items scheduled should be absorbed in the corresponding department's operating budget. In the Utility Fund, the generator and spare pump for the main lift station and the backup pump at the wastewater treatment plant have proven in the past to be items needed to have on-hand to ensure seamless operations in emergency situations. There are also sewer line upgrades and an engineering study scheduled for the City's wastewater system to maintain compliance with TCEQ standards.

The following pages identify in greater detail the capital improvements that have been authorized in FY 2017-18. All projects and equipment are listed by fund and then by service category. It is also noted a description of the project, which department the expenditures will be recorded, the sources of funds, the cost, and the impact each project will have on the operating budget.

# Capital Improvements

## General & Special Revenue Funds

2017-18 Capital Improvement Program	General Fund	Total
<b>General Government</b>		
Communications	-	-
Information Technology	7,500	7,500
Clean Air Coalition	-	-
<b>Total General Government</b>	<b>7,500</b>	<b>7,500</b>
<b>Public Safety</b>		
Police	159,000	159,000
Fire	41,000	41,000
<b>Total Public Safety</b>	<b>200,000</b>	<b>200,000</b>
<b>Public Works</b>		
Streets	73,000	73,000
Building & Permits	-	-
<b>Total Public Works</b>	<b>73,000</b>	<b>73,000</b>
<b>Culture &amp; Recreation</b>		
Parks & Recreation	122,350	122,350
Cemetery	-	-
Conference Center	-	-
Historical Properties	-	-
<b>Total Culture &amp; Recreation</b>	<b>122,350</b>	<b>122,350</b>
<b>City Services</b>		
Warehouse	-	-
Building Maintenance	793,511	793,511
Fleet Maintenance	-	-
<b>Total City Services</b>	<b>793,511</b>	<b>793,511</b>
<b>Total CIP General Fund</b>	<b>1,196,361</b>	<b>1,196,361</b>

# Capital Improvements

## General Fund

### GENERAL GOVERNMENT

#### - Information Technology -

Project	Fund	Source of Funds	Amount
Accela	General	Operating	\$ 7,500
 <p><b>Project Description:</b> application tool designed to bridge communication between City Staff and citizens</p> <p><b>Effect on Operating Budget:</b> Annual maintenance of \$7,500.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

### PUBLIC WORKS

#### - Streets -

Project	Fund	Source of Funds	Amount
2 Trucks	General	Operating	\$ 73,000
 <p><b>Project Description:</b> F350 Pickup with Dump Bed and 3/4 Ton Pickup</p> <p><b>Effect on Operating Budget:</b> Maintenance of vehicles in the street department were \$5,000 in FY 2015-16 and \$4,000 year-to-date in 2016-17 due to age of equipment. Newer vehicles will reduce maintenance costs, increase fuel efficiency and provide advanced safety features for our employees.</p> <p style="text-align: right;"><i>Reoccurring</i></p>			

# Capital Improvements

## General Fund

### PUBLIC SAFETY

#### - Police -

Project	Fund	Source of Funds	Amount
Mobile Forms	General	Operating	\$ 33,000
 <p><b>Project Description:</b> Adding the Spillman "Mobile Forms" program to our RMS System with 15 Bar Code Scanners. This upgrade will allow officers to complete reports in their vehicles, instead of having to return to the station. The scanners will make completing reports quicker and more accurate by auto populating the person's information into the appropriate fields, instead of the officer manually entering the information.</p> <p><b>Effect on Operating Budget:</b> Annual maintenance of \$2,300. Savings anticipated in Police overtime due to more efficient paperwork processing</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

Project	Fund	Source of Funds	Amount
Radio Replacement	General	Operating	\$ 100,000
 <p><b>Project Description:</b> Replace 30 Harris Single Band hand held radios with 30 Harris Dual Band Radios. This will give officers the ability to communicate with other agencies while outside of their vehicle. The additional communication ability will be beneficial for both the safety of the officer and the general public.</p> <p><b>Effect on Operating Budget:</b> No annual maintenance. Will reduce maintenance of radios.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

# Capital Improvements

## General Fund

### PUBLIC SAFETY

#### - Fire -

Project	Fund	Source of Funds	Amount
2 Medium Pressure Air Bags	General	Operating	\$23,000
 <p><b>Project Description:</b> Airbag capable of lifting up to 20 tons such as heavy equipment, tractor trailers, railcars and structures. There will be a set of bags available on Rescue 1 and Rescue 2. This method of lifting heavy equipment or structures is safer and more efficient than current methods used and will be crucial in extracting an individual.</p> <p><b>Effect on Operating Budget:</b> No annual maintenance. These bags can be filled using the self-contained breathing apparatuses (SCBA) the fire department already has in use.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

Project	Fund	Source of Funds	Amount
Washing Machine Extractor & Drying Cabinet	General	Operating	\$23,000
 <p><b>Project Description:</b> Washing machine extractor will eliminate toxins and carcinogens in bunker gear caused by fire and HAZMAT situations. The drying cabinet will properly dry gear without risk of molding. This system can handle 6 sets of gear and complete a full cycle in 4-5 hours.</p> <p><b>Effect on Operating Budget:</b> \$200/gear savings in contract services by not sending equipment off to get cleaned. Savings in wearing apparel due to being able to clean gear better, especially hoods, for reuse rather than discarding and buying new equipment.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

# Capital Improvements

## General Fund

### CULTURE & RECREATION

#### - Parks -

Project	Fund	Source of Funds	Amount
3/4 Ton Truck	General	Operating	\$35,000
 <p><b>Project Description:</b> 3/4 ton truck with towing package and bed liner to haul trailers, equipment and staff around the city.</p> <p><b>Effect on Operating Budget:</b> Parks spends almost \$6,000 on vehicle maintenance every year due to the growing age of their fleet. A new vehicle replacement program will help to reduce costly repairs and over time it will reduce their maintenance of vehicles in the operating budget.</p> <p style="text-align: right;"><i>Reoccurring</i></p>			

Project	Fund	Source of Funds	Amount
ZTR Mower	General	Operating	\$8,000
 <p><b>Project Description:</b> one zero turn mower for the parks department to replace an older mower. The parks department has approximately 20 large mowers and strives to replace 1-2 mowers each year to keep their equipment running efficiently and prevent needing to replace several in one year.</p> <p><b>Effect on Operating Budget:</b> Savings in maintenance of mowers due to newer mowers and parts more readily available.</p> <p style="text-align: right;"><i>Reoccurring</i></p>			

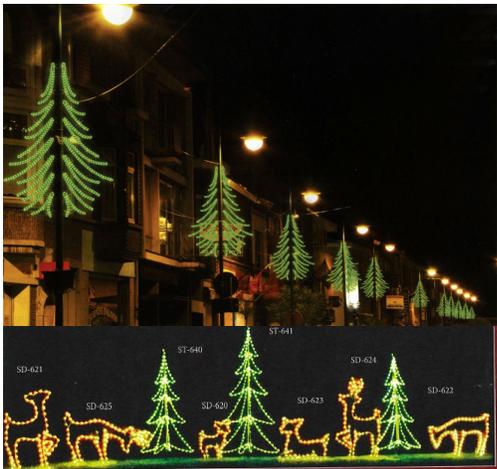
# Capital Improvements

## General Fund

### CULTURE & RECREATION

#### - Parks -

Project	Fund	Source of Funds	Amount
Wide-Track Mower	General	Operating	\$31,000
 <p><b>Project Description:</b> wide-track mower with maximum slope rating to mow more dangerous right-of-way.</p> <p><b>Effect on Operating Budget:</b> Savings in contract services by doing the right-of-way mowing in-house rather than contracting out with third party.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

Project	Fund	Source of Funds	Amount
Holiday Decorations	General	Operating	\$48,350
 <p><b>Project Description:</b> Electric-pole-mounted holiday decorations attached to 27 City utility poles along highway 377 and large holiday lighting figures for Lambert Branch where there are currently no decorations.</p> <p><b>Effect on Operating Budget:</b> The additional decorations will increase labor time for both parks and electric departments as well as increased utility electric costs. However, the Christmas decorations in the parks of Granbury have proven to be a big tourist attraction that will ultimately increase sales and hotel occupancy tax.</p> <p style="text-align: right;"><i>Reoccurring</i></p>			

# Capital Improvements

## General Fund

### CITY SERVICES

#### - Building Maintenance -

Project	Fund	Source of Funds	Amount
3/4 Ton Truck	General	Operating	\$35,000
	<p><b>Project Description:</b> 3/4 ton truck with towing package and bed liner to haul equipment and staff around the city. Through the vehicle rotation schedule this will ultimately replace a 1995 truck that was placed in auction last year, but was pulled out due to need.</p> <p><b>Effect on Operating Budget:</b> Vehicle maintenance savings and increased fuel efficiency as well as updated safety features for City Staff.</p> <p style="text-align: right;"><i>Reoccurring</i></p>		

Project	Fund	Source of Funds	Amount
Service Center Carpet	General	Operating	\$15,000
	<p><b>Project Description:</b> Replace carpet from 1984 at the service center to promote a healthier environment. Current carpet is highly soiled and has many tears and folds that are tripping hazards.</p> <p><b>Effect on Operating Budget:</b> Capital investment in all new carpet will save building maintenance from working on small patches of the carpet each year.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>		

# Capital Improvements

## Utility Fund & Airport Fund

2017-18 Capital Improvement Program	Utility Fund	Airport Fund	Total
<b>Utility Administration</b>			
Meter Reading	85,000		85,000
<b>Total Utility Administration</b>	85,000	-	85,000
<b>Water</b>			
Ground Water	-		-
Water Treatment	-		-
Water Distribution	48,000		48,000
<b>Total Water</b>	48,000	-	48,000
<b>Wastewater</b>			
Wastewater Treatment	245,000		245,000
Wastewater Collection	-		-
<b>Total Wastewater</b>	245,000	-	245,000
<b>Electric</b>			
Electric	220,000		220,000
<b>Total Electric</b>	220,000	-	220,000
<b>Airport Fund</b>			
Airport	-	3,000,000	3,000,000
<b>Total Airport Fund</b>	-	3,000,000	3,000,000
<b>Total CIP by Fund</b>	<b>598,000</b>	<b>3,000,000</b>	<b>3,598,000</b>

# Capital Improvements

## Utility Fund

### UTILITY ADMINISTRATION

#### - Meter Reading -

Project	Fund	Source of Funds	Amount
2- 3/4 Ton Trucks	Utility	Operating	\$45,000
 <p><b>Project Description:</b> Purchase 2 new 3/4 ton trucks for meter readers to drive around the city for manual electric meter reading, repairs, and service calls.</p> <p><b>Effect on Operating Budget:</b> Savings in maintenance of vehicles. This department currently only has 3 vehicles and has spent \$6,800 in FY 2015-16 and almost \$3,500 year-to-date in FY 2016-17. Also, there has been lost time due to malfunction of vehicles and lack of dependability.</p> <p style="text-align: right;"><i>Recurring</i></p>			

Project	Fund	Source of Funds	Amount
Water Meters	Utility	Reimbursed with Revenue	\$35,000
 <p><b>Project Description:</b> New AMI water meters due to new developments within the City. Meters will be purchased by developers for installation at new construction locations.</p> <p><b>Effect on Operating Budget:</b> Expenditures and off-setting revenues will flow through the utility fund operating budget.</p> <p style="text-align: right;"><i>Recurring</i></p>			

# Capital Improvements

## Utility Fund

### UTILITY ADMINISTRATION

#### - Meter Reading -

Project	Fund	Source of Funds	Amount
<b>Electric Meters</b>	Utility	Reimbursed with Revenue	\$5,000
 <p><b>Project Description:</b> New electric meters due to new developments within the City. Meters will be purchased by developers for installation at new construction locations.</p> <p><b>Effect on Operating Budget:</b> Expenditures and off-setting revenues will flow through the utility fund operating budget .</p> <p style="text-align: right;"><i>Reoccurring</i></p>			

## WATER

#### - Water Distribution -

Project	Fund	Source of Funds	Amount
<b>1 Ton Service Truck</b>	Utility	Operating	\$48,000
 <p><b>Project Description:</b> 1 Ton Service Truck with 4x4 towing capacity to replace a 2003 service truck.</p> <p><b>Effect on Operating Budget:</b> Repair costs to current service truck has totaled over \$49,000, it has almost 100,000 miles and is 14 years old. A newer truck would reduce maintenance costs, increase fuel efficiency and include additional safety features for our employees.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

# Capital Improvements

## Utility Fund

### WASTEWATER

#### - Wastewater Treatment -

Project	Fund	Source of Funds	Amount
Backup Raw Pump	Utility	Operating	\$30,000
 <p><b>Project Description:</b> New 50HP 12" submersible pump to serve as a backup for the 4 raw pumps in service at the wastewater treatment plant that are all 5+ years old with no backups in stock.</p> <p><b>Effect on Operating Budget:</b> The option to not expedite repair on an older pump if it goes down will help save on maintenance of pumps if operating funds are not available at the time. Also, keeping the plant running at full capacity will aid operational expenditures.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

Project	Fund	Source of Funds	Amount
3/4 Ton Truck with Lift Gate	Utility	Operating	\$35,000
 <p><b>Project Description:</b> 3/4 ton truck with lift gate that will assist with the large containers of chemicals required to be transported to sites across the city.</p> <p><b>Effect on Operating Budget:</b> Savings in maintenance. This truck replaces a truck for the wastewater treatment plant that is over 20 years old with almost 180,000, whose repairs have reached over \$12,000. Also, the newer truck will have better fuel efficiency and updated safety features for our employees.</p> <p style="text-align: right;"><i>Reoccurring</i></p>			

# Capital Improvements

## Utility Fund

### WASTEWATER

#### - Wastewater Treatment -

Project	Fund	Source of Funds	Amount
Wastewater Planning	Utility	Operating	\$150,000
 <p><b>Project Description:</b> Evaluation of the City’s entire wastewater system by an engineering firm, eHT. TCEQ requires planning for wastewater treatment plant expansion once a plant reaches 75% capacity. The City’s current wastewater treatment plant is running at an average of 62%.</p> <p><b>Effect on Operating Budget:</b> This preemptive planning will save on fines from TCEQ and give the City ample time to prepare for any needed expansion.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

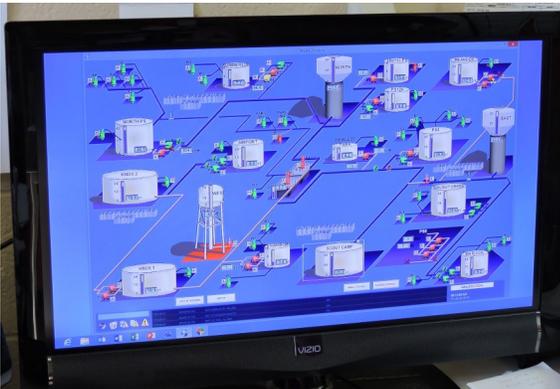
Project	Fund	Source of Funds	Amount
3/4 Ton Truck	Utility	Operating	\$30,000
 <p><b>Project Description:</b> 3/4 ton pickup to transport employees and equipment.</p> <p><b>Effect on Operating Budget:</b> Savings in maintenance. This truck will replace a truck for the wastewater treatment plant that is over 20 years old with almost 125,000 miles, whose repairs have reached over \$10,000. Also, newer trucks will have better fuel efficiency and updated safety features for our employees.</p> <p style="text-align: right;"><i>Reoccurring</i></p>			

# Capital Improvements

## Utility Fund

### WASTEWATER

#### - Wastewater Collection -

Project	Fund	Source of Funds	Amount
SCADA at 2 Lift Stations	Utility	Operating	\$30,000
 <p><b>Project Description:</b> Install SCADA at Lift Stations #29 and #41. SCADA is required by TCEQ at all lift stations to ensure an operator can control and monitor the system remotely in case of emergency or malfunction.</p> <p><b>Effect on Operating Budget:</b> Additional SCADA equipment will over time increase maintenance of SCADA amounts, but will also save labor and efficiency and ensure TCEQ compliance.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

