

*City of Granbury, Texas*

**ADOPTED  
ANNUAL  
BUDGET**

*FISCAL YEAR  
2019-2020*



# Annual Adopted Operating Budget Fiscal Year 2019-2020

*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:

- Nin Hulett- Aye
- Tony Mobly - Not Present
- Tony Allen - Nay
- Bruce Wadley - Aye
- Trish Reiner - Aye
- Greg Corrigan - Aye

“This budget will raise more total property taxes than last year’s budget by an amount of \$410,233 (6.95%), and of that amount \$173,600 is tax revenue to be raised from new property added to the tax roll this year.”

- Tax Rate -					
Fiscal Year	Property Tax Rate	Effective Tax Rate	Effective M&O Tax Rate	Rollback Tax Rate	Debt Rate
2019-20	0.399385	0.378691	0.402210	0.454670	0.202478
2018-19	0.399385	0.393067	0.411032	0.454268	0.223938

Municipal Debt Obligations - Principal & Interest		
Tax Supported	Revenue Supported	Total
\$ 26,172,500	\$ 90,807,500	\$ 116,980,000

# GRANBLURY *Texas*

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# **Annual Operating Budget**

## **Granbury, Texas**

### **Fiscal Year**

October 1, 2019 through September 30, 2020

#### **- Mayor -**

Nin Hulett

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

Tony Mobly, Mayor Pro-Tem

Tony Allen, Council Member

Bruce Wadley, Council Member

Trish Reiner, Council Member

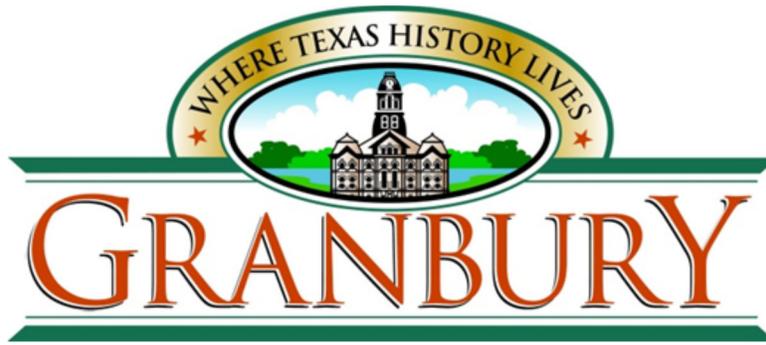
Greg Corrigan, Council Member

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

Chris Coffman

Operating Budget document prepared by the

Finance Department

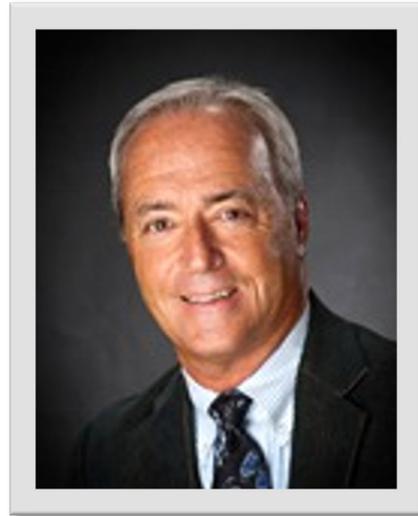


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*The Mayor and five City Council members, as elected representatives of the City of Granbury, formulate public policy to meet community needs and assure orderly development of the City. The City Council is responsible for appointing the City Manager,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

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# City of Granbury City Council



**Nin Hulett**  
Mayor



**Tony Allen**  
Council Member  
Place 2



**Bruce Wadley**  
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, 2018**

*Christopher P. Morill*

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, 2018.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and 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.

# TABLE OF CONTENTS

## **OVERVIEW**

---

City Manager’s Budget Letter.....	2
Budget in a Brief .....	5
Priorities & Goals.....	7
Budget Overview.....	9
Organizational Chart .....	15
Budget Process.....	16
Budget Calendar .....	20
Community Profile.....	21
Miscellaneous Statistics .....	25

## **FINANCIAL SUMMARY**

---

Financial Fund Structure .....	28
Consolidated Budget Summary by Fund.....	30
Consolidated Budget Summary of Revenues.....	31
Consolidated Budget Summary of Expenditures .....	32
Departmental Budget.....	33
General Fund Summary .....	35
Utility Fund Summary .....	37
Airport Fund Summary .....	39
Tourism Fund Summary .....	40
Granbury Historical Properties Summary .....	41
General Debt Service Fund Summary .....	42

## **GENERAL FUND**

---

General Fund Revenues.....	45
General Fund Expenditures .....	49

# TABLE OF CONTENTS

## General Fund Departments

City Council .....	51
City Manager .....	53
City Secretary .....	57
Legal.....	60
Finance.....	61
Purchasing.....	64
Warehouse.....	67
Social Services.....	69
Information Technology.....	70
Human Resources .....	74
Communications .....	77
Fleet Maintenance .....	81
Building Maintenance.....	84
Clean Air Coalition .....	87
Non-Departmental.....	88
Municipal Court .....	90
Police.....	93
Fire & Rescue .....	98
Economic Development .....	101
Community Development.....	103
Building & Permits.....	106
Streets.....	110
Parks & Recreations .....	113
Cemetery .....	118

## **ENTERPRISE FUND**

---

Utility Fund Revenues.....	121
Utility Fund Expenditures .....	124

# TABLE OF CONTENTS

## Utility Fund Departments

Utility Administration .....	125
Meter Reading.....	128
Non-Departmental .....	131
Ground Water .....	132
Water Treatment.....	135
Water Distribution.....	138
Wastewater Treatment.....	141
Wastewater Collection.....	144
Electric.....	147
Public Works .....	151
Airport Fund Revenues .....	157
Airport Fund Expenditures.....	158

## OTHER FUNDS

Tourism Fund Revenues.....	163
Tourism Fund Expenditures .....	165

## Tourism Fund Departments

Tourism.....	167
Conference Center .....	171
Opera House .....	175
Langdon Center .....	176
Granbury Historic Properties Revenues .....	179
Granbury Historic Properties Expenditures.....	180
Fleet Fund .....	181

## CAPITAL IMPROVEMENTS

Capital Improvements Program & Policy.....	184
General Fund Capital Improvements.....	187

# TABLE OF CONTENTS

Utility Fund Capital Improvements .....	189
Tourism & Airport Funds Capital Improvements.....	191
Major Capital Projects.....	191

## **DEBT SERVICE**

---

Debt Management & Policy .....	198
General Debt Service.....	201
Outstanding Debt Summary by Type .....	203
Debt & Tax Limits .....	204
Schedule of Total Bond Indebtedness .....	205
<b>Summary of Debt Service Charges to Maturity</b>	
Tax Supported .....	206
Self Supported .....	207
Debt Ratios .....	209
Utility Debt Service .....	210
Outstanding Debt Schedules .....	212

## **REFERENCE**

---

Fiscal & Budgetary Policies.....	222
Basis of Accounting & Budgeting .....	232
Approved Employee Positions.....	233
Advisory Boards & Commissions.....	235
Utility Rate Structure .....	239
5-Year Strategic Plans .....	243

<b>GLOSSARY</b> .....	246
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# 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 2019-2020 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.

# GRANBLURY *Texas*

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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 2019-2020. 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. As you well know, the State of Texas recently acted during the latest Legislative Session to slow the growth of local governments by establishing a new formula for property taxation with mandating smaller limits on increases without voter approval, reduced the amount of franchise fees that can be collected by franchise holders relating to telecommunications, eliminated involuntary annexation and a variety of other restrictions. These new restrictions are considered within this budget and the city staff and I have worked diligently to be proactive and implement these new changes within this budget. The budget balances the cost of new and expanded programs needed to address City priorities against the City's financial and human resources limitations and our 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.

# Pillars for Strategic Planning and Key Milestones

*In February 2019, the City Council held a priority Strategic Planning Meeting, where six 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.*



## INFRASTRUCTURE

- Help with the (TXDOT) traffic problem of HWY 377
- Wastewater infrastructure improvements:
  - rehab existing plant
  - build second wastewater treatment plant- “East Plant”
- Complete Phase 2 of the Water Treatment Plant improvements
- Execute the newly developed Water & Wastewater CIP plans
- Develop a master drainage plan and investigate a stormwater utility fund
- Implement the Park Master Plan once completed
- Develop and Coordinate a traffic thoroughfare plan in conjunction with Hood County
- Continue technology infrastructure planning

## ECONOMIC DEVELOPMENT

- Work with the state and local governments, chamber of commerce, local schools and hospitals
- Create a redevelopment zone for Project Madison Park (allow for tax abatements)
- Form a department or corporation that would create a strategic plan
- Establish steady, non-political funding stream for the department or corporation
- Continue to develop medical community relationships and increase medical businesses
- Develop Granbury as a “Business Incubator” (find missing components of businesses)

## TOURISM

- Increase hotel/motel/Bed and Breakfasts occupancy
- Build strong relationship with all local hoteliers and stakeholders
- Remain competitive and strengthen what we have through retention, service, and gratefulness.
- Maximize the tourism potential of Lake Granbury

- Utilize the Lake Granbury Conference Center to attract new events
- Continue the implementation the Lake Granbury’s Conference Center’s strategic plan
- Establish consistency in department staffing
- Educate citizens on the benefits of tourism to their community
- Develop a contingency plan for maintaining tourism during years of low lake levels

## **DEVELOPMENT OF CITY-OWNED PROPERTY**

- Continue using City parks for concerts and other outdoor events
- New property on Loop 567 will be the site of the future police facility
- Additionally, explore possibilities for new property on Loop 567 as a site for a “North” wastewater treatment plant, a second water treatment plant, and/or recreational sites.
- Utilize GISD donated property on Bridge Street
- Complete Lambert Branch Park improvements
- Enhance Hike and Bike Trail

## **UTILIZE LAKE GRANBURY**

- Continued efforts to work through BRA to achieve lake improvements
- Educate the community on lake maintenance, beach usage, and safety
- Encourage more commercial development on lake property
- Increase marketing of Lake Granbury for recreation
- Develop a plan for future possible drought conditions
- Add a boat dock to the Conference Center to increase ways events can utilize Lake Granbury
- Create additional fishing peers in town for public use

## **PUBLIC SAFETY**

- Build a new police facility on Loop 567
- Fiscally plan for fire apparatus needs and facility expansion
- Update multi-party agreement between City of Granbury, Granbury Volunteer Fire Department, Tough Enough to Care and Hood County
- Continually re-evaluate and adjust staffing levels and salaries for the public safety departments to continue to attract and retain top-notch employees

# 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 2019-2020 Operating Budget totals \$51.9 million for all funds. Of that amount, approximately \$38.8 million is for continued operations, \$6.9 million for debt service, and the funding for capital improvement projects and equipment is \$4.3 million. The operating inter-fund transfers are approximately \$1.7 million.

## PROPERTY VALUES

2019 certified values increased by 7% or \$103.6M million in total, compared to the 2018 certified values. The growth represents an increase in certified valuations from \$1.491 billion to \$1.595 billion. Strong residential and commercial development was the major contributor to the increase in the property valuations in 2019.

## PROPERTY TAX RATE

The City's property tax rate for Fiscal Year 2019-2020 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 \$410,233 or 7% more in operations and maintenance revenues. The debt service portion of the tax rate is \$.202478 and the maintenance and operations portion is \$.196907 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 with the 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 have been consistently high 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 attracts conferences to the area which contributes to the income of sales tax dollars.

This budget illustrates an increased growth in sales tax over the previous year. Fiscal Year 2019-2020 sales tax revenue is budgeted to be \$8,675,000 which represents an 8% increase compared to Fiscal Year 2019 originally budgeted revenue of \$8,030,000.

## 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 2019 regional consumer price index, the City is proposing to increase the water and sewer rates by 4%.

## DEBT ISSUANCE AND CAPITAL FUNDING

During the last fiscal year, the City issued over \$50 million for new major infrastructure projects. These projects included \$13.8M for the second phase expansion of the water treatment plant and \$35M for wastewater infrastructure. The City will rehabilitate the current, “south” wastewater plant with new technology and build a new second wastewater plant to serve the growing population. Out of the total recent debt issuance, all \$48.8 million was funded through the Texas Water Development Board (TWDB) Clean and Drinking 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 new \$13.8M and \$35M infrastructure. Due to Granbury’s underlying strong bond rating of “AA” the interest rates for these two TWDB projects were reduced by 135 basis points and 165 basis points, respectively, off the market interest scale, saving the citizens of Granbury \$12.6M over the 30-year notes. Furthermore, the City is planning to make additional improvements to the water and sewer infrastructure. To anticipate the increase in water and sewer demands of our growing community, the City is already making plans for a third, “north” wastewater treatment plant and a second, “north” water treatment plant.

## FLEET FUND

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, city-wide approach to procurement and disposition of the fleet. “Fleet”, for the purpose of this fund, includes cars, trucks, police vehicles, heavy equipment and trailers for City’s operations. Along with the Fleet Fund, the City established an advisory Fleet Committee. The Fleet Committee is comprised of representatives from key departments responsible for most of the fleet inventory, along with representatives from finance, the fleet shop, and administration. This mix of members will review the City’s needs for fleet transfers, purchases, disposals and maintenance to accomplish City-wide efficiency in fleet management and procurement. Above all, the Fleet Committee is committed to keeping citizens and City-staff safe in the maintenance and operation of the City’s equipment.

## UPDATE IMPACT FEE STUDY

The City's water and sewer impact fee study was led by an outside engineering firm. Impact fee funds were utilized to pay for the cost of the study. This study has established the Capital Improvement Plan (CIP) and determined needed increases to the impact fees. The increases will be implemented in tiers over three years and were first implemented in February 2019. The Study also recommend projects eligible for funding from impact fees that should be addressed by the City Council.

## MULTI-YEAR FORECAST

To sustain and plan for Granbury's long-term needs, the Fiscal Year 2019-2020 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 16.37 percent. This rate is slightly higher than the TMRS actuarially required full contribution rate.

## 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 2019-2020 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, and the Utility Fund's unassigned Fund Balance is around 40%.

- 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 2019-2020 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.

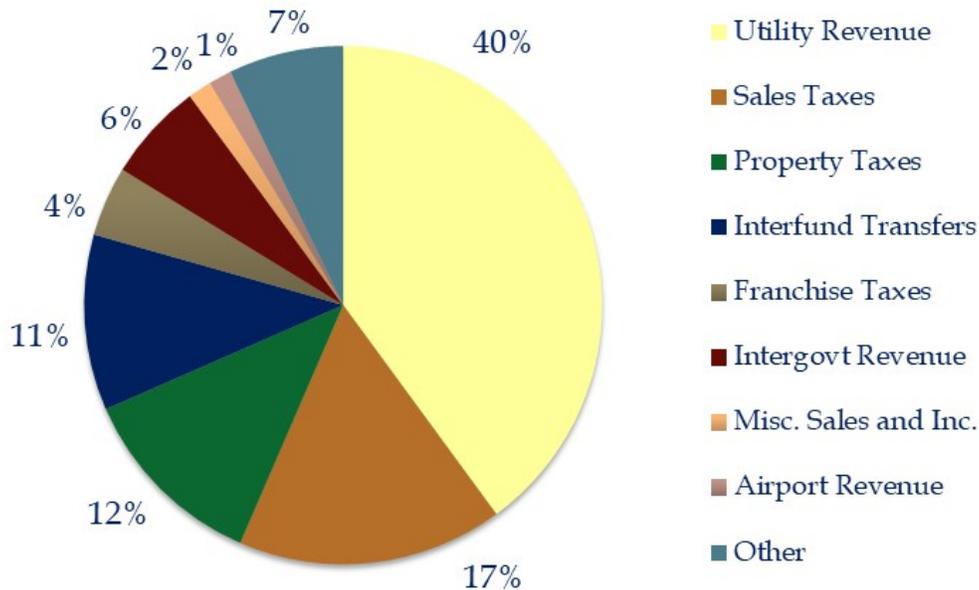
Chris Coffman, CPM

City Manager



# Overview of Revenue Sources and Assumptions

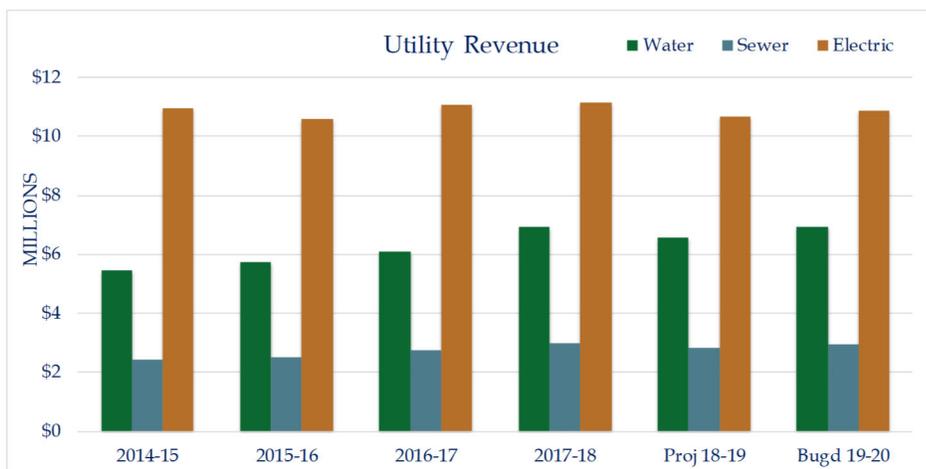
Revenue is estimated based upon historical data, current economic conditions and other demographic data. The City’s revenue budget estimation takes into consideration many unique elements that respond to a variety of external factors such as population growth, development, inflation, and interest rates. 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 - \$20.90 Million, 40% of total revenues:**

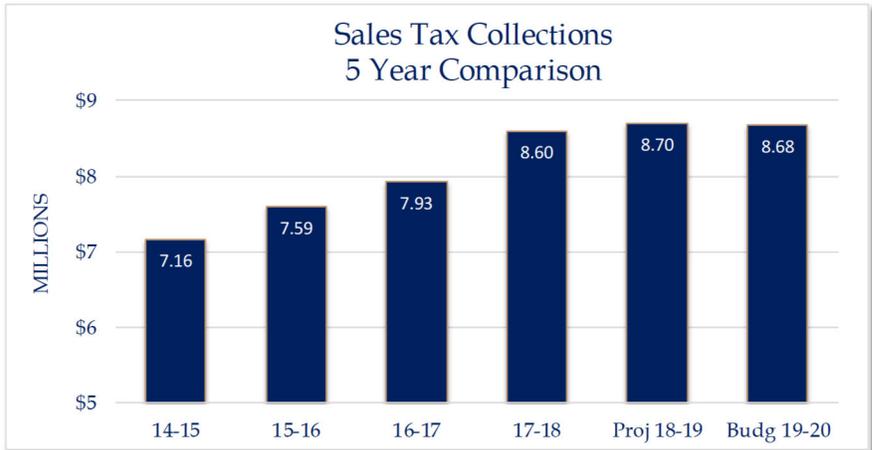
The City of Granbury provides electric, water, and sewer services to the residents of Granbury and in its extra-territorial jurisdictions. The City’s overall customer base for its electric, water, and sewer services have increased over the last few years due to corporate development, additional housing subdivisions, and other acquisitions. The City will implement a slight increase for water and sewer

utility rates effective October, 2019 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 - \$8.68 Million, 17% 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 2019-2020 sales tax to increase 8% 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 9,520 people surrounded by over 65,000 of non-city residents.

Currently the existing sales tax rates are as follows:

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

**Property Tax - \$6.2 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 2018 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 2019-2020 budget reflects estimated property tax collection of \$6,237,733 This third party appraisal analysis is the major factor in projecting our Ad Valorem revenue. Property valuation increased by 7% from \$1,491M to \$1,595M in Fiscal Year 2019-2020. 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 2019-2020, the City is estimating to receive \$2,287,092 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. The percentage charged to the Utility Fund by the General Fund will increase in FY 2019-2020 from 4% to 6%.

## 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 \$320,000 for hangar rental in Fiscal Year 2019-2020, consistent with previous year’s budget. The airport is also budgeted to receive \$3M as the third installment of a \$15.7M grant from TxDOT for the airport expansion project.

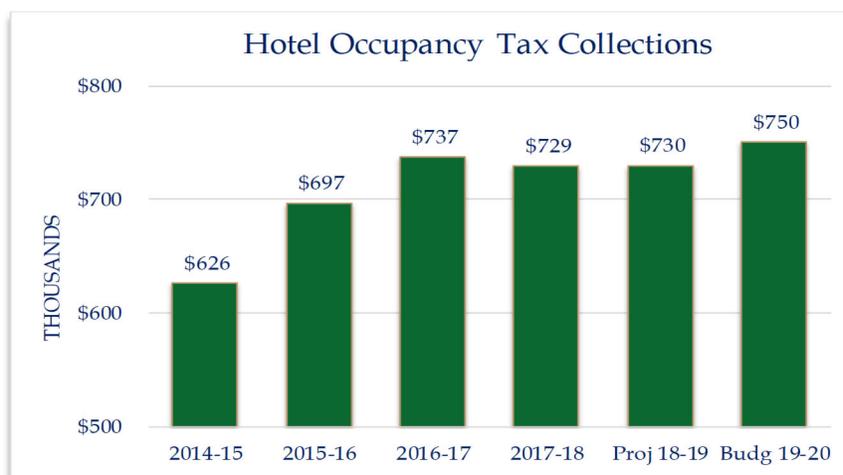
## Licenses, Permits, and Fees:

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 \$739,363 in Licenses, Permits and Fee revenue for Fiscal Year 2019-2020.

## 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 2019-2020 is \$750,000. 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 \$446,100 in Fiscal Year 2019-2020.

## **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 2019-2020, 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 2019-2020 is \$157,500 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 2019-2020 budget and is contingent on the total available cash as well as the market interest rate. The City estimates to receive \$100,000 in interest in the upcoming fiscal year.

## **Intergovernmental Revenue:**

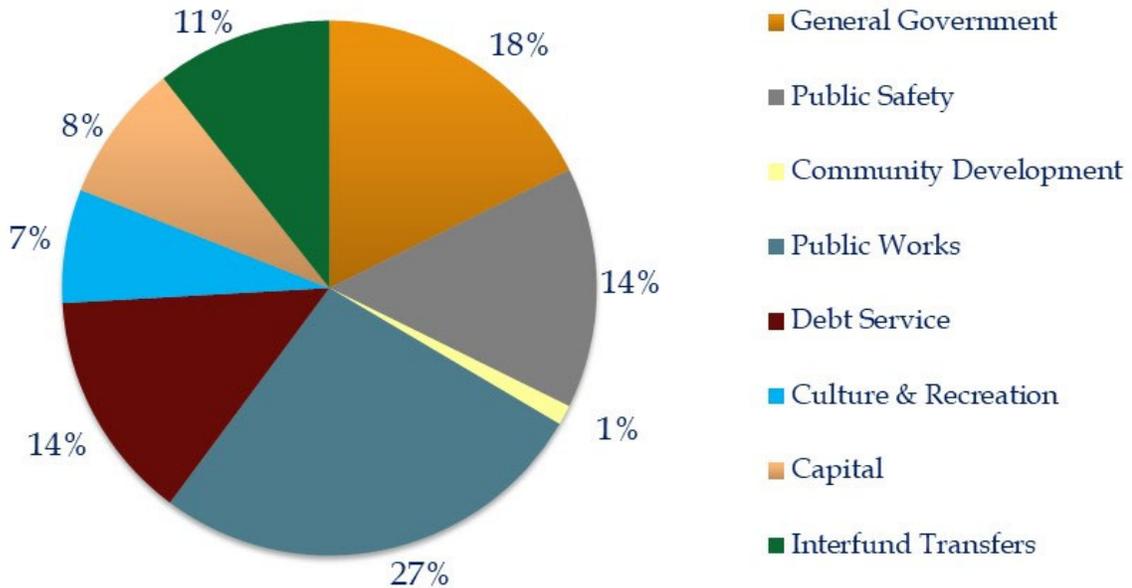
This section of the revenue includes state grants, intergovernmental contributions, and other reimbursements.

## **Other Financing Sources:**

The use of the Fund Balance in the General Fund and Utility Fund also falls in this section. In Fiscal Year 2019-2020 General Fund budget will utilize \$1,232,250 from Fund Balance as follows: \$1,000,000 is from prior year Fund Balance to fund street improvements, \$56,750 is from PEG Reserves for an investment in Granicus agenda management software and upgrade of the council chamber cameras for streaming of public meetings. \$15,000 is from Bridge Street Museum Reserves, \$30,000 from Cemetery Reserves and \$130,500 from Park Reserves for tree trimming, baseball shade structures, and the second phase of the Park's Master Plan development.

# 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



**General Government:**

**General Fund:** City Council / 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 has increased \$1,280,967 due to increases in utility franchise fees paid by the Utility Fund to the General Fund, IT operations and contingency funds.

## **Public Safety:**

In order to promote public safety, the Fiscal Year 2019-2020 budget includes 5 additional patrol officers, 1 criminal investigator, and a competitive salary increase 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.

## **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 recently adopted Comprehensive Master Plan.

## **Public Works:**

Total Public Works related expenses in the Utility Fund have increased by 7% mostly due to the addition of the Fleet Fund transfer in each department. Additionally, the City is investing a total of \$1,000,000 in street improvements budgeted in the General Fund.

## **Culture & Recreation:**

Overall, the parks, cemetery and conference center expenses are remaining consistent with the exception of the \$40,500 for the second phase of the parks master plan in 2019-2020. The City of Granbury approved the re-instatement of a Convention & Visitor's Bureau (CVB), "Visit Granbury". The CVB will operate with Hotel Occupancy Tax (HOT) funds as well as a \$50,000 transfer from the General Fund. The Lake Granbury Conference Center will invest \$25,000 to refinish the concrete floors in the main outer lobby area.

## **Capital:**

Capital projects funded in Fiscal Year 2019-2020 for the Utility Fund include: AMI meters for water & electric, plugging of inactive wells, a shade structure for motor control center, an ammonia monochloramine inline analyzer, hydraulic hammer, waterline upgrades, lift station flow meters, manhole lining and electric distribution line improvements. Capital projects for the General Fund include: IT upgrade to Incode X, Edge switch cabling refresh, server retirements, WiFi Segmentation, council chamber camera system upgrade and Granicus agenda management software, a new roof for the Log Cabin, motor replacement at the pool, ballfield shade structures and holiday decorations along Hwy 377.

