

CITY OF GRANBURY, TEXAS

ADOPTED ANNUAL BUDGET

FISCAL YEAR 2018-2019





Annual Adopted Operating Budget Fiscal Year 2018-2019

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:

- Tony Mobly - Aye
- Tony Allen - Aye
- Gary Couch - Aye
- Greg Corrigan - Aye
- Trish Reiner - Aye

“This budget will raise more total property taxes than last year’s budget by an amount of \$318,561.59 (5.66%), and of that amount \$163,868 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
2018-19	0.399385	0.393067	0.411032	0.454268	0.223938
2017-18	0.399385	0.399385	0.400581	0.459346	0.233253

Municipal Debt Obligations - Principal & Interest		
Tax Supported	Revenue Supported	Total
\$25,922,500	\$44,037,500	\$69,960,000

GRANBLURY *Texas*

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Annual Operating Budget

Granbury, Texas

Fiscal Year

October 1, 2018 through September 30, 2019

- Mayor -

Nin Hulett

- Council Members -

Tony Mobly, Mayor Pro-Tem

Tony Allen, Council Member

Gary Couch, Council Member

Greg Corrigan, Council Member

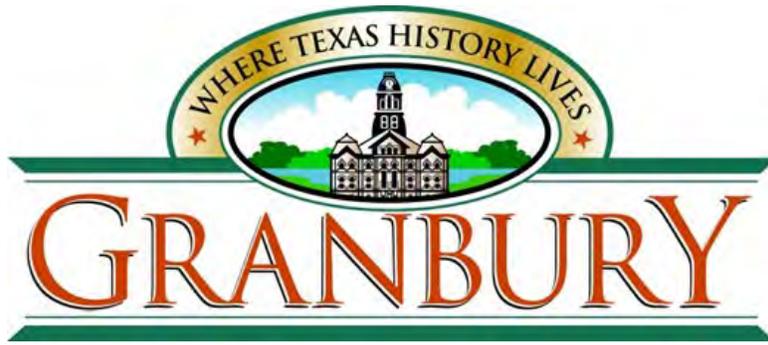
Trish Reiner, Council Member

- City Manager -

Chris Coffman

Operating Budget document prepared by the

Finance Department



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.

City of Granbury City Council



Nin Hulett
Mayor



Tony Allen
Council Member
Place 2



Gary Couch
Council Member
Place 3



Trish Reiner
Council Member
Place 4



Tony Mobly
Council Member
Place 5



Greg Corrigan
Council Member
Place 6



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Granbury

Texas

For the Fiscal Year Beginning

October 1, 2017

Christopher P. Merrill

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, 2017.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and 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 and privilege to present to you the Annual Operating Budget for the City of Granbury for the Fiscal Year 2018-2019. This document details the comprehensive strategic plan by which Granbury strives to enhance our 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. Our City plays an important role in defining our quality 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 together to develop and maintain the City's economic status, 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 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 2018-2019 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, 2018, 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 the Council’s vision; therefore, they became the focal points in establishing the adopted budget.

Mile-Markers for the Strategic Pillars

1. Infrastructure Planning

- Continue the Capital Improvement Plan (CIP) Committee Meetings.
- Perform Financial Planning for the CIP.
- Acquire Funding for Infrastructure Expansion in accordance with the CIP.

2. Marketing Plan

- Economic Development - Gain a commitment between the County, the Granbury Chamber of Commerce and the City to partner together to address economic development.
- Set aside funding to incentivize business for the future.
- Tourism - Seek to develop a higher room occupancy rate and maximize the use of the conference center by implementing the Center’s Strategic Plan. Improve tourism as one of the City’s greatest resources.

3. Continued Strategic Planning

- For Budget Year 2018-2019 - Improve and articulate a 5 Year Plan collaborating with Department Heads on the needs of their respective departments.
- For Budget Year 2019-2020 - Include the maintenance and operations budget in 10 and 15 Year Plan.
- For Budget Year 2020-2021 – Prepare and include the 10 and 15 Year Plan in the budget document.

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

- Develop a strategic plan to meet the community’s expectations of the use of the Hotel Occupancy Tax and increase tourism within the City.

6. Strategic Effort to Maintain Water Level of Lake Granbury

- Encourage the BRA to re-examine the Halfff Study related to water levels of Lakes Granbury and Possum Kingdom.
- Encourage water conservation by all within the County.

7. Development of the Airport Complex

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



Budget in a Brief

The City's revenue sources have maintained strong growth 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 2018-2019 Operating Budget totals \$48.6 million for all funds. Of that amount, approximately \$32.9 million is for continued operations, \$6.0 million for debt service, and the funding for capital improvement projects and equipment is \$4.8 million. The operating inter-fund transfers are approximately \$4.9 million.

PROPERTY VALUES

2018 certified values increased by 5.65% or \$79.7 million in total, compared to the 2017 certified values. The growth represents an increase in valuations from \$1.410 billion to \$1.490 billion. Strong residential development was the major contributor to the increase in the property valuations in 2018.

PROPERTY TAX RATE

The City's property tax rate for Fiscal Year 2018-2019 is \$.399385/\$100 which is consistent with last year's property tax rate and is just slightly higher than this year's effective rate. The tax rate along with the increased property valuations will allow the General Fund to raise \$220,000 or 8% more in operations and maintenance revenues. The debt service portion of the tax rate is \$.198105 and the maintenance and operations portion is \$.201280 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 continues 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.
- 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 2018-2019 sales tax revenue is budgeted to be \$8,030,000 which represents a 7% increase compared to Fiscal Year 2018 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. Based on the 2018 regional consumer price index of 3.2%, the City is proposing to increase the water and sewer rates by 3%, and the residential solid waste and recycling fees by \$2.00 per month (23% increase) for a total rate of \$10.57 per month.

DEBT ISSUANCE AND CAPITAL FUNDING

During the last two fiscal years the City issued over \$44 million for new capital projects. These projects included \$16.4M for a new water treatment plant, \$15M for a city-wide water distribution project, \$2.7M for the AMI water meter 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. The TWDB loan program provided low-cost financial assistance for planning, acquisition, design, and construction of the City's water infrastructure. Due to Granbury's underlying strong bond rating of "AA" the interest rate for these TWDB projects was reduced by 120 basis points off the market interest scale. Furthermore, the City is planning to make additional improvements to the water and sewer infrastructure. To meet the increasing water and sewer capacity and demand conditions of our growing community, the City has moved to the planning stages of phase II of the water treatment plant improvement and the wastewater system upgrade and construction of the existing South and the new East wastewater treatment plant. In June 2018, Council authorized the request for financial assistance from the Texas Water Development Board for both of these projects. The estimated construction cost for phase II of the water treatment plant is \$14M and the estimated construction cost for the wastewater improvement project is around \$34M.

UPDATE IMPACT FEE STUDY

The City's water and sewer impact fee study is lead by an outside engineering firm. Impact fee funds are being utilized to pay for the cost of the study. This study will establish the Capital Improvement Plan (CIP) and determine any needed increases to the impact fees, as well as recommend projects eligible for funding from impact fees that should be addressed by the City Council once the CIP is completed.

MULTI-YEAR FORECAST

To sustain and plan for Granbury's long-term needs, the Fiscal Year 2018-2019 budget includes a Five-Year Strategic Capital Plan (*Starting on Page 253*). 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 16.50 percent. The 16.5 percent participation rate equals the TMRS actuarially required full contribution rate.

City-Wide Construction in Progress

– RECENTLY COMPLETED –

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 involved sidewalk, lighting, street and landscaping improvements on the square. The City also utilized bond funding to upgrade the waterlines beneath these roadways and the project was completed October 2017.



– EXPANDED PROJECTS –

WATER TREATMENT PLANT

The City of Granbury has begun operations at the new surface water treatment plant utilizing microfiltration/reverse osmosis technology. The new plant has expanded Granbury’s treated surface water capacity by more than 500 percent and replaced the old water treatment plant. The new plant went online in October 2017 and has allowed the City to eliminate purchasing water from the Acton Municipal Utility District. After the completion of the Water Treatment Plant Phase I, preliminary planning has begun for Phase II to expand the plant from the 2.5MGD to the 5.0 MGD capacity.

(MGD = Million Gallons per Day)



WATER DISTRIBUTION SYSTEM UPGRADE

Due to the new 2.5 MGD Water Treatment Plant, the City needed to make improvements to its existing water distribution system to allow for the distribution of this new expanded water supply into the existing distribution system. The project was originally designed and constructed in three phases using the Construction Manager At-Risk (CMAR) delivery method. The project has been expanded to include Phase 4 to be completed in November 2018 utilizing savings from the CMAR contract bond funds and surplus funds from the utility operating budget.



ADVANCED METERING INFRASTRUCTURE REPLACEMENT

A new Advanced Metering Infrastructure system has replaced all the City’s water meters with digital meters that can be remotely read 24/7. This system also provides customers access to an online service portal, “MyUsage”. This portal presents detailed usage history, trends, and enables individual customer alert programming to track specific areas of interest for utility consumption. In Fiscal Year 2018-2019, the City is budgeting to begin the incremental replacement of all electric meters with the same type of infrastructure. The electric meter phased change-out will be completed incrementally over the next five years.



– ON-GOING PROJECTS –

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 will be funded and expensed over the next 5 years. The construction portion of the project started in Fiscal Year 2018 with an estimated completion and final funding received from TxDOT Aviation in Fiscal Year 2023.



WASTEWATER COLLECTION AND TREATMENT SYSTEM UPGRADES

A modeling study of the wastewater collection system has been completed. The study revealed the City needs to upgrade and expand the wastewater treatment facility in order to stay ahead of the growing demand on the system and to maintain current infrastructure. The City will begin with the rehabilitation of the existing waste water treatment facility located on Waters Edge Drive and construct a new smaller facility on the eastern side of the City. Additionally, the city purchased 43 acres in the northern portion of the City to secure a location for another northern facility to be constructed in the next five to eight year time period.



Detailed Matrix of Funding for all these projects is found on Page 205-206 in Capital Improvements Section

PRIORITIES AND ISSUES

The City has always been committed to conservative and sound financial planning. The continuation of the processes that were instituted last year for controlling costs and capital expenditures will be a major factor in ensuring that the City of Granbury remains on a stable financial footing in the upcoming years. The City will initiate some new capital projects in Fiscal Year 2018-2019 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 the 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 exceptional customer service. The facility improvements and development projects completed by the City have ensured a path to prosperity for our community.

It is my honor and privilege to serve as your City Manager and I 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 2018-2019 fulfills the policy objectives as directed by the City Council. Our emphasis is on continued improvements and the delivery of services that lead to a high quality of life and pride in our community for future generations to enjoy.



Chris Coffman, CPM

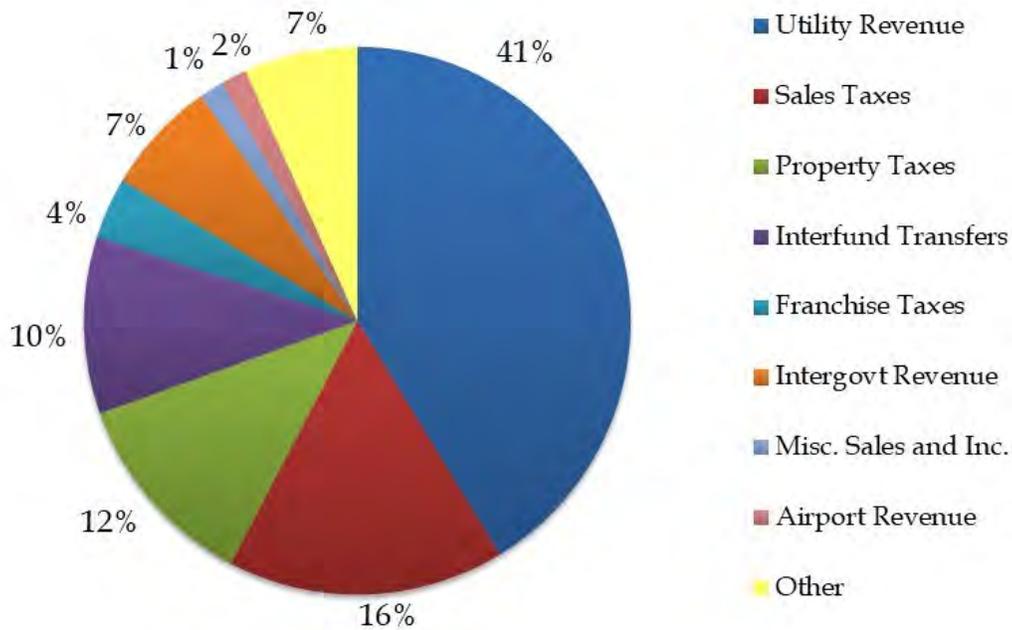
City Manager

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.



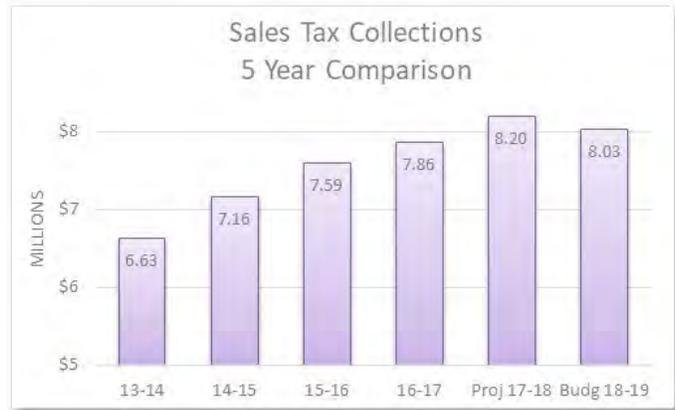
Utility Service Revenue - \$20.2 Million, 41% of total revenues:

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 slight increase for water and sewer utility rates effective October, 2018 based on the CPI rate adjustment. Additionally, a new 3-year power purchase contract effective January 2018 permitted the City to reduce the electric rate by 9%. This allowed for a lower and more competitive rate for our customers.



Sales Tax - \$8 Million, 18% 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 Fiscal Year 2018-2019 sales tax to increase 7% for 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%
Total	8.25%

Property Tax - \$5.80 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 budget is based on the 2017 property tax rate of 0.399385 per \$100 property valuation. 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 2018-2019 budget reflects estimated property tax collection of \$5,794,229. This third party appraisal analysis is the major factor in projecting our Ad Valorem revenue. Property valuation increased by 5.65% from \$1,410M to \$1,490M in Fiscal Year 2018-2019. 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. When utilities and other industries use city property to distribute their services, cities are permitted by law to collect rental fees, also known as “franchise” fees, for the use of public property. Franchise fees are calculated by various methods, depending on industry type. 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 2018-2019, the City is estimating to receive \$1,770,450 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 on the City’s rights-of-way.

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 \$324,000 for hangar rental in Fiscal Year 2018-2019, consistent with previous year’s budget. The airport is also budgeted to receive \$3M as the second installment of a \$15.7M grant from TxDOT for the airport expansion project.

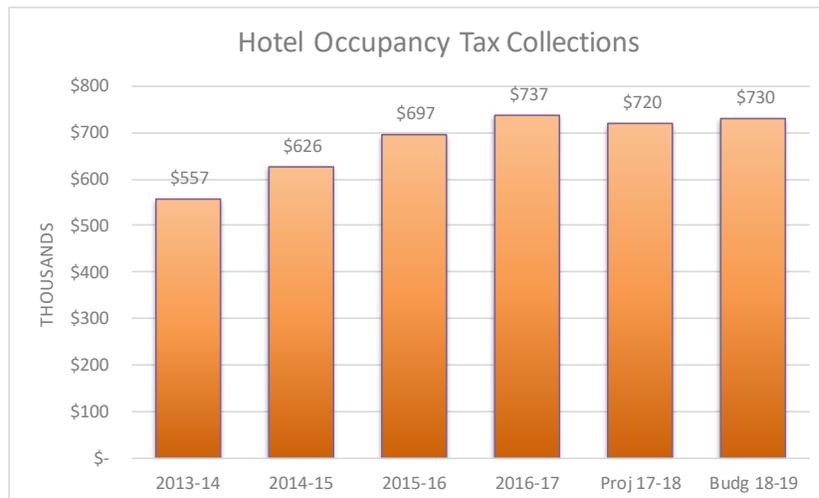
Licenses, Permits, and Fees:

Cities may collect fees for issuing permits for building construction, environmental regulation, and for other services. Because cities incur costs to regulate in these areas, the permit fees must be tied to the cost of providing the service. With the stable and renewed economic outlook, permit activity is moderately on the rise. The City of Granbury projects to receive \$744,413 in Licenses, Permits and Fee revenue for Fiscal Year 2018-2019.

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 2018-2019 is \$730,000. 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 Lake Granbury Conference Center and other miscellaneous income. The estimated revenue for the conference center is \$434,100 in Fiscal Year 2018-2019.

Municipal Court Fees:

A city that operates a municipal court may impose fines for violations of traffic laws and city ordinances. Maximum fines typically range from \$200 for traffic violations, up to \$2,000 for City ordinance violations relating to health and safety. The City's fine revenue plays a very small role in offsetting the costs of law enforcement and operation of the municipal court system.

The projection for court fines is based on historical trends. The City estimates to collect \$154,000 for fines & forfeitures in Fiscal Year 2018-2019, based on the current year's collections.

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 2018-2019 is \$156,700 in park revenues.

Miscellaneous Sales and Income:

Miscellaneous Sales and Income make up 1% 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 2018-2019 budget and is contingent on the total available cash. However, due to increasing interest rates in the market, the City estimates to receive \$160,000 in interest in the upcoming fiscal year.

Intergovernmental Revenue:

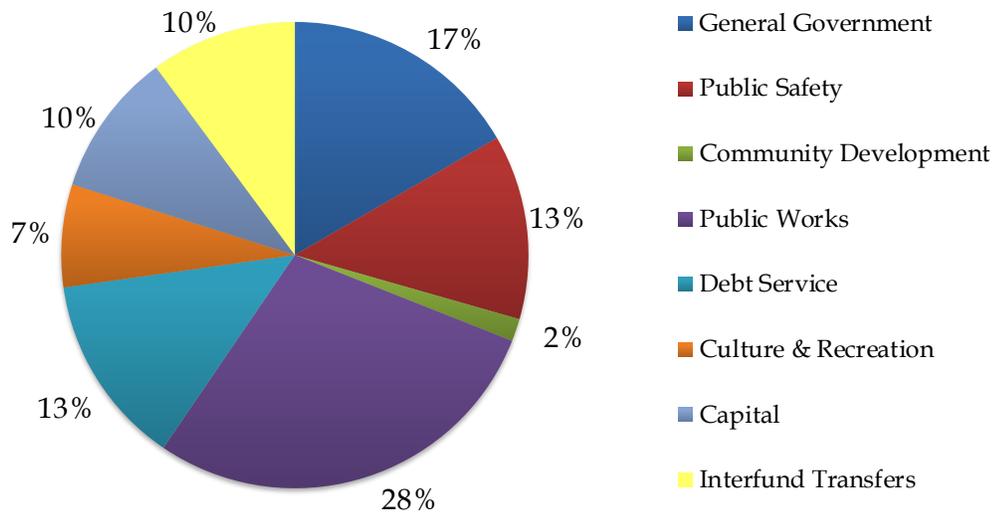
This section of the revenue includes state grants, intergovernmental contributions, and other reimbursements.

Other Financing Sources:

The use of the Fund Balance in the General Fund and Utility Fund also falls in this section. In Fiscal Year 2018-2019 General Fund budget will utilize \$884,000 from Fund Balance as follows: \$836,000 is from prior year Fund Balance to fund street improvements, \$3,000 is from Police Reserves for LEOSE expenditures, \$15,000 is from Bridge Street Museum Reserves, \$15,000 from Park Reserves and \$15,000 from Memorial Lane Reserves.

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 / Building & Permits

Community Development:

- General Fund:** Community Development / Economic Development

Public Works:

- General Fund:** Street Maintenance
- 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 is remaining consistent with prior year expenses.

Public Safety:

In order to promote public safety, the Fiscal Year 2018-2019 budget includes 4 additional patrol officers for the police department as part of a 5-year incremental staffing increase to catch up to the needs of the growing community. Also due to growth, the City will fund over 10 years the purchase of a mounted pumper and a ladder truck for the Granbury Volunteer Fire Department. Municipal court expenses have remained steady. Building & Permits with fire and code inspections are also included in public safety and will add two additional personnel in Fiscal Year 2018-2019 to keep up with the increased demand due to new developments around the City.

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.

Public Works:

In order to capture the true cost of operations for each department in Public Works, staff has reallocated the personnel and O&M expenses for the various water and sewer departments within the Utility Fund. Total Public Works related expenses in the Utility Fund have decreased by 5% mostly due to the savings related to the new electric power purchase contract. Additionally, the City is investing a total of \$1,200,000 in street improvements budgeted in the General Fund.

Culture & Recreation:

Overall, the parks, cemetery and conference center expenses are remaining consistent. As per the agreement with Visit Granbury, LLC, the City will transfer 90% of collected Hotel Occupancy Tax (HOT) and \$50,000 from the General Fund to the Destination Marketing Organization to promote tourism. Due to the decreased HOT projections in the upcoming fiscal year, the estimated payment to Visit Granbury, will decrease respectively.

Capital:

Capital projects funded in Fiscal Year 2018-2019 for the Utility Fund include: upgrade of the water, sewer and electric infrastructure, pumps and motors, a bucket truck for the electric department, water meters for new developments and an investment to begin upgrading our electric meters to the new AMI system already in place for our water meters. Capital projects for the General Fund include: technology upgrades, police patrol car laptops, three new trucks, a salt and sand spreader for the street department, infrastructure maintenance and way-findings signs along our hike and bike trail.

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 \$548,240 due to the upcoming bond issue for Phase II of the Water Treatment Plant, along with the upgrade of our current wastewater treatment plant and the construction of a new wastewater treatment plant on the East side of the City.

Interfund Transfers

Interfund transfers from the General Fund to the Tourism Fund has increased slightly. For the first year, the Airport Fund is able to balance the operational budget without a transfer from the General Fund and yet still able to transfer to the General Fund it's share of allocated costs for services provided by the General Fund. The Utility Fund also pays a shared allocation to the General Fund for administrative and support services which has remained consistent over several years.

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 1st 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 2018-2019 Budget Calendar



Date	Responsible Group	Task
Jan 25	Finance	Start of FY 2018-2019 Budget Process
Jan 25	Finance	Phase I: Distribute capital project request forms and vehicle replacement worksheets for FY 2018-19
Feb 16	Department Heads	Phase I: Deadline for Vehicle Replacement Requests
Mar 2	Department Heads	Phase I: Deadline for FY 2018-19 Capital Requests
Mar 2	Department Heads, Finance	Phase II: Distribute FY 2018-19 projected line item budgets for Department Heads' review and revisions
Mar 23	Department Heads	Phase II: Deadline for budget projection revisions
Mar 28 - Apr 5	City Manager, Finance and Department Heads	Department Head meetings to discuss submitted budget requests for the FY 2018-19 budget.
Apr 11	Department Heads, Finance	Distribute Fee Schedule for Review
May 4	Department Heads, Finance	Phase III: Deadline for suggested revisions to Fee Schedule

Jun 14	MUAB	Meeting with the Municipal Utility Advisory Board to discuss budget projections for the Utility Fund
Jun 19	City Council, City Manager, Finance and Department Heads	Budget Workshop with Council
Jul 30	Finance, City Secretary	Proposed Budget to be submitted to City Council and City Secretary. <u>Regular City Council Meeting</u>
Aug 7	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 - Publish notice of effective and rollback 2018-19 Tax Rate
Aug 11	Finance, City Secretary	- Publish notice of hearings on the proposed FY 2018-19 Tax Rate
Aug 18	Finance, City Secretary	- Publish Notice of a Hearing on the FY 2018-19 Budget
Aug 21	City Council, Citizens of Granbury	<u>Regular City Council Meeting</u> - 1 st Public Hearing on the FY 2018-2019 Tax Rate
Aug 28	City Council, Citizens of Granbury	<u>Special City Council Meeting (if applicable)</u> - 2nd Public Hearing on the FY 2018-19 tax Rate <u>Regular Council Meeting</u>
Sept 4	City Council, Citizens of Granbury	- Public Hearing on the FY 2018-19 Budget - Adopt FY 2018-19 Budget - Adopt FY 2018-19 Tax Rate

Oct 1	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 9,310 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.

Many new commercial developments have emerged in the City of Granbury during the last several years, 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. LGMC provides 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 newly renovated 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.



Memorial Lane

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.

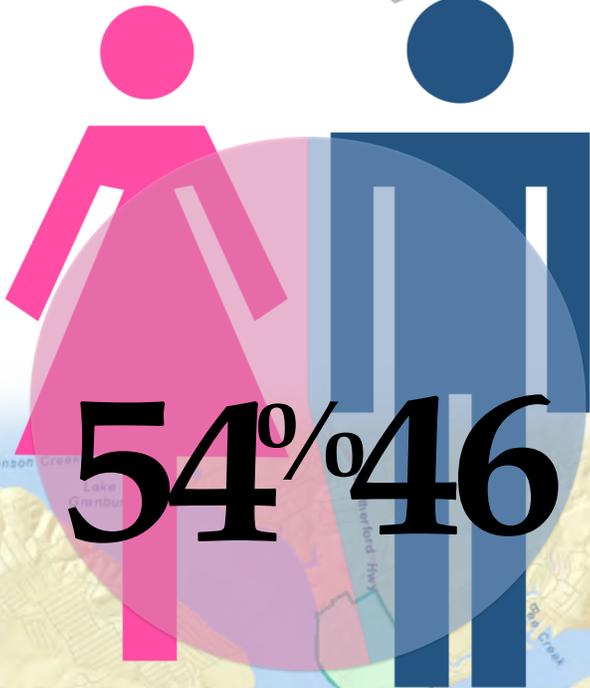
Location of Granbury



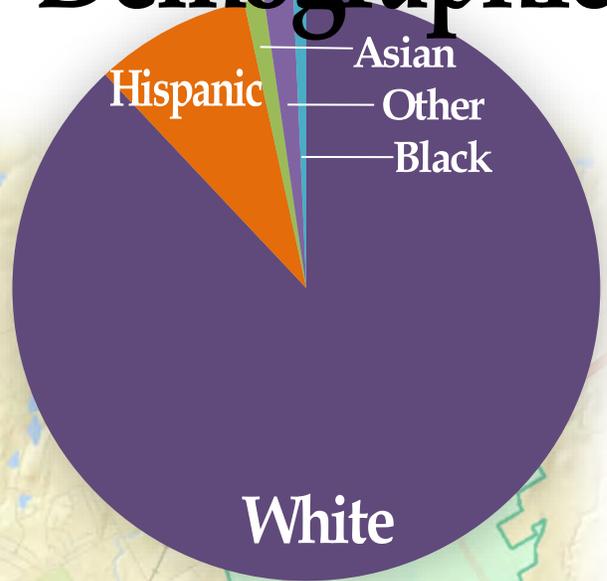
MILES FROM...	
Fort Worth	38
Dallas	73
Austin	177
Houston	285
El Paso	579
Atlanta	851
Chicago	1,031
Los Angeles	1,381
New York	1,620

Population **9,520**

\$46,541
Median Household Income

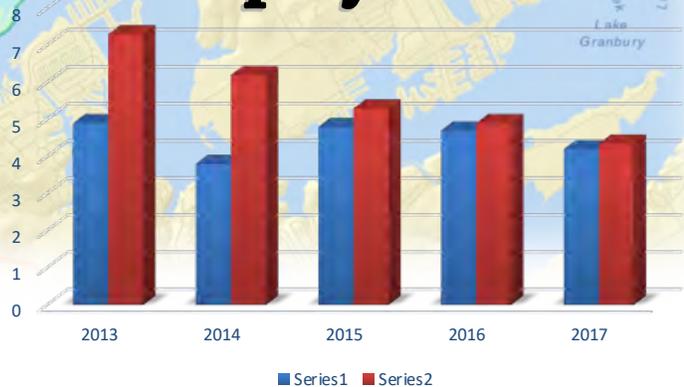


Demographics



13.6
square
miles

Unemployment Rate



\$173,100
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 2016			
Rank	Taxpayer	\$000 Assessed Value	% of Total Assessed Val.
1	Health Care Reit Inc	22,846,710	1.66%
2	Kroger Texas	20,090,130	1.46%
3	Hood General Hospital	13,394,960	0.98%
4	Pioneer Natural Resouce	12,096,400	0.88%
5	NEC US377 & Meander Rd	12,043,030	0.88%
6	ARI	10,056,730	0.73%
7	Pacific Lake Granbury	10,014,000	0.73%
8	HCRI Texas Properties	10,000,000	0.73%
9	HEB Grocery Company	9,056,710	0.66%
10	Wal-Mart Real Estate Business	8,966,490	0.65%

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 2017		
Rank	Customer	Gallons Consumed (hundreds)
1	City of Granbury	143,580
2	Jerry Durant Toyota	80,648
3	Hood County	80,089
4	Pacific Lake Granbury, LP	74,240
5	Creative Solutions	66,740
6	Waterview Point Retirement	53,777
7	Lake Granbury Medical Center	49,036
8	Granbury ISD	47,665
9	Wash My Ride	42,749
10	Hilton Garden Inn	38,908

Ten Largest Electric Customers 2017		
Rank	Customer	000 Kwh Consumed
1	City of Granbury	6,351
2	Granbury ISD	6,309
3	Lake Granbury Medical Center	5,518
4	Brookshire Grocery Co	2,746
5	Lowe's Home Center	2,658
6	Hood County	1,897
7	Waterview Point Retirement	1,918
8	Waterview Cove	1,307
9	AT&T	1,184
10	Hilton Garden Inn	1,051

City Statistics

Electric & Water Sales by Customer 2017		
Customer Category	Electric Sales	Water Sales
Residential	3,580,932	2,747,226
Commercial	6,959,122	3,280,440
Other	598,720	153,230
Total	11,138,774	6,180,896

Sales Tax by Revenue Type 2017	
Sales Tax Category	Sales Tax Remitted
Services	1,276,362
General Merchandise	1,191,687
Building Materials	1,371,254
Accommodation & Food	1,051,885
Other Retail	2,308,382
All Other	726,659
Total Sales Tax Received	7,926,229

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

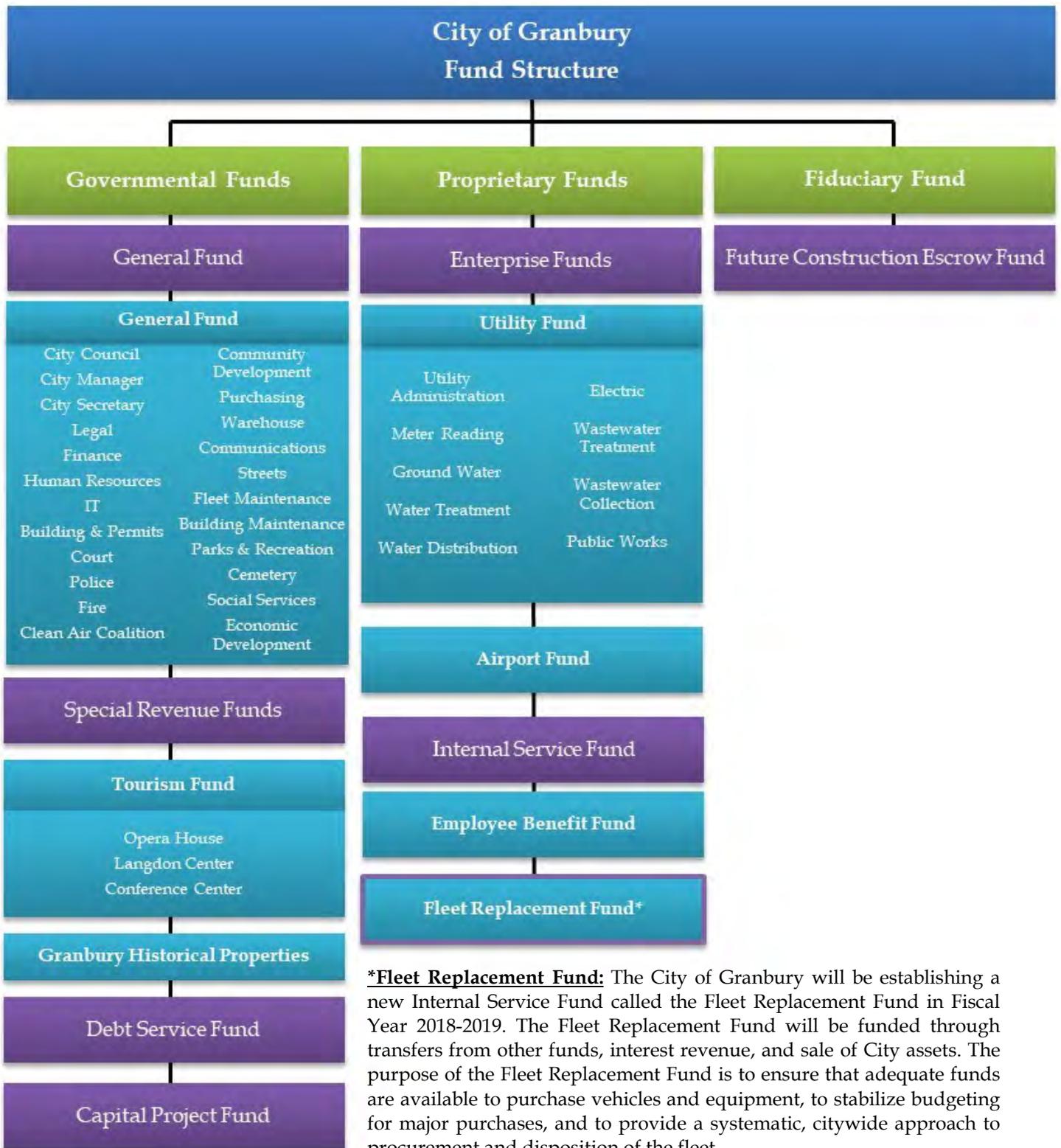
Education	
Attendance Centers	12
Students	6,590

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



***Fleet Replacement Fund:** The City of Granbury will be establishing a new Internal Service Fund called the Fleet Replacement Fund in Fiscal Year 2018-2019. The Fleet Replacement Fund will be funded through transfers from other funds, interest revenue, and sale of City assets. The purpose of the Fleet Replacement Fund is to ensure that adequate funds are available to purchase vehicles and equipment, to stabilize budgeting for major purchases, and to provide a systematic, citywide approach to procurement and disposition of the fleet.