Project	Fund	Source of Funds	Amount
Spare Pump at Main Lift Station	Utility	Operating	\$25,000
 <p><b>Project Description:</b> 30 HP Ebara 6" submersible pump. There are three pumps at the main lift station with no back up. If one has to be taken out for cleaning or repair there is a risk of overflow or sewer back-up.</p> <p><b>Effect on Operating Budget:</b> Savings in maintenance of pumps to have a back-up readily available rather than rush repairs or peruse repairs that are most costly than the pump. In FY 2015-16 wastewater collection spent over \$80,000 in maintenance of pumps and have spent \$77,000 year-to-date in 2016-17.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

# Capital Improvements

## Utility Fund

### WASTEWATER

#### - Wastewater Collection -

Project	Fund	Source of Funds	Amount
Sewer Line Upgrade	Utility	Reimbursed with Revenue	\$160,000
 <p><b>Project Description:</b> TCEQ requires sewer line replacement of 3,000ft of clay tile pipe and 10% manhole replacement.</p> <p><b>Effect on Operating Budget:</b> This will ensure we remain in compliance with TCEQ's SSO plan and proactively save on maintenance of sewer mains and man holes.</p> <p style="text-align: right;"><i>Recurring</i></p>			

Project	Fund	Source of Funds	Amount
Main Lift Station Generator	Utility	Operating	\$48,000
 <p><b>Project Description:</b> Emergency Generator- 125 KW 240V 400A 3ph with new pad. Current generator is not large enough to supply power to the pumps to the wastewater treatment plant. When power outages occur, sewer overflows into the nearby parking lot. TCEQ requires a generator at this location to support the lift station in the event of a power outage.</p> <p><b>Effect on Operating Budget:</b> Without the proper size generator the power outage could lead to sewer overflow resulting in TCEQ fines, labor overtime and excessive rental fees on a temporary generator.</p> <p style="text-align: right;"><i>Non-Recurring</i></p>			

# Capital Improvements

## Utility Fund

### ELECTRIC

#### - Electric -

Project	Fund	Source of Funds	Amount
<p><b>Electric Primaries</b></p>	<p>Utility</p>	<p>Operating</p>	<p>\$220,000</p>
<div style="display: flex; align-items: flex-start;"> <div style="flex: 1;">   </div> <div style="flex: 2; padding-left: 10px;"> <p><b>Project Description:</b> Upgrading and installing electric primaries throughout the system both for new developments and rehab on current system.</p> <p><b>Effect on Operating Budget:</b> Many of these projects have to be completed for new development and by budgeting for them as a capital expenditure, it saves impact on the maintenance budget during the year.</p> <p style="text-align: right;"><i>Reoccurring</i></p> </div> </div>			

# Summary of Capital Improvements

## 5 Year Strategic Plan Capital Investments

by Program	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
<b>General Fund</b>					
General Government	7,500	48,280	48,030	46,450	48,680
Public Safety	200,000	193,120	192,120	185,800	194,720
Public Works	73,000	96,560	96,060	92,900	97,360
Culture & Recreation	122,350	96,560	96,060	92,900	97,360
City Services	793,511	48,280	48,030	46,450	48,680
<b>Total General Fund</b>	<b>1,196,361</b>	<b>482,800</b>	<b>480,300</b>	<b>464,500</b>	<b>486,800</b>
<b>Utility Fund</b>					
Utility Administration	85,000	57,100	55,700	28,000	-
Water	48,000	171,300	167,100	84,000	-
Wastewater	245,000	159,880	155,960	25,078,400	-
Electric	220,000	182,720	178,240	89,600	-
<b>Total Utility Fund</b>	<b>598,000</b>	<b>571,000</b>	<b>557,000</b>	<b>25,280,000</b>	<b>-</b>
<b>Airport Fund</b>					
Airport	3,000,000	3,000,000	3,000,000	3,000,000	3,700,000
<b>Total Airport Fund</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,700,000</b>
<b>Grand Total</b>	<b>4,794,361</b>	<b>4,053,800</b>	<b>4,037,300</b>	<b>28,744,500</b>	<b>4,186,800</b>

## 5 Year Strategic Plan Source of Funds

Source of Funds	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Operating Budget - General Fund	1,196,361	482,800	480,300	464,500	486,800
Operating Budget - Utility Fund	598,000	571,000	557,000	280,000	-
Operating Budget - Airport Fund	-	-	-	-	-
State Grant- Airport Expansion	3,000,000	3,000,000	3,000,000	3,000,000	3,700,000
Operating Budget - Tourism Fund	-	-	-	-	-
Possible Bond Issue	-	-	-	25,000,000	-
<b>Grand Total</b>	<b>4,794,361</b>	<b>4,053,800</b>	<b>4,037,300</b>	<b>28,744,500</b>	<b>4,186,800</b>

# City-Wide Construction in Progress Summary

Project	Estimated Completion Date	Funding Source	Estimated Cost	% Construction Completed as of Sept 30, 2017	Annual O&M Impact (estimated)
New 2.5 MGD Water Treatment Plant	October 2017	2015 A CO TWDB Bond	\$16,430,000	90%	<b>Department 79</b>
					Water Purchase -595,000
					Electricity +500,000
					Chemicals +300,000
					Personnel +230,000
					Filters +55,000
					UF Bond PMT +511,682
Water Distribution System Upgrades	October 2017	2017 CO TWDB Bond	\$15,000,000	50%	UF Bond PMT +421,907
Wastewater Collection & Treatment System Upgrade	Future	Possible Bond	Undetermined	0%	Undetermined
Advanced Metering Infrastructure Replacement	June 2018	2016 B CO TWDB Bond	\$2,720,000	25%	<b>Department 70</b>
					AMI Software Maintenance + 41,375
					Leak Detection + 9,000
					Water Meter Maintenance - 5,000
					UF Bond PMT +281,717

**TWDB Bonds-** These bonds are issued through the Texas Water Development Board (TWDB) Clean Water State Revolving Fund and are loans that provide low-cost financial assistance for planning, acquisition, design, and construction of water and wastewater infrastructure. Due to Granbury’s underlying rating of “AA” the interest rate for these TWDB projects was reduced by 120 basis points off the market interest scale.

## City-Wide Construction in Progress Summary

Project	Estimated Completion Date	Funding Source	Estimated Cost	% Construction Completed as of Sept 30, 2017	Annual O&M Impact (estimated)
<b>Airport Expansion</b>	October 2020	2016 A Bond / TxDOT Grant	\$30,578,724	20%	<p><b>Department 17</b> Grant Revenue and Capital Expenditures \$3,000,000 annually for 5 years</p> <p>Undetermined Additional Hangar Revenue upon Completion</p>
<b>Downtown Square Project</b>	October 2017	TxDOT Grant / Various Bonds	\$2,326,361	80%	Small Impact on Park Maintenance
<b>Downtown Square Waterlines Upgrade</b>	October 2017	Impact Fees	\$272,246	100%	Undetermined
<b>Memorial Lane</b>	July 2017	Donations	\$150,000	100%	Small Impact on Park Maintenance

# GRANBLURY *Texas*

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# Overview of Bonds & Debt Service

## OVERVIEW

Major capital improvements such as streets, drainage, buildings, and other facilities are often financed by bonds. This funding mechanism allows payment for infrastructure improvements to be made over multiple years, usually over the life of the improvement.

## DEBT SERVICE POLICY

The City’s goal is to fund capital improvement projects on a “pay-as-you-go” basis whenever possible. For large infrastructure projects or large pieces of equipment, debt financing is sometimes required. The City’s debt management objective is to maintain levels of debt service that does not adversely impact tax or utility rates and does not hinder the City’s ability to effectively operate the utility systems, street network, or other facilities. Debt financed projects must meet the City’s long-term financing criteria as included in the Fiscal and Budgetary Policy.

When the City of Granbury utilizes long-term debt financing, it will ensure that the debt is soundly financed by:

- Conservatively projecting the revenue sources that will be utilized to pay the debt.
- Financing the improvement over a period of time not greater than the useful life of the asset.

## THE CITY OF GRANBURY’S BONDS ARE RATED:

	<u>GO</u>	<u>URB</u>
Fitch Ratings	AA	Not rated
Standard & Poor’s	AA	A+

Debt Service accounts for all funds required to finance the payment of interest and principal on all general debt, serial and term, other than the payable exclusively from special assessments and revenue debt issued for and serviced by a governmental enterprise.

# General Debt Service

## GENERAL OBLIGATION INTEREST AND SINKING FUND

This fund derives its revenue from property taxes. The amount of the taxes levied is determined by the City Council. The function of this fund is to retire bonded indebtedness and pay the interest on the indebtedness. The debt, which this fund retires, was issued by the City for General Fund capital equipment and infrastructure.

## WATER/WASTEWATER BONDS

Detail for Utility-related debt is located in the non-departmental section of the Utility Fund's budget.

## CURRENT DEBT REQUIREMENTS

The total Debt Service requirement for the City of Granbury in Fiscal Year 2017-18 is \$5,862,605. The total General Obligation (GO) debt service requirement for Fiscal Year 2017-18 is \$4,618,437 while the Water, Sewer and Electric systems revenue bond requirement equals \$1,244,623.

Funds for the GO Debt Service expenses will come from Ad Valorem Taxes (\$2,866,056). Also, contributing to the Debt Service is the Utility Fund (\$1,752,381). The Water, Sewer and Electric System Revenue Bonds are funded by and paid directly from the Utility Operating Fund.

The following pages detail the future annual principal and interest requirements for the City's outstanding debt obligations as of October 1, 2017. Through 2036, the City's General Obligation debt has as total of \$27,830,000 in principal to retire and \$8,231,069 in interest payments.

## GENERAL OBLIGATION BONDS

**General Obligation Refunding Bonds, Series 2008** – Issued in the aggregate principal amount of \$4,540,000 to provide funds sufficient to refund all of the outstanding Tax and Utility System Revenue Certificates of Obligation, Series 1997, and all of the outstanding Combination Tax and Revenue Certificates of Obligation, Series 1999, and to pay the costs related to the issuance of the Bonds.

**General Obligation Refunding Bonds, Series 2011** – Issued in the aggregate principal amount of \$5,845,000 to provide funds sufficient to refund all of the outstanding Combination Tax Certificates of Obligation, Series 2001, all of the outstanding Combination Tax and Revenue Certificates of Obligation Series 2003, and Series 2005; and all of the outstanding General Obligation Refunding Bonds, Series 2004, and to pay the costs related to the issuance of the Bonds.

**General Obligation Refunding Bonds, Series 2013** – The City Council authorized an ordinance on April 12, 2013, for general obligation refunding bonds in the amount of \$8,170,000. The bonds will be used to refund the 2005 General Obligation Bond, a portion of the Tax and Utility Revenue Certificates of Obligation, Series 2006, and to pay the costs associated with the issuance of the bonds.

**General Obligation Refunding Bonds, Series 2014** – The City Council authorized an ordinance on November 4, 2014, for general obligation refunding bonds in the amount of \$8,130,000. The bonds will be used to refund the Combination Tax and Revenue Certificates of Obligation, Series 2006A, and a portion of the Combination Tax and Revenue Certificates of Obligation, Series 2007, and to pay the costs associated with the issuance of the bonds.

**General Obligation Refunding Bonds, Series 2016** – The City Council authorized an ordinance on July 5, 2016, for general obligation refunding bonds in the amount of \$5,890,000. The bonds will be used to refund the 2007 Tax & Revenue Certificates of Obligations Bond, partially refund the 2008 General Obligation Refunding Bonds and the 2011 General Obligation Refunding Bonds, and to pay the costs related to the issuance of the Bonds.

#### CERTIFICATES OF OBLIGATION

**Combination Tax and Revenue Certificates of Obligation, Series 2015** – The City Council authorized an ordinance on March 26, 2015, for the issuance of the Combination Tax and Revenue Certificates in the amount of \$2,460,000. Proceeds from the sale of the certificates will be used for paying all or a portion of the City's contractual obligations for constructing and improving streets within the City, including the acquisition of rights of way therefor, acquiring land for a police station, constructing, improving and equipping firefighting facilities, constructing, improving and equipping park and recreation facilities, paying engineering fees associated with the Downtown Square Project, and professional services rendered in connection therewith.

**Combination Tax and Surplus Revenue Certificates of Obligation, Series 2015A** – The City Council authorized an ordinance on June 2, 2015, for the issuance of the Combination Tax and Surplus Revenue Certificates in the amount of \$16,400,000. Proceeds from the sale of the Certificates will be used for the purpose of paying contractual obligations to be incurred for constructing improvements and extensions to the City's water system and professional services rendered in connection therewith.

**Combination Tax and Surplus Revenue Certificates of Obligation, Series 2016A** – The City Council authorized an ordinance on December 1, 2015 for the issuance of the Combination Tax and Surplus Revenue Certificates in the amount of \$10,000,000. The bonds will be used for constructing, improving, renovating and equipping municipal airport facilities, including acquisition of land and ROWs, constructing street improvements, constructing and equipping municipal police, fire-fighting, and park facilities, including acquisition of land and ROWs.

**Combination Tax and Surplus Revenue Certificates of Obligation, Series 2016B** – The City Council authorized an ordinance on April 19, 2016 for the issuance of the Combination Tax and Surplus Revenue Certificates in the amount of \$2,720,000. The bonds will be used for construction improvements and extensions to the City's water system, for water meter replacement to an Advanced Meter Infrastructure and professional services rendered in connection to the project.

**Combination Tax and Surplus Revenue Certificates of Obligation, Series 2017** – The City Council authorized an ordinance on February 7, 2017 for the issuance of the Combination Tax and Surplus Revenue Certificates in the amount of \$15,000,000. The bonds will be used to construct improvements and extensions to the City's water system for additional water lines and upgrades to service water to and from the new water treatment plant and professional services rendered in connection to the project.