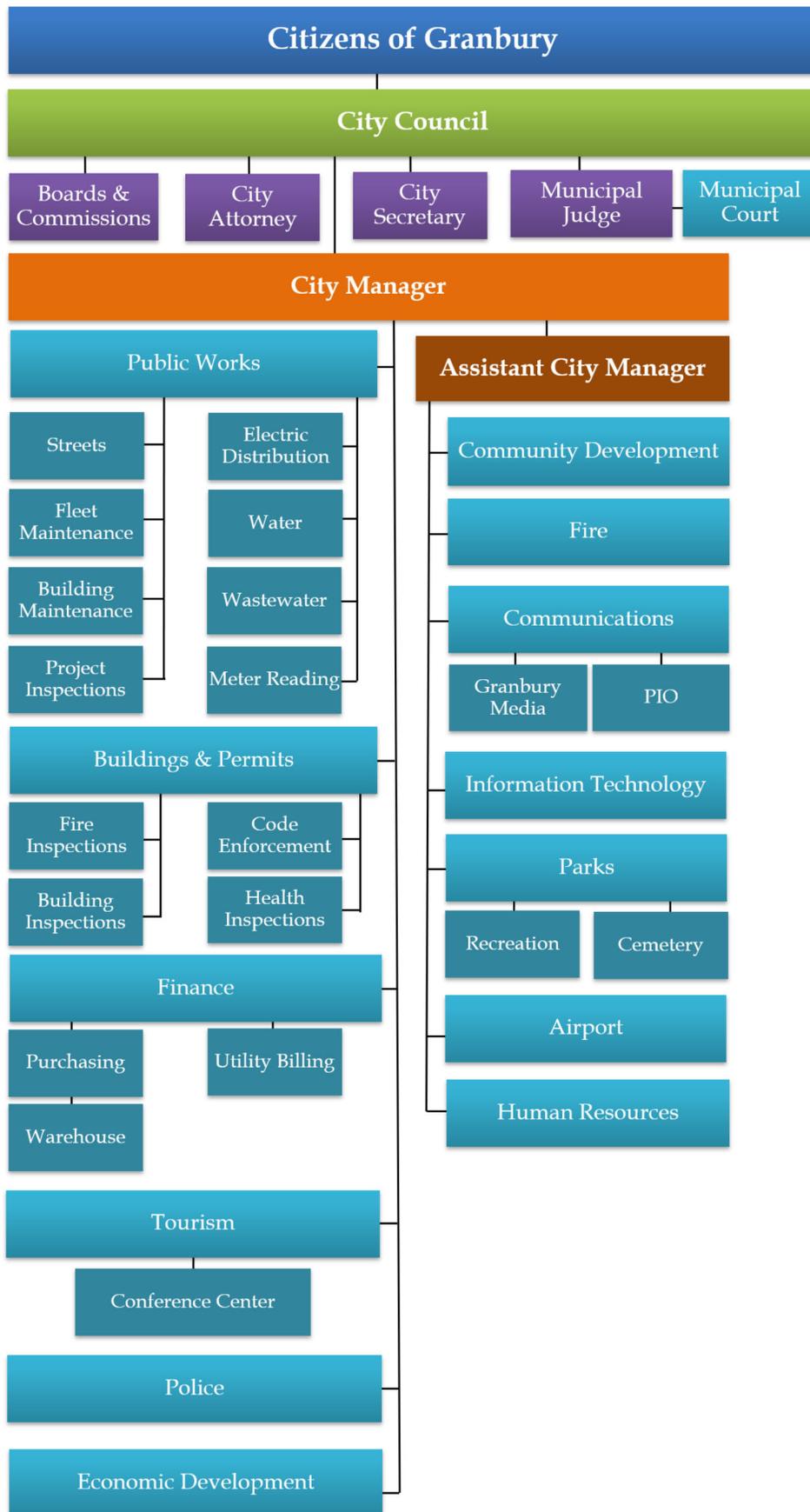
## **Debt Service:**

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 21% due to the upcoming bond issue for Phase II of the Water Treatment Plant, 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 second consecutive year, the Airport Fund is able to balance the operational budget without a transfer from the General Fund and yet the Airport will still transfer to the General Fund its 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 1<sup>st</sup> of each year, the proposed budget for the following fiscal year. The budget provides a complete plan for the fiscal year and contains the following:

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

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

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

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

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

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

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

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

## V. Balanced Budget

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

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

## VI. Amending the Adopted Budget

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

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

## VII. General Budgetary Controls

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

# Fiscal Year 2019-2020 Budget Calendar



Date	Responsible Group	Task
Jan 26	Finance	Start of FY 2019-2020 Budget Process
Jan 26	Finance	<b>Phase I:</b> Distribute capital project request forms and vehicle replacement worksheets for FY 2019-2020
Feb 16	Department Heads	<b>Phase I:</b> Deadline for Vehicle Replacement Requests
Mar 2	Department Heads	<b>Phase I:</b> Deadline for FY 2019-2020 Capital Requests
Mar 2	Department Heads, Finance	<b>Phase II:</b> Distribute FY 2019-2020 projected line item budgets for Department Heads' review and revisions
Mar 22	Department Heads	<b>Phase II:</b> Deadline for budget projection revisions
Apr 1-10	City Manager, Finance and Department Heads	Department Head meetings to discuss submitted budget requests for the FY 2019-2020 budget.
Jun 5	MUAB	Meeting with the Municipal Utility Advisory Board to discuss budget projections for the Utility Fund
Jun 17	City Council, City Manager, Finance and Department Heads	Budget Workshop with Council
Jul 31	Finance, City Secretary	Proposed Budget to be submitted to City Council and City Secretary. <u>Regular City Council Meeting</u>
Aug 6	City Council, Citizens of Granbury	- Council states date, time and place of public hearing on budget - Vote to place a proposal to adopt the tax rate on the agenda of a future council meeting
Aug 10	Finance, City Secretary	- Publish notice of effective and rollback 2019-2020 Tax Rate - Publish notice of hearings on the proposed FY 2019-2020 Tax Rate
Aug 17	Finance, City Secretary	- Publish Notice of a Hearing on the FY 2019-2020 Budget
Aug 20	City Council, Citizens of Granbury	<u>Regular City Council Meeting</u> - 1 <sup>st</sup> Public Hearing on the FY 2019-2020 Tax Rate
Aug 27	City Council, Citizens of Granbury	<u>Special City Council Meeting (if applicable)</u> - 2nd Public Hearing on the FY 2019-2020 Tax Rate
Sept 3	City Council, Citizens of Granbury	<u>Regular Council Meeting</u> - Public Hearing on the FY 2019-2020 Budget - Adopt FY 2019-2020 Budget - Adopt FY 2019-2020 Tax Rate
Oct 1	All Departments	New fiscal year begins
Oct 1 - Sept 30	Finance, All Departments	Monitor departmental budgets on a continuous basis and 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 9,520 people, and serves as the center of commerce and recreation to over 65,000 county residents. The community has successfully promoted tourism, making it a major economic benefit to the community. Most recently, Granbury has been named the #1 Best Historic Small Town by USA Today.

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: Tuesday Morning, Five Below, Home Goods, Ulta and Raising Cane's as well as a Walmart remodel this year. The City has already been fortunate to have Lowe's, Home Depot, Kroger, Brookshire's Aldi, 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.

The Dana Vollmer 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!

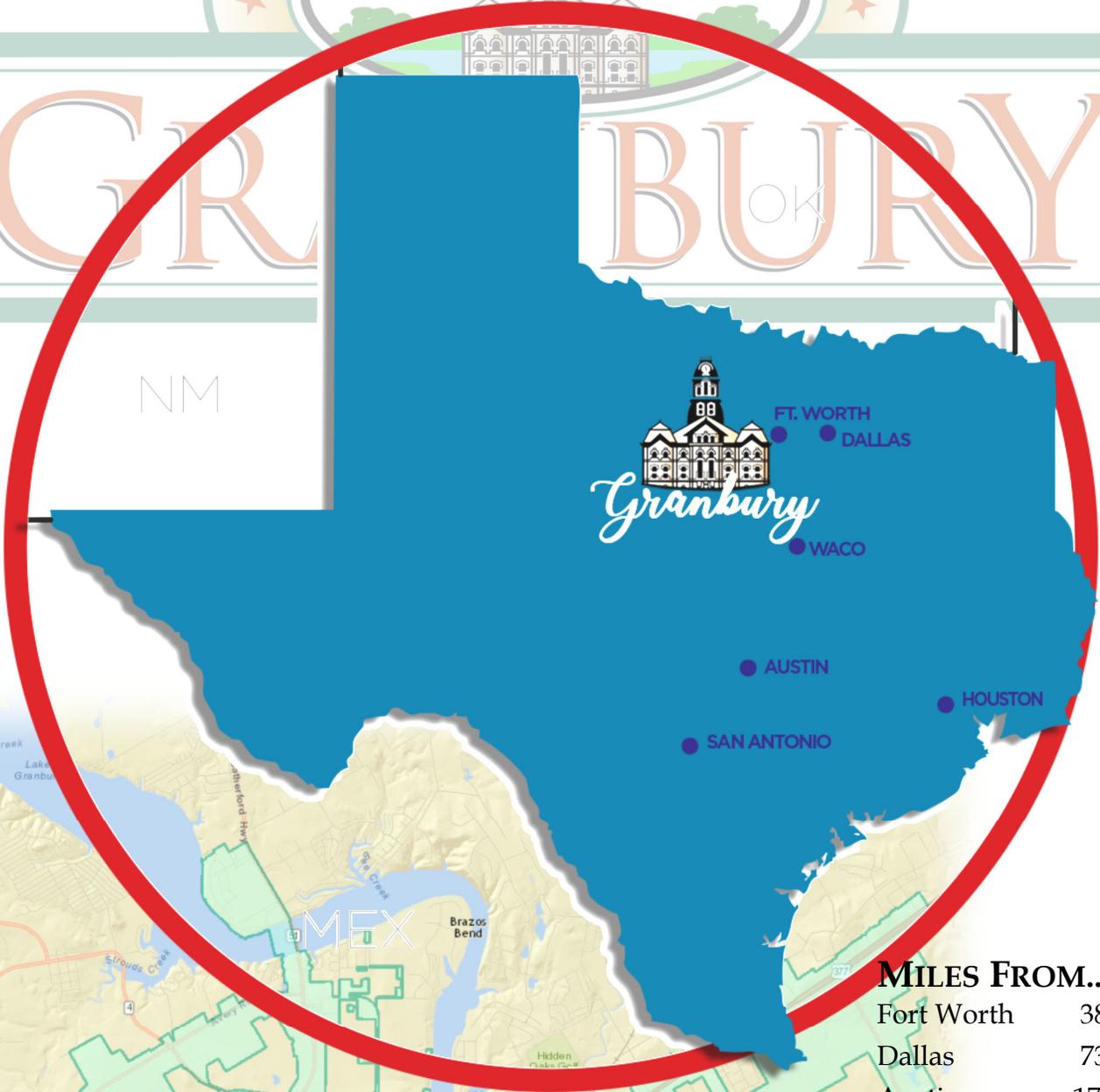
## EDUCATION

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 7,300 students.





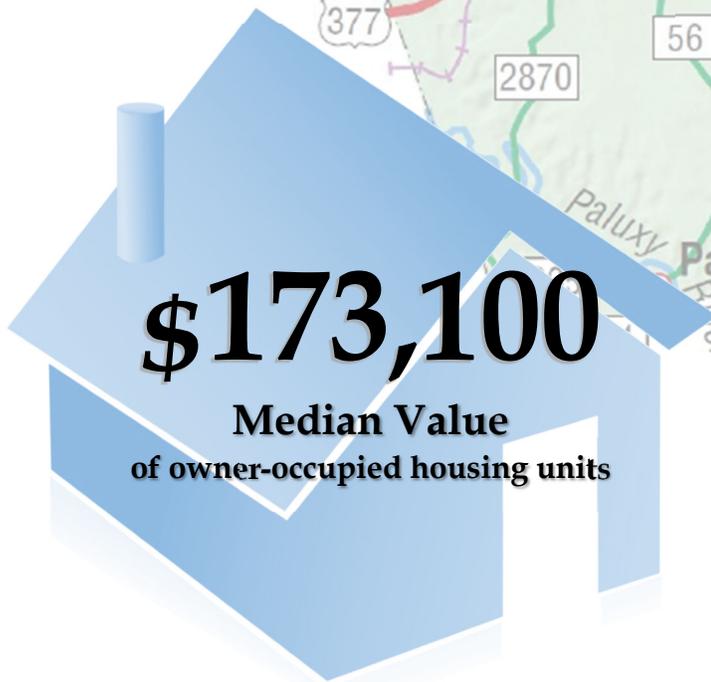
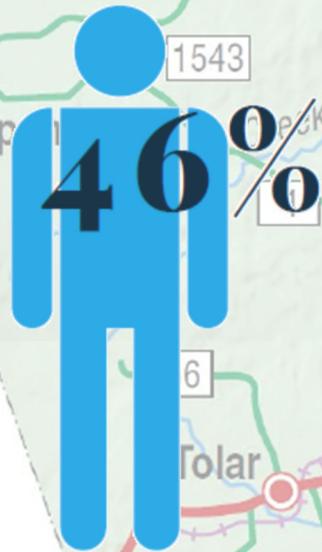
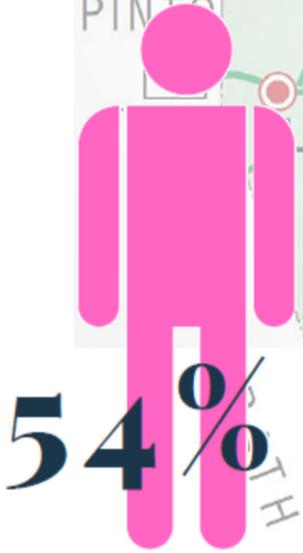
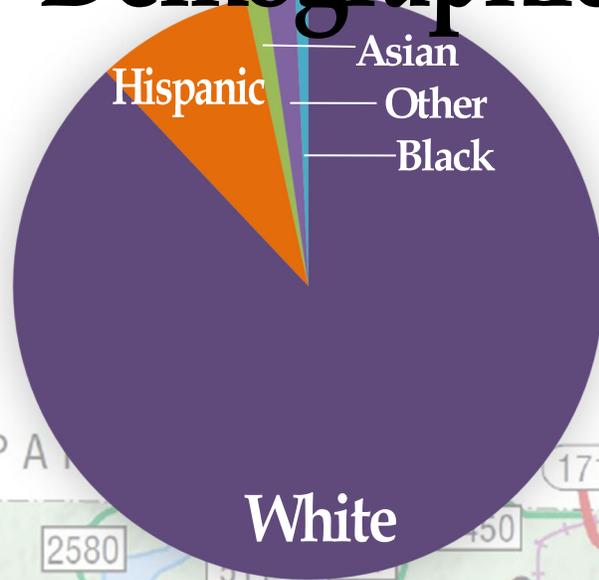
# GRANBURY



**16.87**  
square  
miles

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

# Demographics



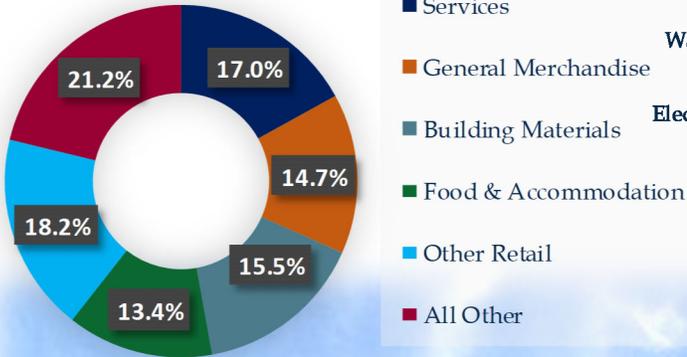
County Seat for  
**HOOD**  
County



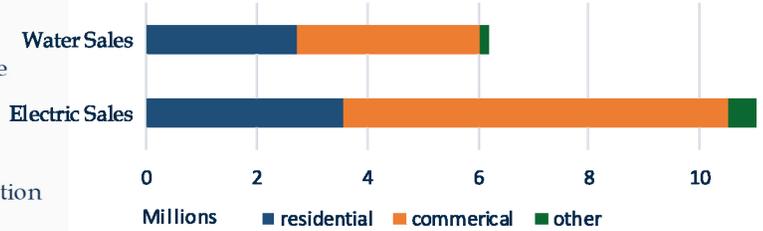
Median Household Income

# City Statistics

**Sales Tax Revenue by Type**  
2018



**Electric & Water Sales by Customer Type**  
2018



### 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

### Education

Attendance Centers	12
Students	7,300

### Utility Customers

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

### 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

### Airport

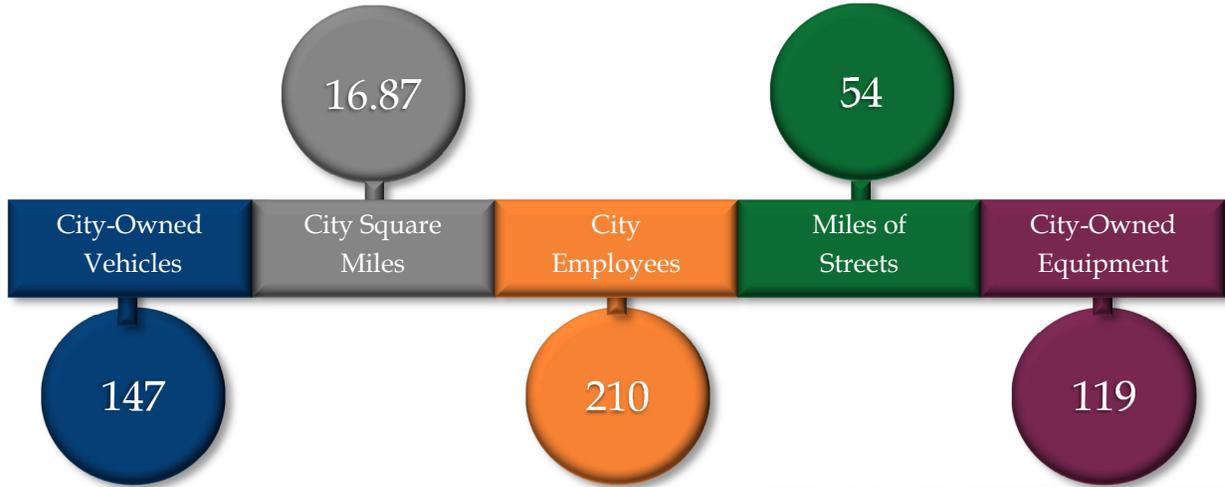
Enclose Hangars	75
Open T-Hangars	9
Commercial Hangars	8
Feet of Runway	3,603

### Public Safety

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



# Granbury Statistics



## Ten Largest Electric Customers 2018

Customers	Consumption
1. City of Granbury	7,562
2. GISD	6,855
3. Lake Granbury Medical Center	5,698
4. Brookshire's Grocery Co.	2,598
5. Lowe's Home Center	2,157
6. Waterview Point Retirement	1,978
7. Hood County	1,840
8. Waterview Cove	1,345
9. Hilton Garden Inn	1,125
10. AT&T	1,096

## Leading Employers 2018

Employer	Employees
1. Granbury ISD	1,110
2. Lake Granbury Medical	678
3. Walmart Supercenter	450
4. Hood County	344
5. H - E - B	264
6. City of Granbury	190
7. Kroger	164
8. Lowe's	147
9. Home Depot	143
10. Granbury Care Center	133

## Ten Largest Water Customers 2018

Customers	Consumption
1. City of Granbury	162,107
2. Hood County	87,707
3. Creative Solutions	85,652
4. GISD	79,431
5. Lake Granbury Medical Center	78,003
6. Jerry Durant Toyota	72,064
7. Monarch Utilities	69,533
8. Waterview Point Retirement	66,121
9. Luton Ranch LP	48,662
10. Waterview Cove	46,124

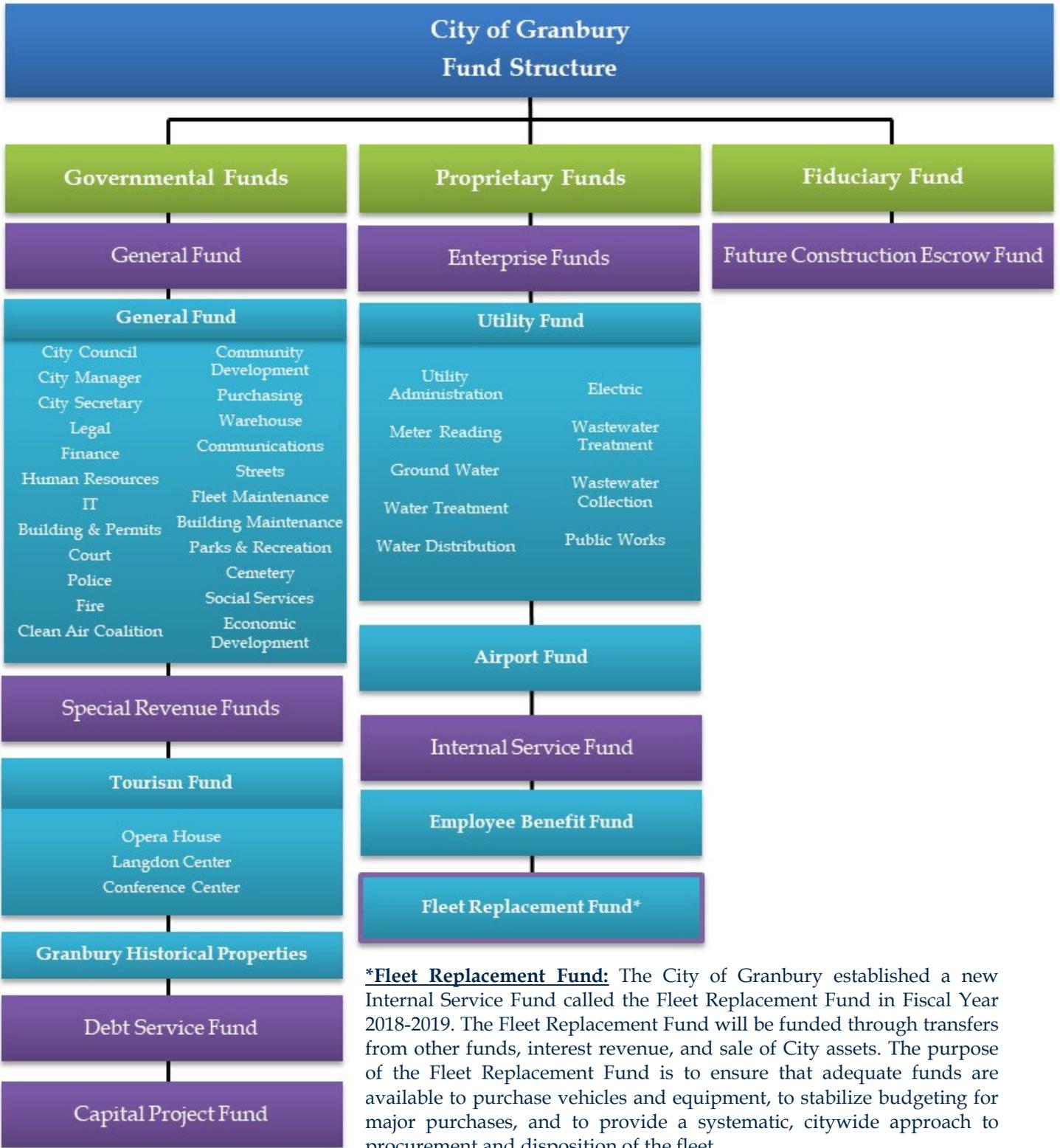
## Leading Tax Payers 2017

Taxpayer	Taxable Assessed Valuation
1. Health Care Reit, Inc	\$ 22,776,110
2. Hood General Hospital	\$ 13,500,000
3. Kroger Texas LP	\$ 12,890,370
4. Luton Ranch SC LP	\$ 11,924,930
5. Pacific Lake Granbury LP	\$ 11,664,000
6. HCRI Texas Properties	\$ 9,991,640
7. Walmart Real Estate Business	\$ 8,902,890
8. H-E-B Grocery Company LP	\$ 8,866,128
9. ARI	\$ 8,276,950
10. 4950 Partners LTD	\$ 7,534,370

# GRANBLURY *Texas*

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# Financial Fund Structure



**\*Fleet Replacement Fund:** The City of Granbury established 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 7% and is budgeted at \$3,118,501. Sales tax revenue is projected to be up and budgeted at \$8,675,000. 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 \$3,337,955 in Fiscal Year 2019-2020. The General Fund O&M budget for Fiscal Year 2019-2020 is \$17,273,249 which is a \$1,676,294 increase from FY 2018-2019 budgeted numbers. The increase from 2018-2019 is mainly to fund the additional personnel: 5 additional patrol officers, 1 additional investigator, and 1 additional city planner. This budget also includes \$412,150 for capital expenditures and \$1,000,000 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 2019-2020 is \$21,529,470 which is a 4% increase compared to the 2018-2019 budgeted expenses, which includes \$906,000 for capital expenditures and an additional \$1,189,568 for the debt service payments for the new wastewater system upgrades and the construction of Phase II of the Water Treatment Plant. The Utility Fund also includes 6 new positions including a city engineer, a water quality tech, 2 wastewater treatment plant operators and 2 wastewater collection operators for an I&I crew. 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.

## 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 2019-2020 is budgeted at \$316,982. The City will promote tourism with Hotel Occupancy Tax via a City-based CVB Tourism Department, Visit Granbury. The Tourism Fund also receives \$50,000 from the City's General Fund. Revenue projections for the Hotel Occupancy Taxes in Fiscal Year 2019-2020 are at \$750,000. 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.

## 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 2019-2020 is \$3,838,970, which includes \$3 million in revenue and capital for the airport expansion project. Fiscal Year 2019-2020 will be the second consecutive 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

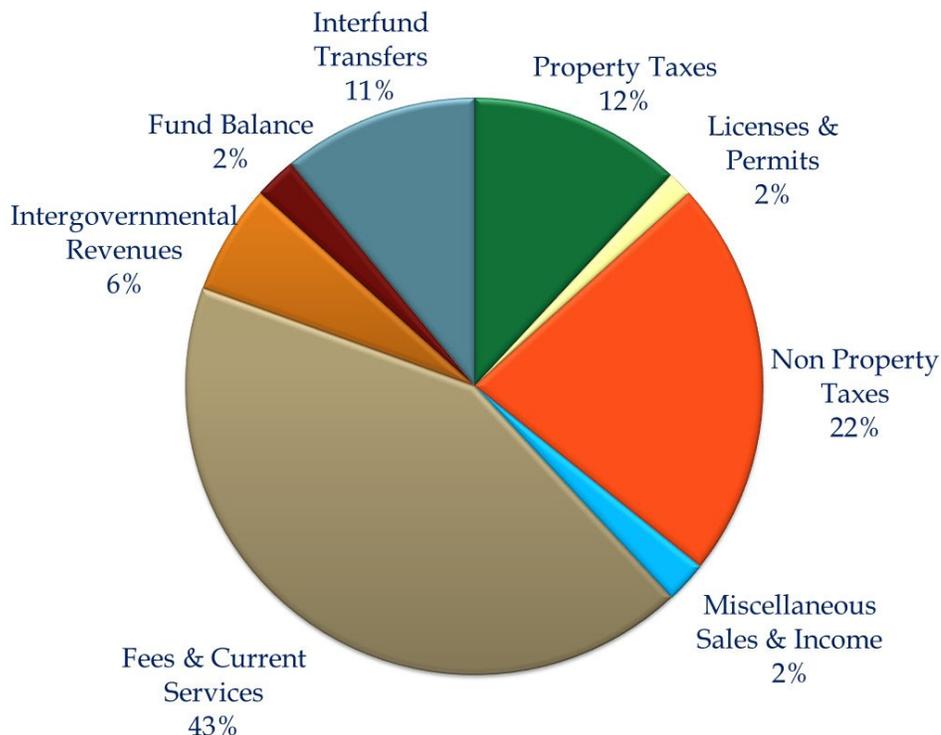
## By Fund

	General Fund	Enterprise Fund	Special Revenue Fund	General Debt Service	Grand Total
<b>Beginning Fund Balances</b>	<b>7,658,716</b>	<b>10,243,043</b>	<b>315,562</b>	<b>508,115</b>	<b>18,725,436</b>
<i>Revenues</i>					
Property Taxes	3,118,501	-	-	3,119,232	6,237,733
Sales Taxes	8,675,000	-	-	-	8,675,000
Franchise Taxes	2,287,092	-	-	-	2,287,092
Other Taxes	-	-	750,000	-	750,000
Licenses and Permits	739,363	-	-	-	739,363
Fines and Forfeitures	154,000	-	-	-	154,000
Fees and Services	157,500	21,611,000	467,100	-	22,235,600
Interest Income	100,000	154,370	-	-	254,370
Misc Sales and Income	173,600	569,900	60,000	-	803,500
Intergovt. Revenue	176,311	3,050,000	-	-	3,226,311
<b>Total Revenues</b>	<b>15,581,367</b>	<b>25,385,270</b>	<b>1,277,100</b>	<b>3,119,232</b>	<b>45,362,969</b>
<i>Other Financing Sources</i>					
Fund Balance Used	1,232,250	-	-	-	1,232,250
Interfund Transfers	1,411,059	200,000	356,982	3,767,292	5,735,333
<b>Total Financing Sources</b>	<b>2,643,309</b>	<b>200,000</b>	<b>356,982</b>	<b>3,767,292</b>	<b>6,967,583</b>
	18,224,676	25,585,270	1,634,082	6,886,524	52,330,552
<b>Total Available Resources</b>	<b>25,883,392</b>	<b>35,828,313</b>	<b>1,949,644</b>	<b>7,394,639</b>	<b>71,055,988</b>
<i>Expenditures</i>					
General Government	5,511,028	3,691,153	-	-	9,202,181
Public Safety	7,565,488	-	-	-	7,565,488
Community Development	628,125	-	-	-	628,125
Public Works	1,609,963	12,244,936	-	-	13,854,899
Culture and Recreation	1,958,645	-	1,609,082	-	3,567,727
Capital Improvements	412,150	3,906,000	25,000	-	4,343,150
Debt Service:					-
Principal	-	343,000	-	4,391,000	4,734,000
Interest	-	-	-	2,490,525	2,490,525
Administrative Fees	-	-	-	5,000	5,000
<b>Total Expenditures</b>	<b>17,685,399</b>	<b>20,185,089</b>	<b>1,634,082</b>	<b>6,886,525</b>	<b>46,391,095</b>
<i>Other Financing Uses</i>					
Interfund Transfers	356,982	5,183,351	-	-	5,540,333
<b>Total Financing Uses</b>	<b>356,982</b>	<b>5,183,351</b>	<b>-</b>	<b>-</b>	<b>5,540,333</b>
<b>Total Expenditures &amp; Other Uses</b>	<b>18,042,381</b>	<b>25,368,440</b>	<b>1,634,082</b>	<b>6,886,525</b>	<b>51,931,428</b>
<b>Ending Fund Balances</b>	<b>7,841,011</b>	<b>10,459,873</b>	<b>315,562</b>	<b>508,114</b>	<b>19,124,560</b>