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

Ad Valorem revenue for operations & maintenance has increased and is budgeted at \$2,920,148. Sales tax revenue is projected to be up and budgeted at \$8,030,000. 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 \$1,770,450 in Fiscal Year 2018-2019. The General Fund O&M budget for Fiscal Year 2018-2019 is 16,343,235 which is a \$687,235 increase from Fiscal Year 2018 budgeted numbers. The increase from 2017-2018 is mainly due to the additional personnel: 4 patrol officers, an additional building inspector, permit clerk and 3 interns. This budget also includes \$254,750 for capital expenditures and \$1,200,000 for street improvements.

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 \$20,660,629 which is a 3% increase compared to the 2017-18 budgeted expenses, which includes \$1,586,000 for capital expenditures and an additional \$548,240 for debt service on a future bond issue for the wastewater system upgrades and the construction of Phase II of the Water Treatment Plant. 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 245-246*).

TOURISM FUND

The City's Tourism Fund is composed of four major components: Promotion of Tourism, 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 2018-2019 is budgeted at \$290,380. The City will promote tourism with a transfer to a Destination Marketing Organization, Visit Granbury Inc of \$657,000 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 \$730,000. In 2013, the City entered into a contract with the Granbury Theater Company. The Opera House revenue is estimated to be \$45,000 derived from rental revenue, and \$41,300 in reimbursement for utility expenses. The operational budget for the Opera House is \$82,000.

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 Airport Fund budget for Fiscal Year 2018-2019 is \$3,831,600, which includes \$3 million in revenue and capital for the airport expansion project. Fiscal Year 2018-2019 will be the first year the airport operations budget will not be supported by a transfer from the General Fund.

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.

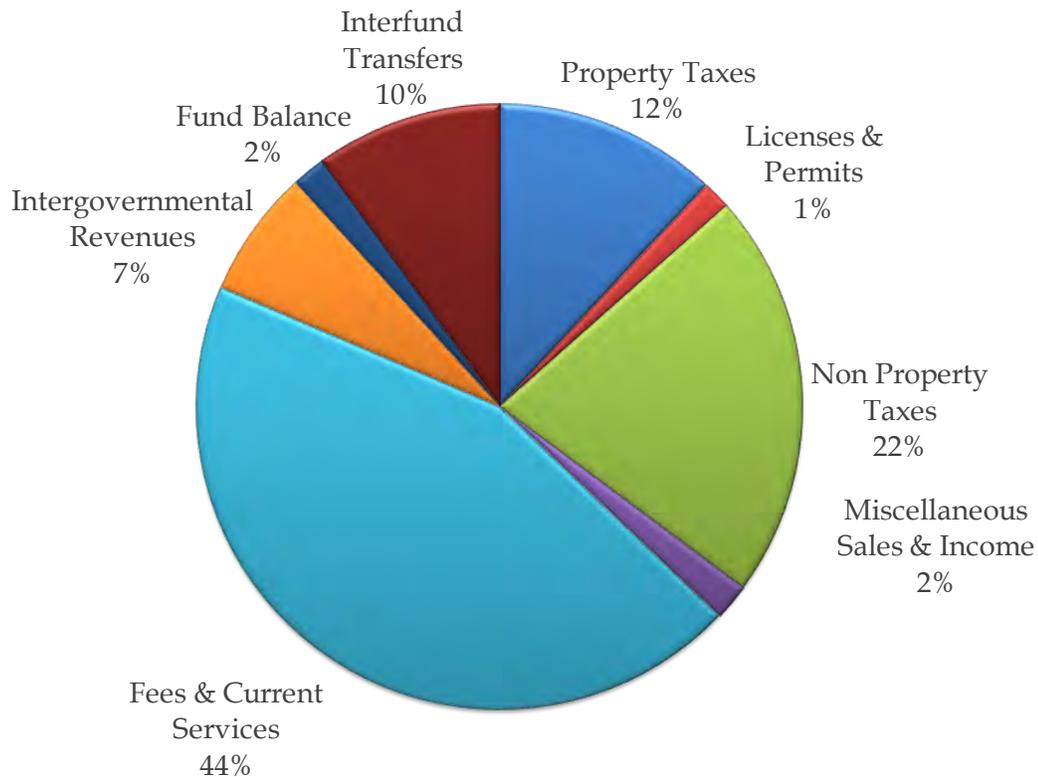
Consolidated Budget Summary

	General Fund	Enterprise Fund	Special Revenue Fund	General Debt Service	Grand Total
Beginning Fund Balances	6,223,898	5,324,280	111,495	333,176	11,992,849
<i>Revenues</i>					
Property Taxes	2,920,148	-	-	2,874,081	5,794,229
Sales Taxes	8,030,000	-	-	-	8,030,000
Franchise Taxes	1,770,450	-	-	-	1,770,450
Other Taxes	-	-	730,000	-	730,000
Licenses and Permits	744,413	-	-	-	744,413
Fines and Forfeitures	154,000	-	-	-	154,000
Fees and Services	156,700	20,924,000	455,100	-	21,535,800
Interest Income	80,000	80,000	-	-	160,000
Misc Sales and Income	151,400	479,600	-	-	631,000
Intergovt. Revenue	253,325	3,050,000	-	-	3,303,325
Total Revenues	14,260,436	24,533,600	1,185,100	2,874,081	42,853,217
<i>Other Financing Sources</i>					
Fund Balance Used	884,000	-	-	-	884,000
Interfund Transfers	1,363,882	200,000	40,000	3,222,759	4,826,641
Total Financing Sources	2,247,882	200,000	40,000	3,222,759	5,710,641
	16,508,318	24,733,600	1,225,100	6,096,840	48,563,858
Total Available Resources	22,732,216	30,057,880	1,336,595	6,430,016	60,556,707
<i>Expenditures</i>					
General Government	5,135,899	2,939,465	-	-	8,075,364
Public Safety	6,217,385	-	-	-	6,217,385
Community Development	760,743	-	-	-	760,743
Public Works	1,804,570	12,039,973	-	-	13,844,543
Culture and Recreation	1,839,508	-	1,622,780	-	3,462,288
Capital Improvements	254,750	4,586,000	-	-	4,840,750
Debt Service:					-
Principal	-	340,150	-	3,745,000	4,085,150
Interest	-	-	-	2,343,840	2,343,840
Administrative Fees	-	-	-	8,000	8,000
Total Expenditures	16,012,855	19,905,588	1,622,780	6,096,840	43,638,063
<i>Other Financing Uses</i>					
Interfund Transfers	330,380	4,586,641	-	-	4,917,021
Total Financing Uses	330,380	4,586,641	-	-	4,917,021
Total Expenditures & Other Uses	16,343,235	24,492,229	1,622,780	6,096,840	48,555,084
Ending Fund Balances	6,388,981	5,565,651	(286,185)	333,176	12,001,623

Consolidated Summary

Revenues

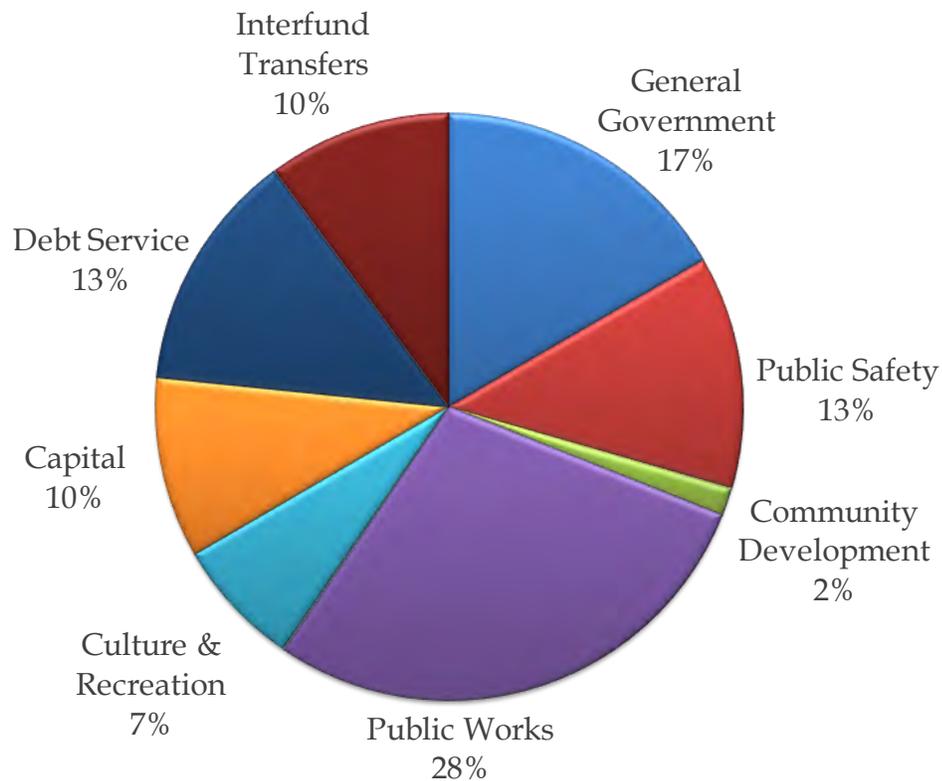
	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Revenues				
Property Taxes	5,341,892	5,568,982	5,541,071	5,794,229
Non Property Taxes	10,414,088	10,669,292	11,110,265	10,530,450
Licenses & Permits	789,148	688,800	1,116,838	744,413
Fines & Penalties	195,420	207,000	171,926	154,000
Fees & Current Services	21,562,432	21,615,210	22,798,214	21,535,800
Interest Income	93,518	80,000	314,338	160,000
Miscellaneous Sales & Income	1,226,270	1,884,818	1,118,273	631,000
Intergovernmental Revenues	5,577,048	3,508,228	949,778	3,303,325
Total Revenues	45,199,815	44,222,330	43,120,703	42,853,217
Other Financing Sources				
Fund Balance Used	9,100	1,194,492	-	884,000
Interfund Transfers	2,983,540	3,253,763	3,670,525	4,826,641
Total Other Financing Sources	2,992,640	4,448,255	3,670,525	5,710,641
Bond Proceeds Used	-	-	-	-
Total Revenues, Other Financing Sources & Fund Balance/Working Capital	48,192,455	48,670,585	46,791,227	48,563,858



Consolidated Summary

Expenditures

	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Expenditures				
General Government	7,808,621	8,063,363	7,583,942	8,075,364
Public Safety	4,932,929	5,579,081	5,496,715	6,217,385
Community Development	600,921	732,511	593,902	760,743
Public Works	14,511,561	14,652,656	13,228,703	13,844,543
Culture & Recreation	3,218,479	3,493,207	3,250,274	3,462,288
Capital	3,753,045	5,462,944	4,838,821	4,840,750
Debt Service	5,124,345	5,445,130	4,921,356	6,436,990
Total Expenditures	39,949,901	43,428,892	39,913,713	43,638,063
Other Financing Uses				
Interfund Transfers	2,786,076	3,853,389	4,419,229	4,917,021
Total Other Financing Uses	2,786,076	3,853,389	4,419,229	4,917,021
Total Expenditures & Other Financing	42,735,978	47,282,281	44,332,942	48,555,084



Consolidated Summary

Expenditures by Department

	Personnel Costs	Supplies & Maintenance	Services	Interfund Transfers	Capital	Debt Service	Grand Total
General Fund							
City Council	85,203	3,200	113,500	-	-	-	201,903
City Manager	477,417	7,300	32,440	-	-	-	517,157
Asst City Manager	-	-	-	-	-	-	-
City Secretary	139,242	5,150	35,950	-	-	-	180,342
Legal	-	-	130,500	-	-	-	130,500
Finance	490,813	12,200	40,975	-	-	-	543,988
Purchasing	150,544	2,440	6,565	-	-	-	159,549
Social Services	-	-	54,000	-	-	-	54,000
IT	233,372	38,750	535,361	-	57,000	-	864,483
Communications	82,106	3,350	51,582	-	15,000	-	152,038
Human Resources	86,701	2,550	116,725	-	-	-	205,976
Warehouse	102,410	16,675	11,332	-	27,000	-	157,417
Building & Permits	654,580	21,875	40,608	-	50,000	-	767,063
Economic Development	-	3,500	86,300	-	-	-	89,800
Comm Development	451,303	13,210	206,430	-	-	-	670,943
Clean Air Coalition	59,456	3,000	44,600	-	-	-	107,056
Municipal Court	183,016	3,850	13,054	-	-	-	199,920
Police	3,892,992	306,648	322,750	-	-	-	4,522,390
Fire	144,754	177,580	455,678	-	-	-	778,012
Streets	387,548	1,321,990	95,032	-	32,000	-	1,836,570
Fleet Maintenance	266,675	45,010	5,600	-	-	-	317,285
Building Maintenance	562,209	103,700	60,464	-	-	-	726,373
Parks and Recreation	1,229,420	277,465	271,495	-	73,750	-	1,852,130
Cemetery	44,498	7,980	8,650	-	-	-	61,128
Non-Departmental	-	3,000	1,078,915	330,380	-	-	1,412,295
Total General Fund	9,724,259	2,380,423	3,818,506	330,380	254,750	-	16,508,318
Utility Fund							
Utility Billing	196,250	6,900	215,975	-	-	-	419,125
Meter Reading	161,438	37,050	64,167	-	200,000	-	462,655
Ground Water	175,839	203,000	240,850	-	50,000	-	669,689
Water Treatment	514,379	479,200	1,497,650	-	100,000	-	2,591,229
Water Distribution	251,026	181,115	211,554	-	285,000	-	928,695
Wastewater Treatment	451,541	296,240	427,064	-	181,000	-	1,355,845
Wastewater Collection	231,418	139,500	91,312	-	240,000	-	702,230
Electric	580,503	177,900	5,889,882	-	530,000	-	7,178,285
Public Works	292,805	7,250	27,780	-	-	-	327,835
Non-Departmental	-	9,300	1,135,950	4,539,641	-	340,150	6,025,041
Total Utility Fund	2,855,199	1,537,455	9,802,184	4,539,641	1,586,000	340,150	20,660,629

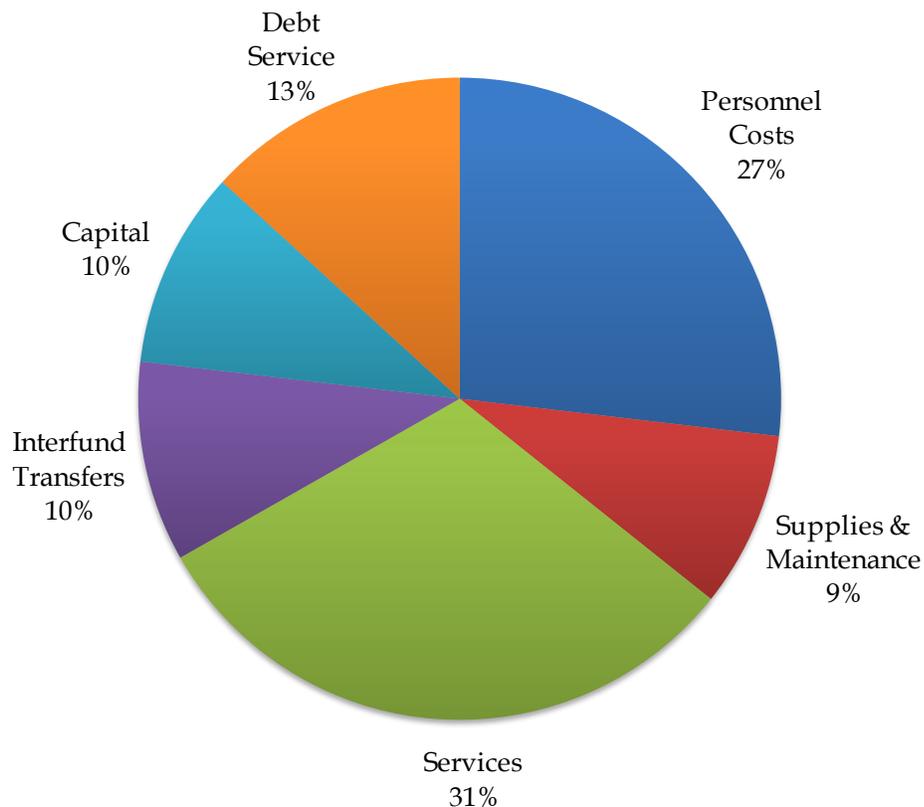
Consolidated Summary

Expenditures by Department

Continued

	Personnel Costs	Supplies & Maintenance	Services	Interfund Transfers	Capital	Debt Service	Grand Total
Airport Fund							
Airport	149,891	317,404	317,305	47,000	3,000,000	-	3,831,600
Tourism Fund							
Conference Center	359,030	57,050	341,400	-	-	-	757,480
Tourism	-	-	707,000	-	-	-	707,000
Other	-	22,500	95,800	-	-	-	118,300
Total Tourism Fund	359,030	79,550	1,144,200	-	-	-	1,582,780
Granbury Historical Properties Fund							
Historical Properties	-	-	40,000	-	-	-	40,000
Debt Service Fund							
Debt Service	-	-	-	-	-	6,096,840	6,096,840
Total All Funds	13,088,379	4,314,832	15,122,195	4,917,021	4,840,750	6,436,990	48,720,167

City-Wide Expenditures by Type



General Fund

FUND DESCRIPTION:

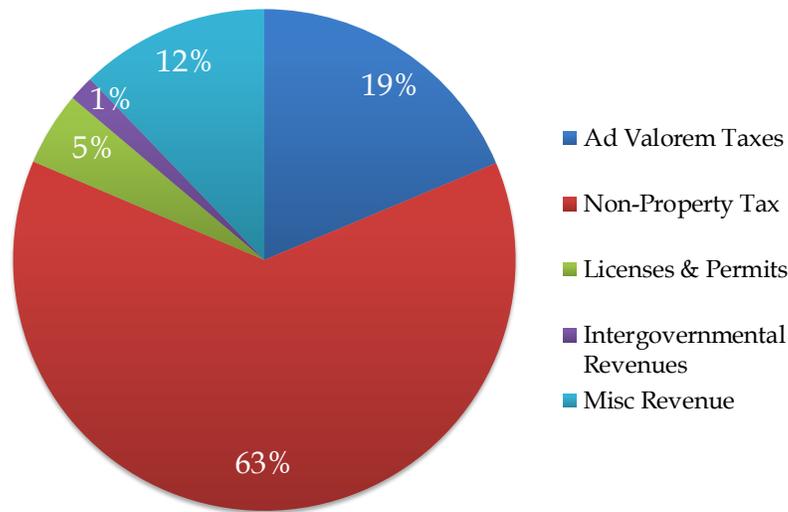
The General Fund is used to account for resources traditionally associated with government that are not required legally or by sound financial management to be accounted for in another fund.

	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Revenues				
Ad Valorem Taxes	2,526,808	2,700,126	2,672,214	2,920,148
Non-Property Tax	9,676,713	9,912,292	10,380,942	9,800,450
Licenses & Permits	789,148	688,800	1,116,838	744,413
Fines & Penalties	195,420	207,000	171,926	154,000
Park Revenues	177,062	165,840	287,189	156,700
Interest Income	59,704	50,000	160,225	80,000
Misc. Sales & Income	565,720	326,678	350,567	151,400
Intergovernmental Revenues	1,927,134	308,228	901,785	253,325
Total Revenues	15,917,708	14,358,964	16,041,685	14,260,436
Other Financing Sources				
Interfund Transfers	1,240,232	1,336,330	1,502,539	1,363,882
Fund Balance Used	9,100	1,194,492	-	884,000
Total Other Financing Sources	1,249,332	2,530,822	1,502,539	2,247,882
Total Revenues & Other				
Financing Sources	17,167,040	16,889,786	17,544,224	16,508,318
Expenditures				
Personnel Costs	8,523,282	9,083,898	9,126,957	9,724,259
Supplies & Maintenance	1,000,110	2,307,748	2,081,816	2,380,423
Services	3,328,697	3,524,681	3,052,353	3,653,423
Capital	2,532,608	882,212	811,182	254,750
Total Expenditures	15,384,697	15,798,539	15,072,308	16,012,855
Other Financing Uses				
Interfund Transfers	429,147	746,558	746,550	330,380
Total Other Financing Uses	429,147	746,558	746,550	330,380
Total Expenditures & Other				
Financing Uses	15,813,844	16,545,097	15,818,859	16,343,235

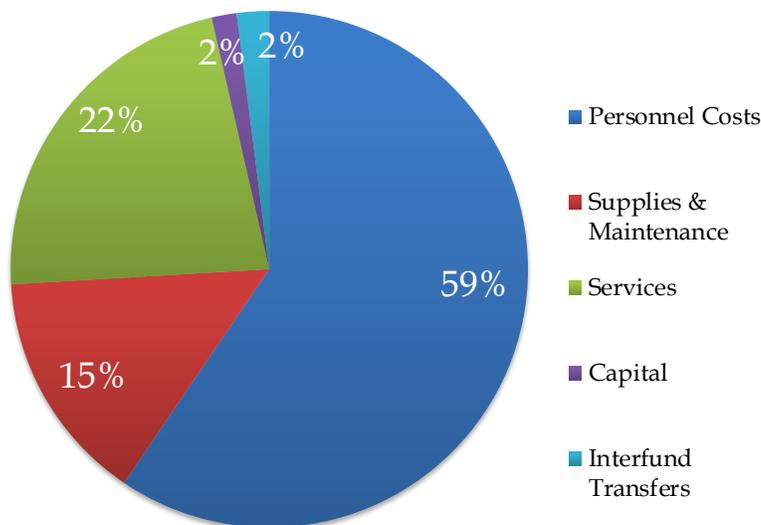
Significant Issues/Comments:

- Property values increased by \$79.7M and net property tax revenues increased by 5.65% compared to the Fiscal Year 2017-2018 budget.
- Sales tax revenues are projected to increase 7% to \$8 million in Fiscal Year 2018-2019.
- Interfund transfers to the Tourism Fund are \$290,380. For Fiscal Year 2018-2019, the Airport Fund has a balanced budget without any additional support from the General Fund, yet the Airport Fund will continue to transfer their share of allocated costs for services provided by the General Fund.
- The City is also investing \$1,200,000 in street improvements. It will use \$364,000 of current O&M revenue as well as \$836,000 from prior year fund balance.
- Revenue from residential garbage collection is also budgeted to increase \$84,000 due to a slight rate increase of \$2, from \$8.57 to \$10.57.

General Fund Revenues by Type



General Fund Expenditures by Type



Utility Fund

FUND DESCRIPTION:

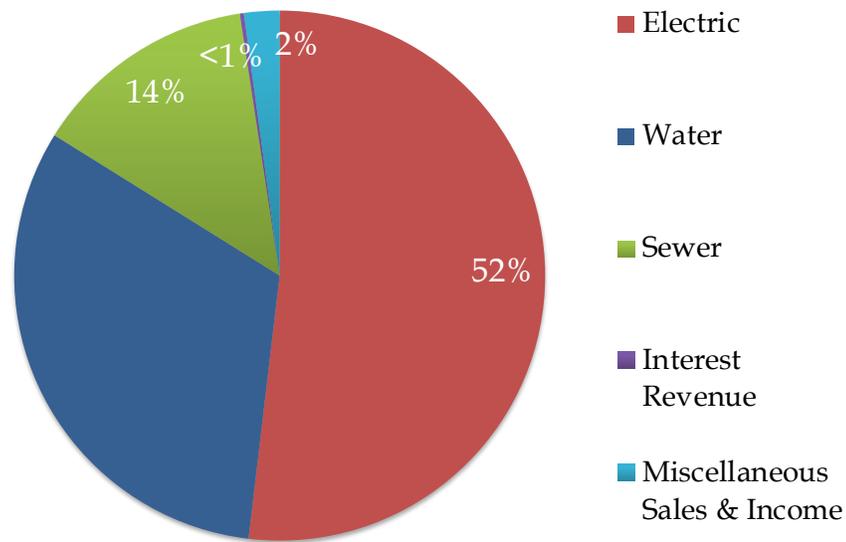
The Utility Fund is used to account for the revenues from water, sewer and electric operating and maintenance activities and the expenses of the departments that support these activities. These departments include the water and wastewater treatment plants, the water distribution and wastewater collection 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 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Revenues				
Fees & Service Charges	20,122,028	20,185,590	21,245,876	20,205,000
Interest Revenue	33,929	30,000	98,829	50,000
Miscellaneous Sales & Income	628,208	1,501,000	737,790	447,000
Total Revenues	20,784,165	21,716,590	22,082,495	20,702,000
Other Financing Sources				
Interfund Transfers	519,471	29,400	279,953	200,000
Fund Balance Used	-	-	-	-
Total Other Financing Sources	519,471	29,400	279,953	200,000
Total Revenues & Other Financing Sources				
	<u>21,303,636</u>	<u>21,745,990</u>	<u>22,362,448</u>	<u>20,902,000</u>
Expenses				
Personnel Costs	2,372,779	2,798,303	2,697,635	2,855,199
Supplies & Maintenance	897,979	1,464,532	1,204,480	1,537,455
Services	12,513,255	10,590,127	9,612,280	9,802,184
Capital	1,220,438	1,234,530	2,668,208	1,586,000
Debt Service	1,245,424	1,244,168	720,395	340,150
Total Expenses	18,249,875	17,331,660	16,902,997	16,120,988
Other Financing Uses				
Interfund Transfers	2,311,033	3,060,132	3,625,980	4,539,641
Total Other Financing Uses	2,311,033	3,060,132	3,625,980	4,539,641
Total Expenses & Other Financing Uses				
	<u>20,560,908</u>	<u>20,391,792</u>	<u>20,528,977</u>	<u>20,660,629</u>

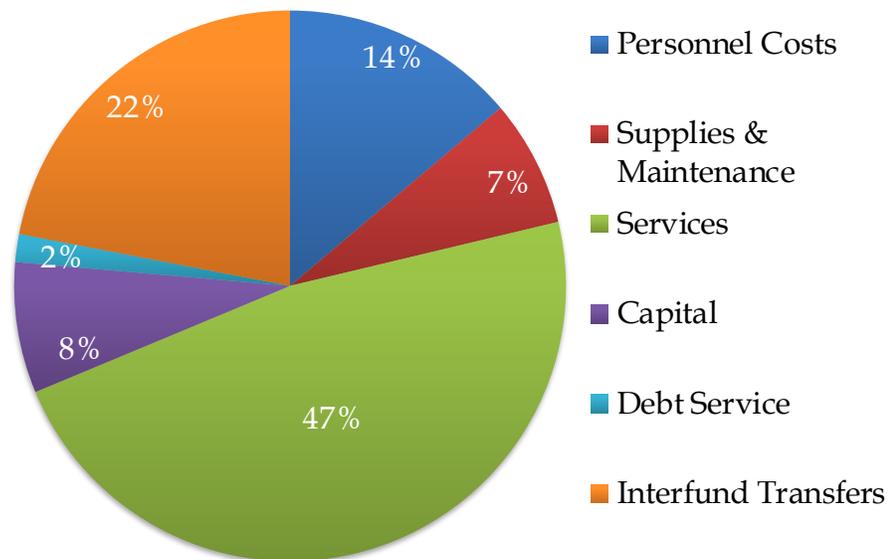
Significant Issues/Comments:

- Electric Revenues are budgeted to only increase 1% due projected increase in consumption.
- Water and sewer rates are budgeted to be up 3% due to CPI rate adjustments.
- Impact Fees of \$200,000 are budgeted to be used for water line upgrades in conjunction with the street improvements budgeted during the year in the General Fund.
- Services are decreasing due to savings from a full year with the new power cost purchase contract and the elimination of water purchase from SWATS due to the new Water Treatment Plant.

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 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Revenues				
Sale of Aviation Fuel	423,248	427,200	427,332	395,000
Hangar Rent	330,298	337,880	323,408	324,000
Interest Revenue	(5)	-	54,957	30,000
Other Income	30,691	57,140	29,953	32,600
Intergovernmental Revenues	3,649,914	3,200,000	47,993	3,050,000
Total Revenues	4,434,145	4,022,220	883,642	3,831,600
Other Financing Sources				
Interfund Transfers	120,000	94,020	94,020	-
Fund Balance Used				
Total Other Financing Sources	120,000	94,020	94,020	-
Total Revenues & Other Financing Sources				
Financing Sources	4,554,145	4,116,240	977,662	3,831,600
Expenses				
Personnel Costs	211,267	220,618	238,501	149,891
Supplies & Maintenance	325,171	348,901	339,389	317,404
Services	222,878	252,205	245,250	217,305
Capital Outlay	-	3,000,000	1,072,283	3,000,000
Total Expenses	759,315	3,821,724	1,895,422	3,684,600
Other Financing Uses				
Grant Reimbursed Expense	99,758	250,000	34,082	100,000
Interfund Transfers	45,896	46,699	46,699	47,000
Total Other Financing Uses	145,654	296,699	80,781	147,000
Total Expenses & Other Financing Uses				
Financing Uses	904,969	4,118,423	1,976,203	3,831,600

Significant Issues/Comments:

- The Airport will receive the second installment of \$3M of the \$15.7M grant committed by TxDOT Aviation 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.
- For Fiscal Year 2018-2019, the Airport Fund has a balanced budget without any additional support from the General Fund, yet the Airport Fund will continue to transfer their share of allocated costs for services provided by the General Fund.

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 Lake Granbury Conference Center. Two other cultural centers: the Langdon Center and the Opera House, are also accounted for here.