# General Debt Service

	Actual FY 2016	Budgeted FY 2017	Projected FY 2017	Adopted FY 2018
<i>Revenues</i>				
<b>Ad Valorem Taxes</b>				
Current Taxes	2,653,663	2,795,084	2,795,084	2,848,856
Delinquent Taxes	20,000	10,000	10,000	10,000
Penalty & Interest	20,000	10,000	10,000	10,000
<b>Total Ad Valorem Taxes</b>	<b>2,693,663</b>	<b>2,815,084</b>	<b>2,815,084</b>	<b>2,868,856</b>
<b>Miscellaneous Income</b>				
Interest	-	-	-	-
<b>Total Miscellaneous Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Revenue</b>				
From Fund Balance	-	-	-	-
Bond Premiums	-	-	-	-
Bond Proceeds	-	-	-	-
<b>Total Other Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Interfund Transfers</b>				
UT transfer for shared I&S	868,138	1,063,838	1,063,838	1,754,013
Transfer TO/FR UT Debt Svc	-	-	-	-
Transfer TO/FR General Debt	-	-	-	-
Tourism Debt Sv. Fund	-	-	-	-
Airport Debt Sv. Fund	-	-	-	-
<b>Total Intrafund Transfers</b>	<b>868,138</b>	<b>1,063,838</b>	<b>1,063,838</b>	<b>1,754,013</b>
<b>Total Revenues</b>	<b>3,561,801</b>	<b>3,878,921</b>	<b>3,878,921</b>	<b>4,622,869</b>

# General Debt Service

	Actual FY 2016	Budgeted FY 2017	Projected FY 2017	Adopted FY 2018
<i>Expenditures</i>				
Agent Fees	2,400	4,082	4,082	4,432
Cost of Issuance of Bonds	-	-	-	-
07 Tax/Rev CO's Principal	485,000	-	-	-
07 Tax/Rev CO's Interest	164,863	-	-	-
08 GO Refunding - Principal	230,000	250,000	250,000	45,000
08 GO Refunding - Interest	102,200	24,350	24,350	15,600
11 GO Refunding - Principal	280,000	290,000	290,000	295,000
11 GO Refunding - Interest	82,425	33,626	33,626	24,925
13 GO Refunding - Principal	770,000	785,000	785,000	810,000
13 GO Refunding - Interest	173,375	157,975	157,975	138,350
14 GO Refunding - Principal	65,000	65,000	65,000	70,000
14 GO Refunding - Interest	297,275	295,976	295,976	294,675
15 Tax/Rev CO's Principal	480,000	195,000	195,000	200,000
15 Tax/Rev CO's Interest	94,600	56,550	56,550	50,700
15A Tax/Rev CO's Principal	-	215,000	215,000	215,000
15A Tax/Rev CO's Interest	337,063	296,682	296,682	296,682
16A Tax/Rev CO's Principal	-	-	-	215,000
16A Tax/Rev CO's Interest	-	478,697	478,697	319,131
16B Tax/Rev CO's Principal	-	-	-	270,000
16B Tax/Rev CO's Interest	-	12,986	12,986	11,717
16 GO Refunding - Principal	-	495,000	495,000	720,000
16 GO Refunding - Interest	-	222,998	222,998	204,750
17 Tax/Rev CO's Principal	-	-	-	80,000
17 Tax/Rev CO's Interest	-	-	-	341,907
<b>Total Debt Service</b>	<b>3,564,201</b>	<b>3,878,921</b>	<b>3,878,921</b>	<b>4,622,869</b>
<b>Total Expenditures</b>	<b>3,564,201</b>	<b>3,878,921</b>	<b>3,878,921</b>	<b>4,622,869</b>

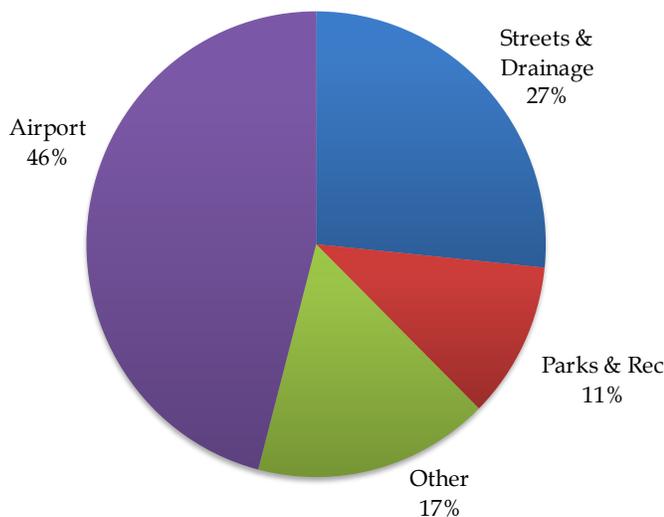
# Outstanding Debt Summary

By Type – As of October 1, 2017

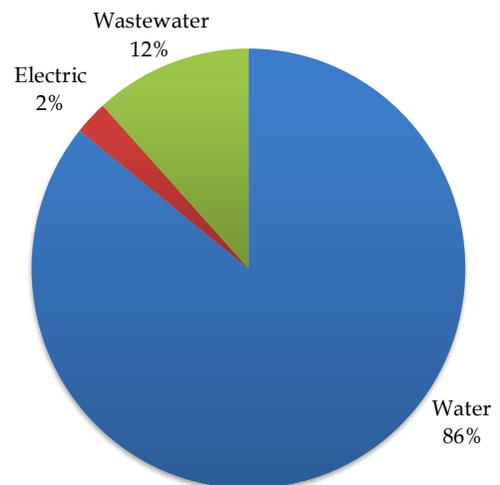
	Debt Outstanding	2017-18 Principal & Interest
<b>General Obligation Debt:</b>		
<b>Tax Supported:</b>		
Streets & Drainage	7,403,746	762,470
Parks & Recreation Facilities	3,023,530	311,376
Airport	12,785,490	1,316,706
Other Improvements	4,617,234	475,503
<b>Subtotal - Tax Supported GO Debt</b>	<b>27,830,000</b>	<b>2,866,056</b>
<b>Self Supporting:</b>		
Electric	1,085,306	51,737
Water	34,139,218	1,627,446
Wastewater	1,535,476	73,197
<b>Subtotal - Self Supporting GO Debt</b>	<b>36,760,000</b>	<b>1,752,381</b>
<b>Total General Obligation Debt</b>	<b>64,590,000</b>	<b>4,618,437</b>

<b>Utility Revenue Debt:</b>		
Electric	56,174	7,408
Water	5,489,884	724,013
Wastewater	3,887,942	512,747
<b>Total Utility Revenue Debt</b>	<b>9,434,000</b>	<b>1,244,168</b>
<b>Total Debt</b>	<b>74,024,000</b>	<b>5,862,605</b>

**General Obligation Debt  
(Tax Supported)**



**Utility Revenue Debt  
(Self Supported)**



**Debt and Tax Rate Limitations**

All taxable property within the City is subject to the assessment, levy and collection by the City of a continuing, direct annual ad valorem tax sufficient to provide for the payment of principal and interest on the Bonds within the limits prescribed by law. Article XI, Section 5, of the Texas Constitution is applicable to the City and limits its maximum ad valorem tax rate to \$2.50 per \$100 of assessed valuation for all City purposes.

**Calculation of Legal Debt Margin - October 1, 2017**

Taxable Assessed Valuation	\$1,410,143,089
Constitutional Limit	2.50% of assessed valuation
Maximum Constitutional Revenue Available	\$35,253,577
Tax Rate to Achieve Maximum Tax Revenue	\$2.50 per \$100 of valuation
Tax Rate for FY 2017-18	\$0.399385/\$100 of valuation
Available Unused Constitutional Max Tax Rate	2.10% of assessed valuation

The City operates under a Home Rule Charter that adopts the constitutional provisions. Under rules promulgated by the Office of the Attorney General of Texas, such office will not approve tax bonds of the City unless the City can demonstrate its ability to pay debt service requirements on all outstanding City tax bonds, including the issue to be approved.

Current debt levels are relatively high, which puts a certain level of limitations on new projects and operational capital investments.

# Schedule of Total Bond Indebtedness

## Principal and Interest Requirements for FY 2017-2018

Long-Term Debt	Total Outstanding 10/01/2017	FY 2017 Principal	FY 2017 Interest	FY 2017 Total P/I
<b>General Obligation Bond</b>				
2008 Refunding Bonds	390,000	45,000	15,600	60,600
2011 Refunding Bonds	660,000	295,000	24,925	319,925
2013 Refunding Bonds	4,885,000	810,000	138,350	948,350
2014 Refunding Bonds	7,850,000	70,000	294,675	364,675
2016 Refunding Bonds	5,395,000	720,000	204,750	924,750
<b>Certificates of Obligation</b>				
2015 CO's	1,785,000	200,000	50,700	250,700
2015A CO's	16,215,000	215,000	296,682	511,682
2016A CO's	9,690,000	215,000	319,131	534,131
2016B CO's	2,720,000	270,000	11,717	281,717
2017 CO's	15,000,000	80,000	341,907	421,907
<b>Revenue Bonds</b>				
1998 Subordinate Lien Utility System	2,454,000	72,000	110,430	182,430
1999 Subordinate Lien Utility System	195,000	6,000	8,775	14,775
2010 Refunding Bond	3,175,000	595,000	106,663	701,663
2012 Utility System	3,610,000	205,000	140,300	345,300
<b>Total</b>	<b>\$ 74,024,000</b>	<b>\$ 3,798,000</b>	<b>\$ 2,064,605</b>	<b>\$ 5,862,605</b>

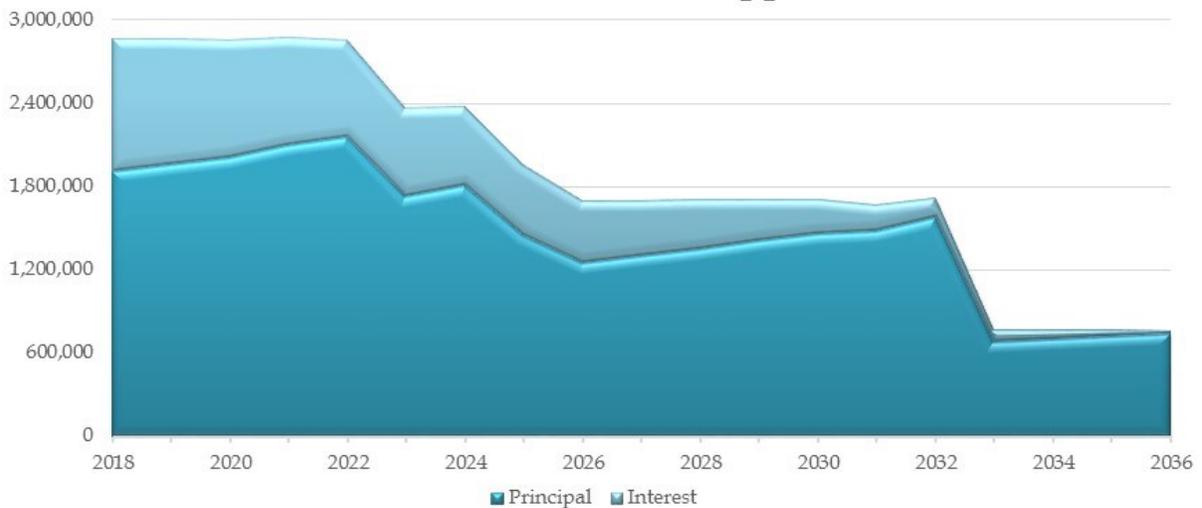
# Summary of Debt Service Charges to Maturity

General Obligation and Certificate of Obligations

## Tax Supported

Year Ending September 30	Outstanding Beginning of Year	Principal	Interest	Total Requirements
2018	27,830,000	1,907,500	958,556	2,866,056
2019	25,922,500	1,960,000	909,081	2,869,081
2020	23,962,500	2,010,000	852,306	2,862,306
2021	21,952,500	2,105,000	772,506	2,877,506
2022	19,847,500	2,160,000	704,506	2,864,506
2023	17,687,500	1,735,000	634,306	2,369,306
2024	15,952,500	1,807,500	572,781	2,380,281
2025	14,145,000	1,450,000	507,781	1,957,781
2026	12,695,000	1,250,000	454,681	1,704,681
2027	11,445,000	1,300,000	404,681	1,704,681
2028	10,145,000	1,355,000	352,681	1,707,681
2029	8,790,000	1,410,000	298,481	1,708,481
2030	7,380,000	1,460,000	248,181	1,708,181
2031	5,920,000	1,480,000	196,031	1,676,031
2032	4,440,000	1,580,000	143,281	1,723,281
2033	2,860,000	685,000	86,731	771,731
2034	2,175,000	705,000	66,181	771,181
2035	1,470,000	725,000	45,031	770,031
2036	745,000	745,000	23,281	768,281

General Debt Service - Tax Supported



# Summary of Debt Service

## Charges to Maturity

General Obligation and Certificate of Obligations

### Self-Supporting

Year Ending September 30	Outstanding Beginning of Year	Principal	Interest	Total Requirements
2018	36,760,000	1,012,500	739,881	1,752,381
2019	35,747,500	1,115,000	645,559	1,760,559
2020	34,632,500	1,120,000	632,924	1,752,924
2021	33,512,500	1,145,000	615,303	1,760,303
2022	32,367,500	1,165,000	597,137	1,762,137
2023	31,202,500	1,315,000	576,049	1,891,049
2024	29,887,500	1,332,500	559,702	1,892,202
2025	28,555,000	1,355,000	540,924	1,895,924
2026	27,200,000	1,370,000	525,604	1,895,604
2027	25,830,000	1,385,000	508,239	1,893,239
2028	24,445,000	1,405,000	489,030	1,894,030
2029	23,040,000	1,425,000	466,805	1,891,805
2030	21,615,000	1,450,000	443,038	1,893,038
2031	20,165,000	1,480,000	417,606	1,897,606
2032	18,685,000	1,840,000	390,491	2,230,491
2033	16,845,000	1,880,000	355,393	2,235,393
2034	14,965,000	1,915,000	318,390	2,233,390
2035	13,050,000	1,955,000	279,673	2,234,673
2036	11,095,000	1,995,000	239,228	2,234,228
2037	9,100,000	2,035,000	197,155	2,232,155
2038	7,065,000	645,000	153,770	798,770
2039	6,420,000	860,000	140,225	1,000,225
2040	5,560,000	880,000	121,907	1,001,907
2041	4,680,000	895,000	102,987	997,987
2042	3,785,000	915,000	83,566	998,566
2043	2,870,000	935,000	63,527	998,527
2044	1,935,000	955,000	42,957	997,957
2045	980,000	980,000	21,756	1,001,756

# Summary of Debt Service Charges to Maturity

General Obligation and Certificate of Obligations

## Self-Supporting

### General Debt Service - Self Supporting



# Debt Ratios

Ratio of Net General Bonded Debt to Assessed Value  
and Net Bonded Debt per Capita

Year Ended Sept 30	Est. Population	Assessed Value (Adjusted)	Gross Bonded Debt	Less: Debt Service Funds	Net Bonded Debt	Net General Bonded Debt to Assessed Value	Net General Bonded Debt Per Capita
2005	6,700	\$503,686,504	\$15,230,000	\$428,935	\$14,801,065	2.94%	\$2,209
2006	7,050	\$560,829,540	\$18,069,500	\$464,599	\$17,604,901	3.14%	\$2,497
2007	7,400	\$704,439,830	\$17,890,300	\$688,822	\$17,201,478	2.44%	\$2,325
2008	7,600	\$872,539,194	\$31,429,250	\$957,812	\$30,471,438	3.49%	\$4,009
2009	7,850	\$954,340,060	\$29,986,250	\$141,370	\$29,844,880	3.13%	\$3,802
2010	8,200	\$1,056,606,134	\$28,494,375	\$182,969	\$28,311,406	2.68%	\$3,453
2011	8,030	\$1,051,053,040	\$26,819,750	\$175,130	\$26,644,620	2.54%	\$3,318
2012	8,648	\$1,040,534,979	\$25,319,875	\$273,016	\$25,046,859	2.41%	\$2,896
2013	8,290	\$1,087,038,259	\$23,385,375	\$266,352	\$23,119,023	2.13%	\$2,789
2014	8,779	\$1,113,466,317	\$21,525,000	\$171,352	\$21,353,648	1.92%	\$2,432
2015	8,940	\$1,144,341,281	\$20,776,684	\$260,791	\$20,515,893	1.79%	\$2,295
2016	9,140	\$1,242,430,966	\$22,965,392	\$289,887	\$22,675,505	1.83%	\$2,481

# Utility Debt Service

Utility Debt Service accounts for all funds required to finance the payment of interest and principal on all debt which is to be retired primarily from revenues or earnings of the City's Utility Fund. Such debt includes the following issues:

## UTILITY REVENUE BONDS

**Subordinate Lien Utility System Revenue Bonds, Series 1998** - On October 20, 1998, the City Council passed an ordinance authorizing the issuance of \$3,352,000 in bonds for the purpose of providing funds to construct improvements and extensions to the City's sewer system and to pay the associated costs of issuance.

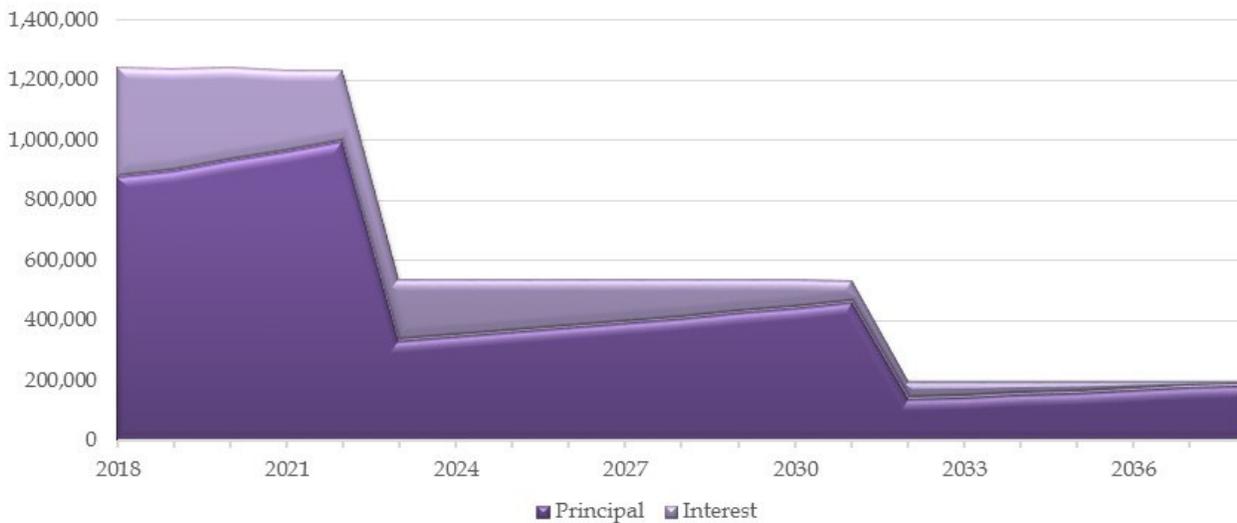
**Subordinate Lien Utility System Revenue Bonds, Series 1999** - On July 6, 1999, the City Council passed an ordinance authorizing the issuance of \$270,000 in bonds for the purpose of providing funds to construct improvements and extensions to the City's sewer system and to pay the associated costs of issuance.