# Consolidated Summary

## Revenues

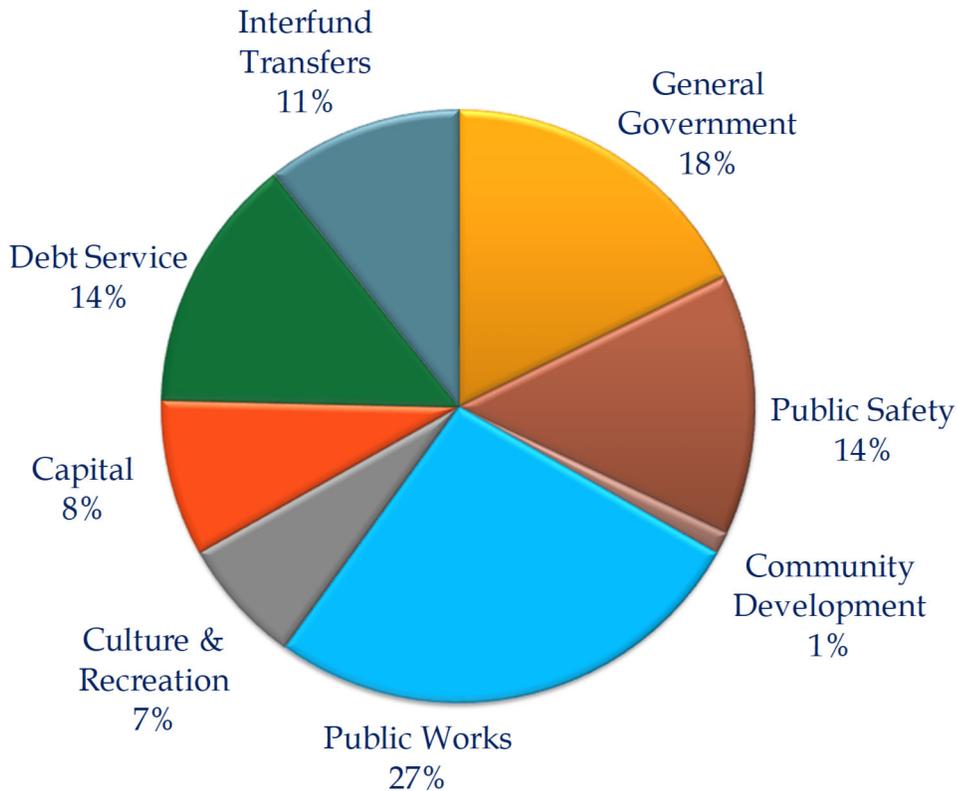
	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<i>Revenues</i>				
Property Taxes	5,570,226	5,794,229	5,794,229	6,237,733
Non Property Taxes	11,110,265	10,530,450	10,530,450	11,712,092
Licenses & Permits	1,116,838	744,413	744,413	739,363
Fines & Penalties	171,926	154,000	154,000	154,000
Fees & Current Services	22,799,804	21,535,800	21,535,800	22,235,600
Interest Income	357,675	160,000	160,000	254,370
Miscellaneous Sales & Income	1,230,352	738,300	738,300	803,500
Intergovernmental Revenues	377,648	3,303,325	3,303,325	3,226,311
<b>Total Revenues</b>	<b>42,734,734</b>	<b>42,960,517</b>	<b>42,960,517</b>	<b>45,362,969</b>
<i>Other Financing Sources</i>				
Fund Balance Used	-	884,000	884,000	1,232,250
Interfund Transfers	5,031,070	5,117,021	5,117,021	5,735,333
<b>Total Other Financing Sources</b>	<b>5,031,070</b>	<b>6,001,021</b>	<b>6,001,021</b>	<b>6,967,583</b>
Bond Proceeds Used	-	-	-	-
<b>Total Revenues, Other Financing Sources &amp; Fund Balance/Working Capital</b>	<b>47,765,804</b>	<b>48,961,538</b>	<b>48,961,538</b>	<b>52,330,552</b>



# Consolidated Summary

## Expenditures

	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<i>Expenditures</i>				
General Government	7,583,939	7,921,214	7,921,214	9,202,181
Public Safety	5,496,713	6,210,385	6,210,385	7,565,488
Community Development	593,902	760,743	760,743	628,125
Public Works	13,228,703	13,844,543	13,844,543	13,854,899
Culture & Recreation	3,247,238	3,438,288	3,438,288	3,567,727
Capital	4,791,981	4,871,750	4,871,750	4,343,150
Debt Service	6,248,029	5,797,640	5,797,640	7,229,525
<b>Total Expenditures</b>	<b>41,190,506</b>	<b>42,844,563</b>	<b>42,844,563</b>	<b>46,391,095</b>
<i>Other Financing Uses</i>				
Interfund Transfers	4,419,229	4,917,021	4,917,021	5,540,333
<b>Total Other Financing Uses</b>	<b>4,419,229</b>	<b>4,917,021</b>	<b>4,917,021</b>	<b>5,540,333</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>45,609,735</b>	<b>47,761,584</b>	<b>47,761,584</b>	<b>51,931,428</b>



# Consolidated Summary

## Expenditures by Department

	Personnel Costs	Supplies & Maintenance	Services	Interfund Transfers	Capital	Debt Service	Grand Total
<b>General Fund</b>							
City Council	85,203	4,100	88,700	-	-	-	178,003
City Manager	491,281	6,300	27,340	-	-	-	524,921
Asst City Manager	-	-	-	-	-	-	-
City Secretary	144,849	5,150	44,250	-	-	-	194,249
Legal	-	-	179,400	-	-	-	179,400
Finance	489,165	10,200	46,725	-	-	-	546,090
Purchasing	152,880	2,440	6,965	-	-	-	162,285
Social Services	-	-	54,000	-	-	-	54,000
IT	82,653	82,650	648,150	-	248,400	-	1,061,853
Communications	96,313	3,650	55,476	-	56,750	-	212,189
Human Resources	88,235	2,800	121,355	-	-	-	212,390
Warehouse	103,203	16,275	26,351	-	-	-	145,829
Building & Permits	685,364	32,600	60,118	-	-	-	778,082
Economic Development	-	3,500	66,300	-	-	-	69,800
Comm Development	486,785	8,210	63,330	-	-	-	558,325
Clean Air Coalition	59,736	3,000	44,600	-	-	-	107,336
Municipal Court	185,976	4,950	14,054	-	-	-	204,980
Police	4,896,313	307,855	699,587	-	-	-	5,903,755
Fire	206,614	149,680	322,377	-	-	-	678,671
Streets	389,109	1,022,790	198,064	-	-	-	1,609,963
Fleet Maintenance	270,574	45,585	10,850	-	-	-	327,009
Building Maintenance	568,831	103,700	81,217	-	4,000	-	757,748
Parks and Recreation	1,287,088	278,305	326,621	-	103,000	-	1,995,014
Cemetery	45,001	7,980	13,650	-	-	-	66,631
Non-Departmental	-	17,384	1,139,492	356,982	-	-	1,513,858
<b>Total General Fund</b>	<b>10,815,173</b>	<b>2,119,104</b>	<b>4,338,972</b>	<b>356,982</b>	<b>412,150</b>	<b>-</b>	<b>18,042,381</b>
<b>Utility Fund</b>							
Utility Billing	199,233	7,150	223,885	-	-	-	430,268
Meter Reading	174,880	37,050	101,791	-	230,000	-	543,721
Ground Water	226,609	205,200	173,780	-	59,000	-	664,589
Water Treatment	536,647	616,250	1,425,868	-	126,000	-	2,704,765
Water Distribution	250,599	172,243	213,378	-	213,000	-	849,220
Wastewater Treatment	534,430	323,240	560,334	-	10,000	-	1,428,004
Wastewater Collection	314,266	157,816	97,492	-	50,000	-	619,574
Electric	597,154	183,900	5,655,730	-	218,000	-	6,654,784
Public Works	447,446	10,950	107,550	-	-	-	565,946
Non-Departmental	-	15,788	1,573,460	5,136,351	-	343,000	7,068,599
<b>Total Utility Fund</b>	<b>3,281,264</b>	<b>1,729,587</b>	<b>10,133,268</b>	<b>5,136,351</b>	<b>906,000</b>	<b>343,000</b>	<b>21,529,470</b>

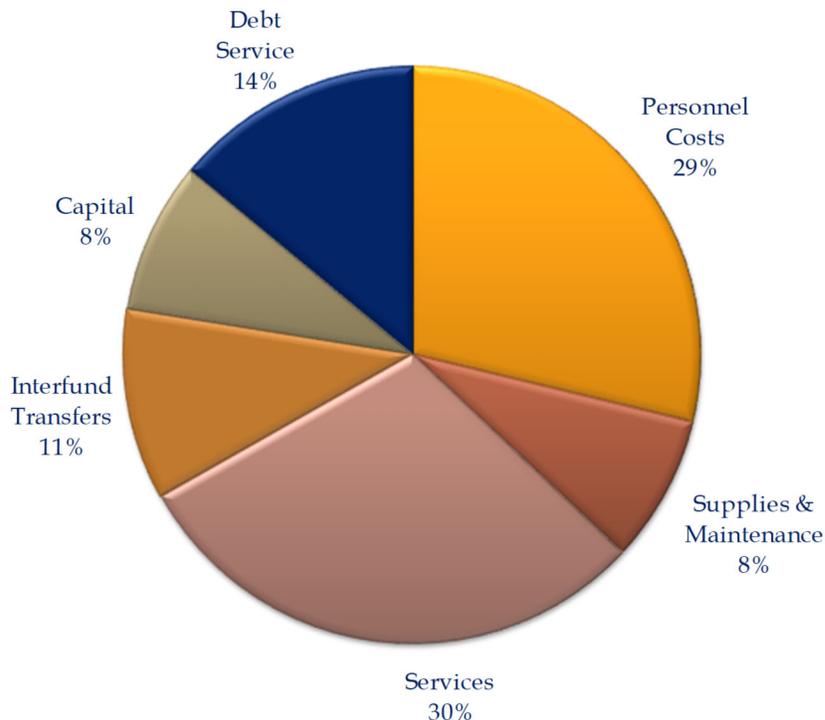
# Consolidated Summary

## Expenditures by Department

*Continued*

	Personnel Costs	Supplies & Maintenance	Services	Interfund Transfers	Capital	Debt Service	Grand Total
<b>Airport Fund</b>							
Airport	159,050	319,100	313,820	47,000	3,000,000	-	3,838,970
<b>Tourism Fund</b>							
Conference Center	325,239	67,050	331,000	-	25,000	-	748,289
Tourism	333,498	17,700	428,395	-	-	-	779,593
Other	-	22,500	43,700	-	-	-	66,200
<b>Total Tourism Fund</b>	<b>658,737</b>	<b>107,250</b>	<b>803,095</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>1,594,082</b>
<b>Granbury Historical Properties Fund</b>							
Historical Properties	-	-	40,000	-	-	-	40,000
<b>Debt Service Fund</b>							
Debt Service	-	-	-	-	-	6,886,524	6,886,524
<b>Total All Funds</b>	<b>14,914,224</b>	<b>4,275,041</b>	<b>15,629,155</b>	<b>5,540,333</b>	<b>4,343,150</b>	<b>7,229,524</b>	<b>51,931,428</b>

## City-Wide Expenditures by Type



# General Fund

## FUND DESCRIPTION:

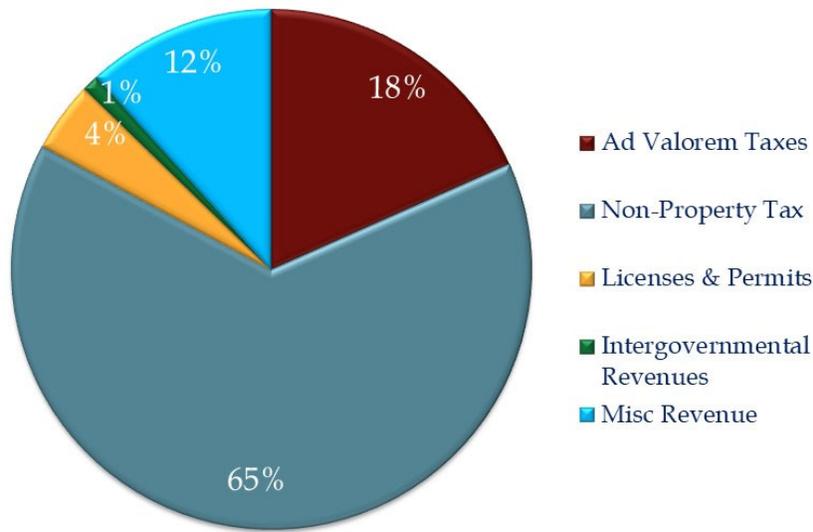
The General Fund is used to account for resources traditionally associated with government that are not required legally or by sound financial management to be accounted for in another fund.

	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Revenues</b>				
Ad Valorem Taxes	2,672,214	2,920,148	2,920,148	3,118,501
Non-Property Tax	10,380,942	9,800,450	9,800,450	10,962,092
Licenses & Permits	1,116,838	744,413	744,413	739,363
Fines & Penalties	171,926	154,000	154,000	154,000
Park Revenues	287,189	156,700	156,700	157,500
Interest Income	160,225	80,000	80,000	100,000
Misc. Sales & Income	350,567	151,400	151,400	173,600
Intergovernmental Revenues	329,654	253,325	253,325	176,311
<b>Total Revenues</b>	<b>15,469,554</b>	<b>14,260,436</b>	<b>14,260,436</b>	<b>15,581,367</b>
<b>Other Financing Sources</b>				
Interfund Transfers	1,418,554	1,363,882	1,363,882	1,411,059
Fund Balance Used	-	884,000	884,000	1,232,250
<b>Total Other Financing Sources</b>	<b>1,418,554</b>	<b>2,247,882</b>	<b>2,247,882</b>	<b>2,643,309</b>
<b>Total Revenues &amp; Other</b>				
<b>Financing Sources</b>	<b>16,888,108</b>	<b>16,508,318</b>	<b>16,508,318</b>	<b>18,224,676</b>
<b>Expenditures</b>				
Personnel Costs	9,126,953	9,579,787	9,579,787	10,815,173
Supplies & Maintenance	2,081,816	2,369,173	2,369,173	2,119,104
Services	3,052,353	3,647,995	3,647,995	4,338,972
Capital	811,182	261,750	261,750	412,150
<b>Total Expenditures</b>	<b>15,072,304</b>	<b>15,858,705</b>	<b>15,858,705</b>	<b>17,685,399</b>
<b>Other Financing Uses</b>				
Interfund Transfers	746,550	330,380	330,380	356,982
<b>Total Other Financing Uses</b>	<b>746,550</b>	<b>330,380</b>	<b>330,380</b>	<b>356,982</b>
<b>Total Expenditures &amp; Other</b>				
<b>Financing Uses</b>	<b>15,818,854</b>	<b>16,189,085</b>	<b>16,189,085</b>	<b>18,042,381</b>
<b>Ending Fund Balance</b>	<b>6,837,515</b>	<b>7,156,748</b>	<b>7,156,748</b>	<b>7,339,043</b>

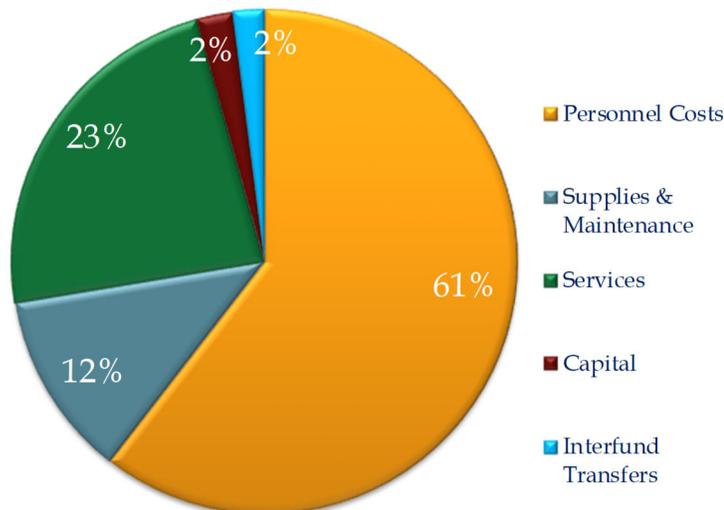
## Significant Issues/Comments:

- Property values increased by \$103.6M and net property tax revenues increased by 6.95% compared to the Fiscal Year 2018-2019 budget.
- Sales tax revenues are projected to increase 8% to \$8.675 million in Fiscal Year 2019-2020.
- Interfund transfers to the Tourism Fund are \$316,982. For Fiscal Year 2019-2020, 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 \$1,000,000 in street improvements from prior-year fund balance.
- Revenue from residential garbage collection is also budgeted to increase due to a slight rate increase from \$10.57 to \$14.86.

## General Fund Revenues by Type



## General Fund Expenditures by Type



# Utility Fund

## FUND DESCRIPTION:

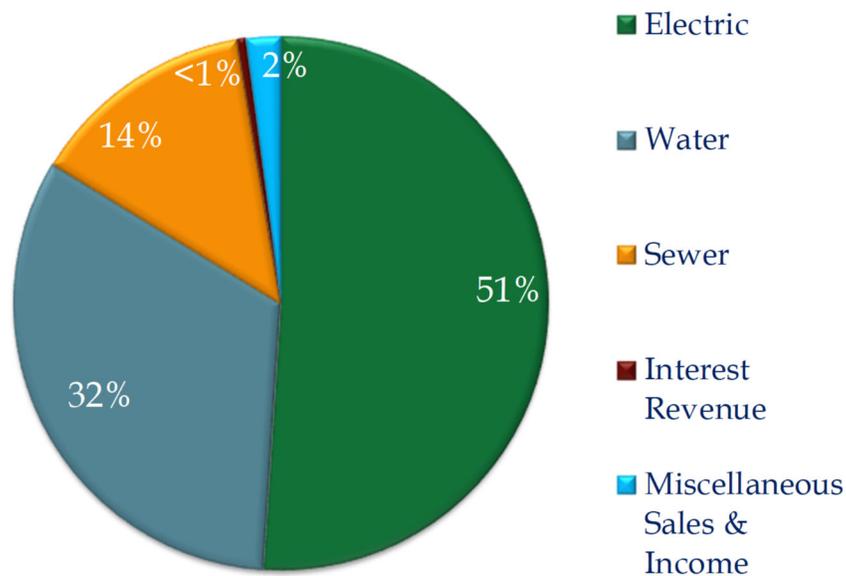
The Utility Fund is used to account for the revenues from water, sewer and electric operating and maintenance activities and the expenses of the departments that support these activities. These departments include the water and wastewater treatment plants, the water distribution and wastewater collection 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 2017-2018	Budgeted FY 2018-2019	Actual FY 2018-2019	Adopted FY 2019-2020
<b>Revenues</b>				
Fees & Service Charges	21,245,876	20,205,000	20,205,000	20,896,000
Interest Revenue	98,829	50,000	50,000	109,300
Miscellaneous Sales & Income	737,790	447,000	447,000	541,000
<b>Total Revenues</b>	<b>22,082,495</b>	<b>20,702,000</b>	<b>20,702,000</b>	<b>21,546,300</b>
<b>Other Financing Sources</b>				
Interfund Transfers	279,953	200,000	200,000	200,000
Fund Balance Used	-	-	-	-
<b>Total Other Financing Sources</b>	<b>279,953</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>22,362,448</b>	<b>20,902,000</b>	<b>20,902,000</b>	<b>21,746,300</b>
<b>Expenses</b>				
Personnel Costs	2,697,635	2,855,199	2,855,199	3,281,264
Supplies & Maintenance	1,204,480	1,544,255	1,544,255	1,729,587
Services	9,612,280	9,795,384	9,795,384	10,133,268
Capital	2,621,368	1,586,000	1,586,000	906,000
Debt Service	720,395	340,150	340,150	343,000
<b>Total Expenses</b>	<b>16,856,157</b>	<b>16,120,988</b>	<b>16,120,988</b>	<b>16,393,119</b>
<b>Other Financing Uses</b>				
Interfund Transfers	3,625,980	4,539,641	4,539,641	5,136,351
<b>Total Other Financing Uses</b>	<b>3,625,980</b>	<b>4,539,641</b>	<b>4,539,641</b>	<b>5,136,351</b>
<b>Total Expenses &amp; Other Financing Uses</b>	<b>20,482,137</b>	<b>20,660,629</b>	<b>20,660,629</b>	<b>21,529,470</b>

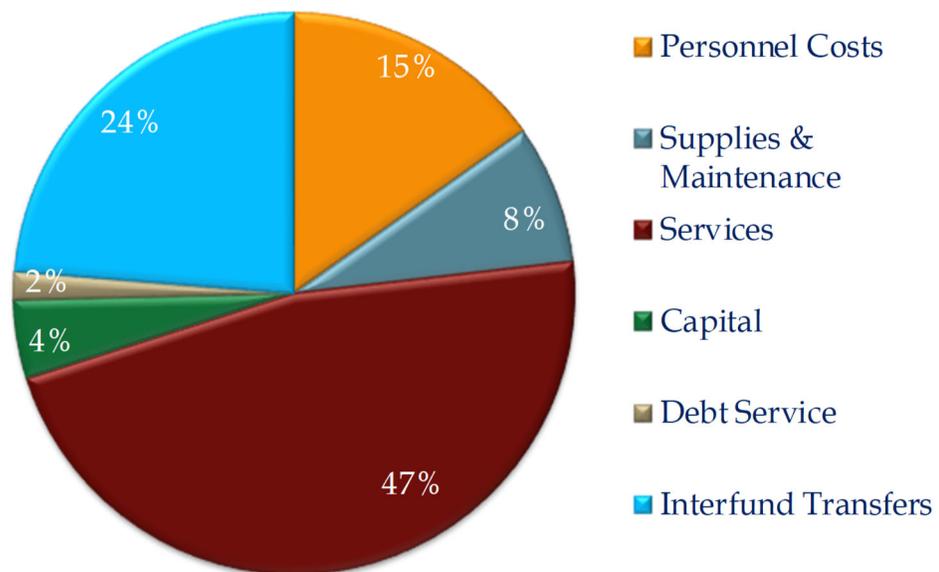
## Significant Issues/Comments:

- Electric Revenues are budgeted to increase 2% due projected increase in consumption.
- Water and sewer rates are budgeted to be up 3-6% due to CPI rate adjustments and consumption growth
- Impact Fees of \$200,000 are budgeted to be used for water line upgrades.
- Interest Revenue is projected to greatly increase due to the investment of funds received from recent bond issues.
- Personnel costs are increasing due to the hiring of a water quality tech, electric lineman, 2 wastewater treatment operators, and 2 wastewater collection operators.

## 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 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Revenues</b>				
Sale of Aviation Fuel	427,332	395,000	395,000	395,000
Hangar Rent	324,998	324,000	324,000	320,000
Interest Revenue	54,957	30,000	30,000	45,070
Other Income	28,362	32,600	32,600	28,900
Intergovernmental Revenues	47,993	3,050,000	3,050,000	3,050,000
<b>Total Revenues</b>	<b>883,642</b>	<b>3,831,600</b>	<b>3,831,600</b>	<b>3,838,970</b>
<b>Other Financing Sources</b>				
Interfund Transfers	94,020	-	-	-
Fund Balance Used				
<b>Total Other Financing Sources</b>	<b>94,020</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Revenues &amp; Other Financing Sources</b>				
	<b>977,662</b>	<b>3,831,600</b>	<b>3,831,600</b>	<b>3,838,970</b>
<b>Expenses</b>				
Personnel Costs	238,501	149,891	149,891	159,050
Supplies & Maintenance	339,389	317,404	317,404	319,100
Services	245,250	217,305	217,305	213,820
Capital Outlay	1,080,483	3,000,000	3,000,000	3,000,000
<b>Total Expenses</b>	<b>1,903,622</b>	<b>3,684,600</b>	<b>3,684,600</b>	<b>3,691,970</b>
<b>Other Financing Uses</b>				
Grant Reimbursed Expense	34,082	100,000	100,000	100,000
Interfund Transfers	46,699	47,000	47,000	47,000
<b>Total Other Financing Uses</b>	<b>80,781</b>	<b>147,000</b>	<b>147,000</b>	<b>147,000</b>
<b>Total Expenses &amp; Other Financing Uses</b>				
	<b>1,984,403</b>	<b>3,831,600</b>	<b>3,831,600</b>	<b>3,838,970</b>

## Significant Issues/Comments:

- The Airport will receive the third 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 2019-2020, 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 and promotion of tourism. Two other cultural centers: the Langdon Center and the Opera House, are also accounted for here.

	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Revenues</b>				
Hotel Occupancy Taxes	729,323	730,000	730,000	750,000
Interest Revenue	327	-	-	-
Conference Center Revenue	496,135	434,100	434,100	446,100
Langdon Center Revenue	18,275	21,000	21,000	21,000
Opera House Revenue	86,834	86,300	86,300	45,000
Other Income	26,799	21,000	21,000	15,000
<b>Total Revenues</b>	<b>1,357,693</b>	<b>1,292,400</b>	<b>1,292,400</b>	<b>1,277,100</b>
<b>Other Financing Sources</b>				
Interfund Transfers	612,530	290,380	290,380	316,982
<b>Total Other Financing Sources</b>	<b>612,530</b>	<b>290,380</b>	<b>290,380</b>	<b>316,982</b>
<b>Total Revenues &amp; Other Financing Sources</b>				
	<u>1,970,223</u>	<u>1,582,780</u>	<u>1,582,780</u>	<u>1,594,082</u>
<b>Expenditures</b>				
Personnel Costs	251,912	653,780	653,780	658,737
Supplies & Maintenance	90,104	92,250	92,250	107,250
Services	457,234	812,750	812,750	803,095
Other Services	682,644	-	-	-
Capital Outlay	278,949	24,000	24,000	25,000
<b>Total Expenditures</b>	<b>1,760,842</b>	<b>1,582,780</b>	<b>1,582,780</b>	<b>1,594,082</b>
<b>Other Financing Uses</b>				
Interfund Transfers	-	-	-	-
<b>Total Other Financing Uses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures &amp; Other Financing Uses</b>				
	<u>1,760,842</u>	<u>1,582,780</u>	<u>1,582,780</u>	<u>1,594,082</u>

**Significant Issues/Comments:**

- Revenue projections for hotel occupancy taxes are projected to be \$750,000 in Fiscal Year 2019-2020 based on current fiscal year trend.
- The total interfund transfer from General Fund for operating expenses in the Tourism Fund is up 6% compared to Fiscal Year 2018-2019 and \$25,000 will be for capital outlays.

# 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 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Revenues</b>				
Interest Revenue	-	-	-	-
Other Income	-	-	-	-
Intergovernmental Revenues	-	-	-	-
<b>Total Revenues</b>	-	-	-	-
<b>Other Financing Sources</b>				
Interfund Transfers	40,000	40,000	40,000	40,000
From Fund Balance	-	-	-	-
<b>Total Other Financing Sources</b>	40,000	40,000	40,000	40,000
<b>Total Revenues &amp; Other Financing Sources</b>				
	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
<b>Expenditures</b>				
Personnel Costs	-	-	-	-
Supplies & Maintenance	-	-	-	-
Services	35,864	40,000	40,000	40,000
Capital Outlay	-	-	-	-
Other Services	-	-	-	-
<b>Total Expenditures</b>	35,864	40,000	40,000	40,000
<b>Other Financing Uses</b>				
Interfund Transfers	-	-	-	-
<b>Total Other Financing Uses</b>	-	-	-	-
<b>Total Expenditures &amp; Other Financing Uses</b>				
	<u>35,864</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>

# General Debt Service Fund

**FUND DESCRIPTION:**

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

	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Revenues</b>				
Ad Valorem Taxes	2,898,011	2,874,081	2,874,081	3,119,232
Interest Revenue	43,338	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenues</b>	<b>2,941,349</b>	<b>2,874,081</b>	<b>2,874,081</b>	<b>3,119,232</b>
<b>Other Financing Sources</b>				
Issuance of Debt	-	-	-	-
Payment of refunded bond	-	-	-	-
Bond (Discount)/Premium	-	-	-	-
Interfund Transfers	2,586,013	3,222,759	3,222,759	3,767,292
<b>Total Other Financing Sources</b>	<b>2,586,013</b>	<b>3,222,759</b>	<b>3,222,759</b>	<b>3,767,292</b>
<b>Total Revenues &amp; Other Financing Sources</b>				
	<u>5,527,362</u>	<u>6,096,840</u>	<u>6,096,840</u>	<u>6,886,524</u>
<b>Expenditures</b>				
Debt Service				
Principal	# 3,655,000	3,745,000	3,745,000	4,391,000
Interest and Fiscal charges	# 1,868,203	1,707,840	1,707,840	2,490,525
Refund of Existing Debt	-	-	-	-
Debt Issuance Cost	-	-	-	-
Agent Fees	4,432	4,650	4,650	5,000
<b>Total Expenditures</b>	<b>5,527,635</b>	<b>5,457,490</b>	<b>5,457,490</b>	<b>6,886,525</b>
<b>Other Transfers</b>				
	-	-	-	-
<b>Total Expenses &amp; Other Financing Uses</b>				
	<u>5,527,635</u>	<u>5,457,490</u>	<u>5,457,490</u>	<u>6,886,525</u>

**Significant Issues/Comments:**

- Property values increased by \$103M (7%) in Fiscal Year 2018-2019, reflecting an increase from \$1,491M to \$1,595M.