	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Revenues				
Hotel Occupancy Taxes	737,375	757,000	729,323	730,000
Interest Revenue	(248)	-	327	-
Conference Center Revenue	486,552	477,700	496,135	434,100
Langdon Center Revenue	23,245	21,000	18,275	21,000
Opera House Revenue	94,229	87,250	86,834	86,300
Other Income	(94,278)	(87,250)	(86,870)	(86,300)
Total Revenues	1,246,875	1,255,700	1,244,024	1,185,100

Other Financing Sources

Interfund Transfers	-	-	-	-
Total Other Financing Sources	-	-	-	-

Total Revenues & Other

Financing Sources	1,246,875	1,255,700	1,244,024	1,185,100
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Expenditures

Personnel Costs	280,803	337,678	251,912	359,030
Supplies & Maintenance	94,488	98,757	90,104	79,550
Services	450,653	472,070	456,134	437,200
Other Services	713,637	731,300	682,644	707,000
Capital Outlay	-	346,202	278,949	-
Total Expenditures	1,539,582	1,986,007	1,759,742	1,582,780

Other Financing Uses

Interfund Transfers	-	-	-	-
Total Other Financing Uses	-	-	-	-

Total Expenditures & Other

Financing Uses	1,539,582	1,986,007	1,759,742	1,582,780
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Significant Issues/Comments:

- Revenue projections for hotel occupancy taxes are projected to be \$730,000 in Fiscal Year 2018-2019 based on current fiscal year trend.
- The total interfund transfer from General Fund to Tourism Fund is up 6% compared to Fiscal Year 2017-2018.
- Other Services of \$707,000 includes the Tourism Fund transfer to Visit Granbury, Inc to promote tourism, which is 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 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Revenues				
Interest Revenue	138	-	-	-
Other Income	1,699	-	-	-
Intergovernmental Revenues	-	-	-	-
Total Revenues	1,837	-	-	-
Other Financing Sources				
Interfund Transfers	40,000	40,000	40,000	40,000
From Fund Balance	-	-	-	-
Total Other Financing Sources	40,000	40,000	40,000	40,000
Total Revenues & Other Financing Sources	41,837	40,000	40,000	40,000
Expenditures				
Personnel Costs	-	-	-	-
Supplies & Maintenance	-	-	-	-
Services	37,753	40,000	40,000	40,000
Capital Outlay	-	-	-	-
Other Services	-	-	-	-
Total Expenditures	37,753	40,000	40,000	40,000
Other Financing Uses				
Interfund Transfers	-	-	-	-
Total Other Financing Uses	-	-	-	-
Total Expenditures & Other Financing Uses	37,753	40,000	40,000	40,000

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

	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Revenues				
Ad Valorem Taxes	2,815,084	2,868,856	2,868,856	2,874,081
Interest Revenue	-	-	-	-
Other Revenue	-	-	-	-
Total Revenues	2,815,084	2,868,856	2,868,856	2,874,081
Other Financing Sources				
Issuance of Debt	-	-	-	-
Payment of refunded bond	-	-	-	-
Bond (Discount)/Premium	-	-	-	-
Interfund Transfers	1,063,838	1,754,013	1,754,013	3,222,759
Total Other Financing Sources	1,063,838	1,754,013	1,754,013	3,222,759
Total Revenues & Other				
Financing Sources	3,878,921	4,622,869	4,622,869	6,096,840
Expenditures				
Debt Service				
Principal	2,295,000	2,840,000	2,840,000	3,745,000
Interest and Fiscal charges	1,579,839	1,356,530	1,356,530	2,343,840
Refund of Existing Debt	-	-	-	-
Debt Issuance Cost	-	-	-	-
Agent Fees	4,082	4,432	4,432	8,000
Total Expenditures	3,878,921	4,200,962	4,200,962	6,096,840
Other Transfers	-	-	-	-
Total Expenses & Other				
Financing Uses	3,878,921	4,200,962	4,200,962	6,096,840

Significant Issues/Comments:

- Property values increased by \$79.7M (5.65%) in Fiscal Year 2018-2019, reflecting an in-

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 and Building Permits & Inspection Services
- * **Community Development:** Economic Development and Community Development
- * **Public Works:** Street Maintenance
- * **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 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Ad Valorem Taxes	2,526,808	2,700,126	2,672,214	2,920,148
Sales Taxes	7,858,500	8,136,354	8,516,994	8,030,000
Franchise Fees & Other	1,818,213	1,775,938	1,863,948	1,770,450
Licenses, Permits, Fees	789,148	688,800	1,116,838	744,413
Municipal Court Fees	195,420	207,000	171,926	154,000
Park Revenues	177,062	165,840	287,189	156,700
Interest Income	59,704	50,000	160,225	80,000
Other Revenues	565,720	326,678	350,567	151,400
Intergovernmental Revenue	1,927,134	308,228	901,785	253,325
Interfund Transfers	1,240,232	1,336,330	1,502,539	1,363,882
Fund Balance Used	9,100	1,194,492	-	884,000
Total Revenues	17,167,040	16,889,786	17,544,224	16,508,318

General Fund Revenue

Fiscal Year 2018-2019



General Fund Revenues

Revenue Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Ad Valorem Taxes				
Current Tax Revenue	2,526,808	2,700,126	2,672,214	2,920,148
Delinquent Tax Revenue	8,204	15,000	24,395	15,000
Penalty and Interest on Taxes	15,939	25,000	24,900	15,000
Tax Certificates	206	250	455	250
Total Ad Valorem Taxes	2,551,158	2,740,376	2,721,964	2,950,398
Sales Taxes				
Sales Taxes	7,858,500	8,136,354	8,516,994	8,030,000
Mixed Drink Taxes	67,729	60,000	83,572	65,000
Total Sales Taxes	7,926,230	8,196,354	8,600,566	8,095,000
Franchise Fees				
Cable TV Franchise Fees	104,040	95,000	97,869	100,000
Telephone Franchise Fees	102,420	107,000	93,049	98,000
Electric Franchise Fees	394,729	375,000	396,094	390,000
Solid Waste Franchise Fees	113,780	108,000	114,384	196,000
Gas Franchise Fees	53,464	60,000	59,045	55,000
Utility Fund Franchise Fees	929,419	902,688	944,219	808,200
PEG Fee Franchise	28,281	28,000	25,967	28,000
Total Franchise Fees	1,726,134	1,675,688	1,730,626	1,675,200
Licenses, Permits, Fees				
Alcoholic Beverage Permits	7,485	6,000	11,790	8,000
Health Permits	44,735	48,000	45,113	48,000
Building/Housemoving Perm	417,451	340,000	449,993	400,000
Plumbing/Electric Permits	50,990	55,000	75,108	55,000
Pole Usage Fees	9,363	9,500	9,584	9,363
License Registration/Renewa	32,000	30,000	25,752	30,000
Street/Curb/Concrete Permit	-	500	-	-
Water Well Permits	500	-	-	-
Misc Permits/Fees/Licenses	134,999	110,000	142,903	66,300
Dog Pound Fees	430	300	400	-
Gas Well Permits & Fees	1,059	2,000	1,091	2,000
Engineering Fees	48,571	55,000	86,825	63,750
Accident Report Fees	1,728	2,000	1,320	2,000
Developers Fees	39,838	30,000	266,960	60,000
Car Storage/Impound Fees	-	500	-	-
Total Licenses, Permits, Fees	789,148	688,800	1,116,838	744,413

General Fund Revenues

Continued

Revenue Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Municipal Court Fees				
Fines and Forfeitures	134,592	150,000	110,703	100,000
Parking Violation Fees	-	-	-	-
Court Fines for Building Secur	3,714	4,000	3,384	3,000
Mun. Court Administ. Fess	29,841	25,000	31,259	25,000
Warrant Fees	20,037	20,000	19,914	20,000
Arrest Fees	7,235	8,000	6,666	6,000
Total Municipal Court Fees	195,420	207,000	171,926	154,000
Park Revenue				
Ballfield Concessions	30,052	40,000	36,159	40,000
Beach Concession Revenue	-	-	-	-
Beach Rental	1,900	2,000	1,800	700
Trailer Concession Revenue	-	-	-	-
Swimming Lessons	-	-	-	-
Pool Concessions	5,704	8,000	6,947	8,000
Swimming Pool Admissions	14,371	25,000	18,084	15,000
Pavilion Use Fees	3,275	3,000	3,295	3,000
Recreation Activity Fees	41,385	40,000	41,212	40,000
Park Donation/Dedications	57,582	17,840	148,771	20,000
Stage Rental	1,850	2,000	2,550	2,000
Labor - Special Events	-	-	-	-
Park Gas Well Revenue	-	-	-	-
Ballfield Sign Space Lease	-	-	-	-
Ballfield Use Fees	8,405	15,000	18,136	15,000
Soccer Field Use Fees	10,938	11,000	7,735	11,000
Cemetery Revenue	1,600	2,000	2,500	2,000
Total Park Revenue	177,062	165,840	287,189	156,700
Interest Income				
Interest Income	59,704	50,000	160,225	80,000
Total Interest Income	59,704	50,000	160,225	80,000

General Fund Revenues

Continued

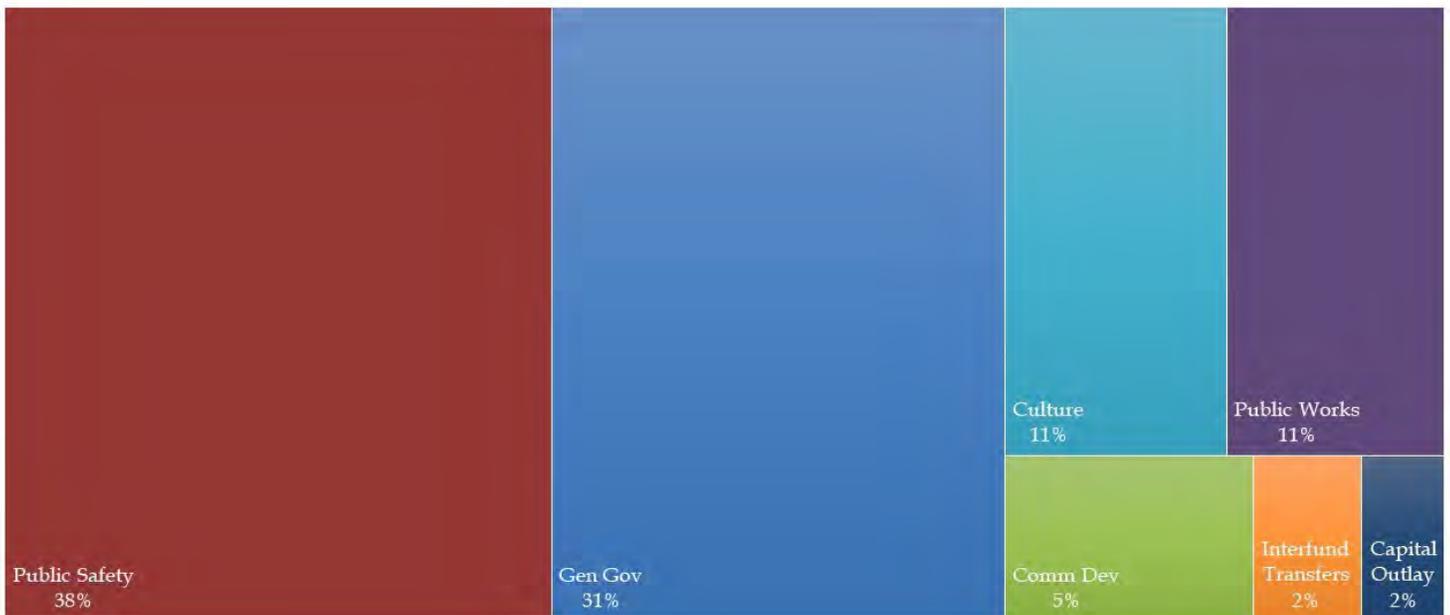
Revenue Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Other Revenue				
Fund Balance Used	9,100	1,194,492	-	884,000
Lease of City Property	93,653	90,000	97,609	93,600
Kiosk Sign Rent	3,795	3,500	2,425	2,800
WIFI Network Income	12,350	-	2,462	-
Cemetery Gas Well Drilling	7,089	5,000	7,075	5,000
Books, Maps, Publications	354	200	192	-
Granbury TV Programming	22,287	20,000	23,716	20,000
Granbury TV Membership	523	-	12	-
Granbury TV Donations	-	-	-	-
Granbury TV Production	220	-	250	-
Donations	204,720	55,189	56,016	-
Miscellaneous Income	39,442	40,000	36,627	13,000
Insurance Proceeds	34,083	97,189	66,372	-
Sale of Assets	128,850	-	41,370	-
Cash Short/Over	54	-	33	-
Vending Machine Revenue	1,182	600	1,015	-
Service Fees	17,118	15,000	15,394	17,000
Total Other Revenue	574,820	1,521,170	350,567	1,035,400
Interfund Transfers				
Transfer In Shared Alloctn	919,727	997,834	997,834	998,135
Transfer from Utility	320,505	338,496	420,720	365,747
Transfer in from Airport	-	-	-	-
Transfer In from Tourism	-	-	83,985	-
Transfer In	-	-	-	-
Transfer in from I & S	-	-	-	-
Total Interfund Transfers	1,240,232	1,336,330	1,502,539	1,363,882
Intergovernmental Revenue				
GISD Officer Reimb.	57,905	63,008	67,056	68,900
Other State Revenue	-	-	-	-
Other State Grants	247,326	245,220	121,817	176,800
Other Grant Revenue	1,237,167	-	140,782	7,625
Other Financing Sources	347,802	-	572,131	-
FEMA Grant Revenue	36,934	-	-	-
Intergov Contributions	-	-	-	-
Total Intergovernmental	1,927,134	308,228	901,785	253,325
Total General Fund Revenue	17,167,040	16,889,786	17,544,224	16,508,318

General Fund Expenditures

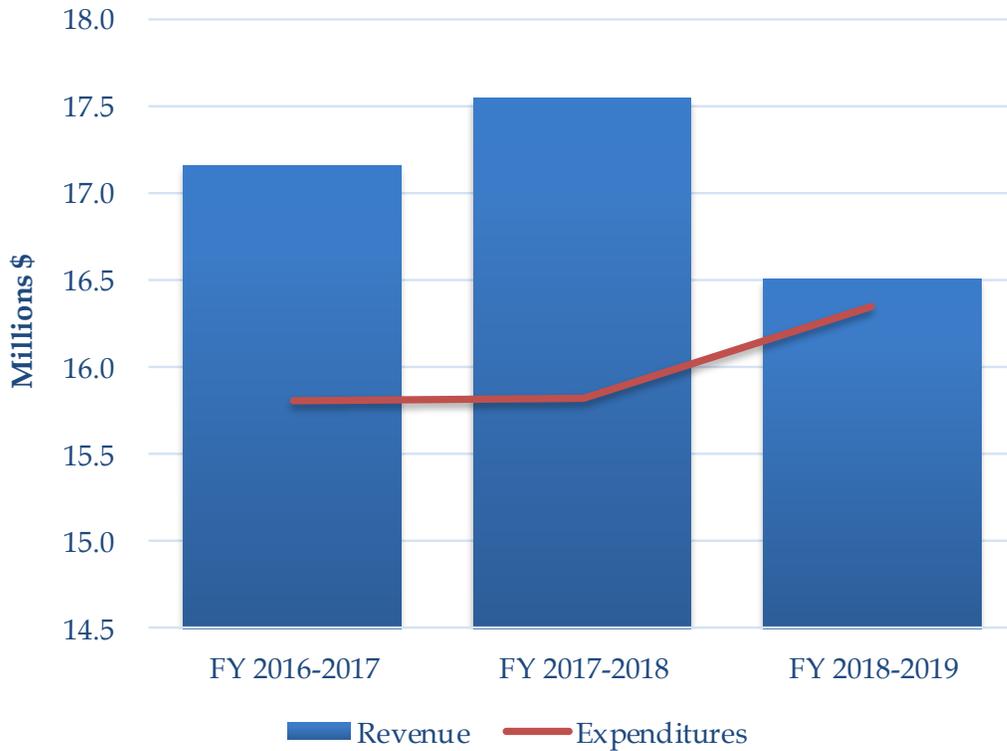
Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Administration	1,888,070	1,806,508	1,903,871	1,916,904
Internal Services	2,204,616	2,271,986	2,075,445	2,195,107
Streets	541,509	1,802,651	1,676,190	1,804,570
Community Development	600,921	732,511	593,902	760,743
Clean Air Coalition	133,664	173,063	82,862	107,056
Public Safety	4,932,929	5,579,081	5,496,715	6,217,385
Parks and Recreation	1,641,145	1,813,402	1,729,480	1,839,508
Non-Departmental	909,236	737,125	702,661	916,832
Interfund Transfers	429,147	746,558	746,550	330,380
Capital Outlay	2,532,608	882,212	811,182	254,750
Total Expenditures	15,813,844	16,545,097	15,818,859	16,343,235

General Fund Expenditures

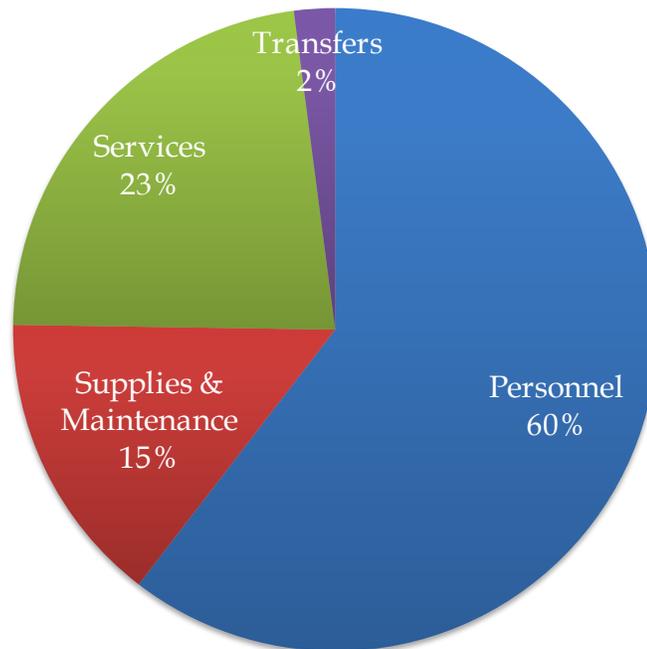
Fiscal Year 2018-2019



General Fund Revenues vs Expenditures 3 Year History



Fiscal Year 2018-2019 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 2015-2016	Actual 2016-2017	Actual 2017-2018	Goal 2018-2019
3	# Citizen Participation Speakers	40*	24	23	30
4	Attendance % for Regular & Special Council Meetings	92%	97%	94%	99%

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

City Council Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Salaries	78,000	-	-	78,000
FICA	5,967	5,967	6,061	5,967
Insurance for Personnel	110	-	110	120
Workers Compensation	163	146	146	144
Texas Workforce Commission	-	-	328	972
Total Personnel	84,240	6,113	6,645	85,203
Supplies & Maintenance				
Office Supplies	275	900	222	900
Copier Expense	0	300	207	300
Non-Capital Tools & Equip	6,108	2,000	1,820	2,000
Total Supplies & Maint	6,382	3,200	2,250	3,200
Services				
Council Expense	-	80,000	80,000	-
Audit & Accounting	21,000	21,000	21,000	24,000
Consultants, Architect, Engr.	19,478	20,000	36,449	20,000
Telephone	2,722	3,000	2,994	2,800
Postage	-	100	-	100
Council Travel/Training	24,542	27,800	14,741	30,000
Meeting Refreshments	2,061	2,500	1,523	2,500
Meeting Recordings	-	100	-	100
Dues, Subscriptions, Member	7,128	10,000	9,017	10,000
Public Purpose Donation	-	-	-	-
Intergovernmental Relations	-	-	-	-
Internet Services	-	-	-	-
Community Events	26,178	20,000	16,981	20,000
Miscellaneous Expenses	2,117	2,000	2,127	2,000
Special Events- City Hall	1,805	2,000	158	2,000
Total Services	107,032	188,500	184,989	113,500
Total City Council	197,654	197,813	193,884	201,903

**Did you
know?**

The City of Granbury will hold a special election in November where voters can decide whether to pass 20 propositions for amendments to the City Charter.

- City Manager -

Department 11

MISSION STATEMENT OF CITY MANAGER

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 OF CITY MANAGER

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.

MISSION STATEMENT OF ASSISTANT CITY MANAGER

The Assistant City Manager is 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 OF ASSISTANT CITY MANAGER

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, Lake Granbury Conference Center, as well as providing administrative oversight of the City's relationship with the Granbury Volunteer Fire Department.

The City Manager and the Assistant City Manager function together as a team to accomplish the objectives and strategies of the City Manager's office with the City Manager being the only one that reports directly to the City Council. The Assistant City Manager reports directly to the City Manager.

STAFFING			
Title	2016-17	2017-18	2018-19
City Manager	1	1	1
Assistant City Manager*	1	1	1
Executive Administrative Assistant	1	1	1
Total Staffing	3	3	3

* The Assistant City Manager was accounted for in a separate department prior to Fiscal Year 2018-2019

Did you know?	<p>City Manager, Chris Coffman is currently serving as the Texas City Management Association’s President and Granbury’s Assistant City Manager, Michael Ross is serving TCMA as the TML Board Representative</p>
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OBJECTIVES AND STRATEGIES OF THE CITY MANAGER’S OFFICE

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 regular Staff Meetings
- Conduct regular meetings with individual and/or small group of directors.
- Ensure the comprehensive plan is followed
- 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

6. 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.

City Manager Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	199,054	206,945	206,242	345,806
FICA	13,806	16,754	14,002	26,875
Vacation	1,212	-	2,391	-
Sick Leave	2,438	-	2,431	-
Overtime	62	50	70	100
Retirement	34,275	35,812	36,478	60,319
Longevity	480	720	720	1,190
Insurance	14,578	16,297	16,196	22,650
Workers Compensation	505	475	475	791
Texas Workforce Commission	18	126	324	486
Car Allowance	12,000	-	-	19,200
Total Personnel	278,428	277,179	279,328	477,417
Supplies & Maintenance				
Office Supplies	369	540	343	1,000
Books, Maps, Pamphlets	-	-	-	-
Copier Expense	1,654	2,300	2,172	3,800
Vehicle Fuel	-	-	-	-
Non-Capital Tools & Equip	456	1,000	375	2,500
Maintenance- Vehicles	-	-	-	-
Maintenance- Office Equip	-	-	-	-
Maintenance- Radios	-	-	-	-
Total Supplies & Maint	2,479	3,840	2,890	7,300
Services				
Telephone	1,165	1,300	1,289	3,650
Postage	89	120	4	500
Travel/Training	11,787	11,000	10,207	20,000
General Liability Insurance	544	700	462	950
Dues/Subscription/Membersh	4,562	4,150	3,853	6,840
Car Allowance	-	12,000	12,000	-
Internet Services	-	-	-	-
Other Expense	-	500	-	500
Bank/Other Fees	-	-	-	-
Total Services	18,147	29,770	27,814	32,440
Total City Manager	299,054	310,789	310,032	517,157

Assistant City Manager Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	93,011	119,653	121,024	-
FICA	8,185	9,673	8,965	-
Vacation	9,258	-	-	-
Sick Leave	2,007	-	-	-
Retirement	17,494	20,677	20,943	-
Longevity	-	-	-	-
Insurance	4,203	8,149	8,098	-
Workers Compensation	312	274	274	-
Texas Workforce Commission	9	63	162	-
Total Personnel	134,478	158,489	159,466	-
Supplies & Maintenance				
Office Supplies	113	700	-	-
Copier Expense	1,357	1,700	1,671	-
Non-Capital Tools & Equip	34	100	-	-
Total Supplies & Maint	1,503	2,500	1,671	-
Services				
Consultants	-	-	-	-
Telephone	1,062	1,300	1,124	-
Postage	-	200	-	-
Travel/Training	16,956	8,000	7,271	-
Advertising	274	-	-	-
Printing	-	-	-	-
General Liability Insurance	387	250	213	-
Dues, Subscriptions, Member	1,353	3,000	2,310	-
Car Allowance	5,400	7,500	7,477	-
Internet Service	-	-	-	-
Total Services	25,431	20,250	18,395	-
Total Assistant City Manager	161,413	181,239	179,531	-

The Assistant City Manager has been moved to the City Manager's budget starting in Fiscal Year 2018-2019

- 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.

STAFFING			
Title	2016-17	2017-18	2018-19
City Secretary	1	1	1
Assistant to City Secretary	1	0	0
Deputy City Secretary	0	1	1
Total Staffing	2	2	2

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 2015-2016	Actual 2016-2017	Actual 2017-2018	Benchmark 2018-2019
1	Open Records Requests Processed	144	179	275	250
2	Applications for Boards Processed	74	64	96	85
2	Board Seats Filled	35	27	49	35
3	New City Ordinances Administered	63	35	77	55

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 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	86,770	94,924	92,689	98,521
FICA	6,578	6,763	6,372	6,925
Vacation	4,557	-	1,337	-
Sick Leave	4,662	-	939	-
Overtime	3	-	25	50
Retirement	15,498	15,693	15,701	16,496
Longevity	1,850	1,370	1,370	1,610
Insurance	14,564	16,297	16,176	15,100
Workers Compensation	219	208	208	216
Texas Workforce Commission	19	126	324	324
Total Personnel	134,720	135,381	135,141	139,242
Supplies & Maintenance				
Office Supplies	678	817	304	1,000
Books, Maps, Pamphlets	-	183	183	-
Copier Expense	2,169	3,500	3,273	3,500
Non-Capital Equip & Tools	-	650	-	650
Total Supplies & Maint	2,848	5,150	3,760	5,150
Services				
Telephone	-	-	-	-
Postage	347	1,000	180	1,000
Travel/Training	3,594	5,000	3,037	5,000
Documents & Filing Fees	3,082	3,500	1,863	3,500
Advertising - Legal	8,939	6,000	4,981	6,000
General Liability Insurance	566	550	395	550
Dues/Subscription/Membersh	271	500	271	400
Election Expense	9,126	12,000	5,484	12,000
Codification	8,290	7,500	5,379	7,500
Total Services	34,215	36,050	21,590	35,950
Total City Secretary	171,783	176,581	160,490	180,342

- 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 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Services				
Contract Labor	-	-	139,852	-
Contracted Legal Consultants	133,905	-	-	130,000
Legal Consultants	52,881	52,900	52,420	-
Legal Lake Level Coalition	8,330	59,600	59,599	-
Telephone	456	500	494	500
Total Services	195,572	113,000	252,364	130,500
Total City Attorney	195,572	113,000	252,364	130,500

- 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	2016-17	2017-18	2018-19
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
Total Staffing	6	6	6

Did you know?

Granbury’s Finance department has won awards for their distinguished CAFR and Budget Document 16 years in a row.

OPPORTUNITIES AND CHALLENGES

In Fiscal Year 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 2015-2016	Actual 2016-2017	Actual 2017-2018	Goal 2018-2019
1	Comptroller's Transparency Star Awards	1	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 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	320,740	340,731	323,890	353,481
FICA	23,737	25,331	23,563	25,513
Vacation	4,902	-	6,995	-
Sick Leave	840	-	1,541	-
Overtime	127	300	161	250
Retirement	52,628	56,328	54,695	59,132
Longevity	4,500	4,600	4,600	5,390
Insurance	41,893	48,892	40,643	45,300
Workers Compensation	805	747	747	775
Texas Workforce Commission	62	378	1,153	972
Contract Labor	-	-	-	-
Total Personnel	450,235	477,307	457,986	490,813
Supplies & Maintenance				
Office Supplies	3,119	2,150	2,100	4,000
Copier Expense	5,088	7,200	4,264	7,200
Non-Capital Equip & Tools	1,309	3,001	2,340	-
Maintenance- Office Equip	17	-	-	1,000
Total Supplies & Maint	9,549	12,351	8,703	12,200
Services				
Telephone	1,068	1,200	1,123	1,225
Postage	4,132	4,200	3,431	5,000
Travel/Training	10,209	11,099	9,439	12,000
Printing	259	1,300	134	1,000
General Liability Insurance	1,493	2,550	2,525	3,250
Dues/Subscription/Memberships	1,811	2,500	1,975	2,500
Contract Services	-	200	17,200	15,000
Bank/Other Fees	519	1,300	1,275	1,000
Total Services	19,492	24,349	37,102	40,975
Total Finance	479,275	514,007	503,791	543,988

- 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	2016-17	2017-18	2018-19
Purchasing Agent	1	1	1
Purchasing Assistant	1	1	1
Total Staffing	2	2	2

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 more than 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 2015-2016	Actual 2016-2017	Actual 2017-2018	Goal 2018-2019
1	Purchase Orders Processed	4,825	4,358	5,004	5,000
1	Value of Purchase Orders Processed	\$ 29,796,693	\$ 31,551,915	\$ 37,952,529	\$38,000,000
3	Proceeds from Auction	\$ -	\$ 35,325	\$131,552	\$10,000

Purchasing Expenditures

Expenditure Type	Actual	Budgeted	Actual	Adopted
	FY 2016-2017	FY 2017-2018	FY 2017-2018	FY 2018-2019
Personnel				
Regular	98,141	100,544	97,278	104,457
FICA	10,176	7,856	7,231	7,384
Vacation	7,586	-	2,863	-
Sick Leave	21,882	-	488	-
Overtime	32	250	-	100
Retirement	21,937	17,182	17,190	18,023
Longevity	6,770	4,680	4,680	4,920
Insurance	13,951	16,297	16,184	15,100
Workers Compensation	285	228	228	236
Texas Workforce Commission	18	126	324	324
Total Personnel	180,778	147,163	146,466	150,544
Supplies & Maintenance				
Office Supplies	307	380	299	380
Books, Maps, Pamphlets	-	-	-	-
Copier Expense	1,610	1,450	882	1,700
Wearing Apparel	-	160	107	160
Vehicle Fuel	-	-	-	-
Non-Capital Tools & Equip	-	160	-	200
Maintenance- Office Equip	-	-	-	-
Total Supplies & Maint	1,917	2,150	1,288	2,440
Services				
Telephone	-	40	38	1,100
Postage	13	50	1	50
Travel/Training	1,319	1,500	1,500	3,500
Advertising- Legal	195	250	250	600
General Liability Insurance	3,136	2,980	4,434	500
Dues/Subsription/Membersh	424	475	438	565
Car Allowance	3,046	-	-	-
Auction Expenses	180	250	192	250
Total Services	8,313	5,545	6,852	6,565
Total Purchasing	191,008	154,858	154,606	159,549

- 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	2016-17	2017-18	2018-19
Warehouse Supervisor	1	0	0
Warehouse Foreman	0	0	0
Warehouse Technician	1	2	2
Total Staffing	2	2	2

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 2015-2016	Actual 2016-2017	Actual 2017-2018	Goal 2018-2019
1	Value of Inventory Issued	\$ 548,697	\$ 405,939	\$ 465,836	\$450,000
2	Inventory Reconciliation Variance	\$ 1.01	\$ 0.10	\$ 35.12	\$ 0
2	Frequency of Full Reconciliation	Quarterly	Quarterly	Quarterly	Quarterly

Warehouse Expenditures

Expenditure Type	Actual	Budgeted	Actual	Adopted
	FY 2016-2017	FY 2017-2018	FY 2017-2018	FY 2018-2019
Personnel				
Regular	68,818	63,472	60,140	64,890
FICA	5,545	5,024	4,836	5,017
Vacation	2,159	-	3,009	-
Sick Leave	1,010	-	254	-
Overtime	1,859	3,000	1,660	2,000
Retirement	12,131	11,014	10,783	11,244
Longevity	2,270	1,110	1,110	1,400
Insurance	12,829	16,297	16,196	15,100
Workers Compensation	3,286	2,410	2,410	2,435
Texas Workforce Commission	25	126	326	324
Total Personnel	109,933	102,453	100,725	102,410
Supplies & Maintenance				
Office Supplies	151	410	401	400
Copy Machine Supplies	1,592	1,300	873	1,400
Wearing Apparel	685	1,200	1,045	1,200
Vehicle Fuel	1,035	1,600	1,342	1,600
Non-Capital Tools & Equip	721	1,500	1,202	1,500
Maintenance- Motor Vehicles	230	1,000	57	1,000
Maintenance- Heavy Equip	326	1,000	449	1,000
Maintenance- Tanks	-	8,000	6,618	8,575
Total Supplies & Maint	4,739	16,010	11,988	16,675
Services				
Electricity	21,925	21,065	15,100	-
Water	4,908	6,410	6,406	-
Natural Gas	1,030	1,800	1,337	-
Telephone	-	1,100	1,152	600
Sewer	774	2,000	1,903	-
Travel/Training	1,155	2,500	2,456	1,000
General Liability Insurance	1,382	1,900	1,337	4,000
Long-term Lease/Purchase	9,395	5,612	5,612	5,612
Dues, Subscriptions, Member	59	250	182	120
Total Services	40,629	42,637	35,486	11,332
Capital Outlay				
Other Equipment & Tools	-	-	-	27,000
Total Capital Outlay	-	-	-	27,000
Total Warehouse Operations	155,301	161,100	148,199	157,417

* Utilities previously accounted for in the Warehouse Department were for the Service Center. Starting in Fiscal Year 2018-2019 these expenditures will be accounted for in the Utility Fund Non-Departmental Line Items

- 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 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Services				
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
Total Services	54,000	54,000	54,000	54,000

**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.

STAFFING			
Title	2016-17	2017-18	2018-19
Information Systems Manager	1	1	1
Information Systems Technician	1	1	1
Total Staffing	2	2	2

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

Did you know?

Beginning in November 2018, the City of Granbury’s IT support will be provided by a hybrid of an on-site IT Manager and McLane Intelligent Solutions. Council will take action to amend this department’s budget to better align with the new structure.

IT Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	147,476	158,427	114,451	169,227
FICA	11,115	11,501	13,380	13,237
Vacation	3,003	-	13,059	-
Sick Leave	-	-	48,645	-
Overtime	5,063	4,000	4,166	5,000
Retirement	24,739	26,973	27,193	28,064
Longevity	2,850	3,090	3,090	1,400
Insurance	14,578	16,297	10,521	15,100
Workers Compensation	1,186	874	874	926
Texas Workforce Commission	21	126	555	418
Contract Labor	65	3,000	359	-
Total Personnel	210,098	224,288	236,294	233,372
Supplies & Maintenance				
Office Supplies	450	500	477	500
Copier Expense	968	700	596	700
Wearing Apparel	972	1,100	587	1,100
Vehicle Fuel	587	2,000	703	2,000
Non-Capital Tools & Equip	8,125	9,950	10,227	7,950
Desktop Computers	14,517	11,200	11,191	10,000
Maintenance- Computers	10,286	9,700	9,772	10,300
Maintenance- Motor Vehicles	2,694	1,200	628	1,200
Maintenance- Radios & Assoc Eq	4,515	7,800	7,777	5,000
Total Supplies & Maint	43,114	44,150	41,958	38,750

IT Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Services				
Consultants, Engineering	-	40,000	22,399	15,000
Electricity	2,774	3,000	2,895	3,000
Telephone	1,900	2,000	1,383	2,000
Postage	26	600	65	600
Travel/Training	4,558	5,600	3,110	5,000
General Liability Insurance	1,422	2,250	2,074	1,500
Long-Term Lease/Purchase	52,923	20,363	20,363	10,181
Dues, Subscriptions, Member	284	300	165	300
Software Licensing Fees	243,983	344,500	243,557	335,080
Internet Provider Subscription	166,160	163,120	154,207	162,700
Total Services	474,031	581,733	450,218	535,361
Capital Outlay				
Office Equipment	5,020	-	2,980	-
Other Capital Equipment & Tools	118,486	21,795	14,295	57,000
Total Capital Outlay	123,506	21,795	17,275	57,000
Total IT	850,748	871,966	745,745	864,483

IT Stats	
164	Desktops/Laptops
168	User Accounts
6	VM Host Servers
36	Virtual Servers
2	SANS
12	Fiber WANS
6	Switches
2	Firewalls
11	Campuses
101	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	2016-17	2017-18	2018-19
Human Resources Director	1	1	0
Human Resources Coordinator	0	0	1
Human Resources Specialist	1	1	0
Total Staffing	2	2	1

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 2015-2016	Actual 2016-2017	Goal 2017-2018	Goal 2018-2019
1	HR: # New Hires	26	25	21	N/A
1	HR: # Terminations	23	25	21	N/A
1	HR: Turnover Rate	13%	14%	12%	<10%
2	Annual Employee Health Fair	Yes	Yes	Yes	Yes
2	Premium Rate	-5%	0%	0%	0%

Did you know?

You can see all open job positions for the City of Granbury posted online at www.granbury.org/jobs
 You can also fill out a job application completely online for most job listings.

Human Resource Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	112,128	58,023	53,475	60,353
FICA	9,803	4,168	4,163	4,393
Vacation	6,104	-	4,179	-
Sick Leave	14,268	-	304	-
Retirement	21,742	10,015	10,185	10,525
Longevity	3,710	3,460	3,460	3,580
Insurance	13,924	8,149	8,098	7,550
Workers Compensation	320	133	133	138
Texas Workforce Commission	18	63	162	162
Total Personnel	182,018	84,011	84,159	86,701
Supplies & Maintenance				
Office Supplies	730	1,050	958	750
Books, Maps, Pamphlets	-	200	-	200
Copier Expense	1,276	1,400	1,128	1,600
Vehicle Fuel	-	-	-	-
Total Supplies & Maint	2,006	4,230	3,619	2,550
Services				
Consultants, Architects, Engin	28,800	35,620	28,800	30,000
ADP Services	35,596	37,600	37,522	36,000
Telephone	1,067	1,700	961	1,225
Postage	431	700	244	700
Travel/Training	627	3,500	3,485	4,000
Employee Training Program	-	4,000	1,219	10,000
Advertising- Employee	320	1,300	1,115	1,300
General Liability Insurance	352	500	178	500
Safety Testing	4,901	1,650	1,303	5,000
Dues, Subscriptions, Member	419	500	374	500
Other Fees	554	550	530	300
Employee Appreciation	12,354	16,000	15,390	18,000
Firefighter Appreciation	4,054	5,000	5,040	5,000
Employee Asst. Program	4,039	4,200	4,159	4,200
Total Services	93,515	112,820	100,319	116,725
Total Human Resources	277,539	201,061	188,097	205,976

- 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	2016-17	2017-18	2018-19
Broadcast Services Coordinator	0	1	1
Part-Time Intern	0	0	1
Total Staffing	1	1	2

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 2015-2016	Actual 2016-2017	Actual 2017-2018	Goal 2018-2019
1	Granbury Media YouTube Views	642,617*	62,004	73,300	85,000
2	Social Media Accounts managed for the City	5	6	7	7
2	Twitter Followers (@GranburyMedia, @CityofGranbury)	1,912	2,077	2,568	2,800
2	Facebook Likes (Granbury Media & City of Granbury)	1,335	1,726	2,487	2,600
2	News Releases sent out to media and community	21	25	52	60

Did you know?