**Utility System Revenue Refunding Bonds, Series 2010** - Issued in the aggregate principal amount of \$5,910,000 to provide funds sufficient to refund maturities 2011 through 2021 of the City's Utility System Improvement and Refunding Bonds, Series 2001 in the amount of \$3,245,000 and to refund maturities 2011 through 2013 of the City's Utility System Revenue Bonds, Series 2008, in the amount of \$2,500,000, and to pay cost of issuance relating to Bonds.

**Utility System Revenue Refunding Bonds, Series 2012** - On January 1, 2012, the City Council passed an ordinance authorizing the issuance of \$4,700,000 in bonds for the purpose of providing funds to construct and improve the City's water and wastewater system, including the acquisition of sites and pay costs related to the issuance of the Bonds.

# Summary of Utility Debt Service Charges to Maturity

Year Ending September 30	Outstanding Beginning of Year	Principal	Interest	Total Requirements
2018	9,434,000	878,000	366,168	1,244,168
2019	8,556,000	901,000	338,658	1,239,658
2020	7,655,000	935,000	308,875	1,243,875
2021	6,720,000	963,000	275,019	1,238,019
2022	5,757,000	998,000	239,334	1,237,334
2023	4,759,000	337,000	201,480	538,480
2024	4,422,000	351,000	187,515	538,515
2025	4,071,000	366,000	172,970	538,970
2026	3,705,000	381,000	157,800	538,800
2027	3,324,000	397,000	142,005	539,005
2028	2,927,000	412,000	125,540	537,540
2029	2,515,000	432,000	108,450	540,450
2030	2,083,000	448,000	90,535	538,535
2031	1,635,000	464,000	71,950	535,950
2032	1,171,000	146,000	52,695	198,695
2033	1,025,000	152,000	46,125	198,125
2034	873,000	159,000	39,285	198,285
2035	714,000	166,000	32,130	198,130
2036	548,000	174,000	24,660	198,660
2037	374,000	183,000	16,830	199,830
2038	191,000	191,000	8,595	199,595



# Debt Schedules

## Debt Schedules:

**Combination General Obligation Refunding Bonds**  
**2008- \$4,540,000**  
**Principal Due - August 15**

Fiscal Year	Principal	Interest	Total
2018	45,000	15,600	60,600
2019	50,000	13,800	63,800
2020	50,000	11,800	61,800
2021	50,000	9,800	59,800
2022	70,000	7,800	77,800
2023	60,000	5,000	65,000
2024	65,000	2,600	67,600
<b>Total</b>	<b>390,000</b>	<b>66,400</b>	<b>456,400</b>

**Combination General Obligation Refunding Bonds**  
**2011- \$5,845,000**  
**Principal Due - August 15**

Fiscal Year	Principal	Interest	Total
2018	295,000	24,925	319,925
2019	310,000	14,600	324,600
2020	15,000	2,200	17,200
2021	20,000	1,600	21,600
2022	20,000	800	20,800
<b>Total</b>	<b>660,000</b>	<b>44,125</b>	<b>704,125</b>

**Combination General Obligation Refunding Bonds**  
**2013- \$8,170,000**  
**Principal Due - August 15**

Fiscal Year	Principal	Interest	Total
2018	810,000	138,350	948,350
2019	830,000	118,100	948,100
2020	845,000	97,350	942,350
2021	875,000	72,000	947,000
2022	895,000	45,750	940,750
2023	310,000	18,900	328,900
2024	320,000	9,600	329,600
<b>Total</b>	<b>4,885,000</b>	<b>500,050</b>	<b>5,385,050</b>

**Debt Schedules:**

**Combination General Obligation Refunding Bonds  
2014- \$8,130,000  
Principal Due - August 15**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2018	70,000	294,675	364,675
2019	65,000	293,275	358,275
2020	70,000	291,975	361,975
2021	660,000	289,875	949,875
2022	615,000	270,075	885,075
2023	635,000	251,625	886,625
2024	660,000	229,400	889,400
2025	685,000	203,000	888,000
2026	710,000	175,600	885,600
2027	740,000	147,200	887,200
2028	770,000	117,600	887,600
2029	800,000	86,800	886,800
2030	835,000	54,800	889,800
2031	535,000	21,400	556,400
<b>Total</b>	<b>7,850,000</b>	<b>2,727,300</b>	<b>10,577,300</b>

**Tax and Revenue Bond  
Certificates of Obligation  
2015- \$2,460,000  
Principal Due - August 15**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2018	200,000	50,700	250,700
2019	210,000	42,700	252,700
2020	215,000	36,400	251,400
2021	220,000	29,950	249,950
2022	225,000	23,350	248,350
2023	230,000	16,600	246,600
2024	240,000	9,700	249,700
2025	245,000	4,900	249,900
<b>Total</b>	<b>1,785,000</b>	<b>214,300</b>	<b>1,999,300</b>

## Debt Schedules:

**Tax and Revenue Bond  
Combination Tax and Surplus Revenue Certificates of Obligation  
2015A- \$16,430,000  
Principal Due - August 15**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2018	215,000	296,682	511,682
2019	225,000	296,682	521,682
2020	220,000	296,322	516,322
2021	225,000	295,486	520,486
2022	195,000	294,046	489,046
2023	270,000	292,447	562,447
2024	280,000	289,855	569,855
2025	535,000	286,719	821,719
2026	540,000	280,138	820,138
2027	545,000	272,740	817,740
2028	555,000	264,620	819,620
2029	560,000	255,740	815,740
2030	575,000	246,332	821,332
2031	585,000	236,212	821,212
2032	575,000	225,565	800,565
2033	585,000	214,755	799,755
2034	600,000	203,523	803,523
2035	610,000	191,763	801,763
2036	620,000	179,563	799,563
2037	635,000	166,915	801,915
2038	645,000	153,770	798,770
2039	860,000	140,225	1,000,225
2040	880,000	121,907	1,001,907
2041	895,000	102,987	997,987
2042	915,000	83,566	998,566
2043	935,000	63,527	998,527
2044	955,000	42,957	997,957
2045	980,000	21,756	1,001,756
<b>Total</b>	<b>16,215,000</b>	<b>5,816,791</b>	<b>22,031,791</b>

**Debt Schedules:**

**Tax and Revenue Bond  
Combination Tax and Surplus Revenue Certificates of Obligation  
2016B- \$2,720,000  
Principal Due - August 15**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2018	270,000	11,717	281,717
2019	270,000	11,717	281,717
2020	270,000	11,717	281,717
2021	270,000	11,690	281,690
2022	270,000	11,258	281,258
2023	270,000	10,421	280,421
2024	270,000	9,206	279,206
2025	275,000	7,532	282,532
2026	275,000	5,387	280,387
2027	280,000	2,912	282,912
<b>Total</b>	<b>2,720,000</b>	<b>93,557</b>	<b>2,813,557</b>

**Combination General Obligation Refunding Bonds  
2016- \$5,890,000  
Principal Due - August 15**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2018	720,000	204,750	924,750
2019	730,000	190,350	920,350
2020	1,065,000	168,450	1,233,450
2021	550,000	115,200	665,200
2022	630,000	93,200	723,200
2023	240,000	68,000	308,000
2024	245,000	58,400	303,400
2025		48,600	48,600
2026		48,600	48,600
2027		48,600	48,600
2028		48,600	48,600
2029		48,600	48,600
2030		48,600	48,600
2031	300,000	48,600	348,600
2032	915,000	36,600	951,600
<b>Total</b>	<b>5,395,000</b>	<b>1,275,150</b>	<b>6,670,150</b>

## Debt Schedules:

**Subordinate Lien Utility System Revenue Bonds**  
**Series 1998- \$3,352,000**  
**Principal Due - September 15**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2018	72,000	110,430	182,430
2019	75,000	107,190	182,190
2020	79,000	103,815	182,815
2021	82,000	100,260	182,260
2022	86,000	96,570	182,570
2023	90,000	92,700	182,700
2024	94,000	88,650	182,650
2025	98,000	84,420	182,420
2026	103,000	80,010	183,010
2027	108,000	75,375	183,375
2028	113,000	70,515	183,515
2029	118,000	65,430	183,430
2030	123,000	60,120	183,120
2031	129,000	54,585	183,585
2032	135,000	48,780	183,780
2033	141,000	42,705	183,705
2034	147,000	36,360	183,360
2035	154,000	29,745	183,745
2036	161,000	22,815	183,815
2037	169,000	15,570	184,570
2038	177,000	7,965	184,965
<b>Total</b>	<b>2,454,000</b>	<b>1,394,010</b>	<b>3,848,010</b>

**Debt Schedules:**

Subordinate Lien Utility System Revenue Bonds Series 1999 - \$270,000 Principal Due September 15			
Fiscal Year	Principal	Interest	Total
2018	6,000	8,775	14,775
2019	6,000	8,505	14,505
2020	6,000	8,235	14,235
2021	6,000	7,965	13,965
2022	7,000	7,695	14,695
2023	7,000	7,380	14,380
2024	7,000	7,065	14,065
2025	8,000	6,750	14,750
2026	8,000	6,390	14,390
2027	9,000	6,030	15,030
2028	9,000	5,625	14,625
2029	9,000	5,220	14,220
2030	10,000	4,815	14,815
2031	10,000	4,365	14,365
2032	11,000	3,915	14,915
2033	11,000	3,420	14,420
2034	12,000	2,925	14,925
2035	12,000	2,385	14,385
2036	13,000	1,845	14,845
2037	14,000	1,260	15,260
2038	14,000	630	14,630
<b>Total</b>	<b>195,000</b>	<b>111,195</b>	<b>306,195</b>

## Debt Schedules:

## Utility System Revenue and Refunding Bonds

Series 2010 - \$5,910,000

Principal Due - September 15

Fiscal Year	Principal	Interest	Total
2018	595,000	106,663	701,663
2019	615,000	88,813	703,813
2020	635,000	68,825	703,825
2021	655,000	47,394	702,394
2022	675,000	24,469	699,469
<b>Total</b>	<b>3,175,000</b>	<b>336,164</b>	<b>3,511,164</b>

## Utility System Revenue and Refunding Bonds

Series 2012 - \$4,700,000

Principal Due - September 15

Fiscal Year	Principal	Interest	Total
2018	205,000	140,300	345,300
2019	205,000	134,150	339,150
2020	215,000	128,000	343,000
2021	220,000	119,400	339,400
2022	230,000	110,600	340,600
2023	240,000	101,400	341,400
2024	250,000	91,800	341,800
2025	260,000	81,800	341,800
2026	270,000	71,400	341,400
2027	280,000	60,600	340,600
2028	290,000	49,400	339,400
2029	305,000	37,800	342,800
2030	315,000	25,600	340,600
2031	325,000	13,000	338,000
<b>Total</b>	<b>3,610,000</b>	<b>1,165,250</b>	<b>5,121,550</b>

**Debt Schedules:**

**Tax and Revenue Bond  
Combination Tax and Surplus Revenue Certificates of Obligation  
2016A- \$9,690,000  
Principal Due - August 15**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2018	215,000	319,131	534,131
2019	220,000	314,831	534,831
2020	220,000	310,431	530,431
2021	210,000	303,831	513,831
2022	235,000	297,531	532,531
2023	480,000	290,481	770,481
2024	500,000	271,281	771,281
2025	520,000	251,281	771,281
2026	540,000	230,481	770,481
2027	560,000	208,881	768,881
2028	585,000	186,481	771,481
2029	610,000	163,081	773,081
2030	625,000	144,781	769,781
2031	645,000	126,031	771,031
2032	665,000	106,681	771,681
2033	685,000	86,731	771,731
2034	705,000	66,181	771,181
2035	725,000	45,031	770,031
2036	745,000	23,281	768,281
<b>Total</b>	<b>9,690,000</b>	<b>3,746,444</b>	<b>13,436,444</b>

## Debt Schedules:

**Tax and Revenue Bond**  
**Combination Tax and Surplus Revenue Certificates of Obligation**  
**2017- \$15,000,000**  
**Principal Due - August 15**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2018	80,000	341,907	421,907
2019	165,000	258,586	423,586
2020	160,000	258,586	418,586
2021	170,000	258,378	428,378
2022	170,000	257,834	427,834
2023	555,000	256,882	811,882
2024	560,000	252,442	812,442
2025	545,000	246,674	791,674
2026	555,000	240,079	795,079
2027	560,000	232,587	792,587
2028	850,000	224,411	1,074,411
2029	865,000	211,066	1,076,066
2030	875,000	196,707	1,071,707
2031	895,000	181,394	1,076,394
2032	1,265,000	164,926	1,429,926
2033	1,295,000	140,638	1,435,638
2034	1,315,000	114,868	1,429,868
2035	1,345,000	87,910	1,432,910
2036	1,375,000	59,665	1,434,665
2037	1,400,000	30,240	1,430,240
<b>Total</b>	<b>15,000,000</b>	<b>4,015,774</b>	<b>19,015,774</b>

# Fiscal & Budgetary Policies

## I. Statement of Purpose

The City of Granbury is committed to financial management through integrity, prudent stewardship, planning, accountability, full disclosure and communication. The broad purpose of these Fiscal and Budgetary Policies are to enable the City to achieve and maintain a long-term stable and positive financial condition, and provide guidelines for the day-to-day planning and operations of the City's financial affairs.

Policy scope generally spans areas of accounting and fiscal reporting, internal controls, both operating and capital budgeting, revenue management, investment and asset management, debt management and forecasting. This is done in order to:

- Demonstrate to the citizens of Granbury, the investment community, and the bond rating agencies that the City is committed to a strong fiscal operation;
- Provide precedents for future policy-makers and financial managers on common financial goals and strategies;
- Fairly present and fully disclose the financial position of the City on conformity to generally accepted accounting principals (GAAP); and
- Demonstrate compliance with finance-related legal and contractual issues in accordance with the Texas Local Government Code and other legal mandates.

These policies will be reviewed and updated annually as part of the budget preparation process.

## II. Operating Budget Policy Statement

### A. Preparation

Budgeting is an essential element of financial planning, control, and evaluation process of municipal government. The "Operating Budget" is the City's annual financial operating plan. The following funds are appropriated: General Fund, Enterprise funds (Utility Fund and Airport Fund), Special Revenue Funds (Tourism Fund and Granbury Historical Properties), and the Debt Service Fund. The Finance Department prepares the budget, with the cooperation of all departments, and under the direction of the City Manager who makes necessary changes and transmits the document to the City Council.

1. Proposed Budget - Under the City Charter, the City Manager is responsible for preparing and recommending an operating budget for City Council consideration. Such budget shall provide a complete plan for

the fiscal year within the provisions of the City Charter.

- A. A budget message which shall outline the proposed financial policies for the next year with explanations of any change from previous years in expenditures and any major changes in policy and complete statement regarding the financial conditions of the City.
  - B. The budget shall include four basic segments for review and evaluation: (1) personnel costs, (2) line item budget for operations and maintenance costs, (3) service level adjustments for increases or decreases to existing service levels, and (4) revenues.
  - C. The budget review process shall include the City Council participation in the development of each of the four segments of the proposed budget.
2. Adoption of the Budget – The budget and all supporting schedules shall be filed with the City Secretary when submitted to the Council and shall be open for public inspection by anyone interested.