# 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.

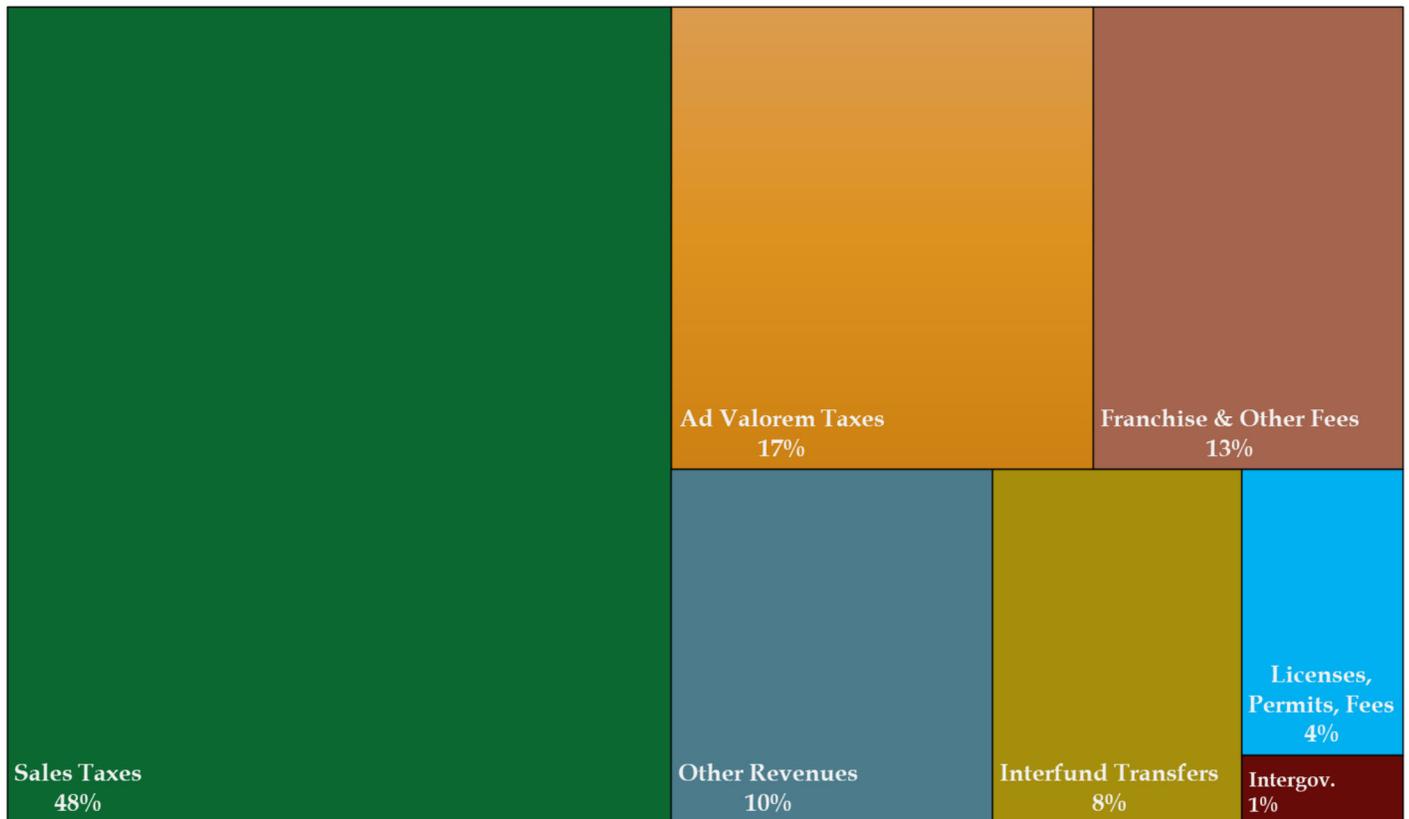
The sales tax rate inside the City of Granbury is 8.25%, with 1.5% being dedicated for City use. The remainder goes to the State (6.25%) and Hood County (0.5%).

## General Fund Revenues

Revenue Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
Ad Valorem Taxes	2,672,214	2,920,148	2,920,148	3,118,501
Sales Taxes	8,516,994	8,030,000	8,030,000	8,675,000
Franchise Fees & Other	1,863,948	1,770,450	1,770,450	2,287,092
Licenses, Permits, Fees	1,116,838	744,413	744,413	739,363
Municipal Court Fees	171,926	154,000	154,000	154,000
Park Revenues	287,189	156,700	156,700	157,500
Interest Income	160,225	80,000	80,000	100,000
Other Revenues	350,567	151,400	151,400	173,600
Intergovernmental Revenue	329,654	253,325	253,325	176,311
Interfund Transfers	1,418,554	1,363,882	1,363,882	1,411,059
Fund Balance Used	-	884,000	884,000	1,232,250
<b>Total Revenues</b>	<b>16,888,108</b>	<b>16,508,318</b>	<b>16,508,318</b>	<b>18,224,676</b>

## General Fund Revenue

Fiscal Year 2019-2020



## General Fund Revenues

Revenue Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Ad Valorem Taxes</b>				
Current Tax Revenue	2,672,214	2,920,148	2,920,148	3,118,501
Delinquent Tax Revenue	24,395	15,000	15,000	15,000
Penalty and Interest on Taxes	24,900	15,000	15,000	15,000
Tax Certificates	455	250	250	250
<b>Total Ad Valorem Taxes</b>	<b>2,721,964</b>	<b>2,950,398</b>	<b>2,950,398</b>	<b>3,148,751</b>
<b>Sales Taxes</b>				
Sales Taxes	8,516,994	8,030,000	8,030,000	8,675,000
Mixed Drink Taxes	83,572	65,000	65,000	75,000
<b>Total Sales Taxes</b>	<b>8,600,566</b>	<b>8,095,000</b>	<b>8,095,000</b>	<b>8,750,000</b>
<b>Franchise Fees</b>				
Cable TV Franchise Fees	97,869	100,000	100,000	95,000
Telephone Franchise Fees	93,049	98,000	98,000	98,000
Electric Franchise Fees	396,094	390,000	390,000	421,582
Solid Waste Franchise Fees	114,384	196,000	196,000	232,400
Gas Franchise Fees	59,045	55,000	55,000	60,000
Utility Fund Franchise Fees	944,219	808,200	808,200	1,246,860
PEG Fee Franchise	25,967	28,000	28,000	28,000
<b>Total Franchise Fees</b>	<b>1,730,626</b>	<b>1,675,200</b>	<b>1,675,200</b>	<b>2,181,842</b>
<b>Licenses, Permits, Fees</b>				
Alcoholic Beverage Permits	11,790	8,000	8,000	8,000
Health Permits	45,113	48,000	48,000	48,000
Building Permits	449,993	400,000	400,000	400,000
Plumbing/Electric Permits	75,108	55,000	55,000	65,000
Pole Usage Fees	9,584	9,363	9,363	9,363
License Registration/Renewal	25,752	30,000	30,000	30,000
Misc Permits/Fees/Licenses	142,903	66,300	66,300	95,000
Dog Pound Fees	400	-	-	-
Gas Well Permits & Fees	1,091	2,000	2,000	2,000
Engineering Fees	86,825	63,750	63,750	-
Accident Report Fees	1,320	2,000	2,000	2,000
Developers Fees	266,960	60,000	60,000	80,000
<b>Total Licenses, Permits, Fees</b>	<b>1,116,838</b>	<b>744,413</b>	<b>744,413</b>	<b>739,363</b>

# General Fund Revenues

*Continued*

Revenue Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Municipal Court Fees</b>				
Fines and Forfeitures	110,703	100,000	100,000	100,000
Court Fines for Building Security	3,384	3,000	3,000	3,000
Mun. Court Administ. Fess	31,259	25,000	25,000	25,000
Warrant Fees	19,914	20,000	20,000	20,000
Arrest Fees	6,666	6,000	6,000	6,000
<b>Total Municipal Court Fees</b>	<b>171,926</b>	<b>154,000</b>	<b>154,000</b>	<b>154,000</b>
<b>Park Revenue</b>				
Ballfield Concessions	36,159	40,000	40,000	40,000
Beach Concession Revenue	-	-	-	-
Beach Rental	1,800	700	700	1,500
Pool Concessions	6,947	8,000	8,000	8,000
Swimming Pool Admissions	18,084	15,000	15,000	15,000
Pavilion Use Fees	3,295	3,000	3,000	3,000
Recreation Activity Fees	41,212	40,000	40,000	40,000
Park Donation/Dedications	148,771	20,000	20,000	20,000
Stage Rental	2,550	2,000	2,000	2,000
Ballfield Use Fees	18,136	15,000	15,000	15,000
Soccer Field Use Fees	7,735	11,000	11,000	11,000
Cemetery Revenue	2,500	2,000	2,000	2,000
<b>Total Park Revenue</b>	<b>287,189</b>	<b>156,700</b>	<b>156,700</b>	<b>157,500</b>
<b>Interest Income</b>				
Interest Income	160,225	80,000	80,000	100,000
<b>Total Interest Income</b>	<b>160,225</b>	<b>80,000</b>	<b>80,000</b>	<b>100,000</b>

## General Fund Revenues

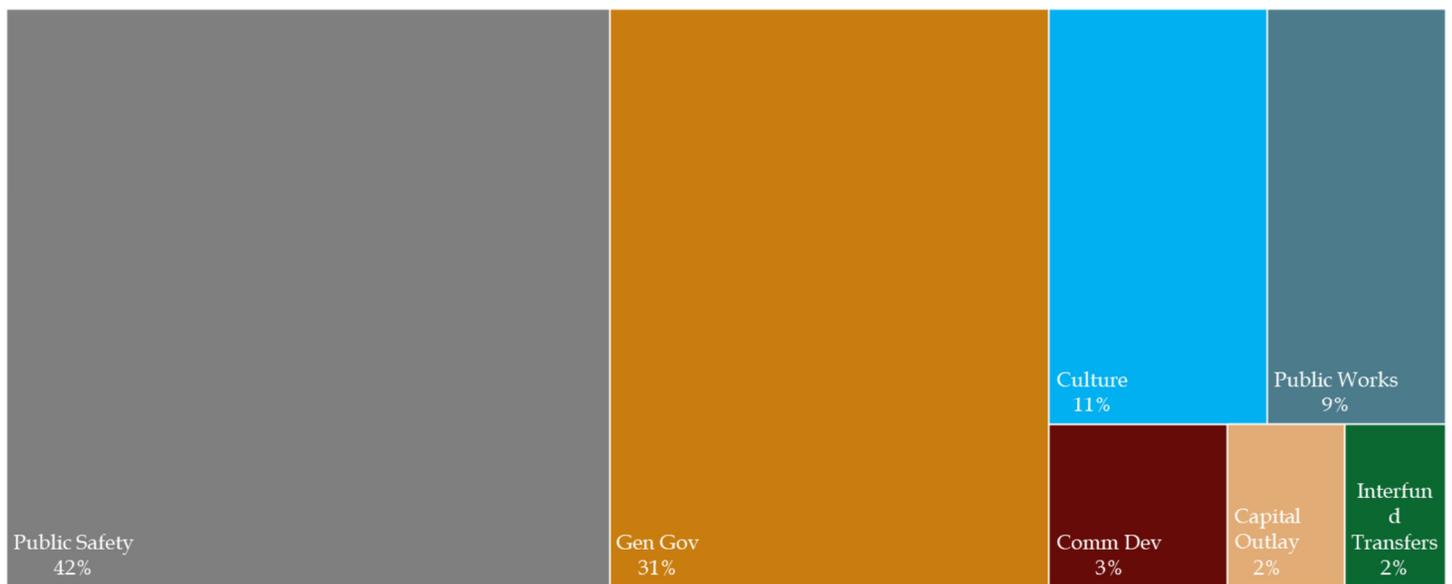
*Continued*

Revenue Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Other Revenue</b>				
Fund Balance Used	-	884,000	884,000	1,232,250
Lease of City Property	97,609	93,600	93,600	115,800
Kiosk Sign Rental	2,425	2,800	2,800	2,800
WIFI Network Income	2,462	-	-	-
Cemetery Gas Well Drilling	7,075	5,000	5,000	5,000
Books, Maps, Publications	192	-	-	-
Granbury TV Programming	23,716	20,000	20,000	20,000
Granbury TV Membership	12	-	-	-
Granbury TV Production	250	-	-	-
Donations	56,016	-	-	-
Miscellaneous Income	36,627	13,000	13,000	13,000
Insurance Proceeds	66,372	-	-	-
Sale of Assets	41,370	-	-	-
Cash Short/Over	33	-	-	-
Vending Machine Revenue	1,015	-	-	-
Service Fees	15,394	17,000	17,000	17,000
<b>Total Other Revenue</b>	<b>350,567</b>	<b>1,035,400</b>	<b>1,035,400</b>	<b>1,405,850</b>
<b>Interfund Transfers</b>				
Transfer In Shared Allocation	997,834	998,135	998,135	1,031,935
Transfer from Utility	420,720	365,747	365,747	379,124
Transfer in from Airport	-	-	-	-
Transfer In from Tourism	-	-	-	-
<b>Total Interfund Transfers</b>	<b>1,418,554</b>	<b>1,363,882</b>	<b>1,363,882</b>	<b>1,411,059</b>
<b>Intergovernmental Revenue</b>				
GISD Officer Reimbursement	67,056	68,900	68,900	-
Other State Grants	121,817	176,800	176,800	168,686
Other Grant Revenue	140,782	7,625	7,625	7,625
<b>Total Intergovernmental</b>	<b>329,654</b>	<b>253,325</b>	<b>253,325</b>	<b>176,311</b>
<b>Total General Fund Revenue</b>	<b>16,888,108</b>	<b>16,508,318</b>	<b>16,508,318</b>	<b>18,224,676</b>

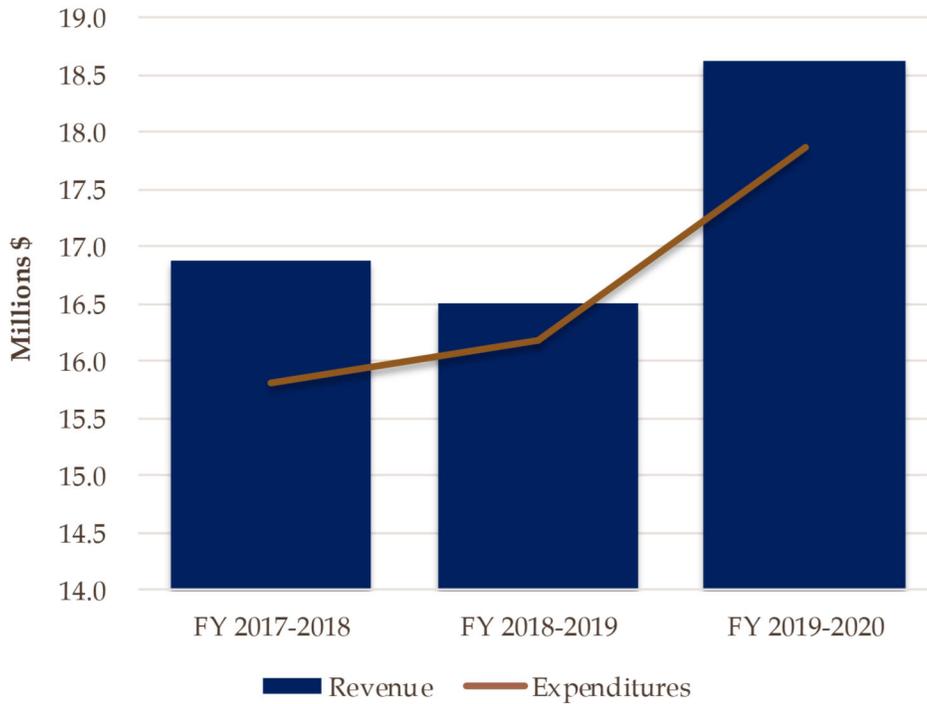
## General Fund Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
Administration	1,903,871	1,915,754	1,915,754	1,990,492
Internal Services	2,075,442	2,042,107	2,042,107	2,256,324
Streets	1,676,190	1,804,570	1,804,570	1,609,963
Community Development	593,902	760,743	760,743	628,125
Clean Air Coalition	82,862	107,056	107,056	107,336
Public Safety	5,496,713	6,210,385	6,210,385	7,565,488
Parks and Recreation	1,729,480	1,839,508	1,839,508	1,958,645
Non-Departmental	702,661	916,832	916,832	1,156,876
Interfund Transfers	746,550	330,380	330,380	356,982
Capital Outlay	811,182	261,750	261,750	412,150
<b>Total Expenditures</b>	<b>15,818,854</b>	<b>16,189,085</b>	<b>16,189,085</b>	<b>18,042,381</b>

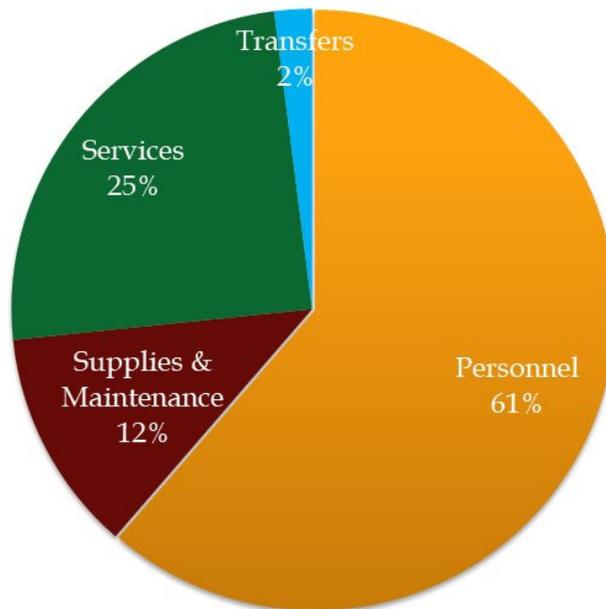
## General Fund Expenditures Fiscal Year 2019-2020



## General Fund Revenues vs Expenditures 3 Year History



## Fiscal Year 2019-2020 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 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Salaries	-	78,000	78,000	78,000
FICA	6,061	5,967	5,967	5,967
Insurance for Personnel	110	120	120	120
Workers Compensation	146	144	144	144
Texas Workforce Commision	328	972	972	972
<b>Total Personnel</b>	<b>6,645</b>	<b>85,203</b>	<b>85,203</b>	<b>85,203</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	222	900	900	900
Copier Expense	207	300	300	1,200
Non-Capital Tools & Equip	1,820	2,000	2,000	2,000
<b>Total Supplies &amp; Maint</b>	<b>2,250</b>	<b>3,200</b>	<b>3,200</b>	<b>4,100</b>
<b>Services</b>				
Council Expense	80,000	-	-	-
Audit & Accounting	21,000	24,000	24,000	24,000
Contsultants, Architect, Engr.	36,449	20,000	20,000	-
Telephone	2,994	2,800	2,800	3,000
Postage	-	100	100	100
Council Travel/Training	14,741	30,000	30,000	25,000
Meeting Refreshments	1,523	2,500	2,500	2,500
Meeting Recordings	-	100	100	100
Dues, Subscriptions, Member	9,017	10,000	10,000	10,000
Community Events	16,981	20,000	20,000	20,000
Miscellaneous Expenses	2,127	2,000	2,000	2,000
Special Events- City Hall	158	2,000	2,000	2,000
<b>Total Services</b>	<b>184,989</b>	<b>113,500</b>	<b>113,500</b>	<b>88,700</b>
<b>Total City Council</b>	<b>193,884</b>	<b>201,903</b>	<b>201,903</b>	<b>178,003</b>

# - 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, as well as providing administrative oversight of the City’s relationship with the Granbury Volunteer Fire Department.

<b>STAFFING</b>			
<b>Title</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
City Manager	1	1	1
Assistant City Manager	1	1	1
Executive Administrative Assistant	1	1	1
<b>Total Staffing</b>	<b>3</b>	<b>3</b>	<b>3</b>

## 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

**OBJECTIVES AND STRATEGIES OF THE CITY MANAGER'S OFFICE**  
*Continued*

**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

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.

# City Manager Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	206,242	345,806	345,806	358,711
FICA	14,002	26,875	26,875	27,889
Leave	4,822	-	-	-
Overtime	70	100	100	100
Retirement	36,478	60,319	60,319	62,503
Longevity	720	1,190	1,190	1,550
Insurance	16,196	22,650	22,650	20,022
Car Allowance	12,000	-	-	-
Workers Compensation	475	791	791	820
Texas Workforce Commission	324	486	486	486
Car Allowance	-	19,200	19,200	19,200
<b>Total Personnel</b>	<b>291,328</b>	<b>477,417</b>	<b>477,417</b>	<b>491,281</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	343	1,000	1,000	1,000
Books, Maps, Pamphlets	-	-	-	-
Copier Expense	2,172	3,800	3,800	3,800
Vehicle Fuel	-	-	-	-
Non-Capital Tools & Equip	375	2,500	2,500	1,500
Maintenance- Vehicles	-	-	-	-
Maintenance- Office Equip	-	-	-	-
Maintenance- Radios	-	-	-	-
<b>Total Supplies &amp; Maint</b>	<b>2,890</b>	<b>7,300</b>	<b>7,300</b>	<b>6,300</b>
<b>Services</b>				
Telephone	1,289	3,650	3,650	2,300
Postage	4	500	500	500
Travel/Training	10,207	20,000	20,000	16,500
General Liability Insurance	462	950	950	950
Dues/Subscription/Membersh	3,853	6,840	6,840	6,590
Internet Services	-	-	-	-
Other Expense	-	500	500	500
Bank/Other Fees	-	-	-	-
<b>Total Services</b>	<b>15,814</b>	<b>32,440</b>	<b>32,440</b>	<b>27,340</b>
<b>Total City Manager</b>	<b>310,032</b>	<b>517,157</b>	<b>517,157</b>	<b>524,921</b>

# - City Secretary -

## Department 12

### MISSION STATEMENT

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

### DESCRIPTION

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

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

<b>STAFFING</b>			
<b>Title</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
City Secretary	1	1	1
Deputy City Secretary	1	1	1
<b>Total Staffing</b>	<b>2</b>	<b>2</b>	<b>2</b>

### OPPORTUNITIES AND CHALLENGES

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

## OBJECTIVES AND STRATEGIES

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

*Related to City Council Goal: Service Delivery.*

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

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

*Related to City Council Goal: Service Delivery.*

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

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

*Related to City Council Goal: Service Delivery.*

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

Objective	Performance Measure	Actual 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

# City Secretary Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	92,689	98,521	98,521	104,201
FICA	6,372	6,925	6,925	7,377
Leave	2,276	-	-	-
Overtime	25	50	50	50
Retirement	15,701	16,496	16,496	17,470
Longevity	1,370	1,610	1,610	1,850
Insurance	16,176	15,100	15,100	13,348
Workers Compensation	208	216	216	229
Texas Workforce Commission	324	324	324	324
<b>Total Personnel</b>	<b>135,141</b>	<b>139,242</b>	<b>139,242</b>	<b>144,849</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	304	1,000	1,000	1,000
Books, Maps, Pamphlets	183	-	-	-
Copier Expense	3,273	3,500	3,500	3,500
Non-Capital Equip & Tools	-	650	650	650
<b>Total Supplies &amp; Maint</b>	<b>3,760</b>	<b>5,150</b>	<b>5,150</b>	<b>5,150</b>
<b>Services</b>				
Telephone	-	-	-	-
Postage	180	1,000	1,000	1,000
Travel/Training	3,037	5,000	5,000	5,000
Documents & Filing Fees	1,863	3,500	3,500	3,500
Advertising - Legal	4,981	6,000	6,000	6,000
General Liability Insurance	395	550	550	550
Dues/Subscription/Membersh	271	400	400	3,700
Election Expense	5,484	12,000	12,000	17,000
Codification	5,379	7,500	7,500	7,500
<b>Total Services</b>	<b>21,590</b>	<b>35,950</b>	<b>35,950</b>	<b>44,250</b>
<b>Total City Secretary</b>	<b>160,490</b>	<b>180,342</b>	<b>180,342</b>	<b>194,249</b>

# - Legal -

## Department 15

### MISSION STATEMENT

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

### DESCRIPTION

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

### OBJECTIVES AND STRATEGIES

1. **Provide quality legal advice to the City Council, City Manager, City Secretary, City Staff and City boards and commissions.**  
*Related to City Council Goal: Service Delivery.*
  - Regularly attend City Council meetings.
  - Review legal documents in a timely manner.
  
2. **Prosecute all complaints in Municipal Court**  
*Related to City Council Goal: Service Delivery*

## Legal Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Services</b>				
Contract Labor	139,852	-	-	-
Contracted Legal Consultants	-	130,000	130,000	178,900
Legal Consultants	52,420	-	-	-
Legal Lake Level Coalition	59,599	-	-	-
Telephone	494	500	500	500
<b>Total Services</b>	<b>252,364</b>	<b>130,500</b>	<b>130,500</b>	<b>179,400</b>
<b>Total City Attorney</b>	<b>252,364</b>	<b>130,500</b>	<b>130,500</b>	<b>179,400</b>

# - Finance -

## Department 20

### MISSION STATEMENT

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

### DESCRIPTION

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

<b>STAFFING</b>			
<b>Title</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Finance Director	1	1	1
Assistant Finance Director	1	1	1
Financial Analyst	1	1	1
Accounting Specialist	1	1	1
Full Time Clerk	1	1	1
City Hall Receptionist	1	1	1
<b>Total Staffing</b>	<b>6</b>	<b>6</b>	<b>6</b>

### OPPORTUNITIES AND CHALLENGES

In Fiscal Year 2018-19 the Finance department launched a new online portal for budget collaboration, OpenGov. This web-based tool allows for department heads, finance and administration to submit budget requests and supporting documentation in real-time electronically saving a lot of time, effort and duplication. This application also allows for finance to publish financials reports for department heads to review their budget at any time during the month. Finally, OpenGov is also a platform for Citizen-engagement where financials are published publicly for citizens to review at any time and drill down into totals to see line item detail on where the City raises funds and where tax-payer dollars are spent.

In FY 2019-2020 Finance will work with IT to upgrade the main software, Incode from version 9 to the new version X. The newer version will allow for the implementation of more efficient processes for many of the departments that rely on Incode for their daily operations.

## 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 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	323,890	353,481	353,481	356,222
FICA	23,563	25,513	25,513	25,735
Leave	8,536	-	-	-
Overtime	161	250	250	250
Retirement	54,695	59,132	59,132	59,610
Longevity	4,600	5,390	5,390	5,550
Insurance	40,643	45,300	45,300	40,044
Workers Compensation	747	775	775	782
Texas Workforce Commission	1,153	972	972	972
<b>Total Personnel</b>	<b>457,986</b>	<b>490,813</b>	<b>490,813</b>	<b>489,165</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	2,100	4,000	4,000	4,000
Copier Expense	4,264	7,200	7,200	5,200
Non-Capital Equip & Tools	2,340	-	-	-
Maintenance- Office Equip	-	1,000	1,000	1,000
<b>Total Supplies &amp; Maint</b>	<b>8,703</b>	<b>12,200</b>	<b>12,200</b>	<b>10,200</b>
<b>Services</b>				
Telephone	1,123	1,225	1,225	1,225
Postage	3,431	5,000	5,000	5,000
Travel/Training	9,439	12,000	12,000	17,000
Printing	134	1,000	1,000	1,000
General Liability Insurance	2,525	3,250	3,250	2,750
Dues/Subscription/Memberships	1,975	2,500	2,500	1,750
Contract Services	17,200	15,000	15,000	17,000
Bank/Other Fees	1,275	1,000	1,000	1,000
<b>Total Services</b>	<b>37,102</b>	<b>40,975</b>	<b>40,975</b>	<b>46,725</b>
<b>Total Finance</b>	<b>503,791</b>	<b>543,988</b>	<b>543,988</b>	<b>546,090</b>

# - Purchasing -

## Department 21

### MISSION STATEMENT

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

### DESCRIPTION

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

<b>STAFFING</b>			
<b>Title</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Purchasing Agent	1	1	1
Purchasing Assistant	1	1	1
<b>Total Staffing</b>	<b>2</b>	<b>2</b>	<b>2</b>

### OPPORTUNITIES AND CHALLENGES

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

## 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	Projected	Adopted
	FY 2017-2018	FY 2018-2019	FY 2018-2019	FY 2019-2020
<b>Personnel</b>				
Regular	97,278	104,457	104,457	107,506
FICA	7,231	7,384	7,384	7,635
Leave	3,351	-	-	-
Overtime	-	100	100	100
Retirement	17,190	18,023	18,023	18,564
Longevity	4,680	4,920	4,920	5,160
Insurance	16,184	15,100	15,100	13,348
Workers Compensation	228	236	236	243
Texas Workforce Commission	324	324	324	324
<b>Total Personnel</b>	<b>146,466</b>	<b>150,544</b>	<b>150,544</b>	<b>152,880</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	299	380	380	380
Books, Maps, Pamphlets	-	-	-	-
Copier Expense	882	1,700	1,700	1,700
Wearing Apparel	107	160	160	160
Vehicle Fuel	-	-	-	-
Non-Capital Tools & Equip	-	200	200	200
Maintenance- Office Equip	-	-	-	-
<b>Total Supplies &amp; Maint</b>	<b>1,288</b>	<b>2,440</b>	<b>2,440</b>	<b>2,440</b>
<b>Services</b>				
Telephone	38	1,100	1,100	1,100
Postage	1	50	50	50
Travel/Training	1,500	3,500	3,500	3,500
Advertising- Legal	250	600	600	1,000
General Liability Insurance	4,434	500	500	500
Dues/Subscription/Membersh	438	565	565	565
Auction Expenses	192	250	250	250
<b>Total Services</b>	<b>6,852</b>	<b>6,565</b>	<b>6,565</b>	<b>6,965</b>
<b>Total Purchasing</b>	<b>154,606</b>	<b>159,549</b>	<b>159,549</b>	<b>162,285</b>

# - Warehouse Operations -

## Department 25

### MISSION STATEMENT

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

### DESCRIPTION

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

STAFFING			
Title	2017-18	2018-19	2019-20
Warehouse Technician	2	2	2
<b>Total Staffing</b>	<b>2</b>	<b>2</b>	<b>2</b>

### OBJECTIVES AND STRATEGIES

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

Objective	Performance Measure	Actual 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	Projected	Adopted
	FY 2017-2018	FY 2018-2019	FY 2018-2019	FY 2019-2020
<b>Personnel</b>				
Regular	60,140	64,890	64,890	66,644
FICA	4,836	5,017	5,017	5,170
Leave	3,263	-	-	-
Overtime	1,660	2,000	2,000	2,000
Retirement	10,783	11,244	11,244	11,571
Longevity	1,110	1,400	1,400	1,640
Insurance	16,196	15,100	15,100	13,348
Workers Compensation	2,410	2,435	2,435	2,506
Texas Workforce Commission	326	324	324	324
<b>Total Personnel</b>	<b>100,725</b>	<b>102,410</b>	<b>102,410</b>	<b>103,203</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	401	400	400	200
Copy Machine Supplies	873	1,400	1,400	1,600
Wearing Apparel	1,045	1,200	1,200	800
Vehicle Fuel	1,342	1,600	1,600	1,600
Non-Capital Tools & Equip	1,202	1,500	1,500	1,500
Maintenance- Motor Vehicles	57	1,000	1,000	1,000
Maintenance- Heavy Equip	449	1,000	1,000	1,000
Maintenance- Tanks	6,618	8,575	8,575	8,575
<b>Total Supplies &amp; Maint</b>	<b>11,988</b>	<b>16,675</b>	<b>16,675</b>	<b>16,275</b>
<b>Services</b>				
Utilities	24,747	-	-	-
Telephone	1,152	600	600	600
Travel/Training	2,456	1,000	1,000	1,000
General Liability Insurance	1,337	4,000	4,000	3,700
Leases & Fleet Transfers	5,612	5,612	5,612	20,931
Dues, Subscriptions, Member	182	120	120	120
<b>Total Services</b>	<b>35,486</b>	<b>11,332</b>	<b>11,332</b>	<b>26,351</b>
<b>Capital Outlay</b>				
Other Equipment & Tools	-	27,000	27,000	-
<b>Total Capital Outlay</b>	<b>-</b>	<b>27,000</b>	<b>27,000</b>	<b>-</b>
<b>Total Warehouse Operations</b>	<b>148,199</b>	<b>157,417</b>	<b>157,417</b>	<b>145,829</b>

\* 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 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Services</b>				
Hood County Committee on Aging	32,000	32,000	32,000	32,000
The Transit System, Inc.	22,000	22,000	22,000	22,000
<b>Total Services</b>	<b>54,000</b>	<b>54,000</b>	<b>54,000</b>	<b>54,000</b>

# - 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

Beginning October 2018, the City of Granbury outsourced most of its IT management to a third-party company, McLane Intel Solutions. This company works hand-in-hand with City staff to analyze, maintain and support technology infrastructure for the City.