City of Granbury has launched a new, **I Love Granbury** app that combines features and content from the Granbury Chamber of Commerce, the City of Granbury, the Historic Granbury Merchants Association, and promoting tourism, providing the user with a comprehensive resource for the community! Whether a resident or visitor, I Love Granbury is the app portal with something for everyone.

Communications Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	42,794	47,561	48,163	60,858
FICA	3,326	3,644	3,664	4,651
Vacation	607	-	-	-
Sick Leave	475	-	-	-
Overtime	4	250	-	-
Retirement	6,974	7,830	7,792	8,195
Longevity	-	230	230	350
Insurance	7,289	8,149	8,098	7,550
Workers Compensation	161	125	168	159
Texas Workforce Commission	9	63	172	343
Contract Labor	21,600	22,000	23,775	-
Total Personnel	83,238	89,852	92,063	82,106
- Granbury Media -				
Supplies & Maintenance				
Office Supplies	160	150	128	150
Intellectual Properties	254	500	15	250
Copier Expense	217	260	252	300
Non-Capital Tools & Equip	659	631	489	2,000
Maintenance- Office Equip.	-	-	-	500
Total Supplies & Maint	1,290	1,541	884	3,200
Services				
Contract Services	-	-	-	23,250
Consultants	120	-	-	500
Electricity	5,160	5,700	5,668	6,000
Water	360	800	692	750
Telephone	1,562	1,600	1,592	1,600
Sewer	538	800	697	800
Postage	2	100	19	100
Travel/Training	4,307	1,950	1,702	750
General Liability Insurance	911	1,350	861	1,000
Dues, Subscriptions, Member	2,174	2,100	2,093	1,885
Broadcast Connections	5,127	5,160	5,137	5,160
Internet Service	950	940	589	940
Misc Expense	41	125	99	125
Total Services	21,252	20,625	19,149	42,860

Communications Expenditures

Continued

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
- Public Information Officer -				
Supplies & Maintenance				
Office Supplies	-	-	-	150
Total Supplies & Maint	-	-	-	150
Services				
Consultants	-	-	-	2,000
Travel/Training	-	-	2,971	3,000
Advertising	-	-	50	500
Dues, Subscriptions, Member	-	-	488	3,097
Misc Expense	-	-	76	125
Total Services	-	-	3,585	8,722
Capital Outlay				
Other Capital Equipment & Tools	62,449	3,700	3,151	15,000
Total Capital Outlay	62,449	3,700	3,151	15,000
Total Communications	168,228	115,718	118,833	152,038

During Fiscal Year 2016-2017, Public Information Officer expenditures for supplies & maintenance and services were expensed in Assistant City Manager department



- 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	2016-17	2017-18	2018-19
Fleet Maintenance Superintendent	1	1	1
Mechanic I	1	1	1
Mechanic II	1	1	1
Administrative Assistant I	1	1	1
Total Staffing	4	4	4

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.

Did you know?

The city fleet maintenance center houses its own Automotive Service Excellence certified full line automotive technicians for fast daily repairs on our entire fleet

Fleet Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	161,588	174,934	164,702	181,848
FICA	14,938	13,494	13,655	13,989
Vacation	9,282	-	7,182	-
Sick Leave	16,438	-	3,961	-
Overtime	4,788	500	2,302	500
Retirement	31,632	29,394	29,935	30,918
Longevity	6,530	4,960	4,960	5,440
Insurance	28,530	32,595	32,393	30,200
Workers Compensation	3,303	3,009	2,998	3,132
Texas Workforce Commission	36	252	648	648
Total Personnel	277,066	259,138	262,734	266,675
Supplies & Maintenance				
Office Supplies	662	700	648	550
Copier Expense	863	1,000	873	1,000
Janitorial Supplies	356	520	371	520
Wearing Apparel	1,944	2,000	1,874	2,000
Vehicle Fuel	13,688	19,600	16,115	20,000
Chemicals	338	1,000	177	1,200
Non-Capital Tools & Equip	16,422	11,462	11,216	16,000
Maintenance- Motor Vehicles	2,506	2,330	1,118	2,330
Maintenance- Minor Equip	1,001	710	710	1,410
Maintenance- Tanks	2,723	-	-	-
Total Supplies & Maint	40,504	39,322	33,103	45,010
Services				
Telephone	1,057	1,200	1,024	1,050
Postage	29	50	-	50
Travel/Training	990	1,400	769	1,200
General Liability Insurance	4,064	4,000	4,221	2,300
Equipment Rental/Lease	1,045	1,000	900	1,000
Long-term Purchase/Lease	4,472	2,236	2,241	-
Total Services	11,657	9,886	9,155	5,600
Total Fleet Maintenance	329,227	314,884	311,530	317,285

- 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 Center, for a total of 315,119 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.

STAFFING			
Title	2016-17	2017-18	2018-19
Asst Director of Public Works/Maintenance	1	1	1
Building Maintenance Foreman	0	1	1
Master Maintenance Technician	3	2	2
Building Maintenance Technician	1	1	1
Custodian	4	4	4
Total Staffing	9	9	9

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.

Building Maintenance Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	321,909	384,443	336,509	376,309
FICA	27,650	29,756	27,454	28,531
Vacation	14,953	-	13,186	-
Sick Leave	21,119	-	9,746	-
Overtime	3,430	3,000	4,067	1,000
Retirement	58,908	65,406	60,308	64,173
Longevity	12,130	14,000	11,360	12,460
Insurance	63,299	73,338	70,557	67,950
Workers Compensation	11,249	10,637	10,637	10,328
Texas Workforce Commission	86	567	1,468	1,458
Total Personnel	534,733	581,147	545,291	562,209
Supplies & Maintenance				
Office Supplies	444	400	410	400
Books, Maps, Pamphlets	-	-	-	-
Copier Expense	1,592	2,000	1,460	2,000
Janitorial Supplies	11,683	12,000	11,640	12,000
Wearing Apparel	4,072	6,000	4,561	6,000
Vehicle Fuel	8,258	12,000	10,202	12,000
Non-Capital Tools & Equip	2,539	3,500	3,507	3,500
Maintenance- Buildings	96,588	62,200	62,589	62,200
Maintenance- Motor Vehicles	3,581	5,500	2,709	5,500
Maintenance- Minor Equip	365	100	-	100
Total Supplies & Maint	129,122	103,700	97,077	103,700

Building Maintenance Expenditures

Continued

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Services				
Consultants, Architects, Engin	12,350	10,000	5,000	3,000
Electricity	741	900	965	-
Water	222	300	124	-
Natural Gas	637	1,950	609	2,950
Telephone	4,233	3,350	3,343	3,500
Sewer	449	500	210	-
Postage	68	-	1	100
Travel/Training	9,079	4,050	4,047	4,000
General Liability Insurance	5,689	7,800	5,573	6,500
Long-Term Lease/Purchase	5,294	5,294	5,294	5,294
Dues & Subscriptions	-	120	45	120
Contract Services	45,222	24,400	17,599	35,000
Total Services	83,983	58,664	42,810	60,464
Capital Outlay				
Building & Improvements*	135,299	101,529	56,900	-
Pickups	-	29,115	29,115	-
Other Vehicles	-	-	-	-
Total Capital Outlay	135,299	130,644	86,015	-
Total Building Maintenance	883,136	874,155	771,193	726,373

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.

Clean Air Coalition Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	38,985	39,513	39,521	41,046
FICA	3,003	3,053	3,053	3,179
Vacation	-	-	-	-
Sick Leave	-	-	-	-
Overtime	-	-	-	-
Retirement	6,251	6,503	6,507	6,843
Longevity	270	390	390	510
Insurance	7,289	8,149	6,968	7,550
Workers Compensation	167	159	159	166
Texas Workforce Commission	9	63	162	162
Total Personnel	55,974	57,830	56,760	59,456
Supplies & Maintenance				
Office Supplies	851	4,500	523	3,000
Signs & Decals	120	1,000	-	-
Fuel	-	-	-	-
Non-Capital Tools & Equip	-	-	-	-
Total Supplies & Maint	971	5,500	523	3,000
Services				
Consultants/Arch/Engin	52,993	67,000	8,574	500
Telephone	1,644	1,800	1,602	2,000
Postage	82	76	149	100
Travel/Training	166	4,500	582	2,000
Printing	6,302	3,000	4,154	10,000
Rent	4,800	6,624	3,925	10,000
Event Participation	-	4,000	183	4,000
Mower Replacement	3,000	8,483	-	-
Survey	-	7,500	-	-
Radio/TV	7,611	6,250	6,319	15,000
Website	120	500	90	1,000
Total Services	76,719	109,733	25,579	44,600
Capital Outlay				
Miscellaneous Equipment	54,915	-	-	-
Total Capital Outlay	54,915	-	-	-
Total Clean Air Coalition	188,579	173,063	82,862	107,056

Did you know?

The Clean Air Coalition is a “pass-through” department where all expenditures are reimbursed by grants. This year, the Clean Air Coalition is receiving grant funds through the North Central Texas Council of Governments

Non-Departmental Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Supplies & Maintenance				
Wearing Apparel	737	1,000	32	1,000
Maintenance- Buildings	-	2,000	338	2,000
Total Supplies & Maintenance	737	3,000	370	3,000
Services				
Consultants/ Arch/Engineering	8,218	51,500	50,877	22,680
Electricity	186,480	174,500	174,417	163,000
Water	17,798	22,150	22,120	18,250
Natural Gas	843	1,200	859	1,200
Sewer	2,300	3,150	3,135	3,500
Granbury Cultural Arts Commission	-	-	-	10,000
Bridge St Museum Expense	13,855	14,000	14,059	14,000
Bridge St Museum- Self Supported	21,896	15,000	11,571	15,000
Memorial Lane Expenses	155,134	30,000	31,953	-
General Liability Insurance	22,503	17,550	19,228	20,200
Property Lease Dock	8,100	8,100	6,750	-
Meeting Expenses	615	1,000	-	1,000
Equipment Lease	5,040	5,040	4,920	2,880
Long Term Lease				70,000
Special Property Expense	49,604	47,900	34,173	35,000
Project Repairs for Reimbursement	-	5,000	-	5,000
Dues & Subscriptions	1,283	3,847	3,821	2,000
Tax Appraisal- Collection	99,356	134,881	134,124	128,402
HEB 380 Reimbursement	148,573	-	-	-
Acton Distr Reimbursement	14,870	28,500	28,413	14,000
Vybranz Revenue Recovery	-	21,220	21,193	37,720
Contrbtn to Weatherford College	25,000	25,000	25,000	25,000
Kroger 380 Reimbursement	114,247	110,000	105,095	115,000
Community Contribution	4,500	4,500	5,000	5,000
Contingency	-	287	-	200,000
Miscellaneous Expense	3,557	4,800	2,425	-
Banking Fees	4,729	5,000	3,159	5,000
Total Services	908,499	734,125	702,292	913,832

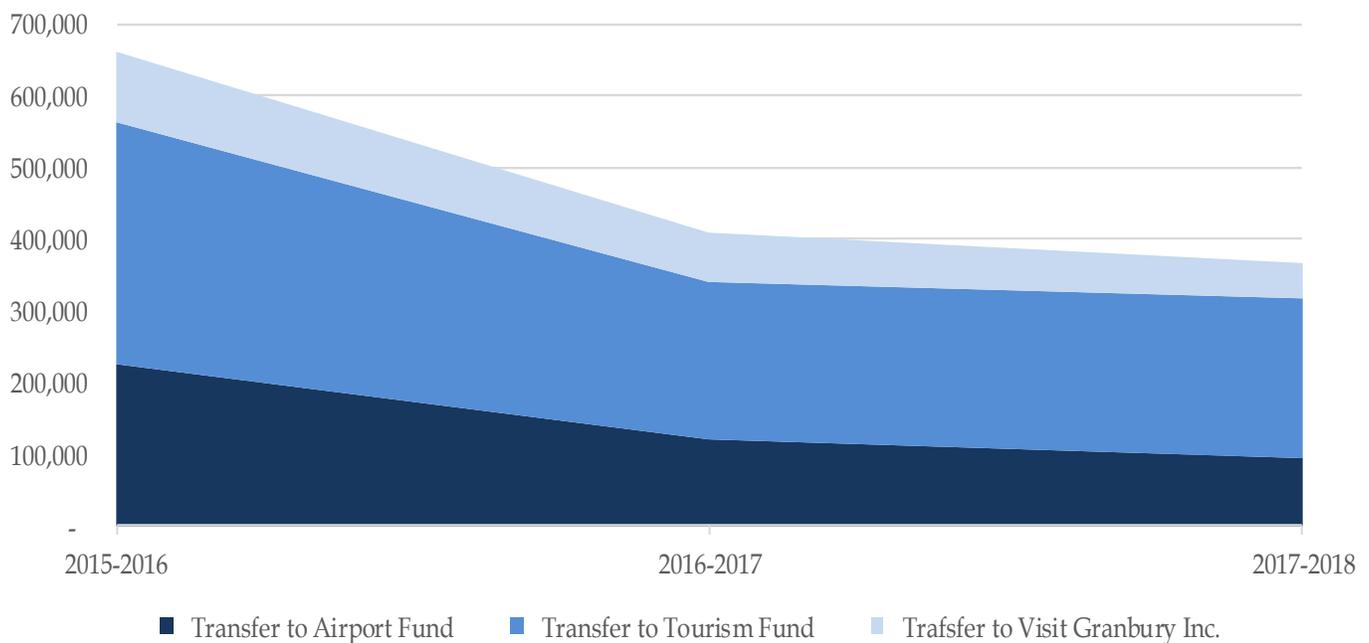
* Non-Departmental Expenditures are items within the General Fund that are not allocated to a specific department.

Non-Departmental Expenditures

Continued

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Interfund Transfers				
Transfer to Airport Fund	120,000	94,020	94,020	-
Transfer to Tourism Fund	219,147	562,538	562,530	240,380
Transfer for Promotion of Tourism Activities	50,000	50,000	50,000	50,000
Transfer to General Debt Svc	-	-	-	-
Transfer to Gby Hist Properties	40,000	40,000	40,000	40,000
Total Interfund Transfers	429,147	746,558	746,550	330,380
Capital Outlay				
Land	47,833	-	-	-
Total Capital Outlay	47,833	14,000	241,199	-
Total Non-Departmental	1,386,215	1,497,683	1,690,410	1,247,212

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	2016-17	2017-18	2018-19
Municipal Court Judge	1	1	1
Assistant Court Judge	0	0	0
Court Administrator	1	1	1
Deputy Court Clerk	2	1	1
Total Staffing	4	3	3

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 2015-2016	Actual 2016-2017	Goal 2017-2018	Goal 2018-2019
1	Citations Processed	1,715	1,740	1,728	1,700
2	Online Payments Processed	190	122	133	150

Did you know?

The three most issued charges in 2017 were: Expired Registration, Speeding and No Liability Insurance.

Municipal Court Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	125,317	130,863	129,244	136,756
FICA	9,972	10,243	10,295	10,711
Vacation	1,667	-	2,224	-
Sick Leave	587	-	399	-
Overtime	317	300	183	300
Retirement	13,734	14,420	14,587	15,307
Longevity	3,460	3,700	3,700	3,940
Insurance	14,632	16,297	16,250	15,100
Workers Compensation	318	291	291	304
Texas Workforce Commission	32	252	573	598
Total Personnel	170,037	176,366	177,747	183,016
Supplies & Maintenance				
Office Supplies	178	700	471	700
Books, Maps, Pamphlets	35	78	64	150
Copier Expense	2,396	2,500	1,748	2,500
Non-Capital Equipment	312	800	59	500
Maint. of Office Equipment	-	240	-	-
Total Supplies & Maint	2,920	4,318	2,342	3,850
Services				
Telephone	2,554	2,850	1,120	950
Postage	1,340	2,500	1,200	2,500
Jury and Witness Expense	216	1,076	1,000	1,004
Travel/Training	2,775	5,000	1,488	5,000
General Liability Insurance	542	1,250	724	1,000
Dues/Subscription/Membersh	347	600	407	600
Bank Card Fees	2,515	2,350	2,323	2,000
Total Services	10,289	15,626	8,262	13,054
Total Municipal Court	183,246	196,310	188,350	199,920

- 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.

STAFFING			
Title	2016-17	2017-18	2018-19
Police Chief	1	1	1
Deputy Chief	1	1	1
Police Lieutenant	1	1	2
Patrol Sergeant	4	4	4
Criminal Investigator	4	4	4
Community Services Sergeant	1	1	1
Police Patrol	20	19	22
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
Total Staffing	39	39	43

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 2015-2016	Actual 2016-2017	Actual 2017-2018	Goal 2018-2019
1	Calls for Service	21,453	21,326	21,762	21,500
1	Arrests	606	661	757	650
1	Accidents	736	959	952	<900
3	Value of Time Donated to the City Police Department from the Citizen On Patrol Group	\$ 86,001	\$ 71,193	\$ 61,074	\$75,000
4	Granbury Police Officers on GISSD campuses	1	1	1	1

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 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	2,017,222	2,463,753	2,317,719	2,667,626
FICA	172,961	196,219	197,273	212,306
Vacation	90,526	-	109,151	-
Sick Leave	47,164	-	38,264	-
Overtime	78,858	60,000	92,038	75,000
Retirement	363,427	418,806	423,982	459,639
Longevity	45,930	45,820	43,910	48,860
Insurance	304,574	378,527	356,628	368,050
Workers Compensation	49,774	50,143	49,084	54,545
Texas Workforce Commissio	273	2,551	6,654	6,966
Contract Labor	-	-	-	-
Total Personnel	3,170,708	3,615,819	3,634,704	3,892,992
Supplies & Maintenance				
Office Supplies	4,874	5,730	5,805	5,730
Books, Maps, Pamphlets	1,249	1,700	1,550	1,700
Copier Expense	10,644	10,000	9,567	10,000
Janitorial Supplies	38	160	-	160
Wearing Apparel	24,843	37,690	34,799	68,828
Vehicle Fuel	53,213	70,000	62,255	70,000
Chemical Supplies	-	400	-	400
Non-Capital Tools & Equip	43,677	71,050	72,744	87,445
SWAT Equipment	-	-	-	8,000
Weapons & Assoc Equipmer	4,186	6,985	4,896	6,985
Maintenance- Motor Vehicle	31,829	38,297	22,060	28,000
Maintenance - Office Equip	-	-	-	10,000
Maintenance- Radios	8,811	6,400	3,079	6,400
K-9 Program	1,974	1,000	1,122	-
Dare Expenditures	2,253	-	-	-
Leose Expenditures	-	3,000	1,150	3,000
Forfeiture Expenditures	9,319	-	-	-
Total Supplies & Maint	196,911	252,412	219,028	306,648

Police Expenditures

Continued

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Services				
Consultants, Architect, Eng.	-	-	-	-
Mowing/ Abatement Operat	-	-	-	-
Telephone	20,721	22,710	22,702	23,000
Postage	2,674	2,650	2,435	3,600
Technical/Professional	3,954	5,130	3,853	2,880
Travel/Training	27,796	29,151	28,620	29,151
General Liability Insurance	41,291	41,500	41,123	43,000
Animal Care Expense	4,000	8,000	8,000	8,000
Equipment Rental/ Lease	-	900	860	2,640
Long-term Lease /Purchase	62,326	44,766	44,759	27,107
Dispatch Participation Exp	97,816	146,723	146,723	146,723
Dues/Subscriptions/Membe	5,564	7,449	6,414	8,850
Confidential Investigation	1,020	1,610	18	1,610
Software License	-	1,215	-	6,919
Community Services Expens	2,511	3,920	1,065	4,420
Target Practice Expense	7,516	11,750	10,825	11,750
Wrecker Fees	2,990	3,300	3,120	3,000
Bank Fees	(132)	100	29	100
Tobacco Grant Expenses	62	-	-	-
Total Services	280,108	330,874	320,548	322,750
Capital Outlay				
Automobiles	-	145,000	130,296	-
Software	23,566	33,000	33,013	-
Radios, Radar & Assoc Equi	38,788	126,000	136,234	-
Miscellaneous Tools	-	-	-	-
Total Capital Outlay	62,354	304,000	299,543	-
Total Police	3,710,081	4,503,105	4,473,824	4,522,390

- 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	2016-17	2017-18	2018-19
Fire Dept Clerk	1	1	1
Total Staffing	1	1	1

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 2015-2016	Actual 2016-2017	Actual 2017-2018	Goal 2018-2019
1	Calls for Service: Fire/Rescue	817	921	969	900
1	Calls for Service: EMS	731	269	257	250
2	Number of Volunteer Fire Fighters on Staff	49	50	50	50
2	ISO Rating	3	3	3	3

Fire Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	28,861	34,434	31,807	35,768
FICA	2,319	2,623	2,589	2,733
Vacation	1,140	-	1,581	-
Sick Leave	592	-	1,124	-
Overtime	1	-	(0)	-
Retirement	4,894	5,655	5,657	5,952
Pension Contribution	68,278	70,400	53,973	70,400
Longevity	140	260	260	380
Hospitalization Insurance	24,415	25,849	24,530	25,450
Workers Compensation	6,845	3,866	3,866	3,909
Texas Workforce Commissio	9	63	162	162
Medical/Health Testing	-	200	-	-
Contract Labor	-	-	-	-
Total Personnel	137,495	143,350	125,548	144,754
Supplies & Maintenance				
Office Supplies	895	1,360	832	1,360
Books, Maps, Pamphlets	-	-	-	1,000
Copier Expense	1,289	2,000	1,996	2,000
Janitorial Supplies	832	1,000	348	1,000
Wearing Apparel	43,412	26,000	25,873	50,000
Vehicle Fuel	13,766	16,000	15,439	13,000
Chemicals	2,912	3,000	2,380	3,000
EMS Equipment & Supplies	1,840	4,000	3,803	4,000
Non-Capital Tools & Equip	42,218	31,400	24,252	35,000
Maintenance- Buildings	16,752	28,708	28,033	25,000
Maintenance- Vehicles	36,044	41,386	59,245	36,220
Maintenance- Minor Equip	65	-	-	-
Maintenance- Radios & Assc	4,261	3,000	1,598	3,000
Maintenance- Fire Fighting	861	3,000	1,891	3,000
Total Supplies & Maint	165,146	160,854	165,690	177,580

**Did you
know?**

The City of Granbury Volunteer Fire Department proudly has an ISO Classification of 3.

Fire Expenditures

Continued

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Services				
Consultants & Engineers	-	-	-	10,000
Electricity	12,482	13,100	13,089	13,000
Water	3,353	4,090	3,211	4,000
Natural Gas	3,148	5,300	5,263	6,000
Telephone	3,967	7,000	5,406	5,450
Sewer	1,426	1,610	1,608	1,600
Postage	206	500	240	500
Travel/Training	17,172	12,500	12,265	36,550
General Liability Insurance	11,649	11,000	9,495	11,000
Contract Testing Fire Service	17,535	20,000	14,935	20,000
Equipment Rental/Lease	2,295	2,400	2,340	2,400
Long-Term Lease/Purchase	134,553	148,851	146,658	296,658
Fire Prevention Program	1,892	2,000	1,970	3,000
Dues/Subscription/Member	1,928	4,000	1,944	3,500
Software Licensing Fees	-	7,633	10,616	7,020
Miscellaneous Fees	-	-	-	-
Call Response Reimburseme	28,785	35,000	24,980	35,000
Total Services	240,391	274,984	254,018	455,678
Capital Outlay				
Building & Improvements	-	-	-	-
Fire Fighting Equip	-	23,000	12,008	-
Radios & Assoc Equip	69,982	-	-	-
Other Vehicles	347,802	-	-	-
Misc Tools & Equipment	-	18,000	18,000	-
Property Improvements	27,030	-	-	-
Total Capital Outlay	444,814	41,000	30,008	-
Total Fire	987,845	620,188	575,264	778,012

*

**Increase in Long-Term Lease/Purchase for two fire apparatuses to be purchased during Fiscal Year 2018-2019. This will be the first year, so only \$150,000 is budgeted for the first two quarterly payments.*

- 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 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Supplies & Maintenance				
Office Supplies	-	2,500	-	2,500
Copier Expense	64	1,000	22	1,000
Non-Capital Equipment	-	-	-	-
Total Supplies & Maint	64	3,500	22	3,500
Services				
Consultants/Arch/Engin	37,500	60,000	43,295	50,000
Postage	-	300	1	300
Travel/Training	712	20,000	13,587	20,000
Advertising & Promotions	7,119	4,500	4,208	4,500
Printing	-	-	-	-
General Liability Insurance	176	-	-	-
Dues/Subscription/Membersh	9,000	1,500	500	11,500
Total Services	54,507	86,300	61,590	86,300
Total Economic Development	54,571	89,800	61,613	89,800

- 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.

STAFFING			
Title	2016-17	2017-18	2018-19
Director of Community Development	1	1	1
Senior Planner	0	0	1
Planner	2	2	1
Administrative Assistant	1	1	1
Community Planner Intern	0	0	1
Grant-Funded Personnel:			
Lakes Trail Regional Director	1	1	1
Air Quality Program Manager	1	1	1
Total Staffing	6	6	7

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

Did you know?	<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 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	255,575	296,902	281,403	324,310
FICA	19,573	19,826	22,296	24,787
Vacation	3,082	-	4,921	-
Sick Leave	1,214	-	5,999	-
Retirement	42,991	44,598	49,343	51,723
Longevity	5,380	5,980	5,980	5,820
Insurance	29,181	40,711	36,501	37,750
Workers Compensation	1,055	939	939	1,141
Texas Workforce Commission	45	315	972	972
Contract Labor	4,800	-	-	4,800
Total Personnel	362,897	409,271	408,354	451,303
Supplies & Maintenance				
Office Supplies	833	2,000	1,878	2,000
Books, Maps, Pamphlets	-	210	194	210
Copier Expense	6,857	6,866	6,211	10,000
Vehicle Fuel	51	500	46	500
Non-Capital Tools & Equip	-	2,668	780	300
Maintenance- Motor Vehicles	-	200	179	200
Total Supplies & Maint	7,740	12,444	9,287	13,210
Services				
Consultants/ Arch/Engin	155,245	186,246	95,531	176,000
Telephone	1,067	1,300	1,140	1,300
Postage	2,347	3,000	1,577	3,000
Advisory Committee- Histor	151	2,000	1,843	2,000
Travel/Training	647	5,860	3,063	6,340
Ads- Legal	3,731	6,840	3,748	6,840
Advisory Committee- P&Z	64	1,200	102	1,200
General Liability Insurance	6,347	1,750	1,312	1,750
Dues/Subscription/Membersh	1,313	2,000	1,533	2,000
Car Allowance	4,800	4,800	4,800	-
Gas Well Inspection Fees	-	6,000	-	6,000
Total Services	175,713	220,996	114,648	206,430
Total Community Development	546,350	642,711	532,290	670,943

- 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.

**Did you
know?**

Number of permits and development values hit a historic high in Fiscal Year 2018. The City of Granbury's Permit department issued 376 permits for properties valued at almost \$64M.

Building & Permits Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	334,713	388,163	346,381	459,890
FICA	26,971	28,935	28,273	35,109
Vacation	7,142	-	11,298	-
Sick Leave	5,144	-	5,851	-
Overtime	6,792	5,000	12,567	8,000
Retirement	56,842	60,281	61,228	75,569
Longevity	3,430	4,720	4,320	4,560
Insurance	49,756	57,041	57,118	67,950
Workers Compensation	1,917	1,648	1,648	1,882
Texas Workforce Commission	63	504	1,487	1,620
Total Personnel	492,769	546,292	530,171	654,580
Supplies & Maintenance				
Office Supplies	2,622	2,035	2,577	1,800
Books, Maps, Pamphlets	1,170	965	1,031	725
Copier Expense	2,279	2,700	4,053	5,400
Wearing Apparel	276	1,300	1,351	1,000
Vehicle Fuel	5,510	4,000	7,980	4,500
Non-Capital Tools & Equip	7,855	-	-	-
Chemicals	240	2,000	1,222	6,000
Maintenance- Motor Vehicles	1,708	2,000	3,729	2,000
Maintenance- Office Equip	-	-	-	450
Total Supplies & Maint	21,660	15,000	21,943	21,875

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.

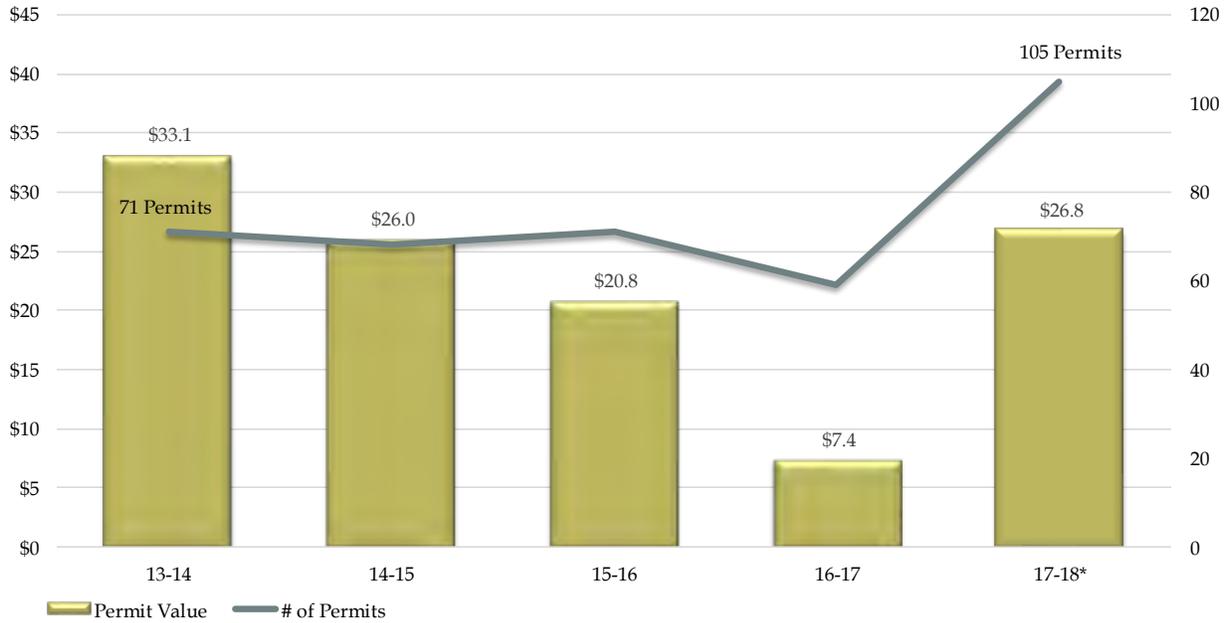
Building & Permits Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Services				
Mowing/Abatement	1,435	3,300	1,093	3,300
Natural Gas	41	1,770	-	-
Telephone	6,176	6,900	7,566	7,350
Postage	4,013	2,700	1,773	2,700
Travel/Training	5,273	7,735	5,994	8,500
Legal Advertising	-	800	-	800
General Liability Insurance	9,245	3,500	4,653	4,000
Long-term Lease Purchase	10,281	10,281	10,281	7,258
Dues/Subscription/Membersh	1,004	3,000	1,368	3,000
Contracted Services	3,600	-	-	-
Other- Empl Certification	485	700	55	950
Bank Fees	2,943	2,500	3,919	2,500
Misc Fees	-	-	10	250
Total Services	44,496	43,186	36,713	40,608
Capital Outlay				
Pickups	-	-	-	50,000
Total Capital Outlay	-	-	-	50,000
Total Building & Permits	558,925	604,478	588,827	767,063

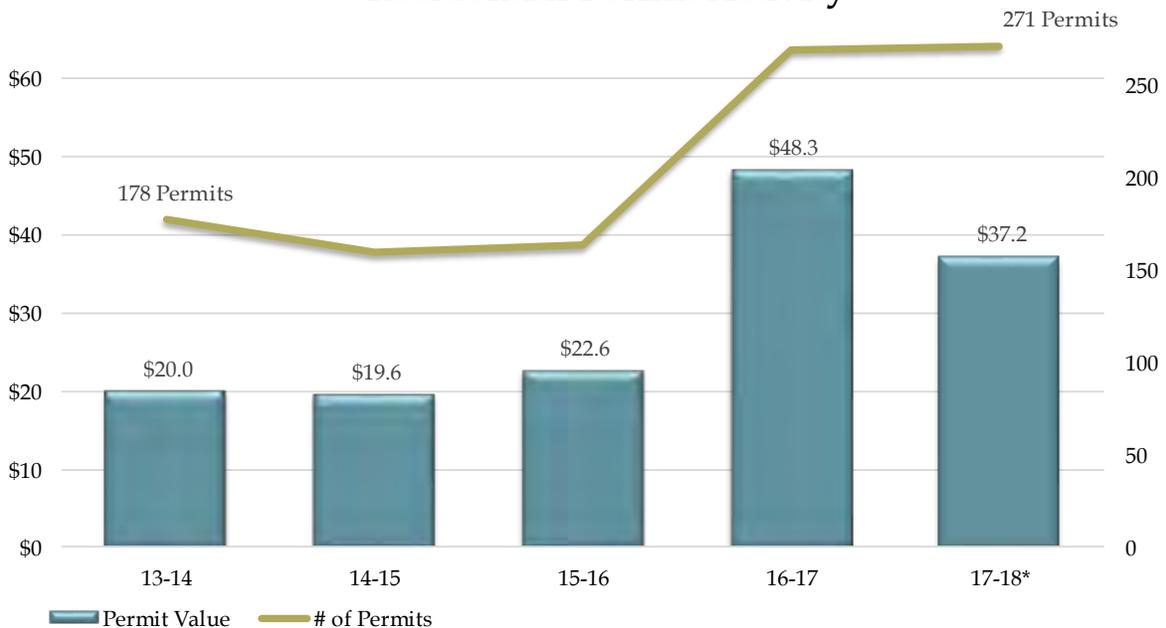
STAFFING			
Title	2016-17	2017-18	2018-19
Director of Building & Permits	1	1	1
Building Inspector I	1	1	1
Building Inspector II	1	1	2
Fire Inspector	1	1	1
Sanitarian Code Officer	1	1	1
Permit Clerk I/Code Compliance	1	1	2
Permit Clerk II/ Admin Assistant II	0	1	1
Chief Building Official	0	0	0
Project Inspector	1	0	0
Part-Time Document Scanner	1	1	1
Total Staffing	8	8	10

Objective	Performance Measure	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Goal 2018-2019
2	Commercial Permits Released	71	59	105	75
2	Commercial Permit Value	\$ 20,884,615	\$ 7,442,851	\$ 26,758,149	\$18,000,000
2	Residential Permits Released	164	269	271	250
2	Residential Permit Value	\$ 22,555,296	\$ 48,290,707	\$ 37,183,802	\$30,000,000

Commercial Permit Activity



Residential 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	2016-17	2017-18	2018-19
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
Total Staffing	7	7	7

Did you know?