At the Council meeting at which time the budget is submitted, the Council will name the time and place of a budget public hearing and will publish the notice of the public hearing at least ten (10) days before the date of the hearing. At this hearing, interested citizens may express their opinions concerning items of expenditure, giving their reasons for wishing the increase or decrease in any items of expense. After the public hearing, the Council shall analyze the budget, making any additions or deletions which they feel appropriate, and shall, at least twenty (20) days prior to the beginning of the next fiscal year, adopt the budget by a favorable majority vote of all members of the Council. Should the Council take no action on or prior to such day, the budget, as submitted, shall be deemed to have been finally and unanimously adopted by the Council.

3. The Operating Budget shall be submitted to the Government Finance Officers Association (GFOA) annually for evaluation and consideration for the Award for Distinguished Budget Presentation.

## **B. Balanced Budget**

A Balanced Budget is defined as a budget with total expenditures not exceeding total revenues and monies available in the fund balance within an individual fund. The goal of the City is to balance the operating budget with the current revenues, whereby, current revenues would match and fund on-going expenditures.

**C. Planning**

The budget process will be coordinated so that major policy issues are identified prior to the budget approval date. This will allow the City Council adequate time for consideration of appropriate decisions and analysis of financial impacts.

**D. Reporting**

Summary financial reports will be presented to the City Council quarterly. These reports will be in a format appropriate to enable the City Council to understand the overall budget and financial status. The City Manager will also present a mid-year report to the City Council following the end of the second fiscal quarter which updates the status of projects and related financial goals set forth in the budget.

**E. Control and Accountability**

Each Department Director, appointed by the City Manager, will be responsible for the administration of his/her departmental budget. This includes accomplishing the objectives adopted as part of the budget and monitoring each departmental budget for compliance with spending limitations.

**F. Contingency Appropriations**

The budget may include contingency appropriations within designated operating departmental budgets. These funds are to offset expenditures for unexpected maintenance or other unanticipated or unforeseen expenses that might occur during the year. The Contingency Accounts for 2017-18 is \$185,000 in the General Fund and \$100,000 in the Utility Fund.

**III. Asset Management****A. Cash Management and Investments**

The City Council has formally approved a separate Investment Policy for the City of Granbury that meets the requirements of the public Funds Investment Act (PFIA), Section 2256 of the Texas Local Government Code. This policy is reviewed annually by the City Council and it applies to all financial assets held by the City.

1. Statement of Cash Management Philosophy – The City shall maintain a comprehensive cash management program to include the effective collection of all accounts receivable, the prompt deposit of receipts to the City's depository, the payment of obligations, and the prudent investment of idle funds in accordance with this policy.

2. Objectives - The City's investment program will be conducted as to accomplish the following listed in priority order:
  - a. Safety of the principal invested
  - b. Liquidity and availability of cash to pay obligations when due
  - c. Receive the highest possible rate of return (yield) consistent with the City's investment policy.
3. Safekeeping and Custody - Investments may only be purchased through brokers/dealers who meet the criteria detailed in the investment policy, which also addresses internal controls related to investments.
4. Standard of Care and Reporting - Investments will be made with judgment and care, always considering the safety of principal to be invested and the probable income to be derived. The Director of Finance is responsible for overall management of the City's investment program and ensures all investments are made in compliance with the investment policy. An investment report, providing both summary and detailed information, will be presented to the City Council quarterly.
5. Authorized Investments - The City can currently invest in the following:
  - a. U.S Treasury and Agency securities;
  - b. Obligations of this state or other states, agencies, counties, cities, rated as to investment quality by a nationally recognized investment rating firm of not less than A;
  - c. Certificates of Deposit;
  - d. Fully collateralized Repurchase Agreements;
  - e. No-load Money Market Mutual Funds;
  - f. Investment Pools that meet the requirements of PFIA.

## **B. Capital Expenditures**

These assets will be reasonably safeguarded and properly accounted for, and prudently insured.

1. Capitalization Criteria - For purposes of budgeting and accounting classification, capital expenditures are defined as a purchase of an asset that contains the following criteria:
  - The asset is owned by the City.
  - The expected useful life of the asset must be longer than one year, or extend the life of an identifiable existing asset by more than one year.
  - The original cost of the asset must be at least \$5,000.
  - The asset must be tangible.
  - On-going repairs and general maintenance are not capitalized.

2. New Purchases - All costs associated with bringing the asset into working order will be capitalized as part of the asset costs. This will include start up costs, engineering or consultant type fees as part of the asset cost once the decision or commitment to purchase the asset is made. The cost of land acquired should include all related costs associated with its purchase.
3. Improvements and Replacement - Improvements will be capitalized when they extend the original life of an asset or when they make the asset more valuable than it was originally. The replacement of assets components will normally be expensed unless they are of a significant nature and meet all the capitalization criteria.
4. Contributed Capital - Infrastructure assets received from developers or as a result of annexation will be recorded as equity contributions when they are received.
5. Distributions Systems - All costs associated with public domain assets, such as streets and utility distribution lines will be capitalized in accordance with the capitalization policy. Costs should include engineering, construction and other related costs including right of way acquisition.
6. Reporting and Inventory - The Finance Department will maintain the permanent records of the City's fixed assets, including description, cost, department of responsibility, date of acquisition, depreciation and expected useful life. Periodically, random sampling at the department level will be performed to inventory fixed assets assigned to that department. Responsibility for safeguarding the City's fixed assets lies with the department Director whose department has been assigned the asset.

#### **IV. Debt Management**

The City of Granbury recognizes the primary purpose of capital facilities is to provide services to the citizens. Using debt financing to meet the capital needs of the community must be evaluated according to efficiency and equity. Efficiency must be evaluated to determine the highest rate of return for a given investment of resources. Equity is resolved by determining who should pay for the cost of capital improvements. In meeting demand for additional services, the City will strive to balance the needs between debt financing and "pay-as-you-go" methods. The City realizes that failure to meet the demands of growth may inhibit its continued economic vitality, but also realizes that too much debt may have detrimental effects on the City's long-range financial condition.

The City will issue debt only for the purpose of acquiring or constructing capital assets for

the general benefit of its citizens and to allow it to fulfill its various purposes as a city.

- A. Usage of Debt** - Debt financing will be considered for non-continuous capital improvements which citizens will be benefited. Alternatives for financing will be explored prior to debt issuance and include, but not limited to:

- Grants
- Use of Reserve Funds
- Use of Current Revenues
- Contributions from developers and others
- Leases
- Impact Fees

When the City utilizes long-term financing, it will ensure that the debt is soundly financed by conservatively projecting revenue sources that will be used to pay the debt. It will not finance the improvement over a period of time greater than the useful life of the improvement and it will determine that the cost benefit of the improvement, including interest costs, is positive to the community.

**B. Types of Debt -**

1. General Obligation Bonds - General obligation bonds must be authorized by a vote of the citizens of Granbury. They are used only to fund capital assets of the general government and are not to be used to fund operating needs of the City. The full faith and credit of the City as well as the City's ad valorem taxing authority back general obligation bonds. Conditions for issuance of general obligation debt include:

When the project will have a significant impact on the tax rate;  
 When the project may be controversial even though it is routine in nature; or  
 When the project falls outside normal bounds of projects the City has typically done.

2. Revenue Bonds - Revenue bonds will be issued to provide for the capital needs of any activities where the capital requirements are necessary for a continuation or expansion of a service. The improved activity shall produce a revenue stream to fund the debt service requirements of the necessary improvement to provide service expansion. The average life of the obligation should not exceed the useful life of the asset(s) to be funded by the bond issue.
3. Certificates of Obligation, Contract Obligations (CO's) - Certificates of obligation or contract obligations may be used to fund capital requirements that are not otherwise covered either by general obligation or revenue bonds. Debt service for CO's may be either from general

revenues (tax-supported) by a specific revenue stream(s) or a combination of both. Typically, the City may issue CO's when the following conditions are met:

- When the proposed debt will have a minimal impact on future effective property tax rates;
- When the projects to be funded are within the normal bounds of city capital projects, such as roads, parks, various infrastructure and City facilities; and
- When the average life of the obligation does not exceed the useful life of the asset(s) to be funded by the issue.

Certificates of obligation will be the least preferred method of financing and will be used with prudent care and judgment by the City Council. Every effort will be made to ensure public participation in decisions relating to debt financing.

- C. **Method of Sale** – The City will use a competitive bidding process in the sale of bonds unless conditions in the bond market or the nature of the issue warrant a negotiated bid. In such situations, the City will publicly present the reasons for the negotiated sale. The City will rely on the recommendation of the financial advisor in selection of the underwriter or direct purchaser.
- D. **Disclosure** – Full disclosure of operating costs along with capital costs will be made to the bond rating agencies and other users of financial information. The City staff, with the assistance of the financial advisor and bond counsel, will prepare the necessary materials for presentation to the rating agencies and will aid in the production of the preliminary Official Statements. The City will take the responsibility for the accuracy of all financial information released.
- E. **Federal Requirements** – The City will maintain procedures to comply with arbitrage rebate and other Federal requirements.
- F. **Debt Restructuring** – The City will issue bonds not to exceed the useful life of the asset being financed. The structure should approximate level debt service unless operational matters dictate otherwise. Market factors, such as the effects of tax-exempt designations, the cost of early redemption options and the like, will be given consideration during the structuring of long-term debt instruments.
- G. **Debt Coverage Ratio** – Refers to the number of times the current combined debt service requirements or payments would be covered by the current operating revenues, net of on-going operating expenses of the City's combined utilities (Electric, Water, and Wastewater). The current bond ordinance for outstanding utility debt requires a combined minimum 1.25

times coverage ratio.

- H. **Bond Reimbursement Resolutions** – The City may utilize bond reimbursements a tool to manage its debt issues, due to arbitrage requirements and project timing. In so doing, the City uses its capital reserves “cash” to delay bond issues until such time when issuance is favorable and beneficial to the City.

The City Council may authorize a bond reimbursement resolution for General Capital projects that have a direct impact on the City’s ad valorem tax rate when the bonds will be issued within the term of the existing City Council.

The City Council may also authorize revenue bond reimbursements for approved utility and other self-supporting capital projects.

V. **Other Funding Alternatives**

When at all possible, the City will research alternative funding opportunities prior to issuing debt or increasing user-related fees.

- A. **Grants** – All potential grants will be examined for any matching requirements and the source of those requirements identified. A grant funding worksheet, reviewed by Finance, that clearly identifies funding sources, outcomes and other relevant information will be presented and approved by the City Council prior to any grant application being submitted. It must be clearly understood that any resulting operation requirements of the grant could be discontinued once the term and conditions of the project have been terminated. The City Council must authorize acceptance of any grant funding.
- B. **Use of Reserve Funds** - The City may authorize the use of reserve funds to potentially delay or eliminate a proposed bond issue. This may occur due to higher than anticipated fund balances in prior years, thus eliminating or reducing the needs for debt proceeds, or postpone a bond issue until market conditions are more beneficial or timing of the related capital improvements does not correspond with the planned bond issue. Reserve funds used in this manner are replenished upon issuance of the proposed debt.
- C. **Developer Contributions** – The City will require developers who negatively impact the City’s utility capital plans to offset those impacts.
- D. **Leases** – The City may authorize the use of lease financing for certain operating equipment when it is determined that the cost benefit of such arrangement is advantageous to the City.
- E. **Impact Fees** – The City will impose impact fees as allowable under state law for both water and wastewater services. These fees will be calculated in accordance with statute and reviewed at least every three years. All fees

collected will fund projects identified within the Fee study and as required by state laws.

## VI. Financial Conditions and Reserves

The City of Granbury will maintain budgeted minimum reserves in the ending working capital/fund balances to provide a secure, healthy financial base for the City in the event of a natural disaster or other emergency, allow stability of City operations should revenues fall short of budgeted projections and provide available resources to implement budgeted expenditures without regard to actual timing of cash flows into the City.

- A. **Operational Coverage** – The City’s goal is to maintain operations coverage of 1.00, such that operating revenues will at least equal or exceed current operating expenditures. Deferrals, short-term loans, or one-time sources will be avoided as budget balancing techniques.
  
- B. **Operating Reserves** – City wide the City will maintain reserves at a minimum of ninety (90) days (25%) of net budgeted operating expenditures. Net budgeted operating expenditures are defined as total budgeted expenditures less interfund transfers and charges, general debt service (tax-supported), direct cost for purchased power and payments from third party grant monies.
  - 1. **General Fund** – The unobligated fund balance in the General Fund should equal at least ninety (90) days or 25% of annual budgeted General Fund expenditures.
  
  - 2. **Utility Fund** –Working capital reserves in the Utility Fund should be 25% or ninety (90) days.

For all other funds, the fund balance is the excess of assets over liabilities which is an indication of strength of each particular fund at a specific time. The ultimate goal of each such fund is to have expended the fund balance at the conclusion of the activity for which the fund was established.

Reserve requirements will be calculated as part of the annual budget process and any additional required funds to be added to the reserve balances will be appropriated within the budget. Funds in excess of the minimum reserves may be expended for City purposes at the will of the City Council once it has been determined that the use of the excess will not endanger reserve requirements in future years.

- C. **Liabilities and Receivables** – Procedures will be followed to maximize discounts and reduce penalties offered by creditors. Current liabilities will be paid within 30 days of receiving the invoice. Accounts receivable procedures

will target collection for a maximum of 30 days of service. Receivables aging past 120 days will be sent to a collection agency.

**Capital Projects Funds** - Every effort will be made for all monies within the Capital Projects Funds to be expended within thirty-six (36) months of receipt. The fund balance will be invested and income generated will offset increases in construction costs or other costs associated with the projects. Capital project funds are intended to be expended totally, with any unexpected excess to be transferred to the Debt Service Fund to service project-related debt service.

- E. **General Debt Service Funds** - Revenues within this fund are stable, based on property tax revenues. Balances are maintained to meet contingencies and to make certain that the next year's debt service payments may be met in a timely manner. The fund balance should not fall below one month or 1/12<sup>th</sup> annual debt service requirements, in accordance with IRS guidelines.
- F. **Investment of Reserve Funds** - The reserve funds will be invested in accordance with the City's investment policy.

## VII. Internal Controls

- A. **Written Procedures** - Wherever possible, written procedures will be established and maintained by the Director of Finance for all functions involving cash handling and/or accounting throughout the City. These procedures will embrace the general concepts of fiscal responsibility set forth in this policy statement.
- B. **Department Directors Responsibility** - Each department director is responsible for ensuring that good internal controls are followed throughout the department, that all Finance Department directives are implemented and that all independent auditor internal control recommendations are addressed.

## Basis of Accounting and Budgeting

The City's basis of accounting conforms to Generally Accepted Accounting Principles (GAAP) as established by the Governmental Accounting Standards Board (GASB), and the Comprehensive Annual Financial Report (CAFR) is prepared under the modified accrual and accrual basis of accounting, as required by GAAP. The City's basis of budgeting essentially follows the basis of accounting (modified accrual for government funds and full accrual for proprietary funds); however, there are exceptions, which are described below.

- A. Only revenues expected to be received during the year or soon thereafter are included in revenue estimates (budget basis). For GAAP purposes, governmental fund type revenues are recognized when they are both "*measurable and available*" according to the modified accrual basis of accounting. Proprietary fund type revenues are recognized when earned according to the accrual basis of accounting.
- B. Only amounts that will be spent or encumbered by the end of the fiscal year are recorded as expenditures (budget basis). For GAAP purposes, governmental and proprietary fund type expenditures are recorded when incurred according to the modified accrual and accrual basis of accounting.
- C. Depreciation expense is not displayed and capital expenditures and bond principal payments are shown as utilized by each fund (budget basis).
- D. Compensated absences (accrued but unused leave) and employee benefits are not reflected in the budget.
- E. Transfers are classified as revenues and expenditures (budget basis) rather than as "other financing sources or uses" (accounting basis).