### OPPORTUNITIES AND CHALLENGES

IT has an opportunity to work with Finance to upgrade core application software for Staff that will not only be more efficient, but also allow for single identification log-in, web-based access for remote users, and combining applications currently supported by multiple companies into one inclusive support service.

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.

Allowing end users to be champions of the applications they use daily, while also centralizing technology support so Staff can be efficient with their time performing City services.

## 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 web-based help desk ticket processing
- 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.

**2. 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 or consider moving some applications to a hosted solution.

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

## IT Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	114,451	65,000	65,000	54,950
FICA	13,380	5,000	5,000	5,515
Leave	61,704	-	-	-
Overtime	4,166	-	-	5,000
Retirement	27,193	10,750	10,750	9,895
Longevity	3,090	-	-	140
Insurance	10,521	7,600	7,600	6,674
Workers Compensation	874	350	350	317
Texas Workforce Commission	555	200	200	162
Contract Labor	359	-	-	-
<b>Total Personnel</b>	<b>236,294</b>	<b>88,900</b>	<b>88,900</b>	<b>82,653</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	477	250	250	250
Copier Expense	596	350	350	350
Wearing Apparel	587	550	550	550
Vehicle Fuel	703	1,000	1,000	1,000
Non-Capital Tools & Equip	10,227	6,000	6,000	6,000
Desktop Computers	11,191	10,000	10,000	63,000
Maintenance- Computers	9,772	10,300	10,300	10,300
Maintenance- Motor Vehicles	628	1,200	1,200	1,200
Maintenance- Radios & Towers	7,777	5,000	5,000	-
<b>Total Supplies &amp; Maint</b>	<b>41,958</b>	<b>34,650</b>	<b>34,650</b>	<b>82,650</b>

\* Moved to Non Departmental budget

# IT Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Services</b>				
Consultants, Engineering	22,399	15,000	15,000	-
Electricity	2,895	1,800	1,800	2,400
Telephone	1,383	1,000	1,000	1,000
Postage	65	300	300	300
Travel/Training	3,110	2,500	2,500	-
General Liability Insurance	2,074	1,500	1,500	1,500
Leases & Fleet Transfers	20,363	10,181	10,181	600
Dues, Subscriptions, Member	165	300	300	300
Contract Software Licensing	-	-	-	43,650 *
Software Licensing Fees	243,557	335,652	335,652	187,680
Contract Services	-	-	-	248,020 *
Internet Provider Subscription	154,207	162,700	162,700	162,700
<b>Total Services</b>	<b>450,218</b>	<b>530,933</b>	<b>530,933</b>	<b>648,150</b>
<b>Capital Outlay</b>				
Office Equipment	2,980	-	-	-
Other Capital Equipment & Tools	14,295	17,000	17,000	248,400
<b>Total Capital Outlay</b>	<b>17,275</b>	<b>17,000</b>	<b>17,000</b>	<b>248,400</b>
<b>Total IT</b>	<b>745,745</b>	<b>671,483</b>	<b>671,483</b>	<b>1,061,853</b>

\* New IT line items to account for constant care, services, and licensing managed by the City's third-party IT management firm, McLane Intelligent Solutions.

# - 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.

<b>STAFFING</b>			
<b>Title</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Human Resources Director	1	0	0
Human Resources Coordinator	0	1	1
Human Resources Specialist	1	0	0
<b>Total Staffing</b>	<b>2</b>	<b>1</b>	<b>1</b>

### OPPORTUNITIES AND CHALLENGES

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

**OBJECTIVES AND STRATEGIES**

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

*Related to City Council Goal: Service Delivery.*

- Consistent job descriptions
- Implement multi-faceted training program

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

*Related to City Council Goal: Service Delivery.*

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

Objective	Performance Measure	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimate 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%

# Human Resource Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	53,475	60,353	60,353	62,172
FICA	4,163	4,393	4,393	4,541
Leave	4,483	-	-	-
Retirement	10,185	10,525	10,525	10,844
Longevity	3,460	3,580	3,580	3,700
Insurance	8,098	7,550	7,550	6,674
Workers Compensation	133	138	138	142
Texas Workforce Commission	162	162	162	162
<b>Total Personnel</b>	<b>84,159</b>	<b>86,701</b>	<b>86,701</b>	<b>88,235</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	958	750	750	1,000
Books, Maps, Pamphlets	-	200	200	200
Copier Expense	1,128	1,600	1,600	1,600
Non-Capital Tools & Equip	1,534	-	-	-
<b>Total Supplies &amp; Maint</b>	<b>3,619</b>	<b>2,550</b>	<b>2,550</b>	<b>2,800</b>
<b>Services</b>				
Consultants, Architects, Engin	28,800	30,000	30,000	30,000
ADP Services	37,522	36,000	36,000	39,600
Telephone	961	1,225	1,225	1,225
Postage	244	700	700	700
Travel/Training	3,485	4,000	4,000	4,000
Employee Training Program	1,219	10,000	10,000	10,000
Advertising- Employee	1,115	1,300	1,300	1,300
General Liability Insurance	178	500	500	500
Safety Testing	1,303	5,000	5,000	5,500
Dues, Subscriptions, Member	374	500	500	500
Other Fees	530	300	300	710
Employee Appreciation	15,390	18,000	18,000	18,000
Firefighter Appreciation	5,040	5,000	5,000	5,000
Employee Asst. Program	4,159	4,200	4,200	4,320
<b>Total Services</b>	<b>100,319</b>	<b>116,725</b>	<b>116,725</b>	<b>121,355</b>
<b>Total Human Resources</b>	<b>188,097</b>	<b>205,976</b>	<b>205,976</b>	<b>212,390</b>

# - Communications -

## Department 27

### MISSION STATEMENT

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

### DESCRIPTION

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

<b>STAFFING</b>			
<b>Title</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Broadcast Services Coordinator	1	1	1
Part-Time Intern	0	1	1
<b>Total Staffing</b>	<b>1</b>	<b>2</b>	<b>2</b>

### OPPORTUNITIES AND CHALLENGES

- 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.
- Centralizing City communications through this department gives the City the opportunity to ensure that staff is presenting a consistent, cohesive message, across all departments and a variety of topics.
- The Communications Department now has the opportunity to work closely with the Convention & Visitors Bureau Department and share staff resources and knowledge for tasks necessary for both departments' success, such as website oversight and digital marketing initiatives.

## OBJECTIVES AND STRATEGIES

**1. 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.

**2. 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.

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

# Communications Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	48,163	60,858	60,858	73,533
FICA	3,664	4,651	4,651	5,629
Leave	-	-	-	-
Retirement	7,792	8,195	8,195	9,472
Longevity	230	350	350	470
Insurance	8,098	7,550	7,550	6,674
Workers Compensation	168	159	159	192
Texas Workforce Commission	172	343	343	343
Contract Labor	23,775	-	-	-
<b>Total Personnel</b>	<b>92,063</b>	<b>82,106</b>	<b>82,106</b>	<b>96,313</b>

## - Granbury Media -

<b>Supplies &amp; Maintenance</b>				
Office Supplies	128	150	150	150
Intellectual Properties	15	250	250	250
Copier Expense	252	300	300	600
Non-Capital Tools & Equip	489	2,000	2,000	2,000
Maintenance- Office Equip.	-	500	500	500
<b>Total Supplies &amp; Maint</b>	<b>884</b>	<b>3,200</b>	<b>3,200</b>	<b>3,500</b>

<b>Services</b>				
Contract Services	-	23,250	23,250	23,250
Consultants	-	500	500	-
Utilities	7,057	7,550	7,550	8,050
Telephone	1,592	1,600	1,600	1,750
Postage	19	100	100	100
Travel/Training	1,702	750	750	750
General Liability Insurance	861	1,000	1,000	1,000
Dues, Subscriptions, Member	2,093	1,885	1,885	5,648
Broadcast Connections	5,137	5,160	5,160	5,160
Internet Service	589	940	940	940
Misc Expense	99	125	125	125
<b>Total Services</b>	<b>19,149</b>	<b>42,860</b>	<b>42,860</b>	<b>46,773</b>

# Communications Expenditures

*Continued*

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>- Public Information Officer -</b>				
<b>Services</b>				
Office Supplies	-	-	-	150
Consultants	-	1,000	1,000	1,000
Travel/Training	2,971	3,000	3,000	3,000
Advertising	50	500	500	500
Dues, Subscriptions, Member	488	3,097	3,097	4,078
Misc Expense	76	125	125	125
<b>Total Services</b>	<b>3,585</b>	<b>7,722</b>	<b>7,722</b>	<b>8,853</b>
<b>Capital Outlay</b>				
Other Capital Equipment & Tools	3,151	15,000	15,000	56,750
<b>Total Capital Outlay</b>	<b>3,151</b>	<b>15,000</b>	<b>15,000</b>	<b>56,750</b>
<b>Total Communications</b>	<b>118,833</b>	<b>150,888</b>	<b>150,888</b>	<b>212,189</b>

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# - Fleet Maintenance -

## Department 48

### MISSION STATEMENT

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

### DESCRIPTION

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

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

<b>STAFFING</b>			
<b>Title</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Fleet Maintenance Superintendent	1	1	1
Mechanic I	1	1	1
Mechanic II	1	1	1
Administrative Assistant I	1	1	1
<b>Total Staffing</b>	<b>4</b>	<b>4</b>	<b>4</b>

### OPPORTUNITIES AND CHALLENGES

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

## OBJECTIVES AND STRATEGIES

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

*Related to City Council Goal: Infrastructure Basics.*

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

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

*Related to City Council Goal: Infrastructure Basics.*

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

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

*Related to City Council Goal: Intergovernmental Relationships.*

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

# Fleet Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	164,702	181,848	181,848	187,254
FICA	13,655	13,989	13,989	14,439
Leave	11,143	-	-	-
Overtime	2,302	500	500	500
Retirement	29,935	30,918	30,918	31,888
Longevity	4,960	5,440	5,440	5,920
Insurance	32,393	30,200	30,200	26,696
Workers Compensation	2,998	3,132	3,132	3,229
Texas Workforce Commission	648	648	648	648
<b>Total Personnel</b>	<b>262,734</b>	<b>266,675</b>	<b>266,675</b>	<b>270,574</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	648	550	550	625
Copier Expense	873	1,000	1,000	1,000
Janitorial Supplies	371	520	520	520
Wearing Apparel	1,874	2,000	2,000	2,000
Vehicle Fuel	16,115	20,000	20,000	20,000
Chemicals	177	1,200	1,200	1,200
Non-Capital Tools & Equip	11,216	16,000	16,000	16,000
Maintenance- Motor Vehicles	1,118	2,330	2,330	2,830
Maintenance- Minor Equip	710	1,410	1,410	1,410
<b>Total Supplies &amp; Maint</b>	<b>33,103</b>	<b>45,010</b>	<b>45,010</b>	<b>45,585</b>
<b>Services</b>				
Telephone	1,024	1,050	1,050	1,050
Postage	-	50	50	50
Travel/Training	769	1,200	1,200	1,200
General Liability Insurance	4,221	2,300	2,300	2,300
Equipment Rental/Lease	900	1,000	1,000	1,000
Leases & Fleet Transfers	2,241	-	-	5,250
<b>Total Services</b>	<b>9,155</b>	<b>5,600</b>	<b>5,600</b>	<b>10,850</b>
<b>Capital Outlay</b>				
Miscellaneous Tools & Equip.	6,538	-	-	-
<b>Total Capital Outlay</b>	<b>6,538</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Fleet Maintenance</b>	<b>311,530</b>	<b>317,285</b>	<b>317,285</b>	<b>327,009</b>

# - Building Maintenance -

## Department 49

### MISSION STATEMENT

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

### DESCRIPTION

Building Maintenance is responsible for the maintenance and repair of all City-owned properties. 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 445,759 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.

<b>STAFFING</b>			
<b>Title</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Asst Director of Public Works/Maintenance	1	1	1
Building Maintenance Foreman	1	1	1
Master Maintenance Technician	2	2	2
Building Maintenance Technician	1	1	1
Custodian	4	4	4
<b>Total Staffing</b>	<b>9</b>	<b>9</b>	<b>9</b>

## Building Maintenance Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	336,509	376,309	376,309	386,671
FICA	27,454	28,531	28,531	29,408
Leave	22,932	-	-	-
Overtime	4,067	1,000	1,000	1,000
Retirement	60,308	64,173	64,173	66,057
Longevity	11,360	12,460	12,460	13,540
Insurance	70,554	67,950	67,950	60,066
Workers Compensation	10,637	10,328	10,328	10,631
Texas Workforce Commission	1,468	1,458	1,458	1,458
<b>Total Personnel</b>	<b>545,289</b>	<b>562,209</b>	<b>562,209</b>	<b>568,831</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	410	400	400	400
Copier Expense	1,460	2,000	2,000	2,000
Janitorial Supplies	11,640	12,000	12,000	14,000
Wearing Apparel	4,561	6,000	6,000	6,000
Vehicle Fuel	10,202	12,000	12,000	10,000
Non-Capital Tools & Equip	3,507	3,500	3,500	3,500
Maintenance- Buildings	62,589	62,200	62,200	62,200
Maintenance- Motor Vehicles	2,709	5,500	5,500	5,500
Maintenance- Minor Equip	-	100	100	100
<b>Total Supplies &amp; Maint</b>	<b>97,077</b>	<b>103,700</b>	<b>103,700</b>	<b>103,700</b>

# Building Maintenance Expenditures

## Continued

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Services</b>				
Consultants, Architects, Engin	5,000	3,000	3,000	10,000
Utilities	1,908	2,950	2,950	2,950
Telephone	3,343	3,500	3,500	4,900
Postage	1	100	100	100
Travel/Training	4,047	4,000	4,000	4,000
General Liability Insurance	5,573	6,500	6,500	6,500
Equipment Rental/Lease	-	-	-	-
Leases & Fleet Transfers	5,294	5,294	5,294	17,647
Dues & Subscriptions	45	120	120	120
Contract Services	17,599	35,000	35,000	35,000
<b>Total Services</b>	<b>42,810</b>	<b>60,464</b>	<b>60,464</b>	<b>81,217</b>
<b>Capital Outlay</b>				
Building & Improvements*	56,900	-	-	4,000
Pickups	29,115	-	-	-
Other Vehicles	-	-	-	-
<b>Total Capital Outlay</b>	<b>86,015</b>	<b>-</b>	<b>-</b>	<b>4,000</b>
<b>Total Building Maintenance</b>	<b>771,191</b>	<b>726,373</b>	<b>726,373</b>	<b>757,748</b>

\* In FY2017-2018, the IT room was split, and the service center carpet was replaced.

### 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, cleaning, and repairing structures as needed.

## Clean Air Coalition Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	39,521	41,046	41,046	41,855
FICA	3,053	3,179	3,179	3,250
Retirement	6,507	6,843	6,843	6,996
Longevity	390	510	510	630
Insurance	6,968	7,550	7,550	6,674
Workers Compensation	159	166	166	169
Texas Workforce Commission	162	162	162	162
<b>Total Personnel</b>	<b>56,760</b>	<b>59,456</b>	<b>59,456</b>	<b>59,736</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	523	3,000	3,000	3,000
<b>Total Supplies &amp; Maint</b>	<b>523</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
<b>Services</b>				
Consultants/ Arch/ Engin	8,574	500	500	500
Telephone	1,602	2,000	2,000	2,000
Postage	149	100	100	100
Travel/Training	582	2,000	2,000	2,000
Printing	4,154	10,000	10,000	10,000
Rent	3,925	10,000	10,000	10,000
Event Participation	183	4,000	4,000	4,000
Radio/TV	6,319	15,000	15,000	15,000
Website	90	1,000	1,000	1,000
<b>Total Services</b>	<b>25,579</b>	<b>44,600</b>	<b>44,600</b>	<b>44,600</b>
<b>Capital Outlay</b>				
Miscellaneous Equipment	-	-	-	-
Property Improvements	-	-	-	-
<b>Total Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Clean Air Coalition</b>	<b>82,862</b>	<b>107,056</b>	<b>107,056</b>	<b>107,336</b>

The Hood County Clean Air Coalition is a proactive organization made of businesses, schools, local government, and citizens whose goal is to promote clean air in Hood County, Texas. We recognize the dangers that high ozone levels pose to our community, especially for our senior citizens, children, and those that suffer from asthma and other lung disorders. We will work with local, state, and national stakeholders to identify strategies and solutions to reduce air pollution emissions below the National Ambient Air Quality Standards (NAAQS) of the Clean Air Act.

## Non-Departmental Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Supplies &amp; Maintenance</b>				
Wearing Apparel	32	1,000	1,000	1,000
Vehicle Fuel, HCCOA	-	-	-	-
Maintenance- Buildings	338	2,000	2,000	2,000
Maintenance- Towers	-	-	-	14,384
<b>Total Supplies &amp; Maintenance</b>	<b>370</b>	<b>3,000</b>	<b>3,000</b>	<b>17,384</b>
<b>Services</b>				
Consultants/ Arch/Engineering	50,877	22,680	22,680	3,500
Utilities	200,531	185,950	185,950	196,950
Granbury Cultural Arts Commission	-	10,000	10,000	10,000
Bridge St Museum Expense	14,059	14,000	14,000	14,000
Bridge St Museum- Self Supported	11,571	15,000	15,000	15,000
Memorial Lane Expenses	31,953	-	-	-
General Liability Insurance	19,228	20,200	20,200	20,200
Property Lease Dock	6,750	-	-	-
Meeting Expenses	-	1,000	1,000	1,000
Equipment Lease	4,920	2,880	2,880	2,880
Leases & Fleet Transfers	-	70,000	70,000	70,000
Special Property Expense	34,173	35,000	35,000	35,000
Project Repairs for Reimbursement	-	5,000	5,000	-
Dues & Subscriptions	3,821	2,000	2,000	2,210
Tax Appraisal- Collection	134,124	128,402	128,402	149,000
Acton Distr Reimbursement	28,413	14,000	14,000	29,000
Vybranz Revenue Recovery	21,193	37,720	37,720	17,700
Contrbtn to Weatherford College	25,000	25,000	25,000	25,000
Kroger 380 Reimbursement	105,095	115,000	115,000	115,000
Community Contribution	5,000	5,000	5,000	5,000
New Developer 380 Reimbursement	-	-	-	50,000
Contingency	-	200,000	200,000	368,052
Miscellenous Expense	2,425	-	-	5,000
Banking Fees	3,159	5,000	5,000	5,000
<b>Total Services</b>	<b>702,292</b>	<b>913,832</b>	<b>913,832</b>	<b>1,139,492</b>

\* 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 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Interfund Transfers</b>				
Transfer to Airport Fund	94,020	-	-	-
Transfer to Tourism Fund	562,530	240,380	240,380	266,982
Transfer for Promo of Tourism Act	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
<b>Total Interfund Transfers</b>	<b>746,550</b>	<b>330,380</b>	<b>330,380</b>	<b>356,982</b>
<b>Capital Outlay</b>				
Building & Improvements	241,199	-	-	-
Land	-	-	-	-
<b>Total Capital Outlay</b>	<b>241,199</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Non-Departmental</b>	<b>1,690,410</b>	<b>1,247,212</b>	<b>1,247,212</b>	<b>1,513,858</b>

# - 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.

<b>STAFFING</b>			
<b>Title</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Municipal Court Judge	1	1	1
Court Administrator	1	1	1
Deputy Court Clerk	1	1	1
<b>Total Staffing</b>	<b>3</b>	<b>3</b>	<b>3</b>

## OPPORTUNITIES AND CHALLENGES

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

## OBJECTIVES AND STRATEGIES

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

*Related to City Council Goal: Service Delivery.*

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

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

*Related to City Council Goal: Service Delivery.*

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

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

# Municipal Court Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	129,244	136,756	136,756	140,464
FICA	10,295	10,711	10,711	11,013
Leave	2,624	-	-	-
Overtime	183	300	300	300
Retirement	14,587	15,307	15,307	15,761
Longevity	3,700	3,940	3,940	4,180
Insurance	16,250	15,100	15,100	13,348
Workers Compensation	291	304	304	313
Texas Workforce Commission	573	598	598	597
<b>Total Personnel</b>	<b>177,747</b>	<b>183,016</b>	<b>183,016</b>	<b>185,976</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	471	700	700	700
Books, Maps, Pamphlets	64	150	150	250
Copier Expense	1,748	2,500	2,500	2,500
Wearing Apparel	-	-	-	1,000
Non-Capital Equipment	59	500	500	500
Maint. of Office Equipment	-	-	-	-
<b>Total Supplies &amp; Maint</b>	<b>2,342</b>	<b>3,850</b>	<b>3,850</b>	<b>4,950</b>
<b>Services</b>				
Telephone	1,120	950	950	950
Postage	1,200	2,500	2,500	2,500
Jury and Witness Expense	1,000	1,004	1,004	1,004
Travel/Training	1,488	5,000	5,000	6,000
General Liability Insurance	724	1,000	1,000	1,000
Dues/Subscription/Membersh	407	600	600	600
Bank Card Fees	2,323	2,000	2,000	2,000
<b>Total Services</b>	<b>8,262</b>	<b>13,054</b>	<b>13,054</b>	<b>14,054</b>
<b>Total Municipal Court</b>	<b>188,350</b>	<b>199,920</b>	<b>199,920</b>	<b>204,980</b>

# - Police -

## Department 41

### MISSION STATEMENT

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

### DESCRIPTION

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

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

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

<b>STAFFING</b>			
<b>Title</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Police Chief	1	1	1
Deputy Chief	1	1	1
Police Lieutenant	1	2	2
Patrol Sergeant	4	4	4
Criminal Investigator	4	4	5
Community Services Sergeant	1	1	1
Police Patrol	19	25	30
Community Services Officer	1	0	0
School Resource Officer	1	1	1
Animal Control Officer	1	1	1
Administrative Assistant	4	4	4
Evidence Tech/Info Systems Tech	1	1	1
<b>Total Staffing</b>	<b>39</b>	<b>45</b>	<b>51</b>

## OBJECTIVES AND STRATEGIES

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

*Related to City Council Goal: Service Delivery.*

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

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

*Related to City Council Goal: Citizen Involvement.*

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

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

*Related to City Council Goal: Citizen Involvement.*

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

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

*Related to City Council Goal: Citizen Involvement.*

**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	Estimate 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 GISD 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. A staffing plan has been implemented to try to remedy this problem.
- The Department has also outgrown the current operating space, and needs to begin the process of working with an architect to design a standalone facility that can accommodate the increasing needs of the department.

## Police Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	2,317,719	2,667,626	2,667,626	3,463,158
FICA	197,273	212,306	212,306	249,327
Leave	147,415	-	-	-
Overtime	92,038	75,000	75,000	75,000
Retirement	423,982	459,639	459,639	591,140
Longevity	43,910	48,860	48,860	51,910
Insurance	356,628	368,050	368,050	386,374
Workers Compensation	49,084	54,545	54,545	71,142
Texas Workforce Commission	6,654	6,966	6,966	8,262
Contract Labor	-	-	-	-
<b>Total Personnel</b>	<b>3,634,704</b>	<b>3,892,992</b>	<b>3,892,992</b>	<b>4,896,313</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	5,805	5,730	5,730	5,730
Books, Maps, Pamphlets	1,550	1,700	1,700	1,700
Copier Expense	9,567	10,000	10,000	10,000
Janitorial Supplies	-	160	160	160
Wearing Apparel	34,799	68,828	68,828	82,000
Vehicle Fuel	62,255	70,000	70,000	70,000
Chemical Supplies	-	400	400	400
Non-Capital Tools & Equip	72,744	80,445	80,445	59,955
SWAT Equipment	-	8,000	8,000	28,525
Weapons & Assoc Equipment	4,896	6,985	6,985	6,985
Maintenance- Motor Vehicles	22,060	28,000	28,000	28,000
Maintenance - Office Equip	-	10,000	10,000	5,000
Maintenance- Radios	3,079	6,400	6,400	6,400
K-9 Program	1,122	-	-	-
LEOSE Expenditures	1,150	3,000	3,000	3,000
<b>Total Supplies &amp; Maint</b>	<b>219,028</b>	<b>299,648</b>	<b>299,648</b>	<b>307,855</b>

# Police Expenditures

*Continued*

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Services</b>				
Telephone	22,702	23,000	23,000	23,000
Postage	2,435	3,600	3,600	3,600
Technical/Professional	3,853	2,880	2,880	2,880
Travel/Training	28,620	29,151	29,151	29,151
General Liability Insurance	41,123	43,000	43,000	50,000
Animal Care Expense	8,000	8,000	8,000	8,000
Equipment Rental	860	2,640	2,640	2,640
Leases & Fleet Transfers	44,759	27,107	27,107	369,553
Dispatch Participation Exp	146,723	146,723	146,723	146,723
Dues/Subscriptions/Membership	6,414	8,850	8,850	8,000
Confidential Investigation	18	1,610	1,610	1,610
Software License	-	6,919	6,919	35,160
Community Services Expense	1,065	4,420	4,420	4,420
Target Practice Expense	10,825	11,750	11,750	11,750
Wrecker Fees	3,120	3,000	3,000	3,000
Bank Fees	29	100	100	100
<b>Total Services</b>	<b>320,548</b>	<b>322,750</b>	<b>322,750</b>	<b>699,587</b>
<b>Capital Outlay</b>				
Automobiles	130,296	-	-	-
Software	33,013	-	-	-
Radios, Radar & Assoc Equip	136,234	-	-	-
Miscellaneous Tools	-	47,000	47,000	-
<b>Total Capital Outlay</b>	<b>299,543</b>	<b>47,000</b>	<b>47,000</b>	<b>-</b>
<b>Total Police</b>	<b>4,473,824</b>	<b>4,562,390</b>	<b>4,562,390</b>	<b>5,903,755</b>

# - Fire & Rescue -

## Department 42

### MISSION STATEMENT

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

### DESCRIPTION

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

STAFFING			
Title	2017-18	2018-19	2019-20
Fire Dept Clerk	1	1	1
<b>Total Staffing</b>	<b>1</b>	<b>1</b>	<b>1</b>

### OBJECTIVES AND STRATEGIES

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

*Related to City Council Goal: Service Delivery.*

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

*Related to City Council Goal: Infrastructure Basics.*

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

Objective	Performance Measure	Actual 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 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	31,807	35,768	35,768	86,106
FICA	2,589	2,733	2,733	6,593
Leave	2,705	-	-	-
Overtime	-	-	-	-
Retirement	5,657	5,952	5,952	14,261
Pension Contribution	53,973	70,400	70,400	70,400
Longevity	260	380	380	500
Hospitalization Insurance	24,530	25,450	25,450	24,574
Workers Compensation	3,866	3,909	3,909	4,018
Texas Workforce Commission	162	162	162	162
<b>Total Personnel</b>	<b>125,548</b>	<b>144,754</b>	<b>144,754</b>	<b>206,614</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	832	1,360	1,360	1,360
Books, Maps, Pamphlets	-	1,000	1,000	1,000
Copier Expense	1,996	2,000	2,000	2,000
Janitorial Supplies	348	1,000	1,000	1,000
Wearing Apparel	25,873	50,000	50,000	26,220
Vehicle Fuel	15,439	13,000	13,000	14,500
Chemicals	2,380	3,000	3,000	3,600
EMS Equipment & Supplies	3,803	4,000	4,000	4,000
Non-Capital Tools & Equip	24,252	35,000	35,000	35,000
Maintenance- Buildings	28,033	25,000	25,000	25,000
Maintenance- Vehicles	59,245	36,220	36,220	30,000
Maintenance- Radios & Asso	1,598	3,000	3,000	3,000
Maintenance- Fire Fighting	1,891	3,000	3,000	3,000
<b>Total Supplies &amp; Maint</b>	<b>165,690</b>	<b>177,580</b>	<b>177,580</b>	<b>149,680</b>

# Fire Expenditures

*Continued*

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Services</b>				
Consultants & Engineers	-	10,000	10,000	-
Utilities	23,170	24,600	24,600	25,100
Telephone	5,406	5,450	5,450	6,500
Postage	240	500	500	500
Travel/Training	12,265	36,550	36,550	35,450
General Liability Insurance	9,495	11,000	11,000	12,000
Contract Testing Fire Service	14,935	20,000	20,000	20,000
Equipment Rental/Lease	2,340	2,400	2,400	2,400
Leases & Fleet Transfers	146,658	296,658	296,658	177,907 *
Fire Prevention Program	1,970	3,000	3,000	3,000
Dues/Subscription/Membersh	1,944	3,500	3,500	2,500
Software Licensing Fees	10,616	7,020	7,020	7,020
Call Response Reimbursement	24,980	35,000	35,000	30,000
<b>Total Services</b>	<b>254,018</b>	<b>455,678</b>	<b>455,678</b>	<b>322,377</b>
<b>Capital Outlay</b>				
Fire Fighting Equip	12,008	-	-	-
Misc Tools & Equipment	18,000	-	-	-
<b>Total Capital Outlay</b>	<b>30,008</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Fire</b>	<b>575,264</b>	<b>778,012</b>	<b>778,012</b>	<b>678,671</b>

\* Increase in Long-Term Lease/Purchase was for two fire apparatuses to be purchased during Fiscal Year 2018-2019. However, they were funded with a CO and captured as debt starting in FY 19-20.