Hot mix is laid at 350 degrees Fahrenheit.

OPPORTUNITIES

This year, the city is investing \$1,200,000 in street improvements. 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 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	205,229	237,190	218,537	257,507
FICA	16,856	18,399	18,976	19,860
Vacation	8,496	-	11,856	-
Sick Leave	5,829	-	15,413	-
Overtime	1,002	4,000	871	2,000
Retirement	33,633	37,658	39,364	43,562
Longevity	3,600	4,220	4,220	5,050
Insurance	40,017	48,892	48,573	45,300
Workers Compensation	13,453	12,416	12,416	13,135
Texas Workforce Comm	57	441	1,134	1,134
Total Personnel	328,173	363,216	371,360	387,548
Supplies & Maintenance				
Office Supplies	180	480	185	480
Copier Expense	1,592	1,600	1,459	1,600
Wearing Apparel	3,886	5,200	4,606	5,200
Vehicle Fuel	17,687	22,000	21,940	22,000
Chemicals	229	29,700	29,439	29,700
Non-Capital Tools & Equip	6,126	5,690	5,686	5,190
Maintenance- Vehicles	6,902	9,590	9,561	10,080
Maintenance- Minor Equip	2,247	3,140	2,206	2,140
Maintenance- Heavy Equip	25,802	39,623	37,962	30,000
Maintenance- Barricades	868	8,500	8,481	3,000
Maintenance- Roadways	36,127	1,179,200	1,049,178	1,200,000
Maintenance- Drainage	2,600	2,600	2,330	2,600
Maintenance- Signs	7,718	8,000	7,948	8,000
Maintenance- Sidewalks	2,209	777	777	2,000
Total Supplies & Maint	114,173	1,316,100	1,181,758	1,321,990

Did you know?

The City's current Street Sweeper Operator has over 36 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 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Services				
Consultants & Engineering	3,865	22,450	22,130	-
Electricity	54,670	56,700	56,587	54,500
Natural Gas	1,030	1,700	1,338	-
Telephone	2,457	2,500	2,477	2,420
Travel/Training	180	1,700	1,371	4,000
General Liability Insurance	7,685	8,000	9,639	9,500
Equipment Rental/Lease	120	500	298	500
Long-term Lease/Purchase	29,155	29,155	29,155	23,472
Employee Certification	-	630	77	630
Total Services	99,163	123,335	123,073	95,032
Capital Outlay				
Pickups*	-	73,000	72,358	-
Heavy Construction Equip	68,375	-	-	32,000
Downtown Square Project	1,357,753	150,185	(66,622)	-
Total Capital Outlay	1,426,128	223,185	5,736	32,000
Total Streets	1,967,637	2,025,836	1,681,926	1,836,570

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 2015-2016	Actual 2016-2017	Actual 2017-2018	Goal 2018-2019
1	Street Signs Installed/Replaced	211	145	135	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.

STAFFING			
Title	2016-17	2017-18	2018-19
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-Time Recreation Assistant	1	1	1
Park Laborer	13	13	13
Part-Time Park Administrative Assistant	1	1	1
Part-Time Park Laborer	1	1	1
Part-Time Park Custodian	1	1	1
Seasonal Laborers (FTE Equivalent)*	3	3	3
Total Staffing	25	25	25

* Seasonal Laborers include umpires, life guards and concession attendants during seasonal times of the year when facilities are operational.

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 2015-2016	Actual 2016-2017	Actual 2017-2018	Goal 2018-2019
1	Restrooms Maintained	11	11	9	9
2	Number of Recreational Leagues	34	40	31	45
2	Tournaments & 5K Runs	11	18	16	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 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Salaries	714,381	805,837	727,486	835,329
FICA	59,594	62,571	59,845	64,836
Vacation	24,340	-	24,047	-
Sick Leave	24,719	-	16,039	-
Overtime	12,585	10,000	14,436	10,000
Retirement	108,193	117,640	114,258	124,494
Longevity	12,680	13,420	12,240	14,530
Hospitalization Insurance	128,948	154,825	143,163	158,550
Workers Compensation	18,549	16,758	16,758	17,375
Texas Workforce Commissio	737	1,512	5,629	4,306
Total Personnel	1,104,724	1,182,563	1,133,900	1,229,420
Supplies & Maintenance				
Office Supplies	778	1,040	439	1,040
Books, Maps, Pamphlets	-	-	-	-
Copier Expense	768	3,200	2,815	3,200
Janitorial Supplies	8,122	10,100	10,040	8,400
Wearing Apparel	7,402	9,100	9,166	8,500
Vehicle Fuel	27,056	32,300	32,246	30,000
Chemicals	2,488	2,820	2,900	2,820
Non-Capital Tools & Equip	8,351	6,390	5,644	8,500
Maintenance- Buildings	8,971	17,000	11,121	11,500
Maintenance- Vehicles	6,949	10,760	10,604	6,760
Maintenance- Minor Equip	1,898	2,100	1,861	2,100
Maintenance-Pumps	7,759	10,075	9,530	14,175
Maintenance- Heavy Equip	3,489	6,740	6,571	5,740
Maintenance- Events	500	500	400	500
Maintenance- Grounds	42,525	64,161	64,038	50,000
Maintenance-Groundskeepi	11,115	11,300	11,531	11,500
Maintenance- Holiday Deco	9,222	8,000	8,470	8,000
Maintenance- Radios	-	-	-	-
Maintenance- Stage/Tents	433	-	-	3,000
Maintenance- Signs	359	500	324	500
Total Supplies & Maint	148,183	196,086	187,698	176,235

Parks & Recreation Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Services				
Consultants/Arch/Engin	-	5,000	5,000	5,000
Electricity	39,284	42,260	40,103	38,000
Water	37,482	44,120	35,511	37,650
Telephone	3,535	3,800	3,511	3,700
Sewer	4,316	4,500	3,858	4,600
Postage	1	50	10	50
Travel/Training	-	1,400	1,221	1,400
Advertising	-	800	76	800
General Liability Insurance	27,524	30,500	37,977	32,000
Equipment Rental/Lease	8,340	9,000	7,820	9,000
Long-term Lease/Purchase	29,338	27,093	27,099	15,145
Employee Safety Expense	-	-	-	-
Dues/Subsription/Membe	-	-	-	-
Tree Trimming	-	-	-	10,000
Online Transaction Fees	-	450	50	450
Recreation Activity Expense:	20,971	25,000	19,904	25,000
Total Services	170,791	193,973	182,139	182,795
Capital Outlay				
Buildings & Improvements	-	-	-	6,000
Pickups	27,337	35,000	29,205	35,000
Other Vehicles	22,699	-	-	-
Signs	-	-	-	13,750
Groundskeeping Equipment	15,410	39,000	38,617	9,000
Playground Equipment	99,536	-	-	-
Miscellaneous Tools	10,328	48,350	42,912	-
Property Improvements	-	15,000	10,982	10,000
Fences	-	-	-	-
Sidewalks, Curbs, Gutte	-	-	-	-
Land	-	-	-	-
Total Capital Outlay	175,311	137,350	121,716	73,750

**Did you
know?**

The City of Granbury hosted three events this year: Community-wide Egg Hunt, a 5K and the Fall Festival.

Parks & Recreation Expenditures

Continued

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
- Swimming Pool -				
Personnel				
Contract Labor	-	2,700	-	-
Supplies and Maintenance				
Concession Supplies- Resale	4,556	5,000	3,121	5,000
Concession Supplies	487	550	352	550
Pool- Chemicals	9,737	8,500	8,500	11,200
Non-Capital Tools & Equip	4,300	4,600	4,449	4,300
Maintenance- Pool	17,796	14,360	9,512	18,180
Total Supplies and Maint	36,877	33,010	25,935	39,230
Services				
Electricity	8,485	13,000	8,360	10,000
Water	12,468	11,000	10,867	14,000
Telephone	-	-	-	-
Sewer	614	1,200	949	1,000
Bank Card Fees	118	150	160	150
Total Services	21,684	25,350	20,337	25,150
- Ballfields -				
Supplies and Maintenance				
Concessions for Resale	21,506	25,000	18,597	25,000
Concession Supplies	1,493	2,550	2,507	950
Non-Capital Tools & Equip	390	200	-	400
Maintenance- Ballfields	21,769	17,400	17,125	18,800
Maintenance- Ball. Signs	1,340	2,000	1,860	2,000
Total Supplies and Maint	46,498	47,150	40,090	47,150
Services				
Electricity	31,356	31,340	31,012	36,000
Water	3,353	3,000	2,323	3,500
Sewer	1,251	1,200	1,142	1,500
Bank Card Fees	125	100	23	150
Total Services	36,085	35,640	34,499	41,150

Parks & Recreation Expenditures

Continued

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
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- Soccer Fields -

Supplies and Maintenance				
Maintenance- Soccer Fields	8,810	8,900	8,868	8,000
Total Supplies and Maint	8,810	8,900	8,868	8,000
Services				
Electricity	1,244	1,200	1,217	1,400
Water	4	-	-	-
Total Services	1,249	1,200	1,217	1,400

- Beaches -

Supplies and Maintenance				
Concessions for Resale	-	-	-	-
Concession Supplies	-	-	-	-
Non-Capital Tools & Equip	-	-	-	-
Maintenance- Beach Signs	-	-	-	-
Maintenance- Beaches	3,345	6,850	6,871	6,850
Total Supplies and Maint	3,345	6,850	6,871	6,850
Services				
Electricity	5,713	5,460	5,450	6,000
Water	12,290	18,300	18,252	12,500
Telephone	-	-	-	-
Sewer	462	500	477	500
Chemicals	1,356	2,000	819	2,000
Bank Card Fees	-	-	-	-
Total Services	19,821	26,260	24,998	21,000
Total Parks and Recreation	1,773,378	1,897,032	1,788,268	1,852,130

Did you know?

The City of Granbury offers a Memorial Tree and Bench Program. Honor someone special by having a tree planted or a bench installed for them in a city park along with a descriptive plaque.

- 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	2016-17	2017-18	2018-19
Cemetery Attendant	1	1	1
Total Staffing	1	1	1

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.

Did you know?	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 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Salaries	25,194	27,893	25,377	28,165
FICA	1,940	2,104	2,027	2,209
Vacation	625	-	267	-
Sick Leave	104	-	107	-
Overtime	0	100	1,011	700
Retirement	4,128	4,586	4,356	4,753
Longevity	-	140	-	-
Hospitalization Insurance	7,299	8,149	8,098	7,550
Workers Compensation	1,045	935	935	959
Texas Workforce Commissio	206	63	83	162
Total Personnel	40,541	43,970	42,262	44,498
Supplies & Maintenance				
Chemicals	390	710	706	550
Non-Capital Tools & Equipm	-	140	-	140
Maintenance of Vehicles	-	-	-	2,000
Maintenance- Minor Equip	183	230	161	230
Maintenance-Roadways	-	640	291	800
Maintenance- Grounds	48	2,760	1,045	2,760
Maintenance- Grounds Equi	-	-	-	1,500
Total Supplies & Maint	620	4,480	2,203	7,980
Services				
Consultants, Architect, Eng.	1,740	5,000	18,285	5,000
Water	-	-	-	350
General Liability Insurance	176	270	178	300
Contract Services	-	-	-	3,000
Total Services	1,916	5,270	18,463	8,650
Total Cemetery	43,077	53,720	62,928	61,128

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

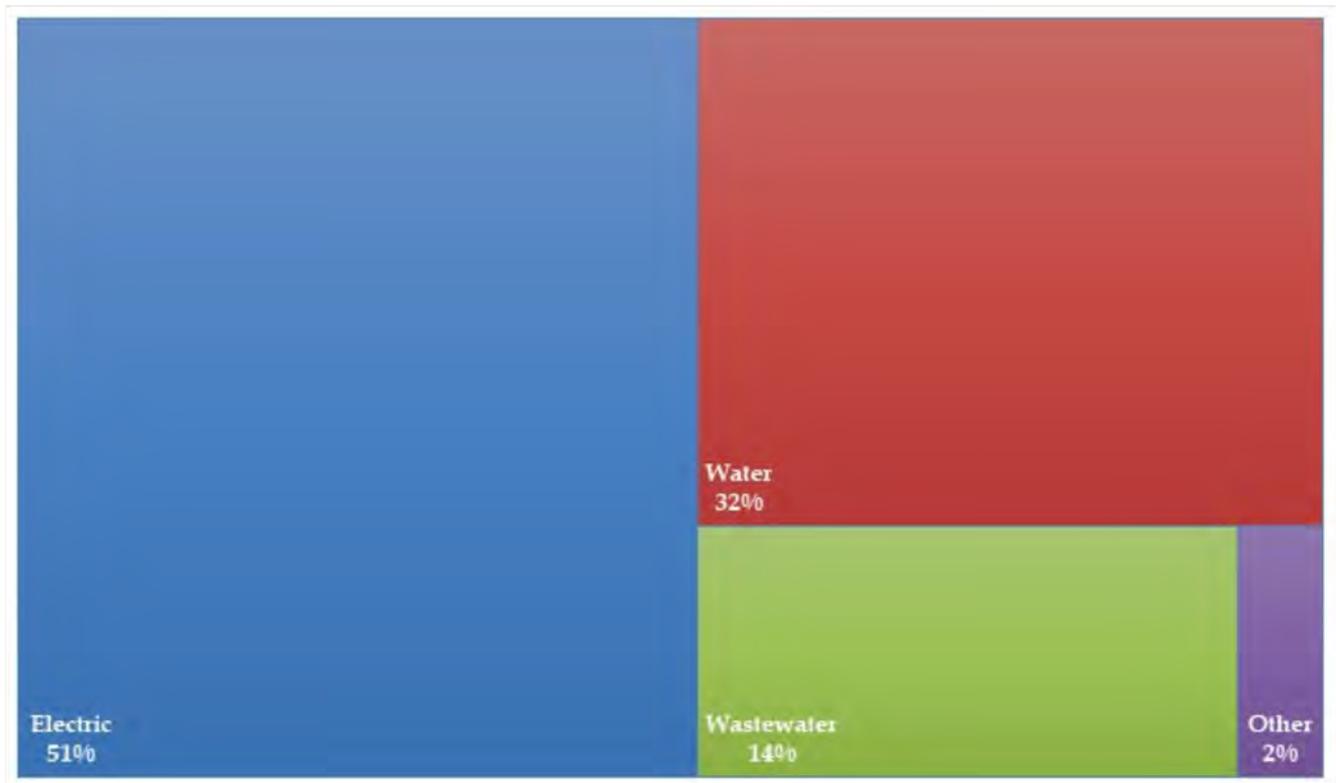
The Fund's source of revenue is the charge for water, sewer and electric services.

Utility rates are set by the City Council.

Utility Fund Revenues

Revenue Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Electric Fees & Service Charges	11,138,773	10,884,590	11,217,517	10,739,000
Water Fees & Service Charges	6,180,897	6,462,400	7,044,556	6,626,000
Sewer Fees & Service Charges	2,802,357	2,838,600	2,983,803	2,840,000
Interest Income	33,929	30,000	98,829	50,000
Other Revenue	628,208	1,501,000	737,790	447,000
Interfund Transfers	519,471	29,400	279,953	200,000
Total Revenues	21,303,636	21,745,990	22,362,448	20,902,000

Utility Fund Revenues By Type



Utility Fund Revenues

Revenue Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Electric Services				
Electric Service	11,066,196	10,820,590	11,140,626	10,670,000
D&D Light Rental	57,808	58,000	57,458	58,000
Electric Meter Set Fee	13,100	5,000	17,715	10,000
Sale of Electric Meters	1,670	1,000	1,718	1,000
Total Electric Revenues	11,138,773	10,884,590	11,217,517	10,739,000
Water Services				
Water Service	6,080,723	6,386,400	6,948,157	6,580,000
Water Taps	10,088	5,000	14,500	5,000
Sale of Raw Water	-	-	-	-
Meter Setting Fees	89,350	70,000	81,031	40,000
Water Analysis	35	-	(45)	-
Sale of Water Meters	701	1,000	912	1,000
Total Water Revenues	6,180,897	6,462,400	7,044,556	6,626,000
Wastewater Services				
Developer's Costs & Fees	26,975	20,000	-	-
Wastewater Service	2,758,736	2,808,600	2,971,336	2,830,000
Wastewater Taps	9,050	5,000	4,387	5,000
Special Sewer Maint Assessm	7,596	5,000	8,080	5,000
Total Wastewater Revenues	2,802,357	2,838,600	2,983,803	2,840,000
Interest Income				
Interest Income	33,929	30,000	98,829	50,000
Total Interest Income	33,929	30,000	98,829	50,000

Utility Fund Revenues

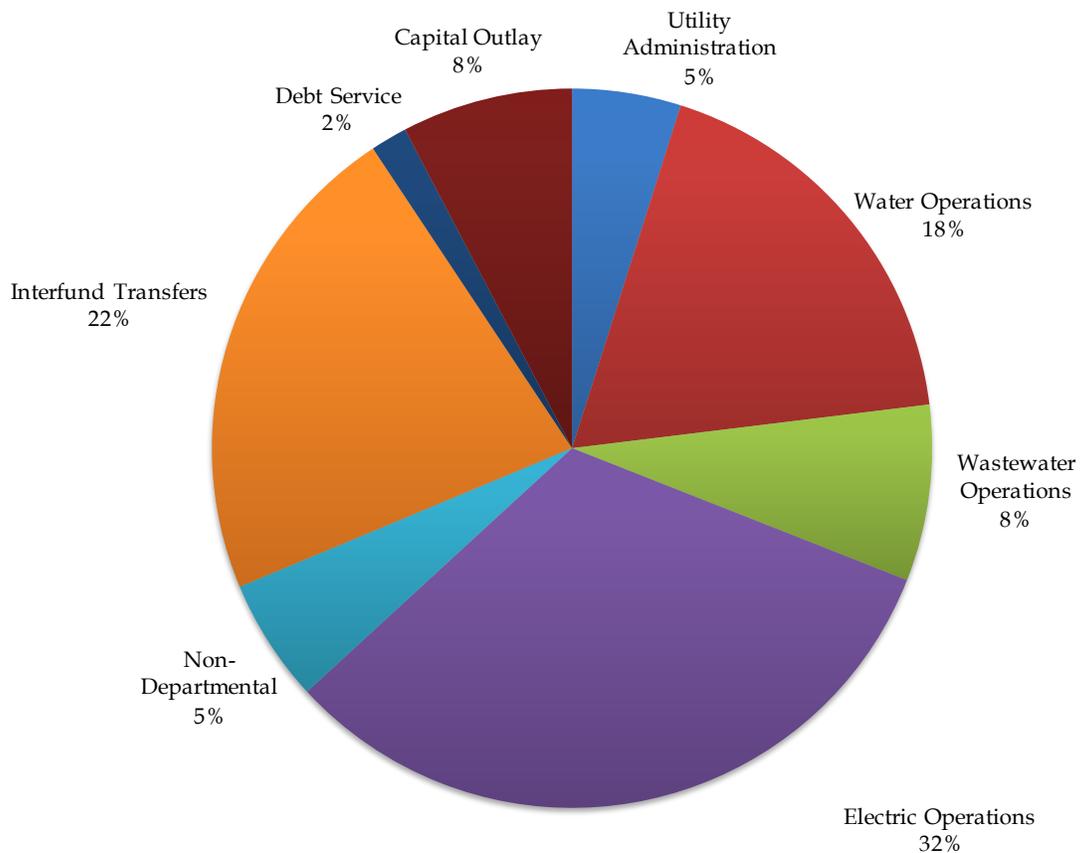
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Revenue Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Other Revenue				
From Fund Balance	-	840,000	-	-
Reconnect Fees	21,160	24,000	17,870	20,000
Groundwater District Fees	126,180	130,000	130,827	130,000
Sanitation Service	(48)	-	1,077	-
Penalty Income	224,046	220,000	224,495	200,000
Miscellaneous Income	34,148	13,400	62,534	12,000
Backflow Revenue	-	8,000	8,165	8,000
Insurance Proceeds	10,287	-	-	-
Sale of Assets - Auction	10,300	6,300	90,132	-
Sale of Garbage Bags	-	100	-	-
Cash Short/Over	13	-	(12)	-
Service Fees	84,374	65,000	96,093	77,000
Total Other Revenue	510,459	1,497,500	726,229	447,000
Interfund Transfers				
Transfer from URB	-	-	(19,808)	-
Transfer in Impact Fees	519,471	29,400	299,760	200,000
Total Interfund Transfers	519,471	29,400	279,953	200,000
Inter-Governmental				
FEMA Grant Revenue	117,749	-	8,061	-
Total Inter-Governmental	117,749	3,500	11,561	-
Total Utility Fund Revenue	21,303,636	21,745,990	22,362,448	20,902,000

Utility Fund Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Utility Administration	752,895	986,876	871,761	1,009,615
Water Operations	3,004,226	3,761,827	3,065,288	3,754,613
Wastewater Operations	1,450,120	1,676,795	1,548,568	1,637,075
Electric Operations	9,515,706	7,411,384	6,938,657	6,648,285
Non-Departmental	1,061,067	1,016,081	1,090,120	1,145,250
Interfund Transfers	2,311,033	3,060,132	3,625,980	4,539,641
Debt Service	1,245,424	1,244,168	720,395	340,150
Capital Outlay	1,220,438	1,234,530	2,668,208	1,586,000
Total Expenditures	20,560,908	20,391,792	20,528,977	20,660,629

Utility Fund Expenditures By Type



- Utility Billing -

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.

STAFFING			
Title	2016-17	2017-18	2018-19
Utility Billing Manager	1	1	1
Utility Billing Supervisor	1	1	1
Utility Billing Clerk	1	1	1
Total Staffing	3	3	3

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 2015-2016	Actual 2016-2017	Actual 2017-2018	Goal 2018-2019
1 & 2	Average Number of Accounts per Employee	3,456	3,476	3,526	3,460
3	Bad Debt Expense	\$ 37,097	\$ 19,780	\$ 8,753.18	\$8,000
4	Penalty Charges	\$ 243,300	\$ 224,046	\$ 224,495	\$200,000

Did you know?

The City’s utility customer portal is the result of the newly upgraded digital water meters, which offers the ability to see your track your water consumption. Near real-time data is logged by the meter and reported directly to your portal already. Every utility customer has an account, they simply have to go online to activate their access.

Utility Administration Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	132,688	142,957	132,067	136,843
FICA	10,458	10,961	10,375	10,375
Vacation	3,341	-	5,569	-
Sick Leave	503	-	1,175	-
Overtime	417	500	78	500
Retirement	22,218	23,784	23,053	22,965
Longevity	2,580	2,490	2,490	2,130
Insurance	15,862	24,446	16,926	22,650
Workers Compensation	339	315	315	301
Texas Workforce Commission	51	189	575	486
Total Personnel	188,457	205,642	192,625	196,250
Supplies & Maintenance				
Office Supplies	1,245	1,200	931	1,200
Copier Expense	2,507	3,800	3,735	2,500
Non-Capital Tools & Equip	2,734	725	582	3,200
Maintenance- Office Equipment	-	100	-	-
Total Supplies & Maint	6,486	6,100	5,530	6,900
Services				
Consultants	-	-	-	3,000
Telephone	980	1,300	1,058	1,225
Postage	31,577	33,700	32,469	37,000
Travel/Training	912	4,000	2,972	4,000
Printing	13,762	16,600	16,552	20,000
General Liability Insurance	580	800	640	800
Dues/Subscriptions/Membersh	302	800	100	800
Bad Debt Expense	19,780	50,000	8,753	50,000
Computer Programming	798	800	838	900
Bank Fees	68,081	90,400	76,526	95,000
Collection Agency Fees	4,578	3,000	2,145	3,250
Total Services	141,349	201,400	142,053	215,975
Total Utility Administration	336,293	413,142	340,207	419,125

- 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	2016-17	2017-18	2018-19
Meter Reader I	1	1	1
Meter Reader II	2	2	2
Total Staffing	3	3	3

Did you know?

The City of Granbury has completed a city-wide change out of all water meters to new “smart meters” that will provide the City and customers with hourly consumption data and remote readings. Starting in FY 2019, the City will begin to install the same type of “smart meters” for electric utilities.

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 2015-2016	Actual 2016-2017	Actual 2017-2018	Goal 2018-2019
1	Meter Re-Reads Requested	352	292	174	300
2	Service Orders Completed within the Same Day	94.9%	97.2%	99.8%	99.9%
3	# AMI Meters Installed (Water)	0	0	5716	6,000
3	Leak Loggers Installed	0	60	160	>160
3	# AMI Meters Installed (Electric)	0	0	56	100

Meter Reading Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	92,277	109,658	98,706	105,142
FICA	8,306	8,710	7,911	8,208
Vacation	3,812	-	3,974	-
Sick Leave	10,568	-	1,398	-
Overtime	2,021	4,000	1,967	3,000
Retirement	17,512	18,753	17,168	17,972
Longevity	1,050	1,410	1,140	1,000
Insurance	21,297	24,446	22,010	22,650
Workers Compensation	3,595	3,143	3,143	2,980
Texas Workforce Commission	27	189	634	486
Contract Labor	-	1,500	-	-
Total Personnel	160,464	171,809	158,050	161,438
Supplies & Maintenance				
Copier Expense	71	50	34	50
Wearing Apparel	4,374	5,200	4,505	4,000
Vehicle Fuel	11,031	10,350	10,321	10,000
Non-Capital Tools & Equip	5,109	7,250	7,234	5,000
Maintenance- Motor Vehicles	4,445	3,650	3,512	4,000
Maintenance- Water Meters	9,759	7,235	6,950	5,000
Maintenance- Electric Meters	899	950	800	5,000
Maintenance- Radios & Assoc	3,737	4,000	3,967	4,000
Total Supplies & Maint	39,425	38,685	37,325	37,050
Services				
Telephone	2,207	4,225	4,223	2,900
Postage	73	200	162	200
Travel/Training	1,654	4,168	4,132	5,000
General Liability Insurance	2,267	2,500	2,033	2,500
Long Term Lease/Purchase	3,885	3,885	3,885	1,942
Dues/Subscription/Membersh	160	250	240	250
Contract Services	1,465	49,025	14,709	49,375
Meter Testing	427	15,570	15,232	2,000
Employee Certification	-	222	222	-
Total Services	12,139	80,045	44,838	64,167
Capital Outlay				
Pickups	-	45,000	44,430	-
Water Meters	34,181	58,490	18,357	35,000
Electric Meters	9,080	16,940	14,329	165,000
Total Capital Outlay	43,261	120,430	77,116	200,000
Total Meter Reading	255,288	410,969	317,330	462,655

Non-Departmental Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Supplies and Maintenance				
Non-Office Supplies	6,624	8,000	7,140	8,000
Wearing Apparel	1,261	1,300	1,203	1,300
Total Supplies and Maintenance	7,885	9,300	8,342	9,300
Services				
Audit & Accounting	21,000	21,000	21,000	24,000
Consultants/Architects/Engineers	14,505	17,200	3,500	-
Legal Expense	22,500	-	-	-
Electricity	-	-	-	22,000
Water	-	-	-	6,000
Natural Gas	-	-	-	7,200
Sewer	-	-	-	1,500
Inventory Damage/Loss	-	700	196	700
Cable Television	-	350	-	350
General Liability Insurance	-	-	-	3,200
Meeting Expenses	615	250	230	1,200
Equipment Rental/Lease	-	400	360	1,100
Long-Term Lease	-	-	-	150,000
Project Repairs for Reimbursement	-	5,000	-	5,000
Contract Services	-	4,950	4,924	4,400
Shared Allocation	873,831	951,135	951,135	951,135
Utility Franchise Fee	897,679	944,688	944,219	808,200
Contingency Expense	-	4,943	-	100,000
Bank Fees	72	-	82	100
Miscellaneous Fees	96,810	7,300	7,268	1,000
Total Services	1,927,012	1,957,916	2,032,913	2,087,085
Interfund Transfers				
Transfer to General Fund	352,245	338,496	420,720	365,747
Transfer to Utility Debt Service	1,245,424	1,244,168	720,395	340,150
Transfer to Utility Bond Reserve	18,120	18,120	18,120	-
Transfer to General Debt Service	1,066,838	1,752,381	2,236,005	3,222,759
Transfer to Warehouse Fund	-	-	-	-
Total Interfund Transfers	2,682,627	3,353,165	3,395,239	3,928,656
Capital Outlay				
Buildings & Bldg Improvements	-	-	490,398	-
Land	30,246	-	1,223,081	-
Storm Damage Emergency	154,879	-	-	-
Total Capital Outlay	185,125	-	1,713,479	-
Total Non-Departmental	4,802,649	5,320,381	7,149,974	6,025,041

- 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.

**Did you
know?**

Between October 2017-September 2018 (Fiscal Year 2018), we provided 728,614,364 gallons of water to the residents of Granbury.

STAFFING			
Title	2016-17	2017-18	2018-19
Water Quality Technician	0	0	1
Water Plant Operator II	0	0	2
Total Staffing	0	0	3

* Personnel were moved to Ground Water department from Water Treatment Plant department starting in Fiscal Year 2018-2019 to better represent their time allocation.

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?	<p>Nine major aquifers and 21 minor aquifers supply 60% of all the water used in the state. *</p>
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Objective	Performance Measures	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Goal 2018-2019
1	# Wells Online	36	38	38	38
1	% Water Produced from Wells	78.3%	76.6%	46%	30%

*Texas Groundwater Protection Committee, Groundwater Facts & References

Ground Water Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	-	-	-	108,539
FICA	-	-	-	9,154
Vacation	-	-	-	-
Sick Leave	-	-	-	-
Overtime	-	-	-	10,000
Retirement	-	-	-	19,830
Longevity	-	-	-	1,890
Insurance	-	-	-	22,650
Workers Comp	-	-	-	3,290
TWC	-	-	-	486
Total Personnel	-	-	-	175,839
Supplies and Maint				
Wearing Apparel	-	-	-	1,200
Vehicle Fuel	-	-	-	5,000
Chemicals	58,956	51,000	32,803	60,000
Non-Capital Tools and Equip	12,361	12,500	12,367	12,500
Maint of Vehicles	-	-	-	4,500
Maint of Plant Pumps/Motor	32,193	41,000	22,031	57,000
Maint of Pump Stations	44,975	35,000	33,202	57,000
Maint of Water Storage	-	-	-	5,800
Total Supplies and Maint	148,485	139,500	100,403	203,000
Services				
Electricity	76,192	92,000	49,263	87,000
Telephone	-	-	-	1,550
Postage	-	-	-	500
Travel/Training	-	-	-	2,000
General Liability	-	-	-	4,000
Dues & Subscriptions	-	-	-	400
Employee Certification	-	-	-	400
Sample Testing	606	22,100	21,031	15,000
Ground Water Distric Fees	114,619	130,000	80,119	130,000
Total Services	191,418	244,100	150,413	240,850
Capital Outlay				
Pumps & Motors	8,800	-	14,337	50,000
Total Capital Outlay	8,800	-	14,337	50,000
Total Ground Water	348,702	383,600	265,153	669,689

* Personnel, equipment and corresponding O&M expenses were moved to Ground Water department from Water

- 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 began operating in October 2017 and construction on Phase 2 to upgrade to a 5.0 MGD plant will start in 2018.

STAFFING			
Title	2016-17	2017-18	2018-19
Water Treatment Superintendent	0	1	1
Water Treatment Foreman	1	1	1
Water Plant Operator I	6	7	5*
Water Plant Operator II	1	2**	1*
Total Staffing	8	11	8

* Personnel moved to Ground Water department from Water Treatment Plant

** Operator moved from Water Treatment Department to Wastewater Collection Department during Fiscal Year 2017-2018.

OBJECTIVES AND STRATEGIES

1. 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.

2. 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.

3. 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.