# Approved Positions

## General Fund

	2015		2016		2017		2018		TOTAL 2018
	FT	PT	FT	PT	FT	PT	FT	PT	
<b>General Fund</b>									
City Manager	2		2		2		2		2
City Secretary	2		2		2	1	2		2
Finance	6		6		6		6		6
Purchasing	2		2		2		2		2
Information Technology	2		2		2		2		2
Human Resources	2		2		2		1		1
Warehouse	2		2		2		2		2
City Wi-Fi	1		1						
Communications	1	1	1		1		1		1
Assistant City Manager	1		1	1	1		1		1
Building & Permits	4		6		7		7	1	8
Economic Development	2			1	1				
Community Development	6		5		5		5		5
Clean Air Coalition	1		1		1		1		1
Municipal Court	3	2	2	2	2	1	2	1	3
Police	39		39		39		39		39
Fire		1	1		1		1		1
Streets	6	1	6	1	6	1	6	1	7
Fleet Maintenance	4		4		4		4		4
Building Maintenance	9		9		9		9		9
Parks and Recreation	19	6	19	6	19	6	19	5	24
Cemetery	1		1		1		1		1
<b>Total General Fund</b>	<b>115</b>	<b>11</b>	<b>114</b>	<b>11</b>	<b>115</b>	<b>9</b>	<b>113</b>	<b>8</b>	<b>121</b>

## Significant Changes

**City Secretary-** moved part time position to coordinate document retention initiative to Building & Permits

**Human Resources-** Consolidating two positions

**City Wi-Fi-** the City is phasing out the City Wi-Fi service and therefore the technical position was no longer needed in that department

**Economic Development-** Economic development duties are currently handled in another department and a coordinator is not budgeted at this time.

**Parks-** Changed some of the seasonal positions to part time reducing the total part time positions, but maintaining same labor hours.

# Approved Positions

## Utility, Airport & Tourism Fund

	2015		2016		2017		2018		TOTAL 2018
<b>Utility Fund</b>									
Utility Administration	3		3		3		3		3
Meter Reading	3		3		3		3		3
Water Treatment	7		7		8		12		12
Electric	7		7		6	1	6	1	7
Water Distribution	4		4		4	1	4	1	5
Wastewater Treatment	6		6		6		6		6
Wastewater Collection	4		4		4		4		4
Public Works	4		4		2		2		2
<b>Total Utility Fund</b>	<b>38</b>	<b>0</b>	<b>38</b>	<b>0</b>	<b>36</b>	<b>2</b>	<b>40</b>	<b>2</b>	<b>42</b>
<b>Airport Fund</b>									
Airport	2	4	2	4	2	4	2	4	6
<b>Total Airport Fund</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>6</b>
<b>Tourism Fund</b>									
Tourism	3	2							
Conference Center	5	4	5	4	5	4	5	4	9
<b>Total Tourism Fund</b>	<b>8</b>	<b>6</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>9</b>
<b>Total Employees</b>	<b>163</b>	<b>21</b>	<b>159</b>	<b>19</b>	<b>158</b>	<b>19</b>	<b>160</b>	<b>18</b>	<b>178</b>

## Significant Changes

**Water Treatment-** added 3 operator positions and 1 water treatment plant superintendent to begin training for the new Water Treatment Plant

**Electric & Water Distribution-** there is a full-time position to be paid 1/2 from Electric department and 1/2 from Water Distribution department based on related duties.

## Advisory Boards & Commissions

In addition to the permanent advisory boards and commissions listed, the Council also appoints temporary advisory committees from time to time to address specific, short term issues. The 2016-2017 Membership of Advisory Boards and Commissions include:

**Granbury Regional Airport Board.** Studies and makes recommendations to the City Council regarding operations and facility improvements of the municipal airport. Ensures that the municipal airport is efficiently and adequately meeting the needs of the City and the air transportation industry.

Jackie W. Vaughn, Chair	Charles (Rick) Huber	John A. Grace
Robert Gray	Monty Johnson	Bradley Benson (Alternate)
Steve Roth	Andy Rash	Mark Zimmermann

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**Building Standards, Plumbing, Adjustments & Appeals Board.** Hears and renders decisions on rulings by City building inspectors or officials in regards to code interpretation, enforcement and substandard housing or structures within the City.

Russell Pruitt, Chair	Brian Gaffin	Bob White
Ray Wilson	Terry Taylor	Thomas Patterson
Billy Friesen		

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**Cemetery Board.** Studies and makes recommendations to the City Council regarding operations and facility improvements of the municipal cemetery. Ensures that the cemetery is efficiently and adequately meeting the needs of the citizens.

David Southern, Chair	Jake Caraway (Alternate)	Carol Walton
John Boozer	Lometa Kennon	Billy Wiley
Sylvia Campbell	Asa Maddox	

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**Historic Preservation Commission.** Adopts regulations and restrictions for the preservation of historical places and areas of historical significance. Also establishes criteria for granting or denying requests for alterations to buildings in established historical districts.

Amber Ross, Chair	Cindy Peters	Claudia Southern	Bob Pannell
Victoria Connors	Connie Jo Duncan	Stan Wasielewski	

**Municipal Utility Advisory Board.** Recommends annual utility budget to City Council. Reviews all utility rates for services and make recommendations to the City Council for any changes. Before Council making final decisions reviews all proposed expansions or contractions of the utility systems and the making of improvements, incurring indebtedness, issuing bonds and the fixing of rates and charges for utility services. Recommends all capital improvement projects for the upcoming five-year period.

Ken Hackett, Chair	Tom Baker	James Jarrett
Greg Corrigan	Gary Goldston	

**Granbury Parks and Recreation Advisory Board.** Recommends, to the City Council, uses of parkland and parks/recreation facilities and improvements in programs, activities and facilities to meet community recreation needs and interests.

Jean Cate, Chair	Kali Richeson	Jo Parker
Barbara Boozer	James Dickens	Jone Snider
Bev Groves	Julia Pannell	Kay Wasielewski

**Planning and Zoning Commission.** Studies and reviews plans and recommends to the City Council action to be taken in regard to City growth and development and comprehensive community planning. Also, makes recommendations and acts as a hearing board on zoning requests. Drafts new development regulations and conducts periodic review of plans and regulations.

Lee D. Daniels, Chair	Eddie Rodriguez	Shirley Hooks	Tony Hedges
Cathey Briscoe	Tim Hallman	Reda Kay	David Southern

**Public Television Channel Advisory Board.** Brings forward needs, suggestions and recommendations from the community to aid in development and improvement of the public television channel (Granbury TV). Advises City Council and City staff regarding the City's broadcast of GISD sports and other programming on KTRL radio through Tarleton State University.

Jon D. Back, Chair	Chris Cheyne	Knut Hybinette
Maureen Johns Griffin	Kevin Myers	

**Zoning Board of Adjustment.** Hears and decides appeals that allege that there was an error in any order, requirement, decision or determination made by a City administrative officer, department or board. Also acts on applications that are submitted for a variance or a special exception to City zoning regulations.

Eilleen M. Cate, Chair	Greg Corrigan	Ronnie Hurd	Tom Baker
Ernestine Shugart	Faye Landham (Alternate)	Mary Ella Riley (Alternate)	

# Utility Rate Structure

## Water Rate Structure

*last updated October 1, 2016*

	<i>Inside</i>	<i>Outside</i>
<b>Residential Minimums</b>		
All Residential Customers	16.48	25.34
<b>Commercial Minimum per Meter Size:</b>		
3/4" Meters	18.54	25.75
1" Meters	38.11	53.56
2" Meters	179.22	251.32
3" and 4" Meters	358.44	502.64
<b>All Rate per 1,000 gallons:</b>		
0-2,000 gallons	5.15	7.43
2,000- 10,000 gallons	6.95	10.03
10,001-20,000 gallons	7.98	10.04
over 20,000 gallons	8.24	10.30

## Sewer Rate Structure

*last updated October 1, 2016*

	<i>Inside</i>	<i>Outside</i>
<b>Minimums by Type</b>		
Residential Charge	24.60	34.85
Commercial	37.41	45.61
Large Commercial	37.41	45.61
Multi Unit	6.66	10.25
<b>All Rate per 1,000 gallons</b>	<b>3.59</b>	<b>5.38</b>

# Utility Rate Structure

## Electric Rate Structure

*last updated March 3, 2016*

	<i>Inside</i>	<i>Outside</i>
<b>Minimums by Type</b>		
Residential & Multi-Unit	13.75	25.00
Commercial	35.00	45.00
Large Commercial	72.00	85.00
<b>All Energy Charge per/kWh</b>	0.0246	0.0246

**Power Cost Adjustment Factor-** In addition to the appropriate base rates, each customer's monthly charge shall be increased by an amount equal to the total power cost incurred in providing service.

<b>Sales Tax</b>		
Residential	1.5%	N/A
Commercial	8.25%	6%

## Garbage Rate Structure

*last updated July 5, 2013*

	<i>Inside</i>	<i>Outside</i>
<b>Minimums by Type</b>		
Residential	8.57	N/A
Commercial	varies*	N/A
<b>All Customers- Sales Tax</b>	8.25%	N/A

\*rates will be set by type, amount and frequency of service.

**ORDINANCE NO. 17-58****AN ORDINANCE APPROVING THE ANNUAL BUDGET OF THE CITY OF GRANBURY, TEXAS FOR FISCAL YEAR 2017-2018; PROVIDING FOR POSTING AND FILING OF BUDGET; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, it is the responsibility of the City Council under the Laws of the State of Texas and the City Charter to approve a fiscal budget for the operation of City Government in providing services and community development; and

**WHEREAS**, a public hearing for citizen participation was held on September 5, 2017 for consideration of the proposed budget for Fiscal Year 2017-2018; and

**WHEREAS**, all statutory and constitutional requirements concerning the adoption of the annual budget have been complied with.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GRANBURY, TEXAS:**

**ADOPTION OF FISCAL BUDGET**

That the proposed annual budget for the fiscal year 2017-2018 of the City of Granbury, Texas, commencing on the 1<sup>st</sup> day of October, 2017, and ending on the 30<sup>th</sup> day of September, 2018, heretofore prepared and submitted to the City Council by the City Manager, and attached hereto for all purposes, be approved and adopted. Copies of said budget shall be kept on file in the office of the City Secretary.

**SEVERABILITY CLAUSE**

It is hereby declared to be the intention of the City Council that the phrases, clauses, sentences, paragraphs, or sections of this ordinance are severable, and if any provision in this Ordinance shall be declared unconstitutional by the valid judgment or decree of any court of competent jurisdiction, such unconstitutionality shall not affect any of the remaining phrases, clauses, sentences, paragraphs, or sections of this ordinance, since the same would have been enacted by the City Council without the incorporation in this ordinance of any such unconstitutional provision.

**POSTING/FILING OF BUDGET**

A copy of the budget, including the cover page, shall be posted on the City's website, along with the record vote of each member of the City Council, as required by law. In addition, the City Manager is hereby directed to file or cause to be filed a true and correct copy of this Ordinance along with the approved budget attached hereto, and any amendments thereto, in the office of the County Clerk of Hood County, Texas, as required by law.

**REPEALING CLAUSE**

All Ordinances or parts of Ordinances in conflict herewith are repealed to the extent of conflict only.

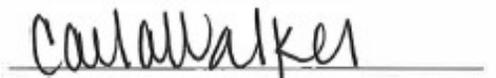
**EFFECTIVE DATE**

This ordinance shall become effective from and after its passage.

**PASSED AND APPROVED** on this 5<sup>th</sup> day of September, 2017.

  
\_\_\_\_\_  
NIN HULETT, MAYOR

ATTEST:

  
\_\_\_\_\_  
CARLA WALKER, CITY SECRETARY



APPROVED AS TO FORM AND LEGALITY:

  
\_\_\_\_\_  
CITY ATTORNEY

**ORDINANCE NO. 17-59****AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF GRANBURY, TEXAS, LEVYING TAXES FOR THE TAX YEAR 2017-2018; ENACTING PROVISIONS INCIDENT AND RELATING TO THE SUBJECT AND PURPOSE OF THIS ORDINANCE; PROVIDING A SEVERABILITY CLAUSE; REPEALING CONFLICTING ORDINANCES; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, the City council has approved, by separate ordinance adopted on September 5, 2017, an annual budget for the fiscal year beginning October 1, 2017 and ending September 30, 2018 (tax year 2017-2018); and

**WHEREAS**, the City Council finds that an ad valorem tax must be levied to provide the revenue requirements of the Budget for the tax year 2017-2018; and

**WHEREAS**, all statutory and constitutional requirements concerning the levying and assessing of ad valorem taxes have been complied with.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GRANBURY, TEXAS:**

**SECTION 1.**

The City of Granbury, Texas does hereby levy and adopt a tax rate for tax year 2017-2018 and for each year thereafter until otherwise ordained as follows:

\$0.193451	for the purposes of maintenance and operation
<u>\$0.205934</u>	for the payment of principal and interest on debt of this City
\$0.399385	Total Tax Rate

The above tax rate shall be assessed and collected on each One Hundred Dollars (\$100.00) of assessed value of all taxable property, real, personal, and mixed, situated within the corporate limits of the City of Granbury on January 1, 2017 and not exempt from taxation by the Constitution and statutes of the State of Texas.

**SECTION 2.**

**THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.**

**SECTION 3.**

That the tax so levied and assessed shall be apportioned to the accounts and funds in the amount as set forth above and in the Annual Budget of the City adopted for the Fiscal Year commencing October 1, 2017.

**SECTION 4.**

Ad Valorem taxes levied by this Ordinance shall be due and payable on October 1, 2017, and shall become delinquent on the first day of February, 2018. Payment of such tax is due in one full installment. Taxes shall be payable at the Hood County Appraisal District. There shall be no discount for taxes paid prior to January 31, 2018.

**SECTION 5.**

If the tax is unpaid after January 31, 2018, such tax will become delinquent and penalty and interest will attach and accrue as provided by Texas Tax Code, Section 33.01.

**SECTION 6.**

As provided by Texas Tax Code, Section 33.07, in the event the taxes become delinquent and remain delinquent on July 1, 2018 and in the event, such delinquent taxes are referred to an attorney for collection, an additional penalty in the amount of compensation to be paid in connection with the collection of the delinquent taxes as specified in the contract with the attorney shall be added as collection costs to be paid by the taxpayer.

**SECTION 7.**

The Hood County Appraisal District is hereby authorized to collect the taxes levied under this Ordinance. The City and Hood County shall have available all rights and remedies provided by law for the enforcement of the collection of taxes levied under this Ordinance.

**SECTION 8.**

It is hereby declared to be the intention of the City Council that the phrases, clauses, sentences, paragraphs, or sections of this ordinance are severable, and if any provision in this Ordinance shall be declared unconstitutional by the valid judgment or decree of any court of competent jurisdiction, such unconstitutionality shall not affect any of the remaining phrases, clauses, sentences, paragraphs, or sections of this ordinance, since the same would have been enacted by the City Council without the incorporation in this ordinance of any such unconstitutional provision.

**SECTION 9.**

All Ordinances or parts of Ordinances in conflict herewith are repealed to the extent of conflict only.

**SECTION 10.**

This Ordinance shall become effective from and after its date of passage.