# - 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 citizens 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 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Supplies &amp; Maintenance</b>				
Office Supplies	-	2,500	2,500	2,500
Copier Expense	22	1,000	1,000	1,000
<b>Total Supplies &amp; Maint</b>	<b>22</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
<b>Services</b>				
Consultants/ Arch/Engin	43,295	50,000	50,000	42,000
Postage	1	300	300	300
Travel/Training	13,587	20,000	20,000	10,000
Advertising & Promotions	4,208	4,500	4,500	4,500
Dues/Subsription/Membersh	500	11,500	11,500	9,500
<b>Total Services</b>	<b>61,590</b>	<b>86,300</b>	<b>86,300</b>	<b>66,300</b>
<b>Total Economic Development</b>	<b>61,613</b>	<b>89,800</b>	<b>89,800</b>	<b>69,800</b>



# - Community Development -

## Department 32

### MISSION STATEMENT

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

### DESCRIPTION

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

<b>STAFFING</b>			
<b>Title</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Director of Community Development	1	1	1
Senior Planner	0	1	1
Planner	2	1	2
Administrative Assistant	1	1	1
Community Planner Intern	0	1	1
<b>Grant-Funded Personnel:</b>			
Lakes Trail Regional Director	1	1	1
Air Quality Program Manager	1	1	1
<b>Total Staffing</b>	<b>6</b>	<b>7</b>	<b>8</b>

## OBJECTIVES AND STRATEGIES

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



# Community Development Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	281,403	324,310	324,310	347,453
FICA	22,296	24,787	24,787	26,611
Vacation	4,921	-	-	-
Retirement	49,343	51,723	51,723	59,075
Longevity	5,980	5,820	5,820	6,520
Insurance	36,501	37,750	37,750	40,044
Car Allowance	4,800	-	-	-
Workers Compensation	939	1,141	1,141	1,310
Texas Workforce Commission	972	972	972	972
Contract Labor	-	4,800	4,800	4,800
<b>Total Personnel</b>	<b>413,155</b>	<b>451,303</b>	<b>451,303</b>	<b>486,785</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	1,878	2,000	2,000	2,000
Books, Maps, Pamphlets	194	210	210	210
Copier Expense	6,211	10,000	10,000	5,000
Vehicle Fuel	46	500	500	500
Non-Capital Tools & Equip	780	300	300	300
Maintenance- Motor Vehicles	179	200	200	200
<b>Total Supplies &amp; Maint</b>	<b>9,287</b>	<b>13,210</b>	<b>13,210</b>	<b>8,210</b>
<b>Services</b>				
Consultants/ Arch/Engin	95,531	176,000	176,000	1,500 *
Telephone	1,140	1,300	1,300	1,300
Postage	1,577	3,000	3,000	3,000
Advisory Committee- Histor	1,843	2,000	2,000	2,000
Travel/Training	3,063	6,340	6,340	7,040
Ads- Legal	3,748	6,840	6,840	6,840
Advisory Committee- P&Z	102	1,200	1,200	33,300
General Liability Insurance	1,312	1,750	1,750	1,750
Leases & Fleet Transfers	-	-	-	600
Dues/Subscription/Membersh	1,533	2,000	2,000	2,000
Gas Well Inspection Fees	-	6,000	6,000	4,000
<b>Total Services</b>	<b>109,848</b>	<b>206,430</b>	<b>206,430</b>	<b>63,330</b>
<b>Total Community Development</b>	<b>532,290</b>	<b>670,943</b>	<b>670,943</b>	<b>558,325</b>

City of Granbury has added an in-house engineer and starting in 2019-2020, will move the associated costs previously accounted for in this department to the Public Works department in the Utility Fund.

# - 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.

### 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 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	346,381	459,890	459,890	487,465
FICA	28,273	35,109	35,109	37,428
Leave	17,149	-	-	-
Overtime	12,567	8,000	8,000	8,000
Retirement	61,228	75,569	75,569	80,654
Longevity	4,320	4,560	4,560	8,270
Insurance	57,116	67,950	67,950	60,066
Workers Compensation	1,648	1,882	1,882	1,861
Texas Workforce Commission	1,487	1,620	1,620	1,620
<b>Total Personnel</b>	<b>530,169</b>	<b>654,580</b>	<b>654,580</b>	<b>685,364</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	2,577	1,800	1,800	3,000
Books, Maps, Pamphlets	1,031	725	725	1,200
Copier Expense	4,053	5,400	5,400	5,400
Wearing Apparel	1,351	1,000	1,000	1,200
Vehicle Fuel	7,980	4,500	4,500	8,900
Chemicals	1,222	6,000	6,000	6,000
Maintenance- Motor Vehicles	3,729	2,000	2,000	6,450
Maintenance- Office Equip	-	450	450	450
<b>Total Supplies &amp; Maint</b>	<b>21,943</b>	<b>21,875</b>	<b>21,875</b>	<b>32,600</b>

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

## Building & Permits Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Services</b>				
Mowing/ Abatement	1,093	3,300	3,300	5,000
Telephone	7,566	7,350	7,350	8,850
Postage	1,773	2,700	2,700	2,700
Travel/Training	5,994	8,500	8,500	8,500
Legal Advertising	-	800	800	800
General Liability Insurance	4,653	4,000	4,000	6,000
Leases & Fleet Transfers	10,281	7,258	7,258	20,068
Dues/Subscription/Membersh	1,368	3,000	3,000	3,000
Other- Empl Certification	55	950	950	950
Bank Fees	3,919	2,500	2,500	4,000
Misc Fees	10	250	250	250
<b>Total Services</b>	<b>36,713</b>	<b>40,608</b>	<b>40,608</b>	<b>60,118</b>
<b>Capital Outlay</b>				
Pickups	-	50,000	50,000	-
<b>Total Capital Outlay</b>	<b>-</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>
<b>Total Building &amp; Permits</b>	<b>588,825</b>	<b>767,063</b>	<b>767,063</b>	<b>778,082</b>

<b>STAFFING</b>			
Title	2017-18	2018-19	2019-20
Director of Building & Permits	1	1	1
Building Inspector I	1	1	1
Building Inspector II	1	2	2
Fire Inspector	1	1	1
Sanitarian Code Officer	1	1	1
Permit Clerk I/Code Compliance	1	2	2
Permit Clerk II/ Admin Assistant II	1	1	1
Part-Time Document Scanner	1	1	1
<b>Total Staffing</b>	<b>8</b>	<b>10</b>	<b>10</b>

# GRANBLURY *Texas*

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# - 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-ways. 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 repairs/replacements, pavement management ,and sight obstructions.

### OPPORTUNITIES

Beginning in 2019-2020 the City will begin the Street System Capital Improvement Plan 2019-2032 to meet the City of Granbury’s future infrastructure needs. Approximately \$1,000,000.00 will be budgeted annually to maintain the city’s roadways.

### 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

# Streets Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	218,537	257,507	257,507	263,126
FICA	18,976	19,860	19,860	20,263
Leave	27,269	-	-	-
Overtime	871	2,000	2,000	2,000
Retirement	39,364	43,562	43,562	44,430
Longevity	4,220	5,050	5,050	4,710
Insurance	48,573	45,300	45,300	40,044
Workers Compensation	12,416	13,135	13,135	13,402
Texas Workforce Comm	1,134	1,134	1,134	1,134
<b>Total Personnel</b>	<b>371,360</b>	<b>387,548</b>	<b>387,548</b>	<b>389,109</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	185	480	480	480
Copier Expense	1,459	1,600	1,600	1,600
Wearing Apparel	4,606	5,200	5,200	5,500
Vehicle Fuel	21,940	22,000	22,000	22,000
Chemicals	29,439	29,700	29,700	29,700
Non-Capital Tools & Equip	5,686	5,190	5,190	5,190
Maintenance- Vehicles	9,561	10,080	10,080	10,580
Maintenance- Minor Equip	2,206	2,140	2,140	2,140
Maintenance- Heavy Equip	37,962	30,000	30,000	30,000
Maintenance- Barricades	8,481	3,000	3,000	3,000
Maintenance- Roadways	1,049,178	1,200,000	1,200,000	900,000
Maintenance- Drainage	2,330	2,600	2,600	2,600
Maintenance- Signs	7,948	8,000	8,000	8,000
Maintenance- Sidewalks	777	2,000	2,000	2,000
<b>Total Supplies &amp; Maint</b>	<b>1,181,758</b>	<b>1,321,990</b>	<b>1,321,990</b>	<b>1,022,790</b>

# Street Expenditures

*Continued*

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Services</b>				
Consultants & Engineering	22,130	-	-	85,000
Electricity	56,587	54,500	54,500	56,500
Natural Gas	1,338	-	-	-
Telephone	2,477	2,420	2,420	2,380
Postage	1	10	10	10
Travel/Training	1,371	4,000	4,000	4,000
General Liability Insurance	9,639	9,500	9,500	11,000
Equipment Rental/Lease	298	500	500	500
Leases & Fleet Transfers	29,155	23,472	23,472	38,044
Employee Certification	77	630	630	630
<b>Total Services</b>	<b>123,073</b>	<b>95,032</b>	<b>95,032</b>	<b>198,064</b>
<b>Capital Outlay</b>				
Pickups*	72,358	-	-	-
Heavy Construction Equip	-	32,000	32,000	-
Downtown Square Project	(66,622)	-	-	-
<b>Total Capital Outlay</b>	<b>5,736</b>	<b>32,000</b>	<b>32,000</b>	<b>-</b>
<b>Total Streets</b>	<b>1,681,926</b>	<b>1,836,570</b>	<b>1,836,570</b>	<b>1,609,963</b>

STAFFING			
Title	2017-18	2018-19	2019-20
Street Superintendent	1	1	1
Street Foreman	1	1	1
Heavy Equipment Operator	3	3	2
Light Equipment Operator	1	1	2
Part-Time Light Equipment Operator	1	1	1
<b>Total Staffing</b>	<b>7</b>	<b>7</b>	<b>7</b>

# - Parks & Recreation -

## Department 50

### MISSION STATEMENT

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

### DESCRIPTION

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

<b>STAFFING</b>			
<b>Title</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Director of Parks & Recreation	1	1	1
Parks and Recreation Foreman	2	2	2
Recreational Coordinator	1	1	1
Aquatics Manager/Parks & Rec Event Coordinator	1	1	1
Part-Time Park Administrative Assistant	1	1	1
Part-Time Recreation Assistant	1	1	1
Park Laborer	13	13	15
Part-Time Park Laborer	1	1	0
Part-Time Park Custodian	1	1	1
Seasonal Laborers (FTE Equivalent)*	3	3	3
<b>Total Staffing</b>	<b>25</b>	<b>25</b>	<b>26</b>

\* 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. Develop a new Master Parks & Recreation Facility Plan for the City of Granbury**

*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 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Salaries	727,486	835,329	835,329	892,633
FICA	59,845	64,836	64,836	69,225
Leave	40,086	-	-	40,086
Overtime	14,436	10,000	10,000	10,000
Retirement	114,258	124,494	124,494	130,705
Longevity	12,240	14,530	14,530	14,540
Insurance	143,163	158,550	158,550	146,828
Workers Compensation	16,758	17,375	17,375	18,535
Texas Workforce Commission	5,629	4,306	4,306	4,622
<b>Total Personnel</b>	<b>1,133,900</b>	<b>1,229,420</b>	<b>1,229,420</b>	<b>1,287,088</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	439	1,040	1,040	1,040
Copier Expense	2,815	3,200	3,200	3,200
Wearing Apparel	9,166	8,500	8,500	9,100
Vehicle Fuel	32,246	30,000	30,000	30,000
Chemicals	2,900	2,820	2,820	2,820
Non-Capital Tools & Equip	5,644	8,500	8,500	8,500
Janitorial Supplies	10,040	8,400	8,400	8,400
Maintenance- Buildings	11,121	11,500	11,500	11,500
Maintenance- Vehicles	10,604	6,760	6,760	7,000
Maintenance- Minor Equip	1,861	2,100	2,100	2,100
Maintenance-Pumps	9,530	14,175	14,175	14,175
Maintenance- Heavy Equip	6,571	5,740	5,740	5,740
Maintenance-Groundskeeping	11,531	11,500	11,500	11,500
Maintenance- Grounds	64,038	50,000	50,000	50,000
Maintenance- Signs	324	500	500	500
Maintenance- Holiday Deco	8,470	8,000	8,000	8,000
Maintenance- Events	400	500	500	500
Maintenance- Stage/Tents	-	3,000	3,000	3,000
<b>Total Supplies &amp; Maint</b>	<b>187,698</b>	<b>176,235</b>	<b>176,235</b>	<b>177,075</b>

## Parks &amp; Recreation Expenditures

*Continued*

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Services</b>				
Consultants/ Arch/Engin	5,000	5,000	5,000	45,500
Utilities	79,472	80,250	80,250	82,450
Telephone	3,511	3,700	3,700	3,250
Postage	10	50	50	50
Travel/Training	1,221	1,400	1,400	1,400
Advertising	76	800	800	800
General Liability Insurance	37,977	32,000	32,000	25,500
Equipment Rental/Lease	7,820	9,000	9,000	9,000
Leases & Fleet Transfers	27,099	15,145	15,145	35,721
Tree Trimming	-	10,000	10,000	10,000
Bank & Transaction Fees	50	450	450	450
Recreation Activity Expenses	19,904	25,000	25,000	25,000
<b>Total Services</b>	<b>182,139</b>	<b>182,795</b>	<b>182,795</b>	<b>239,121</b>
<b>Pool</b>				
Concession Supplies- Resale	3,121	5,000	5,000	5,000
Concession Supplies	352	550	550	550
Pool- Chemicals	8,500	11,200	11,200	11,200
Non-Capital Tools & Equip	4,449	4,300	4,300	4,300
Maintenance- Pool	9,512	18,180	18,180	18,180
Utilities	20,177	25,000	25,000	22,000
Bank Card Fees	160	150	150	150
<b>Total Pool</b>	<b>46,272</b>	<b>64,380</b>	<b>64,380</b>	<b>61,380</b>

# Parks & Recreation Expenditures

*Continued*

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Ballfields</b>				
Concessions for Resale	18,597	25,000	25,000	25,000
Concession Supplies	2,507	950	950	950
Non-Capital Tools & Equip	-	400	400	400
Maintenance- Ballfields	17,125	18,800	18,800	18,800
Maintenance- Ball. Signs	1,860	2,000	2,000	2,000
Utilities	34,477	41,000	41,000	38,500
Bank Card Fees	23	150	150	150
<b>Total Ballfields</b>	<b>74,589</b>	<b>88,300</b>	<b>88,300</b>	<b>85,800</b>
<b>Soccer Fields</b>				
Maintenance- Soccer Fields	8,868	8,000	8,000	8,000
Utilities	1,217	1,400	1,400	1,200
<b>Total Soccer Fields</b>	<b>10,085</b>	<b>9,400</b>	<b>9,400</b>	<b>9,200</b>
<b>Beaches</b>				
Maintenance- Beaches	6,871	6,850	6,850	6,850
Utilities	24,179	19,000	19,000	23,500
Chemicals	819	2,000	2,000	2,000
<b>Total Beaches</b>	<b>31,869</b>	<b>27,850</b>	<b>27,850</b>	<b>32,350</b>
<b>Capital Outlay</b>				
Buildings & Improvements	-	6,000	6,000	-
Pickups	29,205	35,000	35,000	-
Signs	-	13,750	13,750	-
Groundskeeping Equipment	38,617	9,000	9,000	-
Playground Equipment	-	-	-	75,000
Miscellaneous Tools	42,912	-	-	18,000
Property Improvements	10,982	10,000	10,000	10,000
Fences	-	-	-	-
<b>Total Capital Outlay</b>	<b>121,716</b>	<b>73,750</b>	<b>73,750</b>	<b>103,000</b>
<b>Total Parks and Recreation</b>	<b>1,788,268</b>	<b>1,852,130</b>	<b>1,852,130</b>	<b>1,995,014</b>

# - 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	2017-18	2018-19	2019-20
Cemetery Attendant	1	1	1
<b>Total Staffing</b>	<b>1</b>	<b>1</b>	<b>1</b>

### OPPORTUNITIES AND CHALLENGES

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

### OBJECTIVES AND STRATEGIES

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

## Cemetery Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Salaries	25,377	28,165	28,165	29,008
FICA	2,027	2,209	2,209	2,291
Leave	374	-	-	-
Overtime	1,011	700	700	700
Retirement	4,356	4,753	4,753	4,931
Longevity	-	-	-	240
Insurance	8,098	7,550	7,550	6,674
Workers Compensation	935	959	959	995
Texas Workforce Commission	83	162	162	162
<b>Total Personnel</b>	<b>42,262</b>	<b>44,498</b>	<b>44,498</b>	<b>45,001</b>
<b>Supplies &amp; Maintenance</b>				
Chemicals	706	550	550	550
Non-Capital Tools & Equipment	-	140	140	140
Maintenance of Vehicles	-	2,000	2,000	2,000
Maintenance- Minor Equip	161	230	230	230
Maintenance-Roadways	291	800	800	800
Maintenance- Grounds	1,045	2,760	2,760	2,760
Maintenance- Grounds Equip	-	1,500	1,500	1,500
<b>Total Supplies &amp; Maint</b>	<b>2,203</b>	<b>7,980</b>	<b>7,980</b>	<b>7,980</b>
<b>Services</b>				
Consultants, Architect, Eng.	18,285	5,000	5,000	10,000
Water	-	350	350	350
General Liability Insurance	178	300	300	300
Contract Services	-	3,000	3,000	3,000
<b>Total Services</b>	<b>18,463</b>	<b>8,650</b>	<b>8,650</b>	<b>13,650</b>
<b>Total Cemetery</b>	<b>62,928</b>	<b>61,128</b>	<b>61,128</b>	<b>66,631</b>

# 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

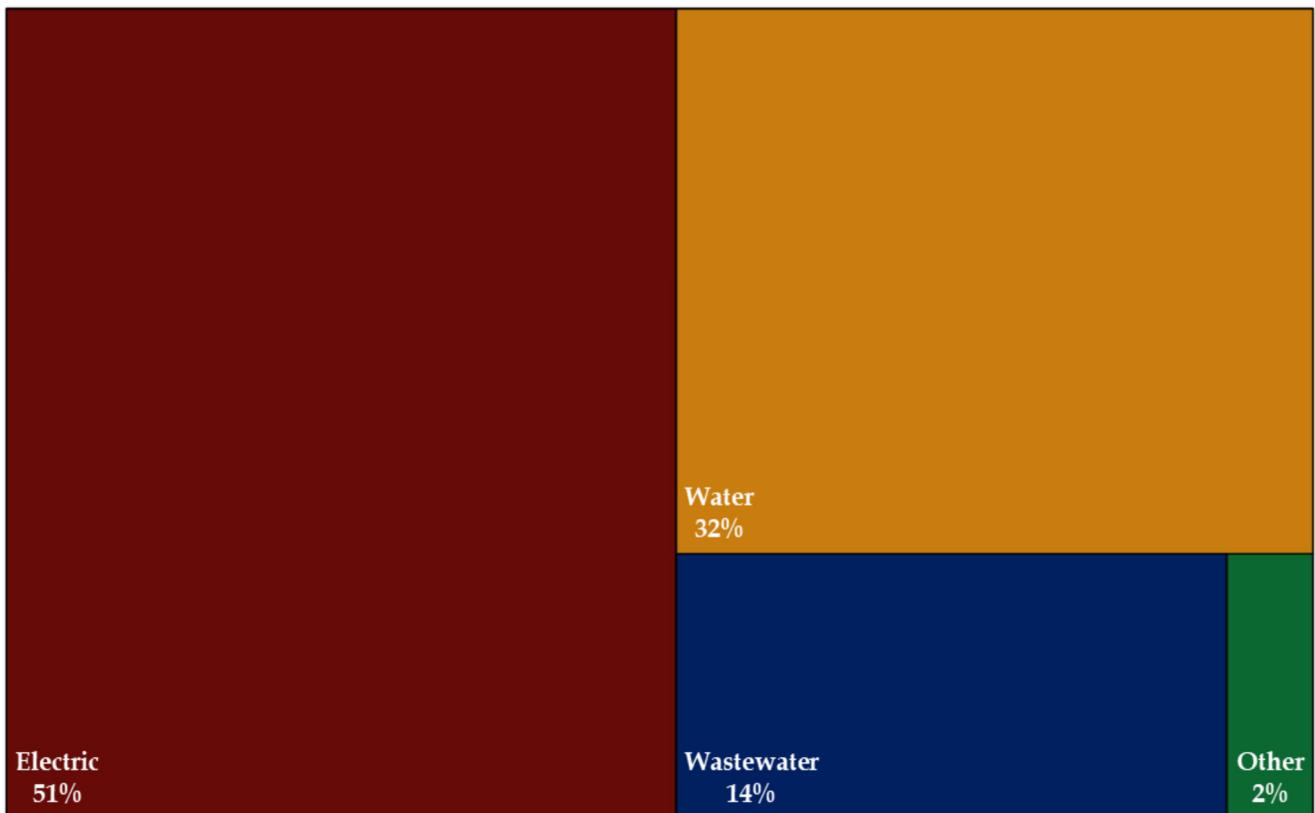
The Fund's source of revenue is the charge for water, sewer and electric services.

Utility rates are set by the City Council.

## Utility Fund Revenues

Revenue Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
Electric Fees & Service Charges	11,217,517	10,739,000	10,739,000	10,953,000
Water Fees & Service Charges	7,044,556	6,626,000	6,626,000	7,010,000
Sewer Fees & Service Charges	2,983,803	2,840,000	2,840,000	2,933,000
Interest Income	98,829	50,000	50,000	109,300
Other Revenue	737,790	447,000	447,000	541,000
Interfund Transfers	279,953	200,000	200,000	200,000
<b>Total Revenues</b>	<b>22,362,448</b>	<b>20,902,000</b>	<b>20,902,000</b>	<b>21,746,300</b>

## Utility Fund Revenues By Type



## Utility Fund Revenues

Revenue Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Electric Services</b>				
Electric Service	11,140,626	10,670,000	10,670,000	10,870,000
D&D Light Rental	57,458	58,000	58,000	58,000
Electric Meter Set Fee	17,715	10,000	10,000	25,000
Sale of Electric Meters	1,718	1,000	1,000	-
<b>Total Electric Revenues</b>	<b>11,217,517</b>	<b>10,739,000</b>	<b>10,739,000</b>	<b>10,953,000</b>
<b>Water Services</b>				
Water Service	6,948,157	6,580,000	6,580,000	6,925,000
Water Taps	14,500	5,000	5,000	15,000
Meter Setting Fees	81,031	40,000	40,000	70,000
Water Analysis	(45)	-	-	-
Sale of Water Meters	912	1,000	1,000	-
<b>Total Water Revenues</b>	<b>7,044,556</b>	<b>6,626,000</b>	<b>6,626,000</b>	<b>7,010,000</b>
<b>Wastewater Services</b>				
Wastewater Service	2,971,336	2,830,000	2,830,000	2,928,000
Wastewater Taps	4,387	5,000	5,000	5,000
Special Sewer Maint Assessm	8,080	5,000	5,000	-
<b>Total Wastewater Revenues</b>	<b>2,983,803</b>	<b>2,840,000</b>	<b>2,840,000</b>	<b>2,933,000</b>
<b>Interest Income</b>				
Interest Income	98,829	50,000	50,000	109,300
<b>Total Interest Income</b>	<b>98,829</b>	<b>50,000</b>	<b>50,000</b>	<b>109,300</b>

# Utility Fund Revenues

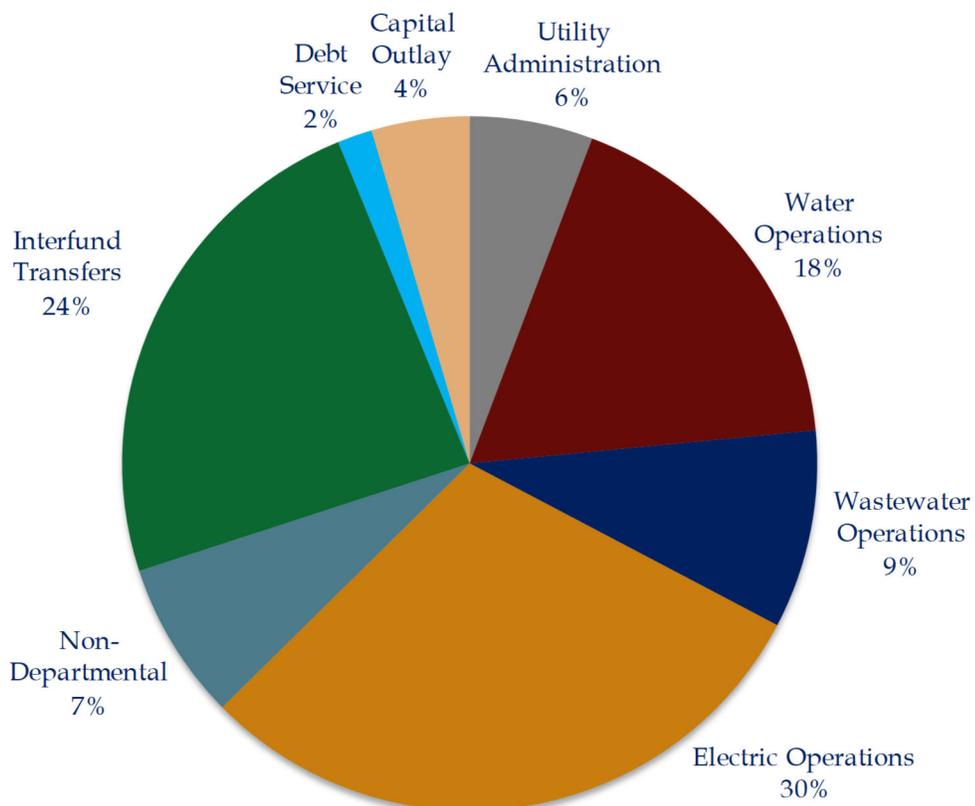
*Continued*

Revenue Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Other Revenue</b>				
From Fund Balance	-	-	-	-
Reconnect Fees	17,870	20,000	20,000	20,000
Groundwater District Fees	130,827	130,000	130,000	130,000
Sanitation Service	1,077	-	-	-
Penalty Income	224,495	200,000	200,000	210,000
Cost Share Contributions	-	-	-	-
Miscellaneous Income	62,534	12,000	12,000	20,000
Backflow Revenue	8,165	8,000	8,000	4,000
Insurance Proceeds	-	-	-	-
EMS Service	-	-	-	-
Careflite Service	-	-	-	-
Sale of Assets - Auction	90,132	-	-	-
Cash Short/Over	(12)	-	-	-
Service Fees	96,093	77,000	77,000	72,000
Other Sources	95,048	-	-	-
Developer's Costs & Fees	-	-	-	85,000
<b>Total Other Revenue</b>	<b>726,229</b>	<b>447,000</b>	<b>447,000</b>	<b>541,000</b>
<b>Interfund Transfers</b>				
Transfer in Impact Fees	299,760	200,000	200,000	200,000
<b>Total Interfund Transfers</b>	<b>279,953</b>	<b>-</b>	<b>-</b>	<b>200,000</b>
<b>Inter-Governmental</b>				
Grant Revenue	3,500	-	-	-
<b>Total Inter-Governmental</b>	<b>11,561</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Utility Fund Revenue</b>	<b>22,362,448</b>	<b>20,902,000</b>	<b>20,902,000</b>	<b>21,746,300</b>

## Utility Fund Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
Utility Administration	871,761	1,009,615	1,009,615	1,309,935
Water Operations	3,065,288	3,754,613	3,754,613	3,820,574
Wastewater Operations	1,548,568	1,637,075	1,637,075	1,987,578
Electric Operations	6,938,657	6,648,285	6,648,285	6,436,784
Non-Departmental	1,090,120	1,145,250	1,145,250	1,589,248
Interfund Transfers	3,625,980	4,539,641	4,539,641	5,136,351
Debt Service	720,395	340,150	340,150	343,000
Capital Outlay	2,621,363	1,586,000	1,586,000	906,000
<b>Total Expenditures</b>	<b>20,482,137</b>	<b>20,660,629</b>	<b>20,660,629</b>	<b>21,529,470</b>

## Utility Fund Expenditures By Type



# - Utility Billing -

## DEPARTMENT 60

### MISSION STATEMENT

Provide accurate and timely billing for the Granbury Utility customers through proactive customer service.