Water Treatment Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	208,939	434,285	363,071	348,618
FICA		34,427	30,187	26,707
Vacation	8,946	-	10,304	-
Sick Leave	8,083	-	5,322	-
Overtime	17,650	15,000	19,417	5,000
Retirement	39,145	73,941	65,229	58,847
Longevity	3,400	4,400	3,870	3,750
Insurance	45,525	98,254	76,500	60,400
Workers Compensation	9,204	12,391	12,391	9,761
Texas Workforce Commission	168	756	1,829	1,296
Total Personnel	341,060	673,454	588,121	514,379 *
Supplies & Maintenance				
Office Supplies	371	2,300	1,765	2,000
Copier Expense	-	1,500	1,431	-
Janitorial Supplies	197	500	690	500
Wearing Apparel	1,983	5,000	4,355	5,000
Vehicle Fuel	-	-	93	4,800
Chemicals	32,080	303,000	211,207	345,000
Non-Capital Tools & Equip	1,543	15,800	15,005	7,000
Laboratory Supplies	7,202	25,500	23,539	40,000
Maintenance- Buildings	133	1,200	1,058	2,000
Maintenance - Vehicles	-	500	448	2,700
Maintenance- Minor Equip	-	-	-	200
Maintenance- Plant Pumps	10,767	29,250	13,930	10,000
Maintenance- Pump Stations	2,334	1,250	1,236	-
Maintenance- Grounds	-	-	11	-
Maintenance- Filters	4,649	51,200	25,077	60,000
Maintenance- EDR	766	-	-	-
Total Supplies & Maint	62,025	437,000	299,845	479,200

* Personnel, equipment and corresponding O&M expenses were moved to Ground Water department from Water Treatment Plant department starting in Fiscal Year 2018-2019 to better represent personnel and expenses as they are actually used.

Water Treatment Expenditures

Continued

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Services				
Consultant, Architect, Engin	-	35,000	23,804	5,000
Electricity	19,044	406,800	171,053	450,000
Water	8,501	25,500	18,569	40,000
Telephone	-	2,500	2,173	2,500
Sewer	3,170	10,200	7,352	12,000
Postage	145	1,200	996	1,500
Travel/Training	8,212	10,000	8,051	10,000
Water Inspection Fee	19,028	20,000	19,028	20,000
General Liability Insurance	1,563	10,200	10,163	30,400
Dues/Subscriptions/Membersh	740	1,370	1,350	1,250
Contract Services	4,250	19,000	1,000	20,000
Employee Certification	913	1,000	494	1,000
Sample Testing	21,063	25,500	18,039	29,000
CMT Testing	10,952	-	-	-
Total Services	97,580	568,270	282,073	622,650
Services				
Water Purchase- BRA	784,968	810,255	809,892	875,000
Water Purchase - SWATS	694,177	160,000	156,228	-
Total Services	1,479,146	970,255	966,120	875,000
Capital Outlay				
Water Treatment Plant	118,950	-	-	-
Membrane Replacement Reserve	-	-	-	100,000
Total Capital Outlay	118,950	-	-	100,000
Total Water Treatment	2,098,760	2,648,979	2,136,158	2,591,229

OPPORTUNITIES AND CHALLENGES

Objective	Performance Measures	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Goal 2018-2019
1	Water Plant Production (x1,000 gal)	48,311	45,380	381,071	400,000
1	Water Plant % of Water Produced	7.12%	6.82%*	52.30%	75.00%

*2016-2017– Water Treatment Plant off-line for construction of new plant March 2017-May 2017

- 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	2016-17	2017-18	2018-19
Distribution/Collection Superintendent	1	1	1
Water Distribution Foreman	1	1	1
Utility Equipment Operator II	2	2	2
Total Staffing	4	4	4

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 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	193,850	172,756	178,844	162,955
FICA	15,355	13,490	13,971	12,601
Vacation	4,849	-	2,278	-
Sick Leave	3,172	-	2,169	-
Overtime	4,766	10,000	7,889	10,000
Retirement	33,299	30,310	32,008	28,676
Longevity	3,340	3,340	3,340	1,190
Insurance	31,557	34,099	30,908	30,200
Workers Compensation	6,937	5,107	5,350	4,756
Texas Workforce Commission	168	259	867	648
Total Personnel	297,293	269,362	277,625	251,026
Supplies & Maintenance				
Office Supplies	197	300	410	400
Copier Expense	1,592	1,800	1,459	1,800
Wearing Apparel	3,182	4,800	4,525	4,800
Vehicle Fuel	10,629	16,100	16,089	10,500
Non-Capital Tools & Equip	7,698	16,000	10,245	11,000
Lab Equipment & Supplies	1,999	900	-	1,000
Maintenance- Motor Vehicles	4,198	12,200	11,118	7,400
Maintenance- Water Mains	36,435	60,500	68,110	75,000
Maintenance- Minor Equip	260	700	648	1,200
Maintenance- Water Service	30,748	30,600	30,506	25,600
Maintenance- Pumps & Motors	15,981	16,000	1,116	-
Maintenance- Heavy Equip	6,056	8,315	7,627	11,115
Maintenance- Barricades	430	1,300	694	1,300
Maintenance- Hydrants	14,817	30,000	43,760	30,000
Maintenance- Pump Stations	9,208	12,000	3,156	-
Maintenance- Water Storage	4,822	5,800	3,189	-
Total Supplies & Maint	148,252	217,315	202,651	181,115

Did you know?

Insulating your home's pipes can reduce the amount of heat lost as your water travels from your heater to your faucet. You'll run less water waiting for it to warm up and save money on your utility bills.

Water Distribution Expenditures

Continued

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Services				
Consultants/ Arch/Engin	10,183	-	-	-
Electricity	116,645	125,900	83,777	127,000
Telephone	2,730	3,150	3,138	4,600
Postage	-	10	14	50
Travel/Training	1,377	3,400	3,362	3,200
General Liability Insurance	32,304	37,100	37,092	38,000
Equipment Rental/Lease	-	1,100	-	1,100
Long-term Lease Purchase	69,314	64,761	64,772	30,104
Land Lease	5,081	5,100	5,081	5,100
Dues, Subscriptions, Membersh	390	350	240	500
Other - Employee Certification	444	1,200	296	1,400
Sample Testing	500	500	266	500
Total Services	238,968	242,571	198,038	211,554
Capital Outlay				
Pickups	-	48,000	46,840	-
Heavy Construction Equipment	-	-	-	70,000
Water Mains & Tie-ins	251,795	29,400	29,392	200,000
Pumps & Motors	-	-	-	15,000
Total Capital Outlay	251,795	29,400	76,232	285,000
Total Water Distribution	936,308	758,648	754,546	928,695

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?

95% of the water entering our homes goes down the drain

- 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.

STAFFING			
Title	2016-17	2017-18	2018-19
Wastewater Treatment 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
Total Staffing	6	6	6

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 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	263,376	294,914	267,386	292,920
FICA	23,433	24,230	22,637	23,997
Vacation	16,757	-	14,023	-
Sick Leave	10,661	-	7,294	-
Overtime	13,266	20,000	6,518	18,000
Retirement	50,547	53,291	49,994	53,118
Longevity	11,460	12,180	10,970	11,720
Insurance	42,586	48,892	48,008	45,300
Workers Compensation	5,869	5,589	5,589	5,514
Texas Workforce Commission	55	378	978	972
Total Personnel	438,008	459,474	433,397	451,541
Supplies & Maintenance				
Office Supplies	955	800	706	800
Copier Expense	1,663	1,500	1,534	1,300
Janitorial Supplies	934	900	865	900
Wearing Apparel	4,194	4,790	4,769	3,230
Vehicle Fuel	17,351	17,700	17,248	12,500
Chemicals	28,442	44,640	44,614	50,000
Non-Capital Tools & Equip	7,448	13,930	13,992	7,430
Laboratory Supplies	12,385	17,950	17,723	15,900
Maint of Buildings	2,162	4,800	4,717	750
Maint of Vehicles	9,381	16,600	16,157	8,700
Maint of Minor Equip	989	7,080	6,493	2,980
Maint of Pumps & Motors	26,023	54,100	52,376	160,000 *
Maint of UV Equip	9,357	2,500	1,800	2,500
Maint of Heavy Equip	14,974	3,700	3,722	10,000
Maint of Sewer Service	153	250	17	250
Maint of Lift Stations	1,914	2,200	2,140	2,500
Maint of SCADA	13,452	15,500	15,393	16,500
Total Supplies & Maint	151,776	208,940	204,265	296,240

* Maint of Pumps & Motors moved to Wastewater Treatment Department from Wastewater Collection Department for maintenance on equipment in lift stations

Wastewater Treatment Expenditures

Continued

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Services				
Consultants/ Arch/Engin	4,265	7,000	5,870	5,000
Electricity	318,266	300,000	292,541	268,000
Water	27,635	62,650	19,862	31,500
Telephone	2,081	3,300	3,290	3,550
Postage	117	200	78	200
Travel/Training	5,021	6,000	6,098	4,500
Advertising	-	-	-	-
Sewer Plant Inspection	20,082	15,640	14,742	15,640
Refuse Pickup	47,998	52,500	51,810	57,500
General Liability Insurance	18,345	20,000	17,265	20,000
Equipment Rental/Lease	1,140	2,420	2,152	5,020
Long-term Lease/Purchase	17,602	15,081	14,945	8,874
Dues, Subscriptions, Membersh	450	480	480	480
Employee Certification	686	800	817	800
Sample Testing	5,202	10,450	7,260	6,000
Total Services	468,889	496,521	437,210	427,064
Capital Outlay				
Pickups	-	65,000	55,412	-
Other Vehicles	-	-	-	-
Pumps & Motors	31,960	30,000	24,560	61,500
Miscellaneous Equip	-	-	-	19,500
Property Improvements	-	-	-	100,000
Sewer Plant & Improvements	-	250,000	232,656	-
Total Capital Outlay	31,960	345,000	312,628	181,000
Total Wastewater Treatment	1,090,633	1,509,935	1,387,499	1,355,845

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	2016-17	2017-18	2018-19
Utility Equipment Operator I	1	1	0
Utility Equipment Operator II	2	3**	4
Administrative Asst II	1	1	1
Total Staffing	4	5	5

** Operator moved from Water Treatment Department to Wastewater Collection Department during Fiscal Year 2017-2018.

Did you know?	<p>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.</p>
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Objective	Performance Measure	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Goal 2018-2019
1	Pipeline Cleaned (in feet)	21,157	25,235	39,558	10,000
3	Pipeline ran with Camera (in feet)	16,540	29,058	25,377	5,000

Wastewater Collection Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	82,145	113,526	117,728	146,849
FICA	6,655	8,940	9,582	11,601
Vacation	1,998	-	4,702	-
Sick Leave	1,144	-	2,157	-
Overtime	3,673	5,000	5,799	6,000
Retirement	14,349	19,371	21,118	25,315
Longevity	1,170	320	320	890
Insurance	16,869	32,595	29,676	37,750
Workers Compensation	1,774	1,644	1,644	2,203
Texas Workforce Commission	134	252	915	810
Total Personnel	129,909	181,648	193,640	231,418
Supplies & Maintenance				
Copier Expense	-	1,500	1,459	-
Wearing Apparel	2,239	2,700	2,647	2,700
Vehicle Fuel	3,213	5,500	4,873	8,300
Chemicals	7,869	8,100	7,721	1,000
Misc Lift Station 4- Emergency	-	-	-	-
Non-Capital Tools & Equip	4,125	4,700	4,234	4,700
Maintenance- Motor Vehicles	1,544	7,300	6,740	5,700
Maintenance- Minor Equip	829	1,500	1,277	1,500
Maintenance- Plant Pumps	71,429	104,950	91,978	-
Maintenance- Sewer Mains	80,386	90,000	71,219	90,000
Maintenance- Heavy Equip	4,910	13,600	2,633	20,600
Maintenance- Sewer Services	4,414	5,000	4,465	5,000
Maintenance- Barricades	112	-	-	-
Maintenance- Stations, Pumps	1,500	-	-	-
Total Supplies & Maint	182,571	244,850	199,245	139,500

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 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Services				
Consultants, Architects, Engin	-	1,450	3,400	-
Electricity	69,620	64,100	64,061	75,000
Water	1,342	1,300	1,031	1,450
Sewer	466	500	537	600
Postage	168	82	21	82
Travel/Training	1,300	3,500	780	3,500
General Liability Insurance	5,530	10,700	10,490	9,000
Equipment Rental/Lease	-	1,000	-	1,000
Dues, Subscriptions, Membersh	320	430	240	320
Employee Certification	222	2,300	250	360
Total Services	78,967	85,362	80,811	91,312
Capital Outlay				
Radios & SCADA	-	30,000	-	-
Sewer Mains & Tie-Ins	126,971	160,000	278,873	200,000
Pumps & Motors	18,686	25,000	37,379	-
Miscellaneous Tools	99,996	-	-	-
Property Improvements	-	-	-	40,000
Total Capital Outlay	245,653	329,000	316,253	240,000
Total Wastewater Collection	637,100	840,860	789,949	702,230

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.

- 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 Constellation-Excelon.

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.

STAFFING			
Title	2016-17	2017-18	2018-19
Electric Distribution Supervisor	1	1	1
Senior Lineman	1	1	2
Lineman- First Class	2	2	1
Lineman- Second Class	1	1	2
Groundman	1	1	0
Total Staffing	6	6	6

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 2015-2016	Actual 2016-2017	Actual 2017-2018	Goal 2018-2019
1	Contractor Hours invested in Tree Trimming	503	682	561	600
2	Reported Power Outages	57	24	66	<20
2	Outages Caused by Trees	<i>Not Tracked</i>	<i>Not Tracked</i>	1	0

Electric Expenditures

Expenditure Type	Actual	Budgeted	Actual	Adopted
	FY 2016-2017	FY 2017-2018	FY 2017-2018	FY 2018-2019
Personnel				
Regular	392,110	406,988	359,285	406,043
FICA	33,832	32,458	33,312	32,246
Vacation	24,976	-	19,920	-
Sick Leave	50,729	-	41,969	-
Overtime	11,264	13,000	7,654	10,000
Retirement	71,756	70,351	71,909	70,196
Longevity	11,090	11,870	11,870	10,280
Insurance	47,380	50,397	49,465	45,300
Workers Compensation	5,976	5,850	5,607	5,466
Texas Workforce Commission	59	385	1,129	972
Total Personnel	649,171	591,300	602,120	580,503
Supplies & Maintenance				
Office Supplies	226	400	381	300
Copier Expense	1,592	2,000	1,459	2,000
Wearing Apparel	9,248	12,250	11,487	15,000
Vehicle Fuel	12,591	16,250	16,204	15,000
Non-Capital Tools & Equip	16,310	16,150	16,116	22,500
Maintenance- Elec Primaries	27,017	44,030	32,740	55,000
Maintenance- Elec Second	40,901	39,710	38,041	42,500
Maintenance- Motor Vehicles	4,830	9,452	9,190	5,000
Maintenance- Minor Equip	349	400	140	600
Maintenance- Heavy Equip	24,122	13,000	12,869	16,000
Maintenance- Holiday Lighting	8,985	4,000	3,846	4,000
Total Supplies & Maint	146,170	157,642	142,472	177,900

**Did you
know?**

A common cause of electrical power outages: squirrels.

Electric Expenditures

Continued

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Services				
Consultants/ Arch/Engin	46,048	50,000	33,741	15,000
Natural Gas	1,030	2,200	1,338	-
Telephone	2,014	2,200	1,620	1,500
Postage	26	50	36	50
Travel/Training	8,006	13,000	8,230	14,000
General Liability Insurance	5,156	5,000	5,307	6,000
Equipment Rental/Lease	-	-	-	-
Long-term Lease Purchase	32,452	29,925	29,925	14,963
Dues, Subscriptions, Member	2,714	2,940	2,328	2,500
Contract Services	3,959	-	-	-
Tree Trimming	81,509	86,608	86,607	83,000
Miscellaneous Fees	-	-	-	-
Total Services	182,916	191,923	169,131	137,013
Services				
Electric Transmission Charge	30,000	30,000	30,000	30,000
Substation Charges	406,095	430,000	395,707	430,000
Power Purchase for Resale	8,101,355	6,010,519	5,599,227	5,292,869
Total Services	8,537,450	6,470,519	6,024,934	5,752,869
Capital Outlay				
Pickups	-	-	-	40,000
Heavy Construction Equipment	-	-	-	195,000
Other Vehicles	-	-	-	20,000
Electric Primaries	334,894	220,000	63,115	275,000
Electric Improvements	-	190,700	95,048	-
Total Capital Outlay	334,894	410,700	158,162	530,000
Total Electric	9,850,600	7,822,084	7,096,819	7,178,285

- 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	2016-17	2017-18	2018-19
Public Works Director	1	1	1
Assistant Public Works Director/Utilities	1*	1	1
Administrative Assistant	1	1	1
Total Staffing	3	3	3

* Assistant Public Works Director/Utilities was split between Electric Department and Water Distribution Department in Fiscal Year 2016-2017. The position became fully accounted for in the Public Works department during Fiscal Year 2017-2018.

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 2015-2016	Actual 2016-2017	Actual 2017-2018	Goal 2018-2019
1	Completed Developers Projects - Water, Sewer, Storm Drainage & Streets	\$ 262,275	\$ 3,234,720	\$ 1,163,200	\$ 500,000

Public Works Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Regular	124,067	180,361	181,674	214,239
FICA	8,664	13,017	13,346	15,668
Vacation	(1,188)	-	1,287	-
Sick Leave	1,217	-	1,580	-
Overtime	(90)	-	3	-
Retirement	20,297	29,522	30,106	35,527
Longevity	240	550	550	1,510
Insurance	14,578	21,437	22,561	22,650
Workers Compensation	614	553	553	2,725
Texas Workforce Commission	18	175	397	486
Total Personnel	168,417	245,615	252,057	292,805
Supplies & Maintenance				
Office Supplies	505	900	906	750
Copier Expense	2,334	2,500	2,146	2,500
Wearing Apparel	-	-	-	1,500
Vehicle Fuel	1,306	1,300	1,281	2,000
Maintenance- Motor Vehicles	760	500	69	500
Total Supplies & Maint	4,905	5,200	4,402	7,250
Services				
Consultants/ Arch/Engin	18,580	16,400	21,910	5,000
Natural Gas	989	1,500	1,338	-
Telephone	1,241	2,000	1,931	2,200
Postage	610	500	63	1,500
Travel/Training	3,880	5,723	5,700	10,000
Legal Advertising	1,487	1,300	928	2,100
General Liability Insurance	2,448	2,480	1,994	2,480
Dues, Subscriptions, Member	2,017	1,977	1,018	4,000
Other- Employee Certifications	-	500	-	500
Total Services	31,252	32,380	34,881	27,780
Total Public Works	204,574	283,195	291,341	327,835

GRANBLURY *Texas*

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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	2016-17	2017-18	2018-19
Aviation Director	1	1	0
Airport Manager	0	0	1
Airport Operations Supervisor	1	1	0
Part-Time Airport Attendant	4	4	5
Total Staffing	6	6	6

** Airport Director and Airport Supervisor positions will be combined into an Airport Manager position. Due to the consolidation, an additional part-time attendant is needed to ensure the Airport remains staffed 7am-7pm 7 days a week.*

**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 2015-2016	Actual 2016-2017	Actual 2017-2018	Goal 2018-2019
1	Jet A Fuel Revenue Over Expense	\$ 40,789	\$ 72,537	\$ 54,084	\$46,646
1	100LL Fuel Revenue Over Expense	\$ 63,743	\$ 56,883	\$ 51,082	\$50,600
4	% RAMP Grant Used	98.4%	99.8%	95.3%	100%

Airport Fund Revenue

Revenue Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019	
Interest					
Interest Income	(5)	-	54,957	30,000	
Total Interest	(5)	-	54,957	30,000	*
Other Revenue					
Fund Balance Used	-	26,620	-	-	
Sale of Maps/Charts/Other	3,573	4,600	2,335	4,600	
Concession Sales	684	920	899	900	
Leases on City Property	21,336	21,000	22,236	23,100	
Sale of Aviation Fuel - 100LL	206,694	227,200	230,665	195,000	
Sale of Aviation Fuel - JetA	216,553	200,000	196,667	200,000	
Hangar Rent	301,548	315,880	296,190	300,000	
Hangar Rent - King Air	28,750	22,000	27,218	24,000	
Hangar Rent Penalty Income	1,937	-	1,590	-	
Miscellaneous Income	2,696	4,000	3,169	4,000	
Sale of Asset/ Auction	460	-	-	-	
Cash Short/Over	5	-	(278)	-	
Total Other Revenue	784,236	822,220	780,692	751,600	
Interfund Transfers					
Transfer from General Fund	120,000	94,020	94,020	-	**
Total Interfund Transfers	120,000	94,020	94,020	-	
Inter-Governmental					
Grant Income - NPE Entitlement	600,000	150,000	-	-	***
Grant Income - RAMP	49,914	50,000	47,993	50,000	
Grant Income- Aiport Expansion	3,000,000	3,000,000	-	3,000,000	
Total Inter-Governmental	3,649,914	3,200,000	47,993	3,050,000	
Total Revenues	4,554,145	4,116,240	977,662	3,831,600	

*Interest Income will be received on Grant Income received for the Airport Expansion project.

**General Fund transfer is no longer needed to support the operations of the Airport, because of savings in personnel starting Fiscal Year 2018-2019

*** City of Granbury will not be eligible for the NPE Grant in Fiscal Year 2018-2019 due to other grants being received.

Airport Fund Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Salary	160,831	166,961	153,715	120,047
FICA	12,526	13,020	14,660	9,199
Vacation	203	-	1,389	-
Sick Leave	-	-	25,593	-
Overtime	-	250	-	250
Retirement	19,051	20,104	22,811	10,377
Longevity	660	900	900	360
Insurance	14,653	16,241	15,702	6,788
Workers Compensation	3,278	2,764	2,764	1,928
Texas Workforce Commission	66	378	967	942
Total Personnel	211,267	220,618	238,501	149,891
Supplies & Maintenance				
Office Supplies	195	350	244	600
Copier	1,522	2,100	2,085	2,000
Items for Resale	2,437	2,000	1,949	2,000
Janitorial Supplies	1,611	1,100	1,077	1,000
Concession Supplies	1,596	1,800	1,648	1,800
Wearing Apparel	787	450	438	500
Vehicle Fuel	219	1,200	543	1,200
Purchase 100LL Gasoline for Resa	159,540	176,600	176,581	144,400
Purchase Jet A Gasoline for Resale	149,131	153,354	145,585	153,354
Non-Capital Tools & Equip	1,872	432	190	3,200
Maintenance- Runway/Lights	-	377	367	-
Maintenance- Buildings	3,588	5,500	5,133	3,500
Maintenance- Motor Vehicles	2,136	2,647	2,611	3,000
Maintenance- Minor Equip	5	-	-	-
Maintenance- Pumps/Motors	92	891	886	500
Maintenance- Grounds	190	100	51	100
Maintenance- Radios & Assoc	250	-	-	250
Maintenance- Signs	-	-	-	-
Total Supplies & Maint	325,171	348,901	339,389	317,404

* Change in positions (see Staffing table on previous page)

Airport Fund Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Services				
Consultants, Architects, Engin	-	26,620	29,774	-
Electricity	36,615	37,150	33,833	40,000
Water	1,603	2,000	858	2,000
Telephone	1,214	2,300	1,280	2,200
Sewer	938	800	676	1,000
Postage	69	400	143	400
Travel/Training	2,694	4,084	4,040	3,000
Advertising Legal	-	550	541	-
General Liability Insurance	15,738	17,703	17,682	17,000
Equipment Rental	14,400	13,140	13,140	13,200
Longterm Lease Purchase	132,314	129,133	126,958	124,767
Dues, Subscriptions, Membersh	888	1,029	322	900
Car Allowance	4,800	4,800	4,800	-
Airport Promotions	-	-	-	-
Internet Services	1,378	1,400	1,163	1,800
Bank Card Fees	9,762	10,646	9,599	10,638
Miscellaneous Fees	465	450	441	400
Total Services	222,878	252,205	245,250	217,305
Grant Expense				
RAMP Grant Expenditures	99,758	100,000	34,082	100,000
NPE Entitlement Expenditures	-	150,000	-	-
Total Grant Expense	99,758	250,000	34,082	100,000
Transfers				
Shared Allocation	45,896	46,699	46,699	47,000
Total Transfers	45,896	46,699	46,699	47,000
Capital Outlay				
Building Improvements	-	-	8,200	-
Airport Expansion Project	-	3,000,000	1,072,283	3,000,000
Total Capital Outlay	-	3,000,000	1,080,483	3,000,000
Total Airport	904,969	4,118,423	1,984,403	3,831,600

* City of Granbury will not be eligible for the NPE Grant in Fiscal Year 2018-2019 due to other grants

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.

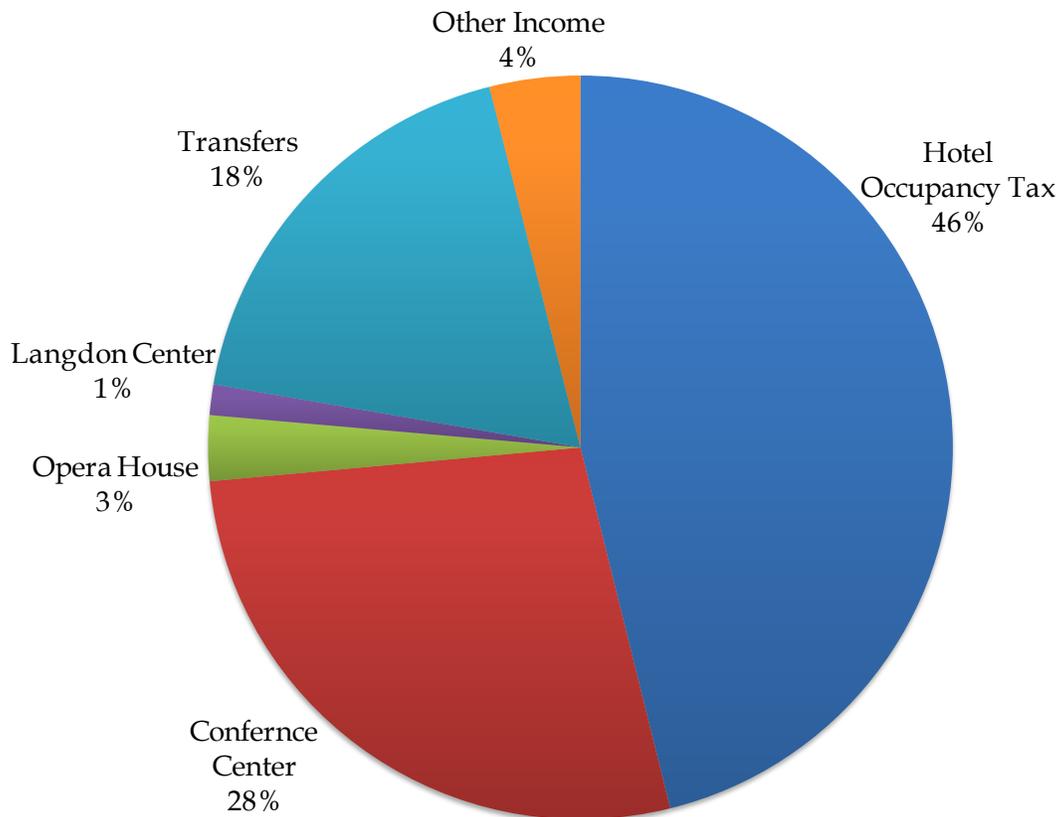
According to the Texas Tax Code, Section 351.101, the City Council may contract with another governmental entity or private organization and delegate to them the responsibilities for the management or supervision of programs and activities funded with revenue from the hotel occupancy tax.

Tourism Fund Revenues

Revenue Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Hotel Occupancy Taxes	737,375	757,000	729,323	730,000
Conference Center Income	486,552	477,700	496,135	434,100
Langdon Center Income	23,245	21,000	18,275	21,000
Interest Income	(248)	-	327	-
Opera House Income	45,000	48,750	45,000	45,000
Other Income	61,808	72,553	68,682	62,300
Transfers	269,147	612,538	612,530	290,380
Total Revenues	1,622,880	1,989,541	1,970,273	1,582,780

Tourism Fund Revenues

By Type



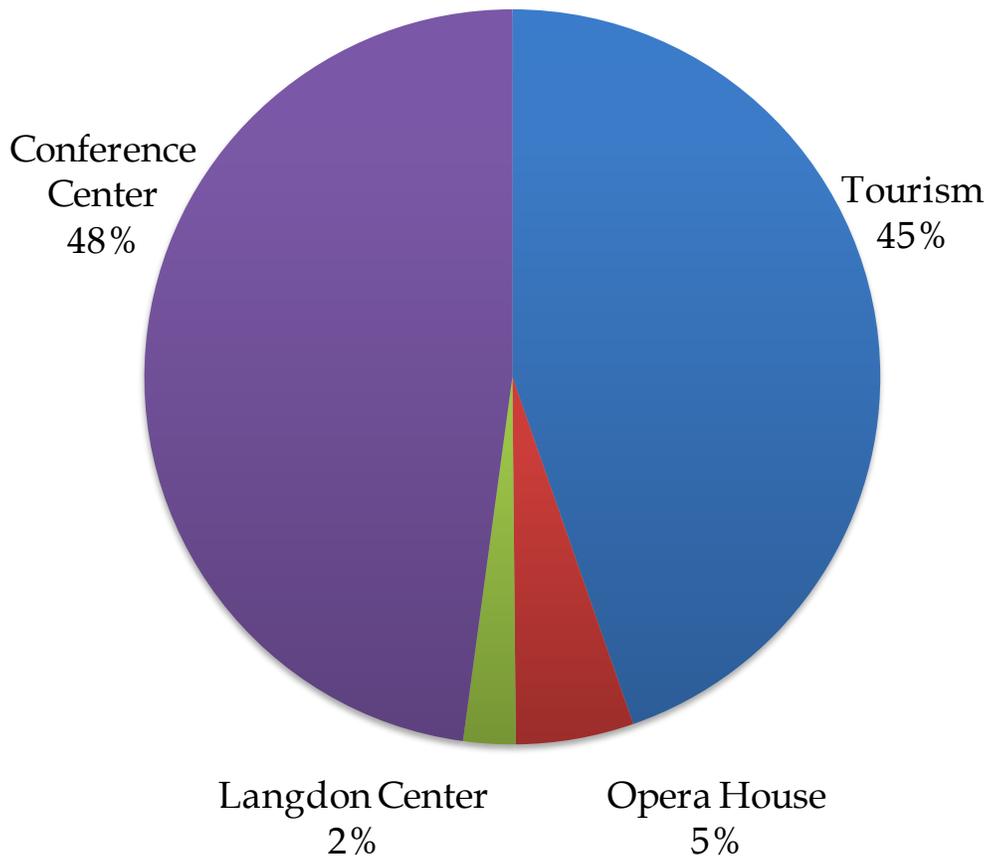
Tourism Fund Revenues

Revenue Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Taxes				
Hotel Occupancy Taxes	737,375	757,000	729,323	730,000
Total Taxes	737,375	757,000	729,323	730,000
Langdon Center Income				
Lang. Ctr. Facility Rental	23,245	21,000	18,275	21,000
Total Langdon Center Income	23,245	21,000	18,275	21,000
Conference Center Income				
Conf. Ctr. Facility Rental	187,083	185,500	217,175	185,500
Conf. Ctr. Catering Revenue	230,764	191,000	217,773	190,000
Conf. Ctr. Alcoholic Bev. Sales	59,420	50,000	55,950	50,000
Conf. Ctr. Service/Use Fees	22,018	19,100	22,013	19,100
Conf. Ctr. Equipment Rental	50,762	40,000	61,240	40,000
Conf. Ctr. Contracted Svc. Rev	-	3,000	-	-
Conf Ctr: Gratuity	12,358	39,100	1,879	-
Conf Ctr: Bar Svcs & Supplies	7,883	10,000	7,805	7,500
Conf. Ctr. Group Srvc Revenue	14,345	20,000	10,615	12,000
Conf. Ctr. Other Income	5,735	-	2,213	-
Conf. Ctr. Discounts Given	(103,815)	(80,000)	(100,528)	(70,000)
Total Conference C. Income	486,552	477,700	496,135	434,100
Interest				
Interest Income	(248)	-	327	-
Total Interest	(248)	-	327	-
Other Income				
Opera House Income	45,000	48,750	45,000	45,000
Opera House Utilities Reimb	49,229	38,500	41,834	41,300
Donations	-	8,490	14,240	-
Groups/Meetings Income	11,100	16,000	6,850	16,000
Other Income	1,528	5,000	1,183	5,000
Insurance Proceeds	-	4,563	4,563	-
Cash Short/Over	(49)	-	(37)	-
Cash Short/Over	-	-	50	-
Total Other Income	106,808	121,303	113,682	107,300
Interfund Transfers				
Transfer from General Fund	269,147	612,538	612,530	290,380
Total Interfund Transfers	269,147	612,538	612,530	290,380
Total Revenues	1,622,880	1,989,541	1,970,273	1,582,780

Tourism Fund Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Tourism	713,637	731,300	682,644	707,000
Opera House	88,961	75,100	71,499	82,000
Langdon Center	26,685	38,214	36,248	36,300
Conference Center	710,298	795,191	690,402	757,480
Capital Outlay	-	346,202	278,949	-
Total Expenditures	1,539,582	1,986,007	1,759,742	1,582,780

Tourism Fund Expenditures By Department



GRANBLURY *Texas*

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- Opera House -

DEPARTMENT 16

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Supplies & Maintenance				
Maintenance of Buildings	14,996	15,100	14,431	14,500
Total Supplies & Maint	14,996	15,100	14,431	14,500
Services				
Electricity	48,703	38,500	37,268	45,000
Water	4,567	3,500	3,315	4,500
Natural Gas	1,704	2,000	1,556	2,000
Sewer	1,990	1,800	1,450	2,000
Postage	7	-	-	-
General Liability Insurance	12,195	13,500	13,479	14,000
Equipment Rental/Lease	-	-	-	-
Building Lease	4,800	700	-	-
Total Services	73,965	60,000	57,068	67,500
Total Opera House	88,961	75,100	71,499	82,000

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 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Supplies & Maintenance				
Non-Capital Equipment	-	-	-	-
Maintenance of Buildings	1,231	8,554	7,026	8,000
Total Supplies & Maint	1,231	8,554	7,026	8,000
Services				
Electricity	14,492	15,500	15,500	16,000
Water	7,878	9,350	9,304	8,000
Natural Gas	938	1,500	1,176	1,500
Sewer	719	1,700	1,667	1,200
General Liability Insurance	1,426	1,610	1,575	1,600
Total Services	25,454	29,660	29,222	28,300
Total Langdon Center	26,685	47,416	48,781	36,300

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 Lake Granbury Conference Center is to create maximum hotel occupancy and increase the occupancy tax within the City. We encourage use of the Lake Granbury 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

Lake Granbury Conference Center (LGCC) 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.