**PASSED AND APPROVED** this 5<sup>th</sup> day of September, 2017.



\_\_\_\_\_  
NIN HULETT, MAYOR

ATTEST:

  
\_\_\_\_\_  
CARLA WALKER, CITY SECRETARY



APPROVED AS TO FORM AND LEGALITY:

  
\_\_\_\_\_  
CITY ATTORNEY

# GRANBLURY *Texas*

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# 5-Year Strategic Plans

*As part of the budget process, five year strategic plans are forecasted out for each of the four major funds.*

## MAJOR ASSUMPTION HIGHLIGHTS

- \* Revenues and expenses are evaluated at a line item level.
- \* Growth forecasts are conservative and based on historical trends.
- \* Known debt obligations and contractual expenses are projected out at actual amounts.
- \* Each fund's strategic plan results in a balanced budget by limiting the amount projected to be invested in capital projects.
- \* Ad valorem tax rate is forecasted to remain constant with property values increasing at conservative rates.
- \* Utility rates are projected to increase in line with the Consumer Price Index.
- \* Airport revenue is held constant pending the completion of the Airport Expansion project.
- \* Tourism revenues are growing at conservative rates based on historical trends.
- \* Supplies, Maintenance and Services line items are projected to increase with the Consumer Price Index.
- \* Personnel expenses are projected to increase with an overall average of 3%

# General Fund

## 5-Year Strategic Plan

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Tax Base	1,225,857,166	1,250,374,309	1,275,381,796	1,300,889,431	1,326,907,220
Tax Rate	0.399385	0.397584	0.397584	0.397584	0.397584
Tax Levy	4,895,890	4,971,288	5,070,714	5,172,128	5,275,571
Collection Rate	100.0%	100.0%	100.0%	100.0%	100.0%
Ad Valorem Revenue	4,895,890	4,971,288	5,070,714	5,172,128	5,275,571
Add: Tax Ceiling Revenue	667,292	680,638	694,251	708,136	722,298
Less: I&S Expense	(2,863,056)	(2,872,081)	(2,865,306)	(2,880,506)	(2,867,506)
<b>Ad Valorem Revenue for O&amp;M</b>	<b>2,700,126</b>	<b>2,779,845</b>	<b>2,899,659</b>	<b>2,999,758</b>	<b>3,130,363</b>
<b>Operating Revenues</b>					
Sales Tax	7,500,000	7,575,000	7,650,750	7,727,258	7,854,530
Other Taxes, Franchise Fees	1,775,938	1,879,117	1,935,490	1,993,555	2,053,361
Licenses & Permits	688,800	709,464	730,748	752,670	775,250
Municipal Court Revenue	207,000	213,210	219,606	226,194	232,980
Park Revenue	158,000	164,120	168,359	172,719	177,206
Interest Income	50,000	50,500	51,005	51,515	53,061
Other Revenue	174,300	175,559	176,855	178,189	179,563
Other Inter-Governmental Rev.	308,228	317,475	326,999	336,809	346,913
Internal Fund Transfers	1,336,330	1,376,420	1,417,712	1,460,244	1,504,051
Reserve Contribution	903,000	3,000	3,000	3,000	3,000
<b>Operating Revenues</b>	<b>13,101,596</b>	<b>12,463,864</b>	<b>12,680,525</b>	<b>12,902,154</b>	<b>13,179,916</b>
<b>Total Revenue</b>	<b>15,801,722</b>	<b>15,243,709</b>	<b>15,580,183</b>	<b>15,901,912</b>	<b>16,310,279</b>
<b>Budgeted O&amp;M Expenditures</b>	<b>(14,792,026)</b>	<b>(14,142,437)</b>	<b>(14,465,411)</b>	<b>(14,822,162)</b>	<b>(15,226,449)</b>
Transfer to Tourism & Airport Funds	(407,858)	(465,963)	(478,652)	(456,150)	(433,840)
<b>Total Operating Expenses</b>	<b>(15,199,884)</b>	<b>(14,608,400)</b>	<b>(14,944,063)</b>	<b>(15,278,312)</b>	<b>(15,660,289)</b>
Required 1% Reserve	(148,987)	(152,437)	(155,802)	(159,019)	(163,103)
<b>Capital</b>					
Projected Capital Expenditures	(452,850)	(482,800)	(480,300)	(464,500)	(486,800)
<b>Total Capital Outlay</b>	<b>(452,850)</b>	<b>(482,800)</b>	<b>(480,300)</b>	<b>(464,500)</b>	<b>(486,800)</b>
<b>Budget Issue</b>	<b>0</b>	<b>72</b>	<b>18</b>	<b>80</b>	<b>88</b>

### Significant Assumptions:

- Decrease in Other Taxes, Franchise Fees in 2018-19 is a result of lower Utility Fund revenue from the reduced Franchise Fees paid to General Fund during the first full year of the new electric rate and power purchase contract.
- In 2017-2018 only, prior year fund balance of \$800,000 will be used for additional street maintenance, and \$100,000 used for a uniform development code. \$3,000 is budgeted for LEOSE revenues to be brought in from Police reserves each year.

# Utility Fund

## 5-Year Strategic Plan

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
<b>Revenues</b>					
Electric Revenue	10,862,590	10,704,450	10,763,711	10,819,187	10,874,935
Water Revenue	6,404,700	6,469,587	6,535,196	6,601,484	6,668,409
Sewer Revenue	2,763,600	2,791,836	2,820,372	2,849,213	2,878,360
Interest Income	30,000	30,900	31,827	32,782	33,765
Other Revenue	459,100	468,243	477,572	487,092	496,807
Other Inter-Governmental Rev.	-	-	-	-	-
Transfer In from Impact Fees	-	-	-	-	-
<b>Total Revenues</b>	<b>20,519,990</b>	<b>20,465,016</b>	<b>20,628,679</b>	<b>20,789,758</b>	<b>20,952,277</b>
<b>Expenses</b>					
<b>Budgeted O&amp;M Expenses</b>	<b>(14,888,491)</b>	<b>(15,042,548)</b>	<b>(15,431,971)</b>	<b>(15,869,636)</b>	<b>(16,322,945)</b>
Debt	(3,014,668)	(3,018,337)	(3,014,919)	(3,022,298)	(4,459,829)
Interfund Transfers	(1,289,631)	(1,328,320)	(1,368,170)	(1,409,215)	(1,451,491)
<b>Total Operating Expenses</b>	<b>(19,192,791)</b>	<b>(19,389,205)</b>	<b>(19,815,059)</b>	<b>(20,301,149)</b>	<b>(22,234,264)</b>
Required 1% Reserve	(205,200)	(204,650)	(206,287)	(207,898)	(209,523)
<b>Capital</b>					
Projected Capital Expenditures	(858,000)	(571,000)	(557,000)	(280,000)	-
<b>Total Capital Outlay</b>	<b>(858,000)</b>	<b>(571,000)</b>	<b>(557,000)</b>	<b>(280,000)</b>	<b>-</b>
Cash Reserve	(264,000)	(300,000)	(50,000)	-	
<b>Budget Issue</b>	<b>-</b>	<b>161</b>	<b>333</b>	<b>712</b>	<b>(1,491,511)</b>

### Significant Assumptions:

- Reduced electric revenue in FY 2018-19 due to first full year with the adjusted electric rate and lower power purchase contract that will take effect January 1, 2018.
- Large increase in Utility Fund debt in FY 2021-22 due to projecting payments on future bond for the Wastewater Treatment Plant expansion.
- Cash Reserve- The City is budgeting to use some of the savings from the new power purchase contract to build up unrestricted cash reserves. The City would like to add a total of \$ 1.7M over the next 5 years.
- Electric revenues and power purchase costs beginning in FY 2020-21 are highly dependent on the negotiations of a new power purchase contract. The City currently has a 3-year power purchase contract effective January 1, 2018 – December 31, 2020. Regardless of the new rate in 2021, the City will maintain solid profit margins and a competitive sale price.

# Airport Fund

## 5-Year Strategic Plan

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
<b>Operational Revenues</b>					
Sale of Aviation Fuel	395,000	395,000	395,000	395,000	401,000
Hangar Rent	337,880	337,880	337,880	337,880	337,880
Other Revenue	30,520	31,436	32,379	33,350	34,351
Other Inter-Governmental Rev.	3,200,000	3,200,000	3,200,000	3,200,000	3,900,000
Transfer from General Fund	94,020	102,403	107,139	76,445	45,697
<b>Total Operating Revenues</b>	<b>4,057,420</b>	<b>4,066,718</b>	<b>4,072,397</b>	<b>4,042,675</b>	<b>4,718,927</b>
<b>Expenses</b>					
Budgeted O&M Expenses	(1,010,721)	(1,018,618)	(1,022,854)	(991,646)	(966,367)
Transfer to General Fund	(46,699)	(48,100)	(49,543)	(51,029)	(52,560)
<b>Total Operating Expenses</b>	<b>(1,057,420)</b>	<b>(1,066,718)</b>	<b>(1,072,397)</b>	<b>(1,042,675)</b>	<b>(1,018,927)</b>
<b>Capital</b>					
Projected Capital Expenditures	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,700,000)
<b>Total Capital Outlay</b>	<b>(3,000,000)</b>	<b>(3,000,000)</b>	<b>(3,000,000)</b>	<b>(3,000,000)</b>	<b>(3,700,000)</b>
<b>Budget Issue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Significant Assumptions:

- Due to constraints, the City is not projecting for fuel revenue or airport hangar rental income to increase over the next 5 years until the completion of the Airport Expansion Project.
- The City is budgeting to receive \$3,000,000 State Grant from TxDOT over the next 4 years and \$3,700,000 the fifth year for capital funding toward the Airport Expansion Project.
- O&M Expenses are projected to decrease \$42,000 in FY2020-21 due to the completion of lease payments for a Tow Tractor and decrease another \$36,294 in FY 2021-22 due to the final payments for the T-Hangars. These decreases in O&M expense will also help to decrease the Transfer from General Fund.

# Tourism Fund

## 5-Year Strategic Plan

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
<b>Operational Revenues</b>					
Hotel Occupancy Tax	757,000	779,710	803,101	827,194	852,010
Conference Center Revenue	477,700	492,031	506,792	521,996	537,656
Langdon Center Revenue	21,000	21,630	22,279	22,947	23,636
Opera House Revenue	81,250	82,225	83,229	84,264	85,329
Other Revenue	21,000	21,630	22,279	22,947	23,636
Transfer from General Fund	273,838	273,560	281,513	289,705	298,143
<b>Total Operating Revenues</b>	<b>1,631,788</b>	<b>1,670,786</b>	<b>1,719,194</b>	<b>1,769,054</b>	<b>1,820,409</b>
<b>Expenses</b>					
Transfer to Visit Granbury- HOT	(681,300)	(701,739)	(722,791)	(744,475)	(766,809)
Transfer to Visit Granbury- GF	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Conference Center	(788,928)	(804,356)	(828,487)	(853,342)	(878,942)
Langdon Center	(35,960)	(37,039)	(38,150)	(39,294)	(40,473)
Opera House	(75,600)	(77,652)	(79,766)	(81,943)	(84,185)
<b>Total Operating Expenses</b>	<b>(1,631,788)</b>	<b>(1,670,786)</b>	<b>(1,719,194)</b>	<b>(1,769,054)</b>	<b>(1,820,409)</b>
<b>Capital</b>					
Projected Capital Expenditures	-	-	-	-	-
<b>Total Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Budget Issue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Significant Assumptions:

- The City transfers two types of transfers to Visit Granbury. One payment is 90% of Hotel Occupancy Tax collected, the other is \$50,000 from the General Fund.

# Budget Glossary

The Annual Budget contains specialized and technical terminology that is unique to the public finance and budgeting. To help the reader of the Annual Budget document to better understand these terms, a budget glossary has been included in the 2015-16 Annual Operating Budget.

**ACCOUNT** - A term used to identify an individual asset, liability, expenditure control, revenue control, encumbrance control, or fund balance.

**ACCOUNTING STANDARDS** - The generally accepted accounting principles (GAAP) promulgated by the Governmental Accounting Standards Board (GASB), which guide the recording and reporting of financial information by state and local governments. The standards establish such guidelines as when transactions are recognized, the types and purposes of funds, and the content and organization of the annual financial report.

**ACCOUNTING SYSTEM** - Records and procedures which are used to classify, record, and report information on the financial status and operations of the entity.

**ACCRUAL BASIS OF ACCOUNTING** - A basis of accounting under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of the revenue or the payment of the expenditure may take place, in whole or in part, in another accounting period.

**ACTIVITY** - A specific and distinguishable line of work performed by one or more organizational components of a governmental unit for the purpose of accomplishing a function for which the governmental unit is responsible. See also **FUNCTION**.

**ADOPTED BUDGET** - An annual spending plan that is adopted by the City Council.

**AD VALOREM TAXES** - Taxes levied on real property according to the property's valuation and the tax rate. See **PROPERTY TAXES**.

**AIRPORT FUND** - Fund used to account for the accumulation of resources for the municipal airport. All activities necessary to provide such services are accounted for in the fund.

**AMENDED BUDGET** - Includes the adopted budget for a fiscal year, plus any budget amendments or budget transfers.

**APPRAISED VALUE (Assessed Valuation)** - The value of real and/or personal property assigned by the assessor as a basis for the levying property taxes. (Property values are established by the Hood County Tax Appraisal District.)

**APPROPRIATION** - A legal authorization granted by the legislative body to make expenditures and to incur obligations for specific purposes.

**ASSETS** - Resources owned or held by the City, which have a monetary value.

**AUTHORIZED POSITIONS** - Employee positions which are authorized in the adopted budget, to be filled during the year.

**AUDIT** - A comprehensive review of the manner in which the City's resources were actually utilized. The main purpose of an audit is to issue an opinion over the presentation of financial statements and to test the controls over the safekeeping of assets while making any recommendations for improvement where necessary. The City's annual audit is conducted by an independent auditor.

**AVAILABLE (ASSIGNED) FUND BALANCE** - This refers to the funds remaining from the prior year that are not committed for other purposes and can be allocated in the upcoming budget year.

**BALANCED BUDGET** - A budget with total expenditures not exceeding total revenues and monies available in the fund balance within an individual fund.

**BASE POINT** - A unit of measurement used in the valuation of fixed income securities equal to 1/100 of 1% of yield, e.g., "1/4" of 1 percent is equal to 25 basis points.

**BASE BUDGET** - Cost of continuing the existing levels of service in the current budget year.

**BOND** - A way of borrowing money long term for capital projects. A long-term IOU or promise to pay a specified sum of money (the face amount of the bond) on a specific date(s) (the bond maturity date) at a specified interest rate. The most common types of bonds are general obligation (G.O.) and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings and streets.

**BONDED DEBT** - That portion of indebtedness represented by outstanding bonds.

**BOND ORDINANCE** - An ordinance or resolution authorizing the sale of government bonds that specifies how revenues may be spent.

**BOND REFINANCING** - The pay-off and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**BUDGET** - A plan of financial operation embodying an estimate of proposed expenditures and the estimated means of financing them over a fixed time period, usually a year. The approved budget is authorized by ordinance and thus specifies the legal spending limits for the fiscal year.

**BUDGET AMENDMENT** - The budget may be formally amended after it has been approved.

**BUDGET CALENDAR** - The schedule of key dates which the City follows in the preparation and adoption of the budget.

**BUDGET CONTROL** - The control or management of the organization in accordance with and approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

**BUDGET DOCUMENT** - The instrument used by the budget-making authority to present a comprehensive financial plan of operations to the City Council.

**BUDGET MESSAGE** - The opening section of the budget which provides the City Council and the public with a summary of the most important aspects of the budget, changes from previous years and views and recommendations of the City Manager.

**BUDGET ORDINANCE** - The official enactment, by the City Council, to legally authorize the City Staff to obligate and expend the resources of the City.

**BUDGET YEAR** - The fiscal year of the City which begins October 1 and ends September 30.

**CAFR** - see *Comprehensive Annual Financial Report*

**CAPITAL ASSETS** - Assets of a long-term character, which are intended to continue to be held or used. Examples of capital assets include items such as land, buildings, machinery, furniture and other equipment.

**CAPITAL EXPENDITURES** - Defined as the charges for the acquisition at the delivered price including transportation, costs of equipment, land, buildings, or improvements of land or buildings, fixtures, and other permanent improvements with a value in excess of \$5,000 and a useful life expectancy of greater than 1 year.

**CAPITAL IMPROVEMENT PROGRAM (CIP)** - A long-range plan for providing the capital outlays necessary to insure that adequate services are provided to the residents of the City. The plan includes improvements, or the acquisition of structural improvements, and major equipment purchases.

**CAPITAL PROJECTS FUND** - A fund created to account for financial resources to be used for the acquisition and/or the construction of major capital facilities or equipment.

**CAPITALIZED INTEREST** - A portion of the proceeds of a bond issue set aside, upon issuance of the bonds, to pay interest on the bonds for a specified period of time. Interest is commonly capitalized during the construction of a revenue-producing project.