### 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. The Utility Administration is also striving to educate customers through various portals to encourage conservation and management

STAFFING			
Title	2017-18	2018-19	2019-20
Utility Billing Manager	1	1	1
Utility Billing Supervisor	1	1	0
Utility Billing Clerk	1	1	2
<b>Total Staffing</b>	<b>3</b>	<b>3</b>	<b>3</b>

### OPPORTUNITIES AND CHALLENGES

The department has researched opportunities such as a utility billing kiosk, for the acceptance of payments 24/7, and continues the encouragement of payment options such as automatic draft and online bill-pay. Utility Billing also launched Interactive Voice Reconnection (IVR) for customers to pay by phone 24/7. The current billing software is expanding features for online applications with options for a deposit payment as well. These options and efforts not only improve customer service but also work to decrease the desk load and volume directly affecting billing staff. Using the current software features, Utility Billing recently deployed robo calls to prevent disconnect, encourage payment before penalty, and provide a customer wide notice when needed.

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. Customers frequently voice dissatisfaction about the 2% fee. Our staff is diligently looking into removing the fee by offsetting the cost with cost saving measures such as increasing the amount of electronic bills and keeping our rates competitive with our current merchant. The Utility Administration recognizes the need to fundamentally shift its role as a reactive payment processing department to a proactive customer service department using Core Values.

## OBJECTIVES AND STRATEGIES THROUGH CORE VALUES

### 1. Continuously build positive customer centric and proactive service.

*Related to City Council Goal: Service*

- Inspire: Foster growth driven by customer input.
- Communication: Listen, hear, and understand customer concerns at all levels.
- Stewardship: Proactively use tools and technology to notify customers of account abnormalities.

### 2. Commitment to accurate and timely processing of bills and payments.

*Related to City Council Goal: Service*

- Trust: Provide accurate billing through tools, policy, and process.
- Efficiency: Provide bills to customers with minimal margin of error and post payments within the same day of the receipt.
- Accountability: Lead by example. Admit, correct, and learn from mistakes to move forward.

### 3. Educate customers on conservation and control.

*Related to City Council Goal: Citizen Involvement.*

- Education: Give customers control over their usage.
- Personalization: Monitor and control appropriate use for each unique customer.
- Conservation: Remember today's efforts foster tomorrow's resources.

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	\$8,000
4	Penalty Charges	\$ 243,300	\$ 224,046	\$ 224,495	\$200,000



# Utility Administration Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	132,067	136,843	136,843	140,885
FICA	10,375	10,375	10,375	10,721
Leave	6,744	-	-	-
Overtime	78	500	500	500
Retirement	23,053	22,965	22,965	23,708
Longevity	2,490	2,130	2,130	2,600
Insurance	16,926	22,650	22,650	20,022
Workers Compensation	315	301	301	311
Texas Workforce Commission	575	486	486	486
<b>Total Personnel</b>	<b>192,625</b>	<b>196,250</b>	<b>196,250</b>	<b>199,233</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	931	1,200	1,200	1,200
Books, Maps, Pamphlets	281	-	-	-
Copier Expense	3,735	2,500	2,500	2,500
Non-Capital Tools & Equip	582	3,200	3,200	3,450
<b>Total Supplies &amp; Maint</b>	<b>5,530</b>	<b>6,900</b>	<b>6,900</b>	<b>7,150</b>
<b>Services</b>				
Consultants	-	3,000	3,000	3,000
Telephone	1,058	1,225	1,225	1,225
Postage	32,469	37,000	37,000	39,610
Travel/Training	2,972	4,000	4,000	4,000
Printing	16,552	20,000	20,000	15,100
General Liability Insurance	640	800	800	800
Dues/Subscriptions/Membersh	100	800	800	800
Contract Services	-	-	-	11,100
Bad Debt Expense	8,753	50,000	50,000	50,000
Computer Programming	838	900	900	-
Bank Fees	76,526	95,000	95,000	95,000
Collection Agency Fees	2,145	3,250	3,250	3,250
<b>Total Services</b>	<b>142,053</b>	<b>215,975</b>	<b>215,975</b>	<b>223,885</b>
<b>Total Utility Administration</b>	<b>340,207</b>	<b>419,125</b>	<b>419,125</b>	<b>430,268</b>

# - Meter Reading -

## DEPARTMENT 70

### MISSION STATEMENT

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

### DESCRIPTION

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

STAFFING			
Title	2017-18	2018-19	2019-20
Meter Services Foreman	0	0	1
Meter Reader I	1	1	1
Meter Reader II	2	2	1
<b>Total Staffing</b>	<b>3</b>	<b>3</b>	<b>3</b>

### 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. 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
2	Service Orders Completed within the Same Day	94.9%	97.2%	99.8%	99.9%
3	% AMI Meters Installed (Water)	0	0	95%	100%
3	Leak Loggers Installed	0	60	160	>160
3	% AMI Meters Installed (Electric)	0	0	20%	45%

# Meter Reading Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	98,706	105,142	105,142	118,029
FICA	7,911	8,208	8,208	9,177
Leave	5,372	-	-	-
Overtime	1,967	3,000	3,000	3,000
Retirement	17,168	17,972	17,972	20,058
Longevity	1,140	1,000	1,000	780
Insurance	22,010	22,650	22,650	20,022
Workers Compensation	3,143	2,980	2,980	3,328
Texas Workforce Commission	634	486	486	486
Contract Labor	-	-	-	-
<b>Total Personnel</b>	<b>158,050</b>	<b>161,438</b>	<b>161,438</b>	<b>174,880</b>
<b>Supplies &amp; Maintenance</b>				
Copier Expense	34	50	50	50
Wearing Apparel	4,505	4,000	4,000	4,000
Vehicle Fuel	10,321	10,000	10,000	10,000
Non-Capital Tools & Equip	7,234	5,000	5,000	5,000
Maintenance- Motor Vehicles	3,512	4,000	4,000	4,000
Maintenance- Water Meters	6,950	5,000	5,000	5,000
Maintenance- Electric Meters	800	5,000	5,000	5,000
Maintenance- Radios & Assoc	3,967	4,000	4,000	4,000
<b>Total Supplies &amp; Maint</b>	<b>37,325</b>	<b>37,050</b>	<b>37,050</b>	<b>37,050</b>
<b>Services</b>				
Telephone	4,223	2,900	2,900	4,300
Postage	162	200	200	200
Travel/Training	4,132	5,000	5,000	6,500
General Liability Insurance	2,033	2,500	2,500	2,000
Leases & Fleet Transfers	3,885	1,942	1,942	11,250
Dues/Subscription/Membersh	240	250	250	450
Contract Services	14,709	49,375	49,375	49,741
Meter Testing	15,232	2,000	2,000	27,000
Employee Certification	222	-	-	350
<b>Total Services</b>	<b>44,838</b>	<b>64,167</b>	<b>64,167</b>	<b>101,791</b>
<b>Capital Outlay</b>				
Pickups	44,430	-	-	-
Water Meters	18,357	35,000	35,000	70,000
Electric Meters	14,329	165,000	165,000	160,000
<b>Total Capital Outlay</b>	<b>77,116</b>	<b>200,000</b>	<b>200,000</b>	<b>230,000</b>
<b>Total Meter Reading</b>	<b>317,330</b>	<b>462,655</b>	<b>462,655</b>	<b>543,721</b>

# Non-Departmental Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Supplies and Maintenance</b>				
Non-Office Supplies	7,140	8,000	8,000	7,000
Wearing Apparel	1,203	1,300	1,300	1,300
Maintenance- Towers	-	-	-	7,488
<b>Total Supplies and Maintenance</b>	<b>8,342</b>	<b>9,300</b>	<b>9,300</b>	<b>15,788</b>
<b>Services</b>				
Audit & Accounting	21,000	24,000	24,000	24,000
Consultants/Architects/Engineers	3,500	-	-	-
Legal Expense	-	-	-	-
Utilities	-	36,700	36,700	37,200 *
Inventory Damage/Loss	196	700	700	500
Cable Television	-	350	350	-
General Liability Insurance	-	3,200	3,200	3,200
Meeting Expenses	230	1,200	1,200	1,000
Equipment Rental/Lease	360	1,100	1,100	1,100
Leases & Fleet Transfers	-	150,000	150,000	150,000
Project Repairs for Reimbursement	-	5,000	5,000	2,500
Contract Services	4,924	4,400	4,400	6,000
Shared Allocation	951,135	951,135	951,135	984,935
Utility Franchise Fee	944,219	808,200	808,200	1,246,860 **
Contribution to Economic Develop	100,000	-	-	-
Contingency Expense	-	100,000	100,000	100,000
Bank Fees	82	100	100	100
Miscellaneous Fees	7,268	1,000	1,000	1,000
<b>Total Services</b>	<b>2,032,913</b>	<b>2,087,085</b>	<b>2,087,085</b>	<b>2,558,395</b>
<b>Interfund Transfers</b>				
Transfer to General Fund	420,720	365,747	365,747	379,124
Transfer to Utility Debt Service	720,395	340,150	340,150	343,000
Transfer to Utility Bond Reserve	18,120	-	-	-
Transfer to General Debt Service	2,236,005	3,222,759	3,222,759	3,772,292
<b>Total Interfund Transfers</b>	<b>3,395,239</b>	<b>3,928,656</b>	<b>3,928,656</b>	<b>4,494,416</b>
<b>Capital Outlay</b>				
Buildings & Bldg Improvements	490,398	-	-	-
Land	1,223,081	-	-	-
<b>Total Capital Outlay</b>	<b>1,713,479</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Non-Departmental</b>	<b>7,149,974</b>	<b>6,025,041</b>	<b>6,025,041</b>	<b>7,068,599</b>

\*Utility expenses were moved here from the General Fund's Warehouse Department for the City Service Center

\*\*The percentage charged to the Utility Fund by the General Fund will increase in FY 2019-2020 from 4% to 6%.

# - 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.

STAFFING			
Title	2017-18	2018-19*	2019-20
Water Quality Technician	0	1	1
Utility Operator I	0	0	1
Utility Operator II	0	2	2
<b>Total Staffing</b>	<b>0</b>	<b>3</b>	<b>4</b>

\* 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.

**OBJECTIVES AND STRATEGIES**

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

*Related to City Council Goal: Infrastructure Basics.*

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

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

*Related to City Council Goal: Service Delivery.*

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

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

*Related to City Council Goal: Service Delivery.*

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

Objective	Performance Measures	Actual 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%

## Ground Water Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	-	108,539	108,539	145,916
FICA	-	9,154	9,154	11,961
Leave	-	-	-	-
Overtime	-	10,000	10,000	10,000
Retirement	-	19,830	19,830	25,877
Longevity	-	1,890	1,890	1,220
Insurance	-	22,650	22,650	26,696
Workers Comp	-	3,290	3,290	4,291
TWC	-	486	486	648
<b>Total Personnel</b>	<b>-</b>	<b>175,839</b>	<b>175,839</b>	<b>226,609</b>
<b>Supplies and Maint</b>				
Wearing Apparel	-	1,200	1,200	1,200
Vehicle Fuel	-	5,000	5,000	5,000
Chemicals	32,803	60,000	60,000	60,000
Non-Capital Tools and Equip	12,367	12,500	12,500	14,500
Maint of Vehicles	-	4,500	4,500	4,500
Maint of Plant Pumps/Motor	22,031	57,000	57,000	54,000
Maint of Pump Stations	33,202	57,000	57,000	50,000
Maintenance of SCADA	-	-	-	10,000
Maint of Water Storage	-	5,800	5,800	6,000
<b>Total Supplies and Maint</b>	<b>100,403</b>	<b>203,000</b>	<b>203,000</b>	<b>205,200</b>
<b>Services</b>				
Electricity	49,263	87,000	87,000	72,000
Telephone	-	1,550	1,550	600
Postage	-	500	500	500
Travel/Training	-	2,000	2,000	5,500
General Liability	-	4,000	4,000	4,000
Leases & Fleet Transfers	-	-	-	1,800
Dues & Subscriptions	-	400	400	480
Employee Certification	-	400	400	400
Sample Testing	21,031	15,000	15,000	38,500
Ground Water Distric Fees	80,119	130,000	130,000	50,000
<b>Total Services</b>	<b>150,413</b>	<b>240,850</b>	<b>240,850</b>	<b>173,780</b>
<b>Capital Outlay</b>				
Pumps & Motors	14,337	50,000	50,000	5,000
Water Wells	-	-	-	54,000
<b>Total Capital Outlay</b>	<b>14,337</b>	<b>50,000</b>	<b>50,000</b>	<b>59,000</b>
<b>Total Ground Water</b>	<b>265,153</b>	<b>669,689</b>	<b>669,689</b>	<b>664,589</b>

\* 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 -

## 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 2019.

<b>STAFFING</b>			
<b>Title</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Water Treatment Superintendent	1	1	1
Water Treatment Foreman	1	1	1
Water Plant Operator I	7**	5	6
Water Plant Operator II	2*	1	0
<b>Total Staffing</b>	<b>11</b>	<b>8</b>	<b>8</b>

\* 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 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	363,071	348,618	348,618	369,660
FICA	30,187	26,707	26,707	28,472
Leave	15,626	-	-	-
Overtime	19,417	5,000	5,000	5,000
Retirement	65,229	58,847	58,847	62,646
Longevity	3,870	3,750	3,750	5,790
Insurance	76,500	60,400	60,400	53,392
Workers Compensation	12,391	9,761	9,761	10,391
Texas Workforce Commission	1,829	1,296	1,296	1,296
<b>Total Personnel</b>	<b>588,121</b>	<b>514,379</b>	<b>514,379</b>	<b>536,647</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	1,765	2,000	2,000	1,500
Copier Expense	1,431	5,000	5,000	5,000
Wearing Apparel	4,355	5,000	5,000	5,000
Vehicle Fuel	93	4,800	4,800	4,800
Chemicals	211,207	345,000	345,000	480,000
Non-Capital Tools & Equip	15,005	7,000	7,000	8,000
Laboratory Supplies	23,539	40,000	40,000	46,500
Janitorial Supplies	690	500	500	500
Maintenance- Buildings	1,058	2,000	2,000	2,050
Maintenance - Vehicles	448	2,700	2,700	2,700
Maintenance- Minor Equip	-	200	200	200
Maintenance- Plant Pumps	13,930	10,000	10,000	10,000
Maintenance- Pump Stations	1,236	-	-	-
Maintenance- Grounds	11	-	-	-
Maintenance- Filters & Mem- branes	25,077	60,000	60,000	50,000
<b>Total Supplies &amp; Maint</b>	<b>299,845</b>	<b>484,200</b>	<b>484,200</b>	<b>616,250</b>

\* 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 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Services</b>				
Consultant, Architect, Engin	23,804	5,000	5,000	5,000
Utilities	196,975	497,000	497,000	424,000
Telephone	2,173	2,500	2,500	2,600
Postage	996	1,500	1,500	1,500
Travel/Training	8,051	10,000	10,000	11,000
Employee Certification	494	1,000	1,000	1,000
Water Inspection Fee	19,028	20,000	20,000	20,000
General Liability Insurance	10,163	30,400	30,400	30,400
Leases & Fleet Transfers	-	-	-	4,650
Dues/Subscriptions/Membership	1,350	1,250	1,250	1,718
Contract Services	1,000	20,000	20,000	20,000
Sample Testing	18,039	29,000	29,000	29,000
<b>Total Services</b>	<b>282,073</b>	<b>617,650</b>	<b>617,650</b>	<b>550,868</b>
<b>Services</b>				
Water Purchase- BRA	809,892	875,000	875,000	875,000
Water Purchase - SWATS	156,228	-	-	-
<b>Total Services</b>	<b>966,120</b>	<b>875,000</b>	<b>875,000</b>	<b>875,000</b>
<b>Capital Outlay</b>				
Laboratory Equipment	-	-	-	26,000
Membrane Replacement Reserve	-	100,000	100,000	100,000
<b>Total Capital Outlay</b>	<b>-</b>	<b>100,000</b>	<b>100,000</b>	<b>126,000</b>
<b>Total Water Treatment</b>	<b>2,136,158</b>	<b>2,591,229</b>	<b>2,591,229</b>	<b>2,704,765</b>

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 to ensure 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	2017-18	2018-19	2019-20
Distribution/Collection Superintendent	1	1	1
Water Distribution Foreman	1	1	1
Utility Equipment Operator II	2	2	2
<b>Total Staffing</b>	<b>4</b>	<b>4</b>	<b>4</b>

### OBJECTIVES AND STRATEGIES

**1. Maintain 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 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	178,844	162,955	162,955	165,411
FICA	13,971	12,601	12,601	12,786
Leave	4,448	-	-	-
Overtime	7,889	10,000	10,000	10,000
Retirement	32,008	28,676	28,676	29,075
Longevity	3,340	1,190	1,190	1,160
Insurance	30,908	30,200	30,200	26,696
Workers Compensation	5,350	4,756	4,756	4,823
Texas Workforce Commission	867	648	648	648
<b>Total Personnel</b>	<b>277,625</b>	<b>251,026</b>	<b>251,026</b>	<b>250,599</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	410	400	400	400
Copier Expense	1,459	1,800	1,800	1,800
Wearing Apparel	4,525	4,800	4,800	5,325
Vehicle Fuel	16,089	10,500	10,500	10,500
Non-Capital Tools & Equip	10,245	11,000	11,000	14,588
Lab Equipment & Supplies	-	1,000	1,000	1,000
Maintenance- Motor Vehicles	11,118	7,400	7,400	8,400
Maintenance- Water Mains	68,110	75,000	75,000	85,000
Maintenance- Minor Equip	648	1,200	1,200	1,200
Maintenance- Water Service	30,506	25,600	25,600	25,600
Maintenance- Pumps & Motors	1,116	-	-	-*
Maintenance- Heavy Equip	7,627	11,115	11,115	14,030
Maintenance- Barricades	694	1,300	1,300	4,400
Maintenance- Hydrants	43,760	30,000	30,000	-
Maintenance- Pump Stations	3,156	-	-	-
Maintenance- Water Storage	3,189	-	-	-
<b>Total Supplies &amp; Maint</b>	<b>202,651</b>	<b>181,115</b>	<b>181,115</b>	<b>172,243</b>

\* Maintenance of Pumps was moved to 78 where pump stations are allocated.

# Water Distribution Expenditures

*Continued*

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Services</b>				
Electricity	83,777	127,000	127,000	115,000
Telephone	3,138	4,600	4,600	4,128
Postage	14	50	50	50
Travel/Training	3,362	3,200	3,200	3,200
General Liability Insurance	37,092	38,000	38,000	41,000
Equipment Rental/Lease	-	1,100	1,100	1,100
Leases & Fleet Transfers	64,772	30,104	30,104	41,400
Land Lease	5,081	5,100	5,100	5,100
Dues, Subscriptions, Membersh	240	500	500	500
Other - Employee Certification	296	1,400	1,400	1,400
Sample Testing	266	500	500	500
<b>Total Services</b>	<b>198,038</b>	<b>211,554</b>	<b>211,554</b>	<b>213,378</b>
<b>Capital Outlay</b>				
Pickups	46,840	-	-	-
Heavy Construction Equipment	-	70,000	70,000	13,000
Water Mains & Tie-ins	29,392	200,000	200,000	200,000
Pumps & Motors	-	15,000	15,000	-
<b>Total Capital Outlay</b>	<b>29,392</b>	<b>285,000</b>	<b>285,000</b>	<b>213,000</b>
<b>Total Water Distribution</b>	<b>707,706</b>	<b>928,695</b>	<b>928,695</b>	<b>849,220</b>

## OPPORTUNITIES AND CHALLENGES

As our city and distribution system continues to grow in size and complexity, we are working to educate and train our operators to meet the growing needs and demands.

# - Wastewater Treatment -

## DEPARTMENT 83

### MISSION STATEMENT

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

### DESCRIPTION

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

<b>STAFFING</b>			
<b>Title</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Wastewater Treatment Superintendent	1	1	1
Wastewater Treatment Foreman	1	1	1
Wastewater Lab Technician	1	1	1
Wastewater Plant Operator I	2	3	5
Wastewater Plant Operator II	1	0	0
<b>Total Staffing</b>	<b>6</b>	<b>6</b>	<b>8</b>

### OBJECTIVES AND STRATEGIES

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

*Related to City Council Goal: Service Delivery.*

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

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

*Related to City Council Goal: Service Delivery.*

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

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

*Related to City Council Goal: Infrastructure Basics.*

- Repair and replace damaged or inefficient pumps and valves.

## Wastewater Treatment Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	267,386	292,920	292,920	359,441
FICA	22,637	23,997	23,997	28,359
Leave	21,317	-	-	-
Overtime	6,518	18,000	18,000	10,000
Retirement	49,994	53,118	53,118	62,875
Longevity	10,970	11,720	11,720	12,440
Insurance	48,008	45,300	45,300	53,392
Workers Compensation	5,589	5,514	5,514	6,627
Texas Workforce Commission	978	972	972	1,296
<b>Total Personnel</b>	<b>433,397</b>	<b>451,541</b>	<b>451,541</b>	<b>534,430</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	706	800	800	800
Copier Expense	1,534	1,300	1,300	1,300
Janitorial Supplies	865	900	900	900
Wearing Apparel	4,769	3,230	3,230	4,230
Vehicle Fuel	17,248	12,500	12,500	12,500
Chemicals	44,614	50,000	50,000	76,000
Non-Capital Tools & Equip	13,992	7,430	7,430	7,430
Laboratory Supplies	17,723	15,900	15,900	15,900
Maint of Buildings	4,717	750	750	750
Maint of Vehicles	16,157	8,700	8,700	8,700
Maint of Minor Equip	6,493	2,980	2,980	2,980
Maint of Pumps & Motors	52,376	160,000	160,000	160,000 *
Maint of UV Equip	1,800	2,500	2,500	2,500
Maint of Heavy Equip	3,722	10,000	10,000	10,000
Maint of Sewer Service	17	250	250	250
Maint of Lift Stations	2,140	2,500	2,500	2,500
Maint of SCADA	15,393	16,500	16,500	16,500
<b>Total Supplies &amp; Maint</b>	<b>204,265</b>	<b>296,240</b>	<b>296,240</b>	<b>323,240</b>

\* 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 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Services</b>				
Consultants/ Arch/Engin	5,870	5,000	5,000	5,000
Utilities	312,403	299,500	299,500	341,500
Telephone	3,290	3,550	3,550	3,550
Postage	78	200	200	200
Travel/Training	6,098	4,500	4,500	6,500
Sewer Plant Inspection	14,742	15,640	15,640	15,640
Refuse Pickup	51,810	57,500	57,500	120,000
General Liability Insurance	17,265	20,000	20,000	22,000
Equipment Rental/Lease	2,152	5,020	5,020	2,100
Leases & Fleet Transfers	14,945	8,874	8,874	33,694
Dues, Subscriptions, Membersh	480	480	480	1,000
Employee Certification	817	800	800	1,150
Sample Testing	7,260	6,000	6,000	8,000
<b>Total Services</b>	<b>437,210</b>	<b>427,064</b>	<b>427,064</b>	<b>560,334</b>
<b>Capital Outlay</b>				
Pickups	55,412	-	-	-
Pumps & Motors	24,560	61,500	61,500	10,000
Miscellaneous Equip	-	19,500	19,500	-
Property Improvements	-	100,000	100,000	-
Sewer Plant & Improvements	232,656	-	-	-
<b>Total Capital Outlay</b>	<b>312,628</b>	<b>181,000</b>	<b>181,000</b>	<b>10,000</b>
<b>Total Wastewater Treatment</b>	<b>1,387,499</b>	<b>1,355,845</b>	<b>1,355,845</b>	<b>1,428,004</b>

The City is investing \$35M over the next 3-4 years for wastewater treatment infrastructure improvements. 2019-2020 will be the first year of projected impact in the operating budget projected for electricity, refuse pickup, and chemicals.

# - 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	2017-18	2018-19	2019-20
Utility Equipment Operator I	1	1	1
Utility Equipment Operator II	3*	3	5
Administrative Assistant II	1	1	1
<b>Total Staffing</b>	<b>5</b>	<b>5</b>	<b>7</b>

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

### OPPORTUNITIES AND CHALLENGES

As our city and collection system continues to grow in size and age, we are working to train our operators with new tools and technologies to meet the growing needs and demands. 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

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	117,728	146,849	146,849	205,518
FICA	9,582	11,601	11,601	16,073
Leave	6,859	-	-	-
Overtime	5,799	6,000	6,000	6,000
Retirement	21,118	25,315	25,315	34,944
Longevity	320	890	890	690
Insurance	29,676	37,750	37,750	46,718
Workers Compensation	1,644	2,203	2,203	3,189
Texas Workforce Commission	915	810	810	1,134
<b>Total Personnel</b>	<b>193,640</b>	<b>231,418</b>	<b>231,418</b>	<b>314,266</b>
<b>Supplies &amp; Maintenance</b>				
Copier Expense	1,459	1,800	1,800	1,800
Wearing Apparel	2,647	2,700	2,700	4,950
Vehicle Fuel	4,873	8,300	8,300	8,300
Chemicals	7,721	1,000	1,000	1,000
Non-Capital Tools & Equip	4,234	4,700	4,700	5,300
Maintenance- Motor Vehicles	6,740	5,700	5,700	7,000
Maintenance- Minor Equip	1,277	1,500	1,500	3,866
Maintenance- Plant Pumps	91,978	-	-	-
Maintenance- Sewer Mains	71,219	90,000	90,000	100,000
Maintenance- Heavy Equip	2,633	20,600	20,600	20,600
Maintenance- Sewer Services	4,465	5,000	5,000	5,000
Maintenance- Barricades	-	-	-	-
<b>Total Supplies &amp; Maint</b>	<b>199,245</b>	<b>141,300</b>	<b>141,300</b>	<b>157,816</b>

## OBJECTIVES AND STRATEGIES

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

*Related to City Council Goal: Infrastructure Basics.*

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

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

*Related to City Council Goal: Service Delivery.*

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

## Wastewater Collection Expenditures

*Continued*

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Services</b>				
Consultants, Architects, Engin	3,400	-	-	-
Utilities	65,630	75,250	75,250	70,050
Telephone	-	-	-	2,200
Postage	21	82	82	82
Travel/Training	780	3,500	3,500	4,000
General Liability Insurance	10,490	9,000	9,000	13,000
Equipment Rental/Lease	-	1,000	1,000	1,000
Leases & Fleet Transfers	-	-	-	6,000
Dues, Subscriptions, Membersh	240	320	320	600
Employee Certification	250	360	360	560
<b>Total Services</b>	<b>80,811</b>	<b>89,512</b>	<b>89,512</b>	<b>97,492</b>
<b>Capital Outlay</b>				
Radios & SCADA	-	-	-	-
Sewer Mains & Tie-Ins	278,873	200,000	200,000	-
Lift Station 4- Emergency	-	-	-	-
Pumps & Motors	37,379	-	-	-
Wastewater System Equipmt	-	-	-	-
Property Improvements	-	40,000	40,000	50,000
Lift Stations	-	-	-	-
<b>Total Capital Outlay</b>	<b>316,253</b>	<b>240,000</b>	<b>240,000</b>	<b>50,000</b>
<b>Total Wastewater Collection</b>	<b>789,949</b>	<b>702,230</b>	<b>702,230</b>	<b>619,574</b>

Objective	Performance Measure	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Goal 2018-2019
<b>1</b>	Pipeline Cleaned (in feet)	21,157	25,235	39,558	69,314
<b>3</b>	Pipeline ran with Camera (in feet)	16,540	29,058	25,377	42,454

# - 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.

<b>STAFFING</b>			
<b>Title</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Electric Distribution Supervisor	1	1	1
Senior Lineman	1	2	2
Lineman- First Class	2	1	1
Lineman- Second Class	1	1	2
Groundman	1	1	1
<b>Total Staffing</b>	<b>6</b>	<b>6</b>	<b>7</b>

## OPPORTUNITIES AND CHALLENGES

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

## OBJECTIVES AND STRATEGIES

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

*Related to City Council Goal: Service Delivery.*

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

### 2. Minimize electric power outages.

*Related to City Council Goal: Infrastructure Basics.*

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

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

*Related to City Council Goal: Infrastructure Basics.*

- Strive to continuously update infrastructure based on available funding.