STAFFING			
Title	2016-2017	2017-2018	2018-19
Conference Center Manager	1	1	1
Sales Associate	1	1	1
Event Coordinator	1	1	1
Group Service Technicians	3	3	3
Custodian	1	1	1
PT Trolley Driver/Bartenders	3	3	3
Total Staffing	10	10	10

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 Lake Granbury 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 LGCC 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 LGCC 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 LGCC 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 LGCC, the kinds of events it can host, and the level of customer service provided by the staff.
- Work collaboratively with promoting tourism 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 LGCC 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 2015-2016	Actual 2016-2017	Actual 2017-2018	Goal 2018-2019
3	Facebook "Likes" (LakeGranburyConferenceCenter)	2,334	2,410	2,558	2,600
3	Social Media Portals	0	1	2	2

2016-2017: “I Love Granbury App”

2018-2019: New LGCC dedicated website

Conference Center Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Personnel				
Salaries	184,216	234,956	166,341	256,680
FICA	15,187	19,572	12,884	19,173
Vacation	6,964	-	5,525	-
Sick Leave	3,802	-	2,359	-
Overtime	2,995	1,500	1,882	2,000
Retirement	28,991	31,823	26,508	36,333
Longevity	2,430	780	780	840
Insurance	27,989	40,912	30,214	37,958
Workers Compensation	4,764	4,190	4,181	4,213
Texas Workforce Commission	197	945	1,239	1,833
Contract Labor	3,268	3,000	-	-
Total Personnel	280,803	337,678	251,912	359,030
Supplies & Maintenance				
Office Supplies	1,159	750	685	1,000
Copier Expense	4,539	5,000	4,934	5,000
Concessions for Resale	-	100	83	-
Alcoholic Beverage for Resale	16,989	15,840	15,518	11,400
Janitorial Supplies	2,317	2,500	2,353	2,750
Ancillary Items	18,137	3,750	1,393	6,000
Bar Supplies	1,622	2,000	1,378	2,000
Wearing Apparel	1,331	1,150	897	1,150
Vehicle Fuel	600	650	637	500
Non-Capital Equipment	10,861	2,500	2,358	6,000
Software	5,864	4,900	3,569	5,800
Maintenance of Buildings	14,782	25,950	25,635	15,000
Maintenance of Vehicles	60	5,013	4,819	450
Maintenance of Signs	-	5,000	4,387	-
Total Supplies & Maint	78,262	75,103	68,646	57,050

Conference Center Expenditures

Continued

Expenditure Type	Actual	Budgeted	Actual	Adopted
	FY 2016-2017	FY 2017-2018	FY 2017-2018	FY 2018-2019
Services				
Consultants, Architects, Engin	13,875	12,500	10,625	-
Electricity	28,089	30,100	39,014	40,000
Water	3,030	13,000	12,956	8,000
Telephone	2,017	1,900	1,806	2,100
Sewer	695	4,250	4,204	4,000
Postage	106	50	14	100
Travel/Training	1,257	3,000	2,687	4,000
Advertising Promotions	7,535	34,200	33,491	32,200
General Liability Insurance	9,275	10,600	10,583	11,000
Catering Services	244,051	230,000	219,652	190,000
Equipment Rental/Lease	16,559	17,597	17,565	15,000
Dues, Subscriptions, Membersh	916	360	358	2,500
Trade Shows	6,308	6,500	3,788	10,000
Fam Tours	-	790	695	-
Internet Services	49	-	-	-
Mixed Beverage Gross Rec Tax	4,684	5,000	4,237	5,000
Group Services	3,402	5,563	2,683	6,000
Bank/ Misc Fees	3,725	4,000	3,671	4,000
Miscellaneous Fees	4,392	2,000	1,270	6,500
Misc Expenses / Disposables	1,267	1,000	545	1,000
Total Services	351,234	382,410	369,844	341,400
Capital Outlay				
Miscellaneous Toos	-	337,000	266,416	-
Total Capital Outlay	-	337,000	266,416	-
Total Conference Center	710,298	1,132,191	956,819	757,480

**Did you
know?**

LGCC has launched a new website for events and conferences where you can take a virtual tour of our facilities online.

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.

2017-2018 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 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Interest				
Interest Income	138	-	-	-
Total Interest	138	-	-	-
Other Revenue				
Lease of Property	-	-	-	-
Donations	1,699	-	-	-
Miscellaneous Income	-	-	-	-
Total Other Revenue	1,699	-	-	-
Interfund Transfers				
Transfer from General Fund	40,000	40,000	40,000	40,000
Total Interfund Transfers	40,000	40,000	40,000	40,000
Inter-Governmental				
Loan Proceeds	-	-	-	-
Grant Revenue	-	-	-	-
Total Inter-Governmental	-	-	-	-
Total Revenues	41,837	40,000	40,000	40,000

Granbury Historic Properties Expenditures

Expenditure Type	Actual FY 2016-2017	Budgeted FY 2017-2018	Actual FY 2017-2018	Adopted FY 2018-2019
Supplies & Maintenance				
Non-Capital Equipment	-	-	-	-
Maintenance- Buildings	-	-	-	-
Total Supplies & Maint	-	-	-	-
Services				
Consultants, Architects, Eng	-	-	-	-
Legal Expenses	-	-	-	-
Transfer to Tourism	-	-	-	-
Loan Payment	35,864	40,000	40,000	40,000
Miscellaneous Fees	1,889	-	-	-
Total Services	37,753	40,000	40,000	40,000
Capital Outlay				
Furniture & Fixtures	-	-	-	-
Total Capital Outlay	-	-	-	-
Total Historical Properties	37,753	40,000	40,000	40,000

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.

Fleet Replacement Fund

The City of Granbury will be establishing a new Internal Service Fund called the Fleet Replacement Fund in Fiscal Year 2018-2019. The Fleet Replacement Fund will be funded through transfers from other funds, interest revenue, and sale of City assets. The purpose of the Fleet Replacement Fund is to ensure that adequate funds are available to purchase vehicles and equipment, to stabilize budgeting for major purchases, and to provide a systematic, citywide approach to procurement and disposition of the fleet. The goal is to provide sufficient cash flow for annual purchases. The annual transfer to this fund will be determined by dividing the anticipated future replacement costs of the asset by the anticipated life of each vehicle and piece of equipment for each department. While the Fleet Replacement Fund will be created in Fiscal Year 2018-2019, the initial purchase of a vehicle or equipment from this fund will not take place until Fiscal Year 2019-2020.

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 2018-19 CAPITAL IMPROVEMENTS

Most of the capital improvements scheduled for Fiscal Year 2018-19 are vehicles and equipment replacements to maintain our equipment replacement programs within various departments. There are also investments in technology capital projects to help increase efficiency within departments like the police patrol cars' laptop replacements, advanced fuel tank monitoring system, and replacement of 8 campus network switches. 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, replacements and additional pumps and mixers will provide more efficient equipment for the treatment and distribution of City water/wastewater. After upgrading all of the City's water meters in the previous fiscal year, the City will begin a 4-5 year replacement of all electric meters to the same advanced metering system. With the new power purchase contract, the City is able to make great investments in Electric equipment as well including a much needed bucket truck. Also, with the new Water Treatment Plant and extensive membrane system included, the City will begin reserve funds over the next 5-7 years in anticipation of their replacement.

The following pages identify in greater detail the capital improvements that have been authorized in Fiscal Year 2018-19. 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

Capital Improvements

General & Special Revenue Funds

2018-19 Capital Improvement Program	General Fund	Total
General Government		
Communications	15,000	15,000
Information Technology	57,000	57,000
Clean Air Coalition	-	-
Total General Government	72,000	72,000
Public Safety		
Police	-	-
Fire	-	-
Building & Permits	50,000	50,000
Total Public Safety	50,000	50,000
Public Works		
Streets	32,000	32,000
Total Public Works	32,000	32,000
Culture & Recreation		
Parks & Recreation	73,750	73,750
Cemetery	-	-
Conference Center	-	-
Historical Properties	-	-
Total Culture & Recreation	73,750	73,750
City Services		
Warehouse	27,000	27,000
Building Maintenance	-	-
Fleet Maintenance	-	-
Total City Services	27,000	27,000
Total CIP General Fund	254,750	254,750

Capital Improvements

General Fund

GENERAL GOVERNMENT

- Information Technology -

Project	Fund	Source of Funds	Amount
Campus Network Switch Replacement	General	Operating	\$ 17,000
 <p>Project Description: Replacement of 8 network switches that will reach end of life during the 2018-2019 fiscal year. These switches provide reliable network connectivity and transmit sensitive information therefore operating them past “end of life” is a violation of policy.</p> <p>Effect on Operating Budget: One-time expense of \$17,000.</p> <p style="text-align: right;"><i>Next Replacement Estimated: 5 years</i></p>			

Project	Fund	Source of Funds	Amount
PD Patrol Car Laptop Replacements	General	Operating	\$ 40,000
 <p>Project Description: Panasonic Laptop Toughbooks and docking stations for all 10 Police Department patrol vehicles</p> <p>Effect on Operating Budget: One-time expense of \$40,000 instead of waiting to replace as they go down. Most current laptops in the patrol units are 5+ years old and have started to experience frequent failures. When the laptops are down the entire unit is out of commission for several days. This will relieve both Police Officer time and IT staff time on maintenance and waiting. There is also \$8,000 budgeted in Non-Capital equipment for the new docking stations associated with the new laptops</p> <p style="text-align: right;"><i>Next Replacement Estimated: as needed</i></p>			

Capital Improvements

General Fund

INTERNAL SERVICES

- Warehouse -

Project	Fund	Source of Funds	Amount
Fuel Tank Level Monitoring System	General	Operating	\$ 27,000
 <p>Project Description: Replacement of the 2004 fuel monitoring system. Current system not able to run the required TCEQ reports necessary to meet compliance and maintenance/repairs becoming timely and costly due to being out dated.</p> <p>Effect on Operating Budget: One-time expense of \$27,000. Savings on maintenance and time and avoiding unnecessary fines for non-compliance.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

- Communications -

Project	Fund	Source of Funds	Amount
Granbury Media Cameras/ Equipment	General	PEG Funds	\$ 15,000
 <p>Project Description: Purchase new and replacement cameras and equipment for the Granbury Media TV Channel.</p> <p>Effect on Operating Budget: Use of restricted PEG funds collected from cable franchise fees for use of public broadcasting capital expenses. No significant impact on City operating funds.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

Capital Improvements

General Fund

PUBLIC SAFETY

- Building & Permits -

Project	Fund	Source of Funds	Amount
2 Ford F150 Supercab Trucks	General	Operating	\$50,000
 <p>Project Description: 2 Ford F150 Supercab trucks for the Building & Permits department inspectors.</p> <p>Effect on Operating Budget: One truck is for a new position in this department starting in Fiscal Year 2018-2019. The other truck will replace an older vehicle that has increased in maintenance costs. Also, if one vehicle is out of rotation for maintenance, inspectors have to wait to go out to a site for inspection until a vehicle is made available.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

- Streets -

Project	Fund	Source of Funds	Amount
Salt & Sand Spreader	General	Operating	\$32,000
 <p>Project Description: Free-standing salt & sand spreader that can slide into equipment only when needed. Used mainly in the winter for icy roads, but can also be used for hazardous spills.</p> <p>Effect on Operating Budget: Reduce maintenance costs on current older equipment used for salt/sand spreading. Also, the current spreader ties up a piece of equipment when not in use.</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>Project Description: 3/4 ton truck with towing package and bed liner to haul trailers, equipment and staff around the city.</p> <p>Effect on Operating Budget: Parks' vehicle replacement program. Because of the large size and growing age of fleet, Parks needs to anticipate to replace one truck a year to keep maintenance costs down and maintain efficiency.</p> <p style="text-align: right;"><i>Reoccurring</i></p>			

Project	Fund	Source of Funds	Amount
ZTR Mower	General	Operating	\$9,000
 <p>Project Description: one zero turn mower for the parks department to replace an older mower.</p> <p>Effect on Operating Budget: 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 style="text-align: right;"><i>Reoccurring</i></p>			

Capital Improvements

General Fund

CULTURE & RECREATION

- Parks -

Project	Fund	Source of Funds	Amount
City Hall Drainage Canal Clean Out	General	Operating	\$10,000
 <p>Project Description: Using large vac trucks to remove and dispose of built up sludge in the concrete canal to the west of City Hall.</p> <p>Effect on Operating Budget: Preventative maintenance every 10 years. Because of the fountains and aeration pumps in the canal, it needs to be cleaned to prevent odors and clogs.</p> <p style="text-align: right;"><i>Recurring</i></p>			

Project	Fund	Source of Funds	Amount
Hike & Bike Trail Way-Finding Signage	General	Operating	\$13,750
 <p>Project Description: 5 “way-finding” signs to display along the Hike & Bike Trail to help direct visitors to where they are along the trail and other attractions just off the trail.</p> <p>Effect on Operating Budget: Promotes tourism for the city and a service for citizens who use. Should not have a material effect on operational expenditures going forward.</p> <p style="text-align: right;"><i>Non-Recurring</i></p>			

Capital Improvements

General Fund

CULTURE & RECREATION

- Parks -

Project	Fund	Source of Funds	Amount
Repair Roof for Swimming Pool Pump Room	General	Operating	\$6,000
	<p>Project Description: Repair roof that houses the swimming pool pump. Chemicals used for the pool and age have caused the metal roof to deteriorate.</p> <p>Effect on Operating Budget: Pump room also contains expensive and electrical equipment that could be damaged when the roof leaks.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>		

Capital Improvements

Utility Fund & Airport Fund

2018-19 Capital Improvement Program	Utility Fund	Airport Fund	Total
Utility Administration			
Meter Reading	200,000		200,000
Total Utility Administration	200,000	-	200,000
Water			
Ground Water	50,000		50,000
Water Treatment	100,000		100,000
Water Distribution	285,000		285,000
Total Water	435,000	-	435,000
Wastewater			
Wastewater Treatment	181,000		181,000
Wastewater Collection	240,000		240,000
Total Wastewater	421,000	-	421,000
Electric			
Electric	530,000		530,000
Total Electric	530,000	-	530,000
Airport Fund			
Airport	-	3,000,000	3,000,000
Total Airport Fund	-	3,000,000	3,000,000
Total CIP by Fund	1,586,000	3,000,000	4,586,000

Capital Improvements

Utility Fund

UTILITY ADMINISTRATION

- Meter Reading -

Project	Fund	Source of Funds	Amount
New Installations Water & Electric Meters	Utility	Reimbursed with Revenue	\$70,000
		<p>Project Description: 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>Effect on Operating Budget: Expenditures and off-setting revenues will flow through the utility fund operating budget.</p> <p style="text-align: right;"><i>Recurring</i></p>	

Project	Fund	Source of Funds	Amount
Electric Meters	Utility	Operating	\$130,000
		<p>Project Description: 5-Year project for the replacement of all current "radio-read" electric meters with AMI meters. These new meters that can be read hourly from a remote location, and will better serve our utility billing department by allowing customers online access to see their electric usage. They will be safer and more efficient for our meter reading department by allowing them to do disconnects from a remote location.</p> <p>Effect on Operating Budget: Discontinuation of the annual maintenance cost for the Itron radio reading software. Increase in annual maintenance for the new AMI software. (There is savings with the software due to the City already having part of the AMI software for water meters)</p> <p style="text-align: right;"><i>Recurring</i></p>	

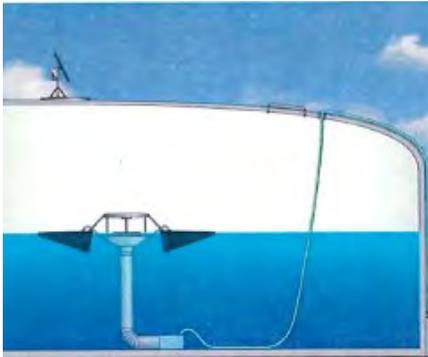
Capital Improvements

Utility Fund

WATER

- Ground Water -

Project	Fund	Source of Funds	Amount
Static Mixers at Pump Station	Utility	Operating	\$20,000
	<p>Project Description: 5 Static mixers installed in various pump stations</p> <p>Effect on Operating Budget: Reduction in cost of chemicals due to providing more contact time for chemicals to react.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>		

Project	Fund	Source of Funds	Amount
In-Tank Mixers at Pump Stations	Utility	Operating	\$30,000
	<p>Project Description: 3 Mixers for the City's large water storage tanks</p> <p>Effect on Operating Budget: Reduce maintenance costs for hiring professional divers to clean our tanks and reduce costs of chemicals.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>		

Capital Improvements

Utility Fund

WATER

- Water Distribution -

Project	Fund	Source of Funds	Amount
CAT Mini Excavator & Trailer	Utility	Operating	\$70,000
 <p>Project Description: CAT 305 E CR Mini Excavator with long boom, auxiliary hydraulic lines for attachments and trailer. Current excavator is undersized for the needs of the City.</p> <p>Effect on Operating Budget: Reduced maintenance costs that have increased recently due to older equipment. Reduced maintenance costs on other equipment used when this one is down for repairs.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

Project	Fund	Source of Funds	Amount
Water Mains & Tie-Ins	Utility	Operating	\$200,000
 <p>Project Description: Several older streets are scheduled for rehab in the upcoming fiscal year. These funds will be available to repair any water lines in need of replacement before the street is re-paved.</p> <p>Effect on Operating Budget: Savings for maintenance costs for street paving in the future if the lines are improved before new pavement is laid.</p> <p style="text-align: right;"><i>Reoccurring</i></p>			

Capital Improvements

Utility Fund

WATER

- Water Distribution -

Project	Fund	Source of Funds	Amount
6" Water Pump	Utility	Operating	\$15,000
	<p>Project Description: Trailer mounted, self-priming trash pump.</p> <p>Effect on Operating Budget: Currently, the city only has one pump with high maintenance costs and costs for rentals when it is not available. Also, time is wasted waiting for availability, and then sanitizing the current pump if used previously by the wastewater department.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>		

- Water Treatment -

Project	Fund	Source of Funds	Amount
WTP Membrane Replacement Reserve	Utility	Operating	\$100,000
	<p>Project Description: Funds to be reserved each year for the replacement of the new membranes at the Water Treatment Plant. These membranes are expensive and all installed at the same time with the same anticipated end of life.</p> <p>Effect on Operating Budget: The City each year is setting aside a portion of the funds needed in anticipation for the large expenditure 5 and 7 years in the future.</p> <p style="text-align: right;"><i>Reoccurring</i></p>		

Capital Improvements

Utility Fund

WASTEWATER

- Wastewater Treatment -

Project	Fund	Source of Funds	Amount
6" Trash Pump	Utility	Operating	\$34,000
 <p>Project Description: Trailer-mounted, self-priming trash pump with auto start and float switches. This pump is used at lift stations when the power is out or pumps are down. Also will be used to pump out clarifiers at the Wastewater Treatment Plant during annual maintenance and repairs.</p> <p>Effect on Operating Budget: Because this is pump is self-priming with auto-start, it will prevent personnel needing to man the pump constantly when in use.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

Project	Fund	Source of Funds	Amount
Replace Chain & Pipe in Lift Stations	Utility	Operating	\$19,500
 <p>Project Description: Replacement of rails on 15 lift stations and chain for 20 lift stations. These rails and chains are used to raise and lower pumps out of lift stations.</p> <p>Effect on Operating Budget: Previously, these were changed out as needed using maintenance funds each year. This one-time replacement of several apparatuses with stainless steel material will ensure that they are all safe and working properly for at least 15 years and future maintenance funds can be spent elsewhere.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

Capital Improvements

Utility Fund

WASTEWATER

- Wastewater Treatment -

Project	Fund	Source of Funds	Amount
Lift Station #32 Fence	Utility	Operating	\$100,000
 <p>Project Description: Upgrade of the fence that surrounds the City's Lift Station #32 in the Harbor Lakes neighborhood</p> <p>Effect on Operating Budget: No material impact on the current or future operating budget foreseen.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

Project	Fund	Source of Funds	Amount
Backup Raw Pump	Utility	Operating	\$27,500
 <p>Project Description: EBARA Model 300DLFU637 12" submersible non-clog pump 50 HP to serve as a back up for one of our 2 raw pumps both over 7 years old.</p> <p>Effect on Operating Budget: Operating funds would need to be used to rent an emergency by-pass pump if the other pumps go down while they are being repaired or we are waiting to order a new pump.</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	Impact Fees	\$200,000
 <p>Project Description: Replacements of sewer lines around the City to prevent overflows and I&I into the system</p> <p>Effect on Operating Budget: Use of impact fees. Pro-active maintenance on sewer lines will prevent large expenditures and fines in the future.</p> <p style="text-align: right;"><i>Recurring</i></p>			

Project	Fund	Source of Funds	Amount
Flex Sealing Man Holes	Utility	Operating	\$40,000
 <p>Project Description: 20 manholes per year will be water blasted, dried, and have Power Barrier coating applied via spray to the inside. This seal should last at least 20 years. The city has hundreds of manholes that will benefit from this application but will start with the oldest ones causing the most I&I.</p> <p>Effect on Operating Budget: This coating will protect manholes from corrosion, and also prevents rainwater from entering the sewer system, which will in turn reduce treatment costs at the Wastewater Treatment Plant.</p> <p style="text-align: right;"><i>Recurring</i></p>			

Capital Improvements

Utility Fund

ELECTRIC

Project	Fund	Source of Funds	Amount
Electric Primaries	Utility	Operating	\$275,000
 <p>Project Description: In 2017, Schneider Engineering completed a study and proposed a 3-year maintenance plan to upgrade our current electrical system. This will be year 2 of the plan and will improve loop feeing and upgrade wire size.</p>  <p>Effect on Operating Budget: The proposed plan will increase power reliability and reduce future maintenance costs on this section of wire and also reduce personnel time on emergency response.</p> <p style="text-align: right;"><i>Reoccurring</i></p>			

Project	Fund	Source of Funds	Amount
3/4 Ton 4x4 Truck	Utility	Operating	\$40,000
 <p>Project Description: 3/4 Ton quad cab 4x4 truck for Electrical Superintendent.</p> <p>Effect on Operating Budget: The Electrical Superintendent currently drives a 2005 Ford truck with over 140,000 service miles and is starting to become costly on maintenance repairs.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

Capital Improvements

Utility Fund

ELECTRIC

Project	Fund	Source of Funds	Amount
20' Trailer	Utility	Operating	\$20,000
 <p>Project Description: 20' Heavy Duty Trailer with 16 ton capacity, beavertail & ramps to haul heavy equipment such as a Ditch Witch.</p> <p>Effect on Operating Budget: Currently, the electrical department is having to borrow the trailer from the Parks' Department and therefore is lowering response and work time for both departments as equipment is being switched out.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

Project	Fund	Source of Funds	Amount
Electric Bucket Truck	Utility	Operating	\$195,000
 <p>Project Description: Bucket Truck Versa lift Articulated Telescopic-VST 5000-MHI-VST-5000 SI to replace a 1998 Bucket Truck . The City's electric system is over 80% overhead.</p> <p>Effect on Operating Budget: Current bucket truck is becoming an operator safety issue and replacement parts are discontinued. Because of the failing lift, it currently requires two trucks to work on one site, which is another safety risk and waste of equipment time.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

Summary of Capital Improvements

5 Year Strategic Plan Capital Investments

from Operating Funds

by Program	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
General Fund					
General Government	72,000	63,000	86,000	75,000	80,000
Public Safety	50,000	43,800	60,000	75,000	80,000
Public Works	32,000	28,000	38,000	48,000	50,000
Culture & Recreation	73,750	65,000	88,500	110,000	120,000
City Services	27,000	23,200	30,500	67,000	71,000
Total General Fund	254,750	223,000	303,000	375,000	401,000
Utility Fund					
Utility Administration	200,000	200,000	150,000	150,000	-
Water	435,000	250,000	20,000	30,000	-
Wastewater	421,000	148,000	50,000	5,000	-
Electric	530,000	280,000	95,000	30,000	-
Total Utility Fund	1,586,000	878,000	315,000	215,000	-
Airport Fund					
Airport	3,000,000	3,000,000	3,000,000	3,700,000	-
Total Airport Fund	3,000,000	3,000,000	3,000,000	3,700,000	-
Grand Total	4,840,750	4,101,000	3,618,000	4,290,000	401,000

5 Year Strategic Plan Source of Funds

Source of Funds	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Operating Budget - General Fund	254,750	223,000	303,000	375,000	401,000
Operating Budget - Utility Fund	1,586,000	878,000	315,000	215,000	-
Operating Budget - Airport Fund	-	-	-	-	-
State Grant- Airport Expansion	3,000,000	3,000,000	3,000,000	3,700,000	-
Operating Budget - Tourism Fund	-	-	-	-	-
Grand Total	4,840,750	4,101,000	3,618,000	4,290,000	401,000

Capital Improvements

Use of Operating Funds : Lease/Purchase

Project	Fund	Source of Funds	Amount
Ladder Truck	General	Operating/Lease	\$1,400,000
 <p>Project Description: Fully equipped Pierce Ascendant 110' aerial platform single axle quint aluminum body on a Velocity Chassis. The need for this apparatus for the fire and rescue department is compounded by aging equipment, a growing population and larger residential developments being considered.</p> <p>Effect on Operating Budget: The aerial ladder truck will be financed with a 10-year lease/purchase option. Due to the timeline of ordering and manufacturing, only two quarterly payments are budgeted starting in Fiscal Year 2018-2019. The department will use their current ladder truck as a back-up. Preventative maintenance on both apparatuses will be required, but emergency maintenance related expenses should be reduced with the addition of a second unit.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

Project	Fund	Source of Funds	Amount
Top Mount Pumper	General	Operating/Lease	\$800,000
 <p>Project Description: Fully equipped Pierce top mount pumper with 750 gallon tank and 1,500 gpm pump.</p> <p>Effect on Operating Budget: Top mount pumper will be financed with a 10-year lease/purchase option. Due to the timeline of ordering and manufacturing, only two quarterly payments are budgeted starting in Fiscal Year 2018-2019. The department will use their current pumper trucks as the back-up unit.</p> <p style="text-align: right;"><i>Non-Reoccurring</i></p>			

Capital Improvements

Use of Operating Funds : Lease/Purchase

Dept	Equipment/Project	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Final Payment
Info Tech	2014 Laserfiche	10,181					Jan 2019
Total Info Tech		10,181	-	-	-		
Warehouse	2015 Chevrolet Silverado	5,612	2,806				Mar 2020
Total Warehouse		5,612	2,806	-	-		
Building & Permits	2014 Jeep	3,023					Jan 2019
Building & Permits	2015 Ford F150 Truck	4,235	2,118				Mar 2020
Total Building & Permits		7,258	2,118	-	-		
Police	2015 Trucks (4)	27,107	13,553				Mar 2020
Total Police		27,107	13,553	-	-		
Fire	Spartan Side-Mounted Pumper	93,231	93,231	93,231	93,231	93,231	Mar 2025
Fire	Light & Air Truck	53,426	53,426	53,426	53,426	53,426	Dec 2023
Fire	Top Mounted Pumper & Ladder Truck	150,000	264,000	264,000	264,000	264,000	Jan 2029
Total Fire		296,658	410,658	410,658	410,657	410,657	
Streets	2014 Ford F350 Truck w/Dump Bed	3,376					Jan 2019
Streets	2014 Ford F250 SuperCab Truck	2,308					Jan 2019
Streets	Caterpillar Inc Model: 262D	17,789	8,894				Mar 2020
Total Streets		23,472	8,894	-	-		
Building & Maint	2015 Ford F250 Truck	5,294	2,647				Mar 2020
Total Building & Maint		5,294	2,647	-	-		
Parks	2014 John Deere Tractor	5,437					Jan 2019
Parks	2014 Ford F350 SuperCab Truck	2,352					Jan 2019
Parks	2014 Ford F150 SuperCab Truck	1,913					Jan 2019
Parks	2015 Ford F350 Pickup Truck	5,443	2,721				Mar 2020
Total Parks		15,145	2,721	-	-		
Total for General Fund		390,728	443,398	410,658	410,657	410,657	

Dept	Equipment/Project	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Final Payment
Meter Reading	2014 Ford F150 SuperCab Truck	1,942					Jan 2019
Total Meter Reading		1,942	-				
Electric	2014 Ram 5500 4x4 Bucket Truck	12,152					Jan 2019
Electric	2014 Chevrolet 2500HD Silverado Crew	2,810					Jan 2019
Total Electric		14,963	-				
Water Distribution	2014 John Deere Backhoe with Trailer	13,009					Jan 2019
Water Distribution	2014 John Deere Compact Excavator	6,517					Jan 2019
Water Distribution	2014 Freightliner 108SD-80 Dump Truck	10,579					Jan 2019
Total Water Distribution		30,104	-				
Wastewater Treatment	2014 Ford DRW Chassis Truck	3,686					Jan 2019
Wastewater Treatment	2015 Ford F250 Pickup Truck	5,188	2,594				Mar 2020
Total Wastewater Treatment		8,874	2,594				
Total for Utility Fund		55,884	2,594	-	-	-	

Dept	Equipment/Project	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Final Payment
Airport	2013 T-Hangars Refinance	76,402	74,226	36,294			Feb 2021
Airport	Maintenance & Storage Hangar	40,423	40,423	40,423	40,423	40,423	Feb 2028
Airport	Tow Tractor Zenith Gas Tug	7,941	3,971				Mar 2020
Total for Airport		124,767	118,620	76,717	40,423	40,423	

City-Wide Lease Obligation		571,379	564,611	487,375	451,080	451,080	
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City-Wide Construction in Progress Summary

Project	Estimated Completion Date	Funding Source	Estimated Cost	% Construction Completed as of Sept 30, 2018	Annual O&M Impact (estimated)
New 2.5 MGD Water Treatment Plant	Completed 2017	2015 A CO TWDB Bond	\$16,430,000	100%	Department 79
					Water Purchase -595,000 Electricity +500,000 Chemicals +300,000 Personnel +230,000 Filters +55,000 UF Bond PMT +511,682
Phase II of the Water Treatment Plant (+2.5 MGD)	2021	Proposed 2018 A CO TWDB Bond	\$15,000,000	0%	Chemicals +150,000 UF Bond PMT +205,333
Water Distribution System Upgrades	Completed 2017	2017 CO TWDB Bond	\$15,000,000	100%	UF Bond PMT +421,907
Additional Water Distribution System Upgrades	2020	2017 CO TWDB Bond, 2015 A CO TWDB Bond & Operating B.	\$2,000,000	50%	Utilizing remainder \$1.2M from the 2015A and 2017 TWDB bonds, along with \$840K from utility operating budget.
Wastewater Collection & Treatment System Upgrade	2022	Proposed 2018 B CO TWDB Bond	\$35,000,000	0%	UF Bond PMT +430,667 (1st year interest only)

TWDB Bonds- These bonds are issued through the Texas Water Development Board (TWDB) Clean Water State Revolving Fund and the Drinking Water State Revolving Fund. These loans 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, 2018	Annual O&M Impact (estimated)
Airport Expansion	October 2020	2016 A Bond / TxDOT Grant	\$30,578,724	15%	<p style="text-align: right;">Department 17 Grant Revenue and Capital Expenditures \$3,000,000 annually for 5 years</p> <p style="text-align: right;">Undetermined Additional Hangar Revenue upon Completion</p>
Advanced Metering Infrastructure Replacement (Water)	Completed 2018	2016 B CO TWDB Bond	\$2,720,000	100%	<p style="text-align: right;">Department 70</p> <p>AMI Software Maintenance + 41,375</p> <p>Leak Detection + 9,000</p> <p>Water Meter Maintenance - 5,000</p> <p>UF Bond PMT +281,717</p>
Advanced Metering Infrastructure Replacement (Electric)	2023	Operating Capital Budget	\$650,000	0%	<p style="text-align: right;">Department 70</p> <p>AMI Software Maintenance + 15,876</p>

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 2018-19 is \$6,427,990. The total General Obligation (GO) debt service requirement for Fiscal Year 2018-19 is \$6,088,840 while the Water, Sewer and Electric systems revenue bond requirement equals \$339,150.

Funds for the GO Debt Service expenses will come from Ad Valorem Taxes (\$2,869,081). Also, contributing to the Debt Service is the Utility Fund (\$3,219,759). 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, 2018. Through 2036, the City's General Obligation debt (including tax and self supporting obligations) has as total of \$66,555,000 in principal to retire and \$18,115,404 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.

Combination Tax and Surplus Revenue Certificates of Obligation, Series 2018 - The City Council will consider authorization of the issuance of the Combination Tax and Surplus Revenue Certificates in the amount of \$50,000,000 in October 2018. The bonds will be used to construct improvements and extensions to the City's water system for the phase II of the water treatment plant and the upgrade of the current wastewater treatment plant along with a construction of the new wastewater treatment plan on the East side of the City.