**CASH BASIS OF ACCOUNTING** - The basis of accounting in which transactions are recorded when cash is either received or disbursed for goods and services.

**CASH FLOW** - A sufficient amount of cash on hand to cover disbursement or payments that are coming due. Part of the duties of the finance director is to ensure sufficient cash is on hand or available in short term investments to meet expected disbursements.

**CASH MANAGEMENT** - The proper management of the cash necessary to pay for government services while investing temporary, idle, excess cash in order to earn interest revenue.

**CERTIFICATE OF DEPOSIT** - A deposit with a financial institution for a specified period that earns a specified interest rate.

**CERTIFICATES OF OBLIGATION (CO's)** - Bonds that finance a variety of public improvement projects which can be backed by general revenues, backed by a specific revenue stream, or a combination of both. Certificates of obligation will be used to fund capital assets where bond issues are not warranted as a result of the cost of the asset(s) to be funded through the instrument. This type of bond generally does not require voter approval.

**CHANGE ORDERS** - A change in the design or specification of an already approved capital project that often creates a need for an increased expense.

**CHART OF ACCOUNTS** - A way of recording revenues and expenditures that includes all transactions and that fits the organizational structure. A chart of accounts assigns a unique number to each type of transaction and to each budgetary unit in the organization.

**CIP** - see *Capital Improvement Program*

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)** - This report summarizes financial data for the previous fiscal year in a standardized format.

**CITY CHARTER** - The document that establishes the City as an incorporated political subdivision (municipal government) in accordance with the statutes of the State of Texas.

**CONTINGENCY** - A budgetary reserve set aside for emergencies or unforeseen expenditures.

**CURRENT TAXES** - Taxes that are due within one year.

**DEBT LIMIT** - The maximum amount of debt which an issuer of municipal securities is permitted to incur under constitutional, statutory or charter provisions.

**DEBT RATIO** - Comparative statistics showing the relationship between the issuer's total debt service obligation and the net operating income.

**DEBT SERVICE FUND** - The fund used to account for accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs other than debt serviced by Proprietary Fund Types. The revenue source is principally ad valorem taxes levied by the City.

**DEFICIT** - The excess of expenditures over revenues during an accounting period.

**DELINQUENT TAXES** - Real or personal property taxes that remain unpaid on or after February 1<sup>st</sup> of each year upon which penalties and interest are assessed.

**DEPARTMENT** - A major administrative organizational unit of the City, which indicates overall management responsibility of one or more activities.

**DEPRECIATION** - The process of estimating and recording the expired useful life of a fixed asset which is used to distribute its cost over its revenue producing years.

**EFFECTIVE INTEREST RATE**- When compared to the same property, the tax rate which produces the same effect in terms of the total amount of taxes as compared to the prior year.

**ENCUMBRANCE** - The commitment of appropriate funds to purchase an item or service. To encumber funds means to set aside or commit funds for specified future expenditure.

**ENTERPRISE FUND** - A fund established to finance and account for operations  
(1) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or  
(2) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

**EXPENDITURE** - Funds spent in accordance with the budgeted appropriations on assets or goods and services obtained.

**EXPENSES** - A decrease in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.

**FIDUCIARY FUND** - These funds account for resources that governments hold in trust for individuals or other governments.

**FINANCIAL REPORT** - see *Comprehensive Annual Financial Report*

**FISCAL YEAR** - A 12-month period to which the annual operating budget applies. (The City of Granbury has established October 1 through September 30 as its fiscal year.)

**FIXED ASSETS** - see *Capital Assets*

**FRANCHISE FEE** - A fee paid by public service businesses for the use of City streets, alleys and property in providing their services to the citizens of the City. Services requiring franchises include electricity, telephone, natural gas, cable television, sanitation, taxicab, water and wastewater.

**FULL FAITH AND CREDIT** - A pledge of the general taxing power of the City to repay debt obligations (the term typically used in reference to bonds.)

**FULL TIME EQUIVALENT (FTE)** - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year, or full value of one full-time position.

**FUNCTION** - A group of related activities aimed at accomplishing a major service for which the City is responsible. For example, public safety is a function.

**FUND** - An accounting entity with a self-balancing set of accounts that record financial transactions for specific activities or government functions.

**FUND BALANCE** - The difference between a fund's assets and its liabilities. Portion of the fund balance may be reserved for various purposes such as contingencies or encumbrances at the end of the fiscal year.

**FUNDING SOURCE** - Identifies the source of revenue to fund both the operating and capital appropriations.

**GAAP** - see *Generally Accepted Accounting Principles*

**GASB** - see *Governmental Accounting Standard Board*

**GASB STATEMENT 34** - This Statement establishes financial reporting standards for state and local governments, including states, cities, towns, villages, and special-purpose governments such as school districts and public utilities.

**GENERAL FUND** - The general operating fund of the City and accounts for the ordinary operations of the City that are financed from taxes and other general revenues. It is used to account for all financial resources except those required to be accounted for in another fund. Major functions financed by the General Fund include: Administration, Financial Services, Public Safety, Community Development, Public Works and Streets, and Parks and Recreation.

**GENERAL LEDGER** - A listing of various accounts, which are necessary to reflect the financial position of a fund.

**GENERAL OBLIGATION (GO) BONDS** - Bonds that finance a variety of public improvement projects, backed by the full faith, credit and taxing power of the City. Such bonds constitute debts of the issuer and normally require approval by election prior to issuance.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** - The uniform minimum standards and guidelines for financial accounting and reporting. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

**GFOA** - see *Governmental Finance Officers Association*.

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB)** - The authoritative accounting and financial reporting standard-setting body for governmental entities.

**GOVERNMENTAL FINANCE OFFICER ASSOCIATION** - Professional organization primarily of state and local government finance officers.

**GOVERNMENTAL FUNDS** - Funds that record the types of activities that are tax-supported and not designed to be self-supporting. Examples include General, Special Revenue, Debt Service, and Capital Projects funds.

**GRANT** - Contributions of assets by one government unit or other organization to another. Grants are usually to be used or expended for specific purposes.

**HOME RULE** - A limited grant of discretion from state governments to local governments, concerning either the organization of functions or the raising of revenue. Without home rule, local governments are restricted to whatever functions, organization, and revenue sources are specified by the state government, and are bound by whatever limits in revenue or borrowing that state requires.

**HOOD COUNTY APPRAISAL DISTRICT** - An entity established by the State of Texas to insure uniform property appraisals for all taxing entities in Hood County.

**HOTEL OCCUPANCY TAX (HOT)**- Hotel occupancy tax is imposed on the rental of a room or space in a hotel costing \$15 or more each day. The tax applies not only to hotels and motels, but also to bed and breakfasts, condominiums, apartments and houses. Local hotel taxes apply to sleeping rooms costing \$2 or more each day.

**IMPACT FEES** - Fees assessed to developers to help defray a portion of the costs that naturally result from increased development. By Texas law, these fees must be used for capital acquisition or debt service relating to capital projects.

**INDIRECT COST** - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**INFRASTRUCTURE** - Roads, bridges, curbs and gutters, street, sidewalks, drainage systems, lighting systems, water lines, wastewater lines and other improvements that are installed for the common good.

**INTEREST** - Compensation for the use of borrowed money, generally expressed as an annual percentage of the principal amount.

**INTEREST RATE** - The annual percentage of principal payable for the use of borrowed money.

**INTRAFUND TRANSFERS** - The movement of money from one fund to another in a governmental unit for specific purposes: i.e., debt service, reimbursement for services.

**INTERGOVERNMENTAL REVENUE** - Funds received from federal, state and other local government sources in the form of grants, shared revenues and payments in lieu of taxes.

**INVESTMENTS** - Securities purchased and held for the production of income in the form of interest, dividends, rentals or base payments.

**INVOICE** - A bill requesting payment for goods or services by a vendor or other governmental unit.

**ISSUANCE** - Authorization, sale, and delivery of a new issue of municipal securities.

**LETTER OF CREDIT (LOC)** - An agreement, usually with a commercial bank, to honor demands for payment upon compliance with conditions established in the agreement.

**LEVY** - To impose taxes, special assessments, or service charges for the support of City activities.

**LIABILITIES** - Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed or refunded at some future date. This term does not include encumbrances.

**LINE-ITEM BUDGET** - A budget prepared along departmental lines that focus on what is to be bought.

**LIQUIDITY** - Usually refers to the ability to convert assets (such as investments) into cash.

**LONG-TERM DEBT** - Debt with a maturity of more than one year after the date of issuance.

**MAJOR FUND** - Funds whose revenues, expenditures, assets, or liabilities are at least 10 percent of corresponding total for all governmental and enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

**MARKET VALUE** - Valuing the inventory of held securities at its current market value, as opposed to book value.

**MODIFIED ACCRUAL ACCOUNTING** - A basis of accounting in which expenditures are accrued, but revenues are accounted for on a cash basis. This accounting technique is combination of cash and accrual accounting since expenditures are immediately incurred as a liability, while revenues are not recorded until they are actually received.

**NET ASSETS** - In the proprietary and fiduciary funds this is the difference between assets and liabilities.

**OBJECT OF EXPENDITURE** - An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

**OBJECTIVE** - Desired output oriented accomplishments, which can be measured and achieved within a given time frame.

**ORGANIZATIONAL CHART** - A graphic presentation, by function of programs and services provided to clients in the Capital Program.

**OPERATING BUDGET** - Operating budgets serve many purposes within a governmental entity, but they have two primary purposes:

- (1) to plan the services that are going to be offered during the coming year and set priorities;
- (2) to conform with legal requirements to ensure that expenditures do not exceed those appropriated. Operating budgets are also called Annual Budgets. See **BUDGET**.

**ORDINANCE** - A formal legislative enactment by the governing board of a municipality.

**PAY-AS-YOU-GO BASIS** - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

**PAY-AS-YOU-USE** - Incurring debt to pay for capital outlays rather than paying out of current revenues.

**PER CAPITA DEBT** - The amount of an issuer's debt divided by population, which is used as an indication of the issuer's credit position by reference to the proportionate debt borne per resident.

**PERFORMANCE MEASURE** - Data collected to determine how effective or efficient a program is in achieving its objectives.

**PERMANENT FUNDS** - A category of governmental funds, established by GASBS 34, used to report on funds whose outflow is legally restricted to the earnings, not principal, from the fund for purposes that benefit the government or its citizens.

**PERSONNEL COSTS** - Costs related to compensating employees including salaries, wages, insurance, payroll taxes and retirement contributions.

**PROPERTY TAX** - Ad valorem tax levied on both real and personal property according to the property's valuation and the tax rate.

**PROPRIETARY FUNDS** - Funds that record activities for which user fees are charged and the intent of the governing body is to recover the costs of the activity. Examples include the Utility and Airport funds.

**PUBLIC HEARINGS** - Meetings that provide citizens an opportunity to voice their views on the merits of the City's proposals and services.

**PURCHASE ORDERS** - An agreement drawn up to buy goods and services from a specific vendor with a promise to pay when delivered.

**RATING** - The credit worthiness of a city as evaluated by independent agencies.

**REAL ESTATE TAXES** - The revenues from current taxes, delinquent taxes, penalties, and interest on delinquent taxes. These taxes are levied on real property according to the property's assessed value and tax rate.

**REAL PROPERTY** - Property classified by the State Property Tax Board including residential single and multi-family, vacant lots, acreage, farm and ranch improvements, commercial and industrial, and oil, gas and other mineral reserves.

**REFUNDING BONDS** - Bonds issued to retire bonds already outstanding. The refunding bonds may be sold for cash and outstanding bonds redeemed in cash, or the refunding bonds may be exchanged with holders of outstanding bonds.

**REPLACEMENT COST** - The cost as of certain date of a property which can render similar service (but which need not be of the same structural form) as the property to be replaced.

**REQUEST FOR BID (RFB)** - A formal document used to invite vendors to submit pricing in response to a clearly defined set of requirements.

**REQUEST FOR PROPOSAL (RFP)** - An official request for proposals to be submitted to the County to perform specified services.

**RESERVES** - An account used to indicate that a portion of a fund balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

**RESOLUTION** - A special or temporary order of the City; an order of the City requiring less legal formality than an ordinance.

**RETAINED EARNINGS** - The equity account reflecting the accumulated earnings of the Proprietary Funds.

**REVENUE** - Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, shared revenues and interest income.

**REVENUE BONDS** - Legal debt instruments which finance public projects for such services as water or sewer. Bonds whose principal and interest are payable exclusively from a revenue enterprise or project, pledged as the funding source before issuance.

**SERVICES** - Operational expenses related to professional or technical services and other outside organizations.

**SPECIAL ASSESSMENT** - Charges imposed against property because that property receives a special benefit by virtue of some public improvement, separate and apart from the general benefit accruing to the public at large.

**SPECIAL REVENUE FUND** - Funds used to account for the accumulation and distribution of specific resources that are legally restricted to expenditure for specified purposes. The Tourism Fund accounts for the tax revenues received from local hotels and bed and breakfasts and for expenditures made within guidelines of the Texas Hotel Occupancy Tax Act.

**SUPERVISORY CONTROL AND DATA ACQUISITION (SCADA)** - Electronic monitoring of water pump stations, sewer lift stations and pumps and motors at wastewater treatment plant.

**SURFACE AREA WATER TREATMENT SYSTEM (SWATS)** - Water treatment plant owned by Brazos River Authority (BRA) that, by contract, produces potable water for the City of Granbury. The City of Granbury is a participant in receiving treated water from this plant along with Johnson County Special Utility District, Johnson County Fresh Water Supply District, City of Keene and Acton Municipal Utility District.

**SURPLUS** - The excess of the assets of a fund over its liabilities; or if the fund has other resources and obligations; the excess of resources over the obligations. The term should not be used without a properly descriptive adjective unless its meaning is apparent from the context. See also Fund Balance.

**TAX BASE** - The total value of all real, personal and mineral property in the City as of January 1<sup>st</sup> of each year, as certified by the Hood County Appraisal District. The tax base represents net value after all exemptions.

**TAX EXPENDITURES** - Abatements, partial of full exemptions, tax credits, deductions or other foregone tax revenues.

**TAX LEVY** - The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

**TAX LEVY ORDINANCE** - An ordinance by means of which taxes are levied.

**TAX RATE** - The amount of tax stated in terms of a unit of the tax base; for example, 44 cents per \$100 of assessed valuation of taxable property.

**TAX ROLL** - The official list showing the amount of taxes levied against each taxpayer or property.

**TRANSFERS IN/OUT** - Amounts transferred from one fund to another to assist in financing the services or programs for the recipient fund.

**TRUST FUNDS** - A fund set up to receive money that the city holds on behalf of other governments (taxes collected for another government) or persons. The governmental unit is holding money that does not belong to it, and over which it exercises minimal if any discretion.

**USER CHARGES** - The payment of a fee for a direct receipt of a public service by the party benefiting from the service.

**UNENCUMBERED FUND BALANCE** - For budget purposes, the unencumbered fund balance is the amount of unassigned fund balance of a fund available for allocation.

**UNRESERVED FUND BALANCE** - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**UTILITY FUND** - This fund accounts for water, sewer and electric services for the residents of the City. All activities necessary to provide such services are accounted for in the fund, including administration, operation, and maintenance, financing and related debt service, and billing and collection.

**WORKING CAPITAL** - For enterprise funds, the excess of current assets over current liabilities. Working capital of a fund is important because budgeted expenditures of the fund must be provided for from cash receipts during the year supplemented by working capital carried over from prior years, if any.

## Budget Acronyms

The Annual Budget contains specialized and technical acronyms that may be unique to the City of Granbury. To help the reader of the document to better understand these acronyms, a list has been included with the Annual Budget.

**BRA** - Brazos River Authority

**BTU** - Bryan Texas Utilities

**CVB** - Convention and Visitors Bureau

**DMO**- Destination Marketing Organization

**ETJ** - Extraterritorial Jurisdiction

**GISD** - Granbury Independent School District

**HOT**- Hotel Occupancy Tax

**SWATS** - Surface Water and Treatment System

**TxDOT** - Texas Department of Transportation