General Debt Service

	Actual FY 2017	Budgeted FY 2018	Projected FY 2018	Adopted FY 2019
<i>Revenues</i>				
Ad Valorem Taxes				
Current Taxes	2,795,084	2,848,856	2,848,856	2,854,081
Delinquent Taxes	10,000	10,000	10,000	10,000
Penalty & Interest	10,000	10,000	10,000	10,000
Total Ad Valorem Taxes	2,815,084	2,868,856	2,868,856	2,874,081
Miscellaneous Income				
Interest	-	-	-	-
Total Miscellaneous Income	-	-	-	-
Other Revenue				
From Fund Balance	-	-	-	-
Bond Premiums	-	-	-	-
Bond Proceeds	-	-	-	-
Total Other Revenue	-	-	-	-
Interfund Transfers				
UT transfer for shared I&S	1,063,838	1,754,013	1,754,013	3,222,759
Transfer TO/FR UT Debt Svc	-	-	-	-
Transfer TO/FR General Debt	-	-	-	-
Tourism Debt Sv. Fund	-	-	-	-
Airport Debt Sv. Fund	-	-	-	-
Total Intrafund Transfers	1,063,838	1,754,013	1,754,013	3,222,759
Total Revenues	3,878,921	4,622,869	4,622,869	6,096,840

General Debt Service

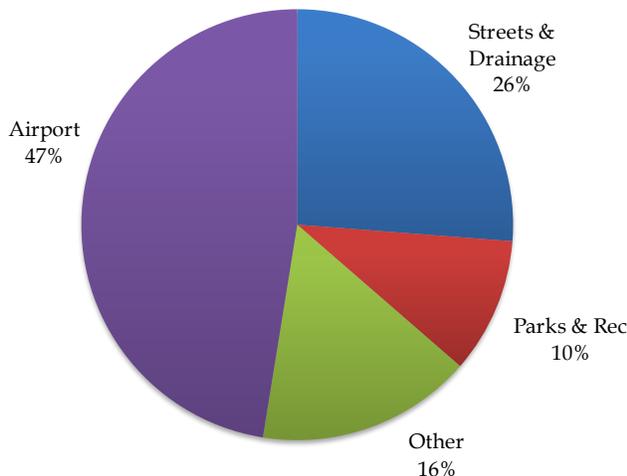
	Actual FY 2017	Budgeted FY 2018	Projected FY 2018	Adopted FY 2019
<i>Expenditures</i>				
Agent Fees	4,082	4,432	4,432	8,000
08 GO Refunding - Principal	250,000	45,000	45,000	50,000
08 GO Refunding - Interest	24,350	15,600	15,600	13,800
11 GO Refunding - Principal	290,000	295,000	295,000	310,000
11 GO Refunding - Interest	33,626	24,925	24,925	14,600
13 GO Refunding - Principal	785,000	810,000	810,000	830,000
13 GO Refunding - Interest	157,975	138,350	138,350	118,100
14 GO Refunding - Principal	65,000	70,000	70,000	65,000
14 GO Refunding - Interest	295,976	294,675	294,675	293,275
15 Tax/Rev CO's Principal	195,000	200,000	200,000	210,000
15 Tax/Rev CO's Interest	56,550	50,700	50,700	42,700
15A Tax/Rev CO's Principal	215,000	215,000	215,000	225,000
15A Tax/Rev CO's Interest	296,682	296,682	296,682	296,682
16A Tax/Rev CO's Principal	-	215,000	215,000	220,000
16A Tax/Rev CO's Interest	478,697	319,131	319,131	314,831
16B Tax/Rev CO's Principal	-	270,000	270,000	270,000
16B Tax/Rev CO's Interest	12,986	11,717	11,717	11,717
16 GO Refunding - Principal	495,000	720,000	720,000	730,000
16 GO Refunding - Interest	222,998	204,750	204,750	190,350
17 Tax/Rev CO's Principal	-	80,000	80,000	165,000
17 Tax/Rev CO's Interest	-	341,907	341,907	258,586
18 GO Refunding - Principal	-	-	-	670,000
18 GO Refunding - Interest	-	-	-	153,200
18 Future Issue CO's Interest	-	-	-	636,000
Total Debt Service	3,878,921	4,622,869	4,622,869	6,096,840
Total Expenditures	3,878,921	4,622,869	4,622,869	6,096,840

Outstanding Debt Summary

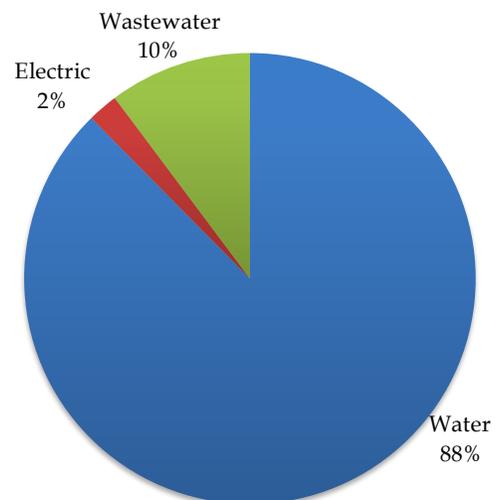
By Type – As of October 1, 2018

	Debt Outstanding	2018-19 Principal & Interest
General Obligation Debt:		
Tax Supported:		
Streets & Drainage	6,798,228	752,422
Parks & Recreation Facilities	2,636,926	291,853
Airport	12,301,926	1,361,567
Other Improvements	4,185,420	463,239
Subtotal - Tax Supported GO Debt	25,922,500	2,869,081
Self Supporting:		
Electric	958,880	75,983
Water	35,171,673	2,787,038
Wastewater	4,501,947	356,739
Subtotal - Self Supporting GO Debt	40,632,500	3,219,759
Total General Obligation Debt	66,555,000	6,088,840
Utility Revenue Debt:		
Electric	-	-
Water	3,405,000	339,150
Wastewater	-	-
Total Utility Revenue Debt	3,405,000	339,150
Total Debt	69,960,000	6,427,990

**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, 2018

Taxable Assessed Valuation	\$1,489,810,527
Constitutional Limit	2.50% of assessed valuation
Maximum Constitutional Revenue Available	\$37,245,263
Tax Rate to Achieve Maximum Tax Revenue	\$2.50 per \$100 of valuation
Tax Rate for Fiscal Year 2018-2019	\$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 Fiscal Year 2018-2019

Long-Term Debt	Total Outstanding 10/01/2018	FY 2018 Principal	FY 2018 Interest	FY 2018 Total P/I
General Obligation Bond				
2008 Refunding Bonds	345,000	50,000	13,800	63,800
2011 Refunding Bonds	365,000	310,000	14,600	324,600
2013 Refunding Bonds	4,075,000	830,000	118,100	948,100
2014 Refunding Bonds	7,780,000	65,000	293,275	358,275
2016 Refunding Bonds	4,675,000	730,000	190,350	920,350
2018 Refunding Bonds	4,885,000	670,000	153,200	823,200
Certificates of Obligation				
2015 CO's	1,585,000	210,000	42,700	252,700
2015A CO's	16,000,000	225,000	296,682	521,682
2016A CO's	9,475,000	220,000	314,831	534,831
2016B CO's	2,450,000	270,000	11,717	281,717
2017 CO's	14,920,000	165,000	258,586	423,586
2018 CO's (future issue)	-	-	636,000	636,000
Revenue Bonds				
2012 Utility System	3,405,000	205,000	134,150	339,150
Total	\$ 69,960,000	\$ 3,950,000	\$ 2,477,990	\$ 6,427,990

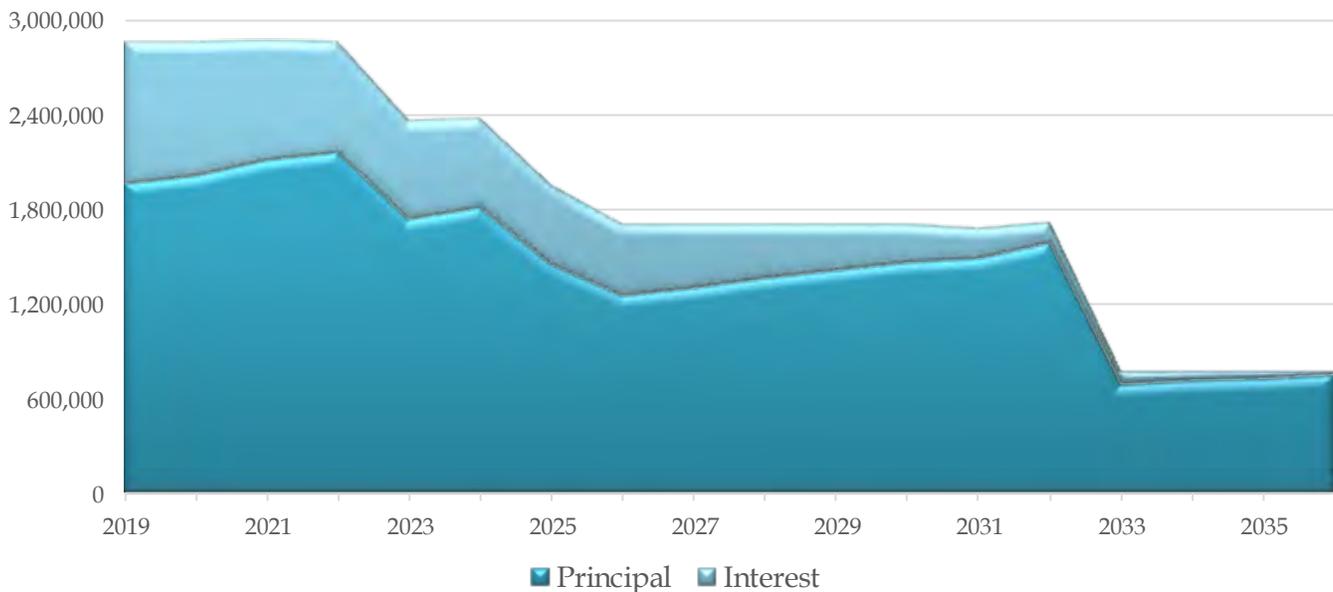
Summary of Debt Service Charges to Maturity

General Obligation and Certificate of Obligations

Tax Supported

Year Ending September 30	Outstanding Beginning of Year	Principal	Interest	Total Requirements
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

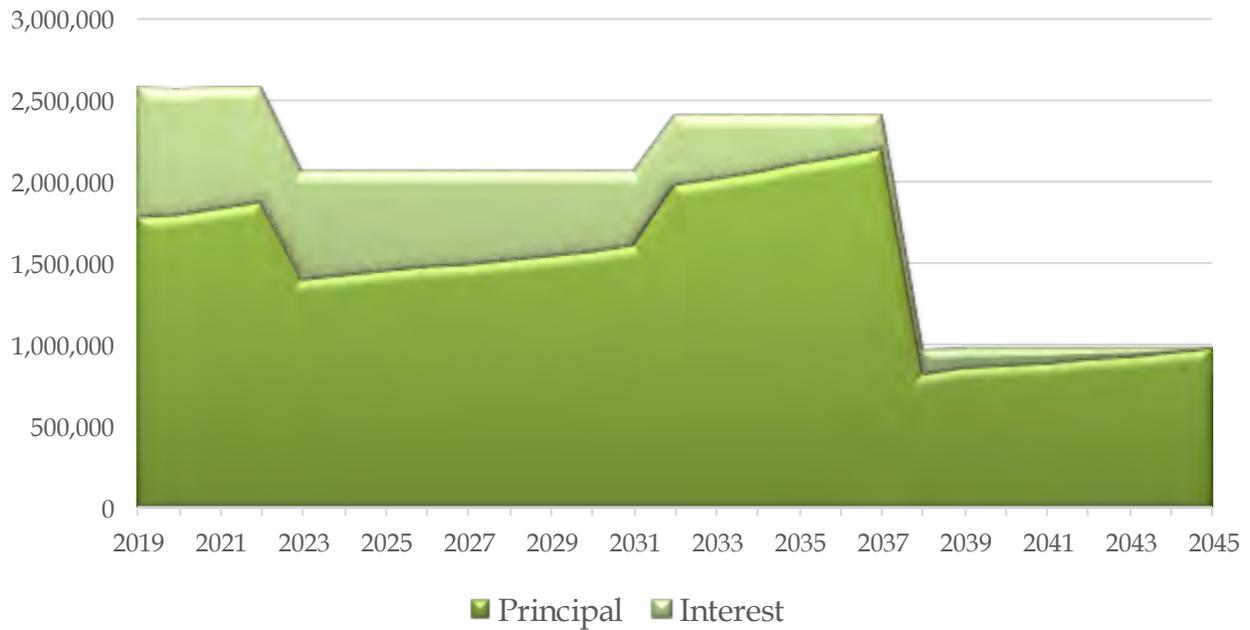
Year Ending September 30	Outstanding Beginning of Year	Principal	Interest	Total Requirements
2019	40,632,500	1,785,000	798,759	2,583,759
2020	38,847,500	1,805,000	772,724	2,577,724
2021	37,042,500	1,840,000	741,403	2,581,403
2022	35,202,500	1,880,000	702,387	2,582,387
2023	33,322,500	1,410,000	659,849	2,069,849
2024	31,912,500	1,432,500	639,702	2,072,202
2025	30,480,000	1,460,000	617,924	2,077,924
2026	29,020,000	1,480,000	598,404	2,078,404
2027	27,540,000	1,500,000	576,639	2,076,639
2028	26,040,000	1,525,000	552,830	2,077,830
2029	24,515,000	1,550,000	525,805	2,075,805
2030	22,965,000	1,575,000	497,038	2,072,038
2031	21,390,000	1,610,000	466,606	2,076,606
2032	19,780,000	1,980,000	434,291	2,414,291
2033	17,800,000	2,025,000	393,593	2,418,593
2034	15,775,000	2,065,000	350,790	2,415,790
2035	13,710,000	2,110,000	306,073	2,416,073
2036	11,600,000	2,155,000	259,428	2,414,428
2037	9,445,000	2,205,000	210,955	2,415,955
2038	7,240,000	820,000	160,770	980,770
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
2017	9,310	\$1,373,419,328	\$20,919,169	\$333,176	\$20,585,993	1.50%	\$2,211

Utility Debt Service

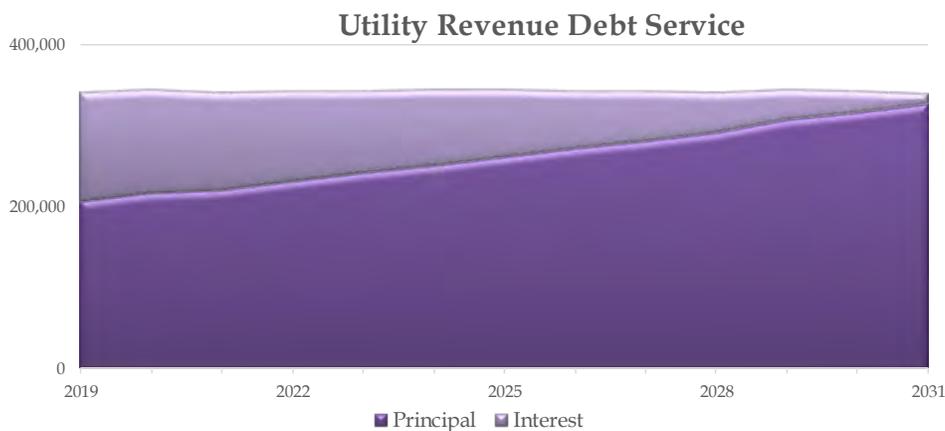
Utility Debt Service accounts for all funds required to finance the payment of interest and principal on all debt which is to be retired primarily from revenues or earnings of the City’s Utility Fund. Such debt includes the following issues:

UTILITY REVENUE BONDS

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
2019	3,405,000	205,000	134,150	339,150
2020	3,200,000	215,000	128,000	343,000
2021	2,985,000	220,000	119,400	339,400
2022	2,765,000	230,000	110,600	340,600
2023	2,535,000	240,000	101,400	341,400
2024	2,295,000	250,000	91,800	341,800
2025	2,045,000	260,000	81,800	341,800
2026	1,785,000	270,000	71,400	341,400
2027	1,515,000	280,000	60,600	340,600
2028	1,235,000	290,000	49,400	339,400
2029	945,000	305,000	37,800	342,800
2030	640,000	315,000	25,600	340,600
2031	325,000	325,000	13,000	338,000



GRANBLURY *Texas*

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Debt Schedules

Debt Schedules:

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

Fiscal Year	Principal	Interest	Total
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
Total	345,000	50,800	395,800

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

Fiscal Year	Principal	Interest	Total
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
Total	365,000	19,200	384,200

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

Fiscal Year	Principal	Interest	Total
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
Total	4,075,000	361,700	4,436,700

Debt Schedules:

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

Fiscal Year	Principal	Interest	Total
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
Total	7,780,000	2,432,625	10,212,625

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

Fiscal Year	Principal	Interest	Total
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
Total	1,585,000	163,600	1,748,600

Debt Schedules:

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

Fiscal Year	Principal	Interest	Total
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
Total	16,000,000	5,520,109	21,520,109

Debt Schedules:

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

Fiscal Year	Principal	Interest	Total
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
Total	2,450,000	81,840	2,531,840

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

Fiscal Year	Principal	Interest	Total
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
Total	4,675,000	1,070,400	5,745,400

Debt Schedules:

Utility System Revenue and Refunding Bonds

Series 2012 - \$4,700,000

Principal Due - September 15

Fiscal Year	Principal	Interest	Total
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
Total	3,405,000	1,024,950	4,429,950

Tax and Revenue Bond

Combination Tax and Surplus Revenue Certificates of Obligation

2016A- \$9,690,000

Principal Due - August 15

Fiscal Year	Principal	Interest	Total
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
Total	9,475,000	3,427,313	12,902,313

Debt Schedules:

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

Fiscal Year	Principal	Interest	Total
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
Total	14,920,000	3,673,867	18,593,867

Debt Schedules:

Combination General Obligation Refunding Bonds

2018- \$5,620,000

Principal Due - August 15

Fiscal Year	Principal	Interest	Total
2019	670,000	153,200	823,200
2020	685,000	139,800	824,800
2021	695,000	126,100	821,100
2022	715,000	105,250	820,250
2023	95,000	83,800	178,800
2024	100,000	80,000	180,000
2025	105,000	77,000	182,000
2026	110,000	72,800	182,800
2027	115,000	68,400	183,400
2028	120,000	63,800	183,800
2029	125,000	59,000	184,000
2030	125,000	54,000	179,000
2031	130,000	49,000	179,000
2032	140,000	43,800	183,800
2033	145,000	38,200	183,200
2034	150,000	32,400	182,400
2035	155,000	26,400	181,400
2036	160,000	20,200	180,200
2037	170,000	13,800	183,800
2038	175,000	7,000	182,000
Total	4,885,000	1,313,950	6,198,950

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 2018-2019 is \$200,000 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 as 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 1/12th 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

		2017-2018		2018-2019		Variance		Notes
		Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	
General Fund								
11	City Manager	2		3		1		Merging Departments
28	Assistant City Manager	1				-1		
12	City Secretary	2		2				
20	Finance	6		6				
21	Purchasing	2		2				
23	Information Technology	2		2	1		1	IT Intern
24	Human Resources	1		1				
25	Warehouse	2		2				
27	Communications	1		1	1		1	Tech Intern
30	Building & Permits	7	1	9	1	2		Building Inspector & Permit Clerk
31	Economic Development							
32	Community Development	5		5	1		1	Planning Tech Intern
33	Clean Air Coalition	1		1				
40	Municipal Court	2	1	2	1			
41	Police	41		45		4		Patrol Officers
42	Fire	1		1				
43	Streets	6	1	6	1			
48	Fleet Maintenance	4		4				
49	Building Maintenance	9		9				
50	Parks	19	4	19	4			
51	Cemetery	1		1				
Total General		115	7	121	10	6	3	

Significant Changes

City Manager/Assistant City Manager- Merge these two departments. All expenditures and personnel will be accounted for in Department 11, "City Manager".

Information Technology- IT will budget to hire a summer intern for Summer 2019.

Communications- Granbury Media will hire a part -time tech intern

Buildings & Permits- Permits will add a second clerk and inspections a second building inspector due to the greatly increased volume of commercial and residential developments in the City.

Community Development- City Planning will add a part-time planning tech intern.

Police- A study of our City and public safety was completed that determined that our police force was understaffed by 20 sworn officers. In order to catch-up to recommended staffing levels, the City is hoping to budget to add 4 new officers each year over the next five years.

Approved Positions

Utility, Airport & Tourism Fund

		2017-2018		2018-2019		Variance		Notes
		Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	
Utility Fund								
60	Utility Administration	3		3				
70	Meter Reading	3		3				
78	Ground Water			3		3		Re-Allocating Positions
79	Water Treatment	11		8		-3		
80	Electric	6		6				
82	Water Distribution	4		4				
83	Wastewater Treatment	6		6				
85	Wastewater Collection	5		5				
93	Public Works	3		3				
Total Utility		41		41		0	0	
Tourism Fund								
19	Conference Center	5	6	5	6			
Total Tourism		5	6	5	6	0	0	
Airport Fund								
17	Airport	2	4	1	5	-1	1	Merging Director & Supervisor Positions into 1 Airport Manager + Adding 1 PT Attendant
Total Airport		2	4	1	5	-1	1	
Total City		163	17	168	21	5	4	

Significant Changes

Ground Water- In order to accurately account for water costs across the City, a re-allocation of costs, including personnel have been made to better align with the mission of each department. For the first time, three positions will be expensed to Ground Water to account for the maintenance and operations of the City’s wells and water testing requirements.

Airport- The airport is currently operated with two full-time positions: Airport Director and an Airport Supervisor, along with 4 other part-time positions. Starting in Fiscal Year 2018-2019, the airport will be staffed with one full time positions, an Airport Manager, and five part-time positions to cover the 7am-7pm hours of operation 7 days a week.

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 2017-2018 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

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		

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	

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, 2018

	<i>Inside</i>	<i>Outside</i>
Residential Minimums		
All Residential Customers	17.31	26.62
Commercial Minimum per Meter Size:		
3/4" Meters	19.48	27.05
1" Meters	40.04	56.27
2" Meters	188.29	264.04
3" and 4" Meters	376.58	528.07
All Rate per 1,000 gallons:		
0-2,000 gallons	5.41	7.80
2,000- 10,000 gallons	7.30	10.30
10,001-20,000 gallons	8.39	10.55
over 20,000 gallons	8.66	10.82

Sewer Rate Structure

last updated October 1, 2018

	<i>Inside</i>	<i>Outside</i>
Minimums by Type		
Residential Charge	25.84	36.61
Commercial	39.31	47.92
Large Commercial	38.16	47.92
Multi Unit	7.00	10.77
All Rate per 1,000 gallons	3.77	5.65

Utility Rate Structure

Electric Rate Structure

last updated October 1, 2017

	<i>Inside</i>	<i>Outside</i>
Minimums by Type		
Residential & Multi-Unit	13.75	25.00
Commercial	35.00	45.00
Large Commercial	72.00	85.00
All Energy Charge per/kWh	0.0459	0.0459

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.

Sales Tax		
Residential	1.5%	N/A
Commercial	8.25%	6.25%

Garbage Rate Structure

last updated October 1, 2018

	<i>Inside</i>	<i>Outside</i>
Minimums by Type		
Residential	10.57	N/A
Commercial	varies*	N/A
All Customers- Sales Tax	8.25%	N/A

*rates will be set by type, amount and frequency of service.

ORDINANCE NO. 18-59**AN ORDINANCE APPROVING THE ANNUAL BUDGET OF THE CITY OF GRANBURY, TEXAS FOR FISCAL YEAR 2018-2019; 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 10, 2018 for consideration of the proposed budget for Fiscal Year 2018-2019; 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 2018-2019 of the City of Granbury, Texas, commencing on the 1st day of October 2018, and ending on the 30th day of September 2019, 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.

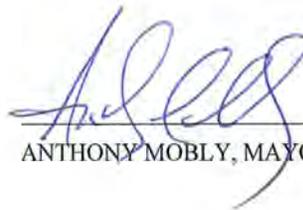
REPEALING CLAUSE

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 10th day of September 2018.



ANTHONY MOBLY, MAYOR PRO TEM

ATTEST:



CARLA WALKER, CITY SECRETARY

APPROVED AS TO FORM AND LEGALITY:



JEREMY SORELLE, CITY ATTORNEY



ORDINANCE NO. 18-62

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF GRANBURY, TEXAS, LEVYING TAXES FOR THE TAX YEAR 2018-2019; 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 10, 2018, an annual budget for the fiscal year beginning October 1, 2018 and ending September 30, 2019 (tax year 2018-2019); and

WHEREAS, the City Council finds that as ad valorem tax must be levied to provide the revenue requirements of the Budget for the tax year 2018-2019; 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 2018-2019 and for each year thereafter until otherwise ordained as follows:

\$0.201280	for the purposes of maintenance and operation
<u>\$0.198105</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, 2018 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, 2018.

SECTION 4.

Ad Valorem taxes levied by this Ordinance shall be due and payable on October 1, 2018, and shall become delinquent on the first day of February, 2019. 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, 2019.

SECTION 5.

If the tax is unpaid after January 31, 2019, 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, 2019 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 section, provision, subsection, paragraph, sentence, clause, phrase, or word 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 phrase, clause, sentence, paragraph, or section.

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 and publication.

Presented, passed and approved on the 18th day of September, 2018 at a regular meeting of the City Council of the City of Granbury, Texas.



NIN HULETT, MAYOR

ATTEST:



CARLA WALKER, CITY SECRETARY

APPROVED AS TO FORM AND LEGALITY:



JEREMY SORELLE, CITY ATTORNEY



GRANBURY *Texas*

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

GENERAL FUND					
2018-2019 Proposed 5 Year Strategic Plan					
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Ad Valorem Revenue					
Tax Base	1,279,144,391	1,304,726,000	1,330,820,000	1,357,435,000	1,384,582,000
Tax Rate	0.399385	0.399385	0.399385	0.399385	0.399385
Tax Levy	5,108,711	5,210,880	5,315,095	5,421,392	5,529,813
Collection Rate	99.0%	99.0%	99.0%	99.0%	99.0%
Ad Valorem Revenue	5,057,624	5,158,771	5,261,945	5,367,178	5,474,515
Add: Tax Ceiling Revenue	731,497	746,000	760,000	775,000	790,000
Less: I&S Expense	(2,874,081)	(2,865,306)	(2,880,506)	(2,867,506)	(2,872,306)
Ad Valorem Revenue for O&M	2,920,148	3,039,000	3,141,000	3,274,000	3,392,000
Operating Revenues					
Sales Tax	8,030,000	8,270,000	8,519,000	8,774,000	9,037,000
Other Taxes, Franchise Fees	1,770,450	1,806,000	1,845,000	1,885,000	1,926,000
Licenses & Permits	744,413	760,000	784,000	804,000	829,000
Municipal Court Revenue	154,000	158,000	163,000	168,000	173,000
Park Revenue	156,700	164,000	168,000	172,000	177,000
Interest Income	80,000	80,000	81,000	84,000	86,000
Other Revenue	151,400	152,000	150,000	151,000	153,000
Other Inter-Governmental Rev.	253,325	260,000	268,000	275,000	284,000
Internal Fund Transfers	1,363,882	1,373,000	1,388,000	1,401,000	1,416,000
Reserve Contribution	884,000	13,000	13,000	13,000	13,000
Operating Revenues	13,588,170	13,036,000	13,379,000	13,727,000	14,094,000
Total Revenue	16,508,318	16,075,000	16,520,000	17,001,000	17,486,000
Expenses					
Budgeted O&M Expenditures	(15,758,105)	(15,351,000)	(15,733,000)	(16,154,000)	(16,591,000)
Transfer to Tourism & Airport Funds	(330,380)	(340,000)	(318,000)	(301,000)	(319,000)
Total Operating Expenses	(16,088,485)	(15,691,000)	(16,051,000)	(16,455,000)	(16,910,000)
Required 1% Reserve	(165,083)	(161,000)	(166,000)	(171,000)	(175,000)
Capital					
Projected Capital Expenditures	(254,750)	(223,000)	(303,000)	(375,000)	(401,000)
Total Capital Outlay	(254,750)	(223,000)	(303,000)	(375,000)	(401,000)
Budget Issue	0	-	-	-	-

Significant Assumptions:

- Ad Valorem Revenue projected to increase about 2%, Sales Tax projected at 3%, and most other revenues average increase at 3%. Reserve contribution in this current year includes some one-time investments for street improvements. In future years, fund balance is budgeted to only include use of funds from reserved accounts.
- O&M expenses are budgeted to increase an average of 3%

Utility Fund

5-Year Strategic Plan

UTILITY FUND					
2018-2019 Proposed 5 Year Strategic Plan					
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Revenues					
Electric Revenue	10,739,000	10,761,000	10,817,000	10,873,000	10,928,000
Water Revenue	6,626,000	6,759,000	6,894,000	7,032,000	7,173,000
Sewer Revenue	2,840,000	2,896,000	2,954,000	3,014,000	3,074,000
Interest Income	50,000	51,000	53,000	54,000	56,000
Other Revenue	447,000	453,000	459,000	466,000	473,000
Other Inter-Governmental Rev.	-	-	-	-	-
Transfer In from Impact Fees	200,000	200,000	200,000	200,000	-
Total Revenues	20,902,000	21,120,000	21,377,000	21,639,000	21,704,000
Expenses					
Budgeted O&M Expenses	(14,194,838)	(14,475,000)	(14,809,000)	(15,156,000)	(15,425,000)
Debt	(3,562,909)	(4,227,724)	(4,700,103)	(4,700,452)	(4,701,564)
Interfund Transfers	(1,316,882)	(1,327,000)	(1,339,000)	(1,350,000)	(1,362,000)
Total Operating Expenses	(19,074,629)	(20,029,724)	(20,848,103)	(21,206,452)	(21,488,564)
Required 1% Reserve	(241,371)	(212,276)	(213,897)	(217,548)	(215,436)
Capital					
Projected Capital Expenditures	(1,586,000)	(878,000)	(315,000)	(215,000)	-
Total Capital Outlay	(1,586,000)	(878,000)	(315,000)	(215,000)	-
Budget Issue	-	-	-	-	-

Significant Assumptions:

- Electric revenue estimated to increase an average of 1% each year due to increase in consumption/connections. Water and Sewer revenue budgeted to increase 2% mainly due to new connections and CPI rate adjustments.
- Large increase in Utility Fund debt in Fiscal Year 2019-2020 and again in 2020-2021 due to payments on new bond for the Wastewater Treatment Plant expansion.
- Electric revenues and power purchase costs beginning in Fiscal Year 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

AIRPORT FUND					
2018-2019 Proposed 5 Year Strategic Plan					
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Operational Revenues					
Interest Income	30,000	30,000	30,000	30,000	30,000
Sale of Aviation Fuel	395,000	395,000	395,000	395,000	406,850
Hangar Rent	324,000	324,000	324,000	324,000	324,000
Other Revenue	32,600	32,600	33,578	34,585	35,623
Other Inter-Governmental Rev.	3,050,000	3,050,000	3,050,000	3,750,000	200,000
Transfer from General Fund	-	(0)	(31,835)	(58,848)	(51,266)
Total Operating Revenues	3,831,600	3,831,600	3,800,743	4,474,738	945,207
Expenses					
Budgeted O&M Expenses	(784,600)	(784,600)	(750,743)	(722,738)	(890,207)
Transfer to General Fund	(47,000)	(47,000)	(50,000)	(52,000)	(55,000)
Total Operating Expenses	(831,600)	(831,600)	(800,743)	(774,738)	(945,207)
Capital					
Projected Capital Expenditures	(3,000,000)	(3,000,000)	(3,000,000)	(3,700,000)	-
Total Capital Outlay	(3,000,000)	(3,000,000)	(3,000,000)	(3,700,000)	-
Budget Issue	-	-	-	-	-

Significant Assumptions:

- Due to constraints, the City is not projecting for fuel revenue or airport hangar rental income to increase over the next 4 years until the completion of the Airport Expansion Project.
- In Fiscal Year 2016-2017 the City received the first installment of \$3,000,000 in the form of a State Grant from TxDOT and the City is budgeting to receive another \$3,000,000 over the next 3 years and \$3,700,000 the fourth year for capital funding toward the Airport Expansion Project. Total State Grant will be \$15,700,000.
- O&M Expenses are projected to decrease \$42,000 in Fiscal Year 2020-21 due to the completion of lease payments for a Tow Tractor and decrease another \$36,294 in Fiscal Year 2021-22 due to the final payments for the T-Hangars.
- These decreases in O&M expense, along with the new personnel structure, allow for the Airport Fund to budget operations without a transfer support from the General Fund and yet continue to pay their share of costs allocated for services performed by the General Fund.

Tourism Fund

5-Year Strategic Plan

TOURISM FUND					
2018-2019 Proposed 5 Year Strategic Plan					
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Operational Revenues					
Hotel Occupancy Tax	730,000	744,600	759,492	774,682	790,175
Conference Center Revenue	434,100	447,123	460,537	474,353	488,583
Langdon Center Revenue	21,000	21,630	22,279	22,947	23,636
Opera House Revenue	86,300	87,539	88,815	90,130	91,484
Other Revenue	21,000	21,630	22,279	22,947	23,636
Transfer from General Fund	290,380	299,671	309,256	319,143	329,343
Total Operating Revenues	1,582,780	1,622,193	1,662,658	1,704,202	1,746,857
Expenses					
Transfer to Visit Granbury- HOT	(657,000)	(670,140)	(683,543)	(697,214)	(711,158)
Transfer to Visit Granbury- GF	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Conference Center	(757,480)	(780,204)	(803,611)	(827,719)	(852,550)
Langdon Center	(36,300)	(37,389)	(38,511)	(39,666)	(40,856)
Opera House	(82,000)	(84,460)	(86,994)	(89,604)	(92,292)
Total Operating Expenses	(1,582,780)	(1,622,193)	(1,662,658)	(1,704,202)	(1,746,856)
Capital					
Projected Capital Expenditures	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-
Budget Issue	-	-	-	-	-

Significant Assumptions:

- Hotel Occupancy Tax is projected conservatively to increase only 2% each year.
- The City transfers two types of funds to our DMO, Visit Granbury in order to promote tourism. One transfer is 90% of Hotel Occupancy Tax collected, the other is \$50,000 from the General Fund.
- O&M Expenses at the Lake Granbury Conference Center are budgeted to increase an average of 3% annually as revenue increases by the same increment.

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.

CONTIGENCY - 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 1st 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 1st 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