Objective	Performance Measure	Actual 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 FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	359,285	406,043	406,043	418,705
FICA	33,312	32,246	32,246	33,141
Leave	61,889	-	-	-
Overtime	7,654	10,000	10,000	10,000
Retirement	71,909	70,196	70,196	72,178
Longevity	11,870	10,280	10,280	9,660
Insurance	49,465	45,300	45,300	46,718
Workers Compensation	5,607	5,466	5,466	5,618
Texas Workforce Commission	1,129	972	972	1,134
<b>Total Personnel</b>	<b>602,120</b>	<b>580,503</b>	<b>580,503</b>	<b>597,154</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	381	300	300	200
Copier Expense	1,459	2,000	2,000	2,100
Wearing Apparel	11,487	15,000	15,000	15,000
Vehicle Fuel	16,204	15,000	15,000	15,000
Non-Capital Tools & Equip	16,116	22,500	22,500	22,500
Maintenance- Elec Primaries	32,740	55,000	55,000	55,000
Maintenance- Elec Second	38,041	42,500	42,500	42,500
Maintenance- Motor Vehicles	9,190	5,000	5,000	5,000
Maintenance- Minor Equip	140	600	600	600
Maintenance- Heavy Equip	12,869	16,000	16,000	16,000
Maintenance- Holiday Lighting	3,846	4,000	4,000	10,000
<b>Total Supplies &amp; Maint</b>	<b>142,472</b>	<b>177,900</b>	<b>177,900</b>	<b>183,900</b>

## Electric Expenditures

### Continued

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Actual FY 2018-2019	Adopted FY 2019-2020
<b>Services</b>				
Consultants/ Arch/Engin	33,741	15,000	15,000	17,000
Natural Gas	1,338	-	-	-
Telephone	1,620	1,500	1,500	1,500
Postage	36	50	50	50
Travel/Training	8,230	14,000	14,000	14,000
General Liability Insurance	5,307	6,000	6,000	6,500
Leases & Fleet Transfers	29,925	14,963	14,963	65,500
Dues, Subscriptions, Member	2,328	2,500	2,500	700
Tree Trimming	86,607	83,000	83,000	83,000
<b>Total Services</b>	<b>169,131</b>	<b>137,013</b>	<b>137,013</b>	<b>188,250</b>
<b>Services</b>				
Electric Transmission Charge	30,000	30,000	30,000	30,000
Substation Charges	395,707	430,000	430,000	480,000
Power Purchase for Resale	5,599,227	5,292,869	5,292,869	4,957,480
<b>Total Services</b>	<b>6,024,934</b>	<b>5,752,869</b>	<b>5,752,869</b>	<b>5,467,480</b>
<b>Capital Outlay</b>				
Pickups	-	40,000	40,000	-
Heavy Construction Equipment	-	195,000	195,000	-
Other Vehicles	-	20,000	20,000	-
Electric Primaries	63,115	275,000	275,000	218,000
Electric Improvements	95,048	-	-	-
<b>Total Capital Outlay</b>	<b>158,162</b>	<b>530,000</b>	<b>530,000</b>	<b>218,000</b>
<b>Total Electric</b>	<b>7,096,819</b>	<b>7,178,285</b>	<b>7,178,285</b>	<b>6,654,784</b>

# - Public Works -

## DEPARTMENT 93

### MISSION STATEMENT

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

### DESCRIPTION

Public Works is the main administrative office providing supervision and direction, engineering, coordination and overseeing of the Building Maintenance, Streets, Fleet Maintenance, Ground Water, Water Treatment, Water Distribution, Meters, 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 needs as they relate to Public Works activities.

STAFFING			
Title	2017-18	2018-19	2019-20
Public Works Director	1	1	1
Assistant Public Works Director/Utilities	1	1	1
City Engineer	0	1	1
Administrative Assistant	1	1	1
<b>Total Staffing</b>	<b>3</b>	<b>4</b>	<b>4</b>

### OBJECTIVES AND STRATEGIES

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

*Related to City Council Goal: Infrastructure Basics.*

2. Maintain 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 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Regular	181,674	214,239	214,239	334,818
FICA	13,346	15,668	15,668	24,920
Leave	2,867	-	-	-
Retirement	30,106	35,527	35,527	55,442
Longevity	550	1,510	1,510	1,870
Insurance	22,561	22,650	22,650	26,696
Workers Compensation	553	2,725	2,725	3,052
Texas Workforce Commission	397	486	486	648
<b>Total Personnel</b>	<b>252,057</b>	<b>292,805</b>	<b>292,805</b>	<b>447,446</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	906	750	750	2,300
Copier Expense	2,146	2,500	2,500	2,500
Wearing Apparel	-	1,500	1,500	1,700
Vehicle Fuel	1,281	2,000	2,000	2,500
Non-Capital Tools & Equip	-	-	-	1,200
Maintenance- Motor Vehicles	69	500	500	750
<b>Total Supplies &amp; Maint</b>	<b>4,402</b>	<b>7,250</b>	<b>7,250</b>	<b>10,950</b>
<b>Services</b>				
Consultants/ Arch/Engin	21,910	5,000	5,000	50,000
Natural Gas	1,338	-	-	-
Telephone	1,931	2,200	2,200	3,500
Postage	63	1,500	1,500	1,500
Travel/Training	5,700	10,000	10,000	10,000
Legal Advertising	928	2,100	2,100	2,100
General Liability Insurance	1,994	2,480	2,480	3,000
Leases & Fleet Transfers	-	-	-	4,650
Dues, Subscriptions, Member	1,018	4,000	4,000	4,300
Contracted Services	-	-	-	28,000
Other- Employee Certifications	-	500	500	500
<b>Total Services</b>	<b>34,881</b>	<b>27,780</b>	<b>27,780</b>	<b>107,550</b>
<b>Total Public Works</b>	<b>291,341</b>	<b>327,835</b>	<b>327,835</b>	<b>565,946</b>

City of Granbury has added an in-house engineer and starting in 2019-2020, will move the associated costs previously accounted for in Community Development into this departmental budget.

# GRANBURY *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 85 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 Airport Manager 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	2017-18	2018-19	2019-20
Aviation Director	1	0	0
Airport Manager	0	1	1
Airport Operations Supervisor	1	0	0
Part-Time Airport Attendant	4	5	5
<b>Total Staffing</b>	<b>6</b>	<b>6</b>	<b>6</b>

*\* 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.*

## OBJECTIVES AND STRATEGIES

### 1. Manage the Airport in a safe and efficient manner.

*Related to City Council Goal: Economic Development.*

- Attract Corporate and GA Aviation business driving revenue and economic development.
- Obtain Military Fuel Contracts after the new runway is complete.
- Improve and expand current facilities. The Airport will need a financial plan to fund the new taxiway, jet ramp, FBO, and fuel farm.
- Increase existing land leases opportunities.
- 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 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Interest</b>				
Interest Income	54,957	30,000	30,000	45,070 *
<b>Total Interest</b>	<b>54,957</b>	<b>30,000</b>	<b>30,000</b>	<b>45,070</b>
<b>Other Revenue</b>				
Fund Balance Used	-	-	-	-
Sale of Maps/Charts/Other	2,335	4,600	4,600	1,000
Concession Sales	899	900	900	900
Leases on City Property	22,236	23,100	23,100	23,000
Sale of Aviation Fuel - 100LL	230,665	195,000	195,000	195,000
Sale of Aviation Fuel - JetA	196,667	200,000	200,000	200,000
Hangar Rent	296,190	300,000	300,000	300,000
Hangar Rent - King Air	27,218	24,000	24,000	20,000
Hangar Rent Penalty Income	1,590	-	-	-
Miscellaneous Income	3,169	4,000	4,000	4,000
Cash Short/Over	(278)	-	-	-
<b>Total Other Revenue</b>	<b>780,692</b>	<b>751,600</b>	<b>751,600</b>	<b>743,900</b>
<b>Interfund Transfers</b>				
Transfer from General Fund	94,020	-	-	- **
<b>Total Interfund Transfers</b>	<b>94,020</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Inter-Governmental</b>				
Grant Income - RAMP	47,993	50,000	50,000	50,000
Grant Income- Airport Expansion	-	3,000,000	3,000,000	3,000,000
<b>Total Inter-Governmental</b>	<b>47,993</b>	<b>3,050,000</b>	<b>3,050,000</b>	<b>3,050,000</b>
<b>Total Revenues</b>	<b>977,662</b>	<b>3,831,600</b>	<b>3,831,600</b>	<b>3,838,970</b>

\*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

## Airport Fund Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Salary	153,715	120,047	120,047	128,108
FICA	14,660	9,199	9,199	9,823
Leave	26,982	-	-	-
Overtime	-	250	250	250
Retirement	22,811	10,377	10,377	10,704
Longevity	900	360	360	480
Insurance	15,702	6,788	6,788	6,674
Workers Compensation	2,764	1,928	1,928	2,059
Texas Workforce Commission	967	942	942	952
<b>Total Personnel</b>	<b>238,501</b>	<b>149,891</b>	<b>149,891</b>	<b>159,050</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	244	600	600	600
Copier	2,085	2,000	2,000	2,000
Items for Resale	1,949	2,000	2,000	2,000
Janitorial Supplies	1,077	1,000	1,000	1,000
Concession Supplies	1,648	1,800	1,800	1,800
Wearing Apparel	438	500	500	600
Vehicle Fuel	543	1,200	1,200	1,200
Purchase 100LL Gasoline for Resale	176,581	144,400	144,400	144,450
Purchase Jet A Gasoline for Resale	145,585	153,354	153,354	153,500
Non-Capital Tools & Equip	190	3,200	3,200	1,600
Maintenance- Runway/Lights	367	-	-	-
Maintenance- Buildings	5,133	3,500	3,500	6,500
Maintenance- Motor Vehicles	2,611	3,000	3,000	3,000
Maintenance- Pumps/Motors	886	500	500	500
Maintenance- Grounds	51	100	100	100
Maintenance- Radios & Assoc	-	250	250	250
<b>Total Supplies &amp; Maint</b>	<b>339,389</b>	<b>317,404</b>	<b>317,404</b>	<b>319,100</b>

# Airport Fund Expenditures

## Continued

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Services</b>				
Consultants, Architects, Engin	29,774	-	-	-
Utilities	35,367	43,000	43,000	43,000
Telephone	1,280	2,200	2,200	1,900
Postage	143	400	400	400
Travel/Training	4,040	3,000	3,000	3,000
Advertising Legal	541	-	-	-
General Liability Insurance	17,682	17,000	17,000	17,000
Equipment Rental	13,140	13,200	13,200	13,200
Leases & Fleet Transfers	126,958	124,767	124,767	121,620
Dues, Subscriptions, Membersh	322	900	900	900
Car Allowance	4,800	-	-	-
Internet Services	1,163	1,800	1,800	1,800
Bank Card Fees	9,599	10,638	10,638	10,000
Miscellaneous Fees	441	400	400	1,000
<b>Total Services</b>	<b>245,250</b>	<b>217,305</b>	<b>217,305</b>	<b>213,820</b>
<b>Grant Expense</b>				
RAMP Grant Expenditures	34,082	100,000	100,000	100,000
<b>Total Grant Expense</b>	<b>34,082</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Transfers</b>				
Shared Allocation	46,699	47,000	47,000	47,000
<b>Total Transfers</b>	<b>46,699</b>	<b>47,000</b>	<b>47,000</b>	<b>47,000</b>
<b>Capital Outlay</b>				
Building Improvements	8,200	-	-	-
Airport Expansion Project	1,072,283	3,000,000	3,000,000	3,000,000
<b>Total Capital Outlay</b>	<b>1,080,483</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>
<b>Total Airport</b>	<b>1,984,403</b>	<b>3,831,600</b>	<b>3,831,600</b>	<b>3,838,970</b>

## OPPERTUNITIES & CHALLENGES

### OPPERTUNITIES

- Continued Council Support
- Runway construction project to remain on schedule and budget.
- Continue working on land lease opportunities for hangar construction.
- Continue to seek the best possible fuel suppliers.
- Develop a Business and Marketing plan for the next 5 years.

### CHALLENGES

- Continue to effectively manage the new runway project.
- Maximizing available Grant funding
- Obtain funding in support of a new taxiway, jet ramp, and FBO.
- Funding and building new hangar 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 organization's Vision.

# GRANBURY *Texas*

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# Tourism Fund

The Tourism Fund is a Special Revenue Fund which derives a majority part of 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.

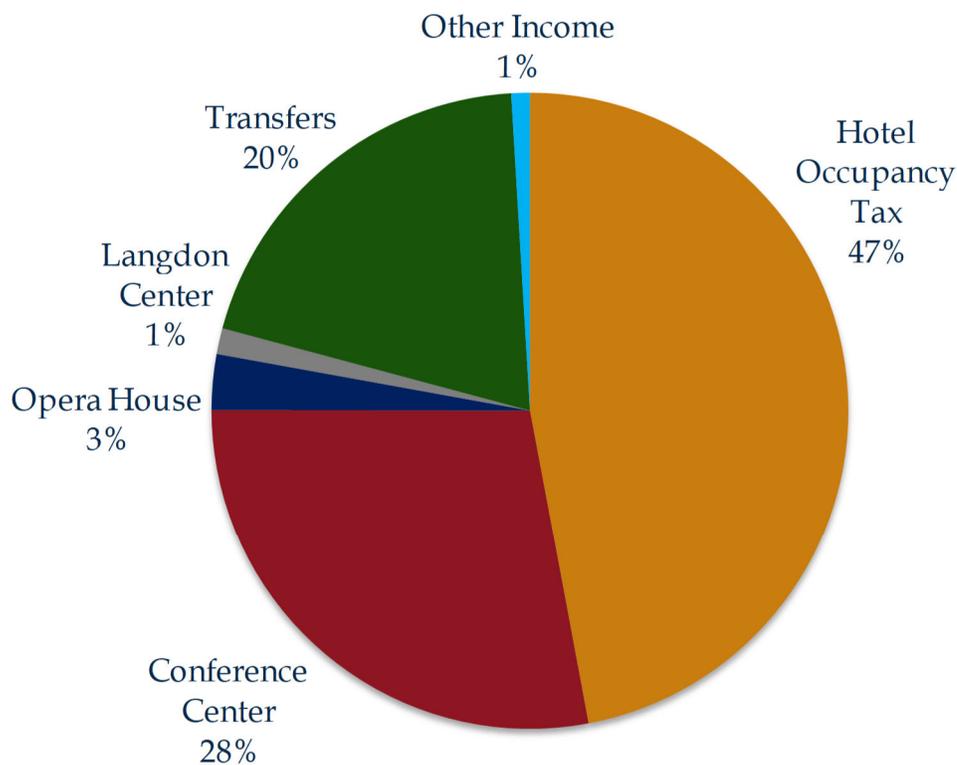
*Revenue from the municipal hotel occupancy tax may be used only to promote tourism and the convention and hotel industry.*

*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	Budgeted	Projected	Adopted
	FY 2017-2018	FY 2018-2019	FY 2018-2019	FY 2019-2020
Hotel Occupancy Taxes	729,323	730,000	730,000	750,000
Conference Center Income	496,135	434,100	434,100	446,100
Langdon Center Income	18,275	21,000	21,000	21,000
Interest Income	327	-	-	-
Opera House Income	45,000	45,000	45,000	45,000
Other Income	68,632	62,300	62,300	15,000
Transfers	612,530	290,380	290,380	316,982
<b>Total Revenues</b>	<b>1,970,223</b>	<b>1,582,780</b>	<b>1,582,780</b>	<b>1,594,082</b>

## Tourism Fund Revenues By Type



# Tourism Fund Revenues

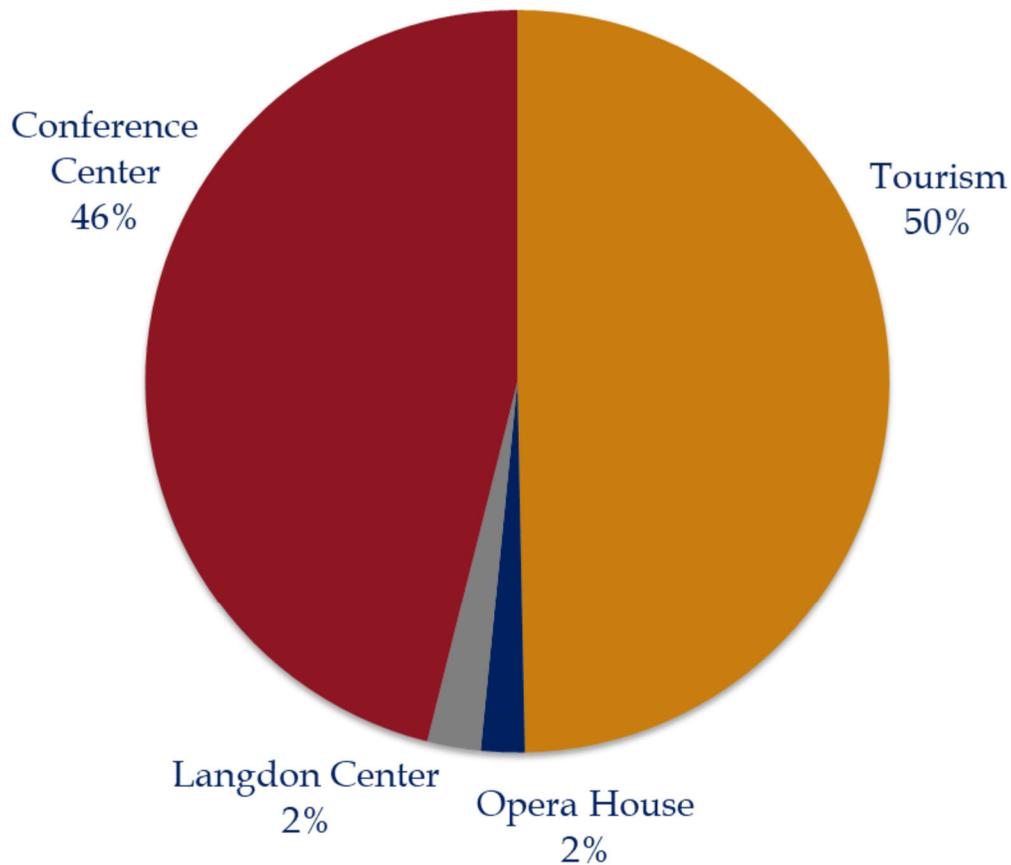
## Detail

Revenue Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Taxes</b>				
Hotel Occupancy Taxes	729,323	730,000	730,000	750,000
<b>Total Taxes</b>	<b>729,323</b>	<b>730,000</b>	<b>730,000</b>	<b>750,000</b>
<b>Langdon Center Income</b>				
Lang. Ctr. Facility Rental	18,275	21,000	21,000	21,000
<b>Total Langdon Center Income</b>	<b>18,275</b>	<b>21,000</b>	<b>21,000</b>	<b>21,000</b>
<b>Conference Center Income</b>				
Conf. Ctr. Facility Rental	217,175	185,500	185,500	185,500
Conf. Ctr. Catering Revenue	217,773	190,000	190,000	190,000
Conf. Ctr. Alcoholic Bev. Sales	55,950	50,000	50,000	50,000
Conf. Ctr. Service/Use Fees	22,013	19,100	19,100	19,100
Conf. Ctr. Equipment Rental	61,240	40,000	40,000	40,000
Conf. Ctr. Contracted Svc. Rev	-	-	-	12,000
Conf Ctr: Gratuity	1,879	-	-	-
Conf Ctr: Bar Svcs & Supplies	7,805	7,500	7,500	7,500
Conf. Ctr. Group Srvc Revenue	10,615	12,000	12,000	12,000
Conf. Ctr. Other Income	2,213	-	-	-
Conf. Ctr. Discounts Given	(100,528)	(70,000)	(70,000)	(70,000)
<b>Total Conference C. Income</b>	<b>496,135</b>	<b>434,100</b>	<b>434,100</b>	<b>446,100</b>
<b>Interest</b>				
Interest Income	327	-	-	-
<b>Total Interest</b>	<b>327</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Income</b>				
Opera House Income	45,000	45,000	45,000	45,000
Opera House Utilities Reimb	41,834	41,300	41,300	-
Donations	14,240	-	-	-
Groups/Meetings Income	6,850	16,000	16,000	10,000
Other Income	1,183	5,000	5,000	5,000
Insurance Proceeds	4,563	-	-	-
Cash Short/Over	(37)	-	-	-
<b>Total Other Income</b>	<b>113,632</b>	<b>107,300</b>	<b>107,300</b>	<b>60,000</b>
<b>Interfund Transfers</b>				
Transfer from General Fund	612,530	290,380	290,380	316,982
<b>Total Interfund Transfers</b>	<b>612,530</b>	<b>290,380</b>	<b>290,380</b>	<b>316,982</b>
<b>Total Revenues</b>	<b>1,970,223</b>	<b>1,582,780</b>	<b>1,582,780</b>	<b>1,594,082</b>

## Tourism Fund Expenditures

Expenditure Type	Actual	Budgeted	Projected	Adopted
	FY 2017-2018	FY 2018-2019	FY 2018-2019	FY 2019-2020
Tourism	683,744	563,000	563,000	779,593
Opera House	71,499	82,000	82,000	29,700
Langdon Center	36,248	36,300	36,300	36,500
Conference Center	690,402	877,480	877,480	723,289
Capital Outlay	278,949	24,000	24,000	25,000
<b>Total Expenditures</b>	<b>1,760,842</b>	<b>1,582,780</b>	<b>1,582,780</b>	<b>1,594,082</b>

## Tourism Fund Expenditures By Department



# GRANBLURY *Texas*

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# - Tourism -

## DEPARTMENT 14

### MISSION STATEMENT

To Promote and market Granbury as a premier leisure and meeting destination for the purpose of positively impacting the city's economy.

### DESCRIPTION

The Tourism department partners with hotels, bed & breakfasts, restaurants, and retailers to promote the city as an outstanding destination for leisure, business, conferences, and other activities. The department coordinates advertising and public relations for the City and even hosts journalists throughout the year, giving them an excellent Granbury experience.

<b>STAFFING</b>			
<b>Title</b>	<b>2017-2018*</b>	<b>2018-19</b>	<b>2019-20</b>
Convention & Visitors Bureau Director	0	1	1
Group & Leisure Travel/Event Coordinator	0	1	1
CVB Sales Manager	0	1	1
Part Time Visitor Information Specialist	0	5	5
PT Trolley Driver (FTE Equivalent)	0	1	1
<b>Total Staffing</b>	<b>0</b>	<b>9</b>	<b>9</b>

\* In FY 2017-2018, Tourism for the City of Granbury was promoted by a stand-alone Destination Marketing Organization, Visit Granbury, Inc.

### OPPORTUNITIES AND CHALLENGES

#### Tourism Marketing Targets Opportunities

- Lake activities
- Recreational leagues & tournaments

#### Tourism Challenges

- Promoting tourism during the week days to businesses and educational groups
- Promoting tourism in the non-peek seasons

## OBJECTIVES AND STRATEGIES

### 1. Continue progress uniting community support

*Related to City Council Goal: Citizen Involvement*

- Monthly lodging association meetings, weekly Rise & Grind, signature drink competition, and Foodie Trail opportunities.
- V.I.P. (Visitor Information Professional) Volunteer ambassadors
- Visitor center, orientations, and FAM Tours

### 2. New tourism opportunities - Competitive position

*Related to City Council Goal: Tourism Development*

- Lake/ recreation tourism, sports tourism, eco tourism, and associations

### 3. Tourism Retention- Tourism Servicing

*Related to City Council Goal: Tourism Development*

- Enhance the visitor experience
- Trolley, transportation, and parking support

### 4. Support, Grow, and Develop new events

*Related to City Council Goal: Tourism Development*

- Funding grant program



# Tourism Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Salaries	-	227,002	227,002	259,641
FICA	-	16,738	16,738	19,876
Leave	-	-	-	-
Overtime	-	-	-	-
Retirement	-	28,718	28,718	30,995
Longevity	-	-	-	130
Insurance	-	20,763	20,763	20,022
Workers Compensation	-	489	489	1,303
Texas Workforce Commission	-	1,040	1,040	1,531
<b>Total Personnel</b>	-	<b>294,750</b>	<b>294,750</b>	<b>333,498</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	-	1,000	1,000	3,000
Copier Expense	-	8,000	8,000	5,000
Janitorial Supplies	-	200	200	1,200
Wearing Apparel	-	500	500	1,500
Vehicle Fuel	-	2,500	2,500	2,500
Non-Capital Tools & Equip	-	-	-	-
Maintenance- Vehicles	-	500	500	4,500
<b>Total Supplies &amp; Maint</b>	-	<b>12,700</b>	<b>12,700</b>	<b>17,700</b>



## Tourism Expenditures

*Continued*

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Services</b>				
Consultants, Architects	1,100	74,400	74,400	3,000
Utilities	-	5,150	5,150	-
Telephone	-	5,000	5,000	4,100
Postage	-	3,000	3,000	3,000
Travel/Training	-	18,000	18,000	18,000
Advertising & Promotions	-	80,000	80,000	248,700
Printing	-	-	-	-
General Liability Insurance	-	2,000	2,000	2,000
Transportation/Rental Lease	-	-	-	4,500
Leases & Fleet Transfers	-	-	-	750
Rent	-	-	-	37,500
Dues/Subscriptions/Membersh	-	4,500	4,500	4,345
Contracted Services	-	-	-	10,500
Tourism Promotions	-	-	-	-
Trade Shows	-	-	-	11,500
Group Services	-	-	-	-
Miscellaneous Fees	-	-	-	1,000
Public Relations	-	-	-	-
<b>Total Services</b>	<b>1,100</b>	<b>192,050</b>	<b>192,050</b>	<b>348,895</b>
<b>Other Services</b>				
Grant Funding	-	53,500	53,500	69,500
Chamber Operations	-	10,000	10,000	10,000
<b>Total Services</b>	<b>-</b>	<b>63,500</b>	<b>63,500</b>	<b>79,500</b>
<b>Transfers/Debt Service</b>				
Promotion of Tourism Activities	682,644	-	-	-
<b>Total Transfers</b>	<b>682,644</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital Outlay</b>				
Automobiles	-	24,000	24,000	-
<b>Total Capital Outlay</b>	<b>-</b>	<b>24,000</b>	<b>24,000</b>	<b>-</b>
<b>Total Tourism</b>	<b>683,744</b>	<b>587,000</b>	<b>587,000</b>	<b>779,593</b>

# - 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.

<b>STAFFING</b>			
<b>Title</b>	<b>2017-2018</b>	<b>2018-19</b>	<b>2019-20</b>
Conference Center Manager	1	1	1
Sales Executive	1	1	1
Event Coordinator	1	1	1
Event Attendant	0	1	1
Group Technician	3	2	2
Bartenders (FTE Equivalent)	1	1	1
<b>Total Staffing</b>	<b>7</b>	<b>7</b>	<b>7</b>

### OPPORTUNITIES AND CHALLENGES

The greatest challenge for any conference center is the ability to book mid-week conferences and events that will include overnight stays in local hotels. At 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.
- 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 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Personnel</b>				
Salaries	166,341	256,680	256,680	234,461
FICA	12,884	19,173	19,173	17,465
Leave	7,884	-	-	-
Overtime	1,882	2,000	2,000	2,000
Retirement	26,508	36,333	36,333	32,277
Longevity	780	840	840	760
Insurance	30,214	37,958	37,958	33,370
Workers Compensation	4,181	4,213	4,213	3,448
Texas Workforce Commission	1,239	1,833	1,833	1,458
<b>Total Personnel</b>	<b>251,912</b>	<b>359,030</b>	<b>359,030</b>	<b>325,239</b>
<b>Supplies &amp; Maintenance</b>				
Office Supplies	685	1,000	1,000	1,000
Copier Expense	4,934	5,000	5,000	5,000
Concessions for Resale	83	-	-	-
Alcoholic Beverage for Resale	15,518	11,400	11,400	11,400
Janitorial Supplies	2,353	2,750	2,750	2,750
Ancillary Items	1,393	6,000	6,000	6,000
Bar Supplies	1,378	2,000	2,000	2,000
Wearing Apparel	897	1,150	1,150	1,150
Vehicle Fuel	637	500	500	500
Non-Capital Equipment	2,358	6,000	6,000	6,000
Software	3,569	5,800	5,800	15,800
Maintenance of Buildings	25,635	15,000	15,000	15,000
Maintenance of Vehicles	4,819	450	450	450
Maintenance of Signs	4,387	-	-	-
<b>Total Supplies &amp; Maint</b>	<b>68,646</b>	<b>57,050</b>	<b>57,050</b>	<b>67,050</b>

## Conference Center Expenditures

*Continued*

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Services</b>				
Consultants, Architects, Engin	10,625	-	-	-
Utilities	56,174	52,000	52,000	61,500
Telephone	1,806	2,100	2,100	2,100
Postage	14	100	100	400
Travel/Training	2,687	4,000	4,000	5,000
Advertising Promotions	33,491	152,200	152,200	-
General Liability Insurance	10,583	11,000	11,000	10,000
Catering Services	219,652	190,000	190,000	190,000
Contract Services	-	-	-	-
Equipment Rental/Lease	17,565	15,000	15,000	15,000
Dues, Subscriptions, Membersh	358	2,500	2,500	2,500
Contract Services- AV Equip	-	-	-	12,000
Trade Shows	3,788	10,000	10,000	10,000
Fam Tours	695	-	-	-
Mixed Beverage Gross Rec Tax	4,237	5,000	5,000	5,000
Group Services	2,683	6,000	6,000	6,000
Bank/ Misc Fees	3,671	4,000	4,000	4,000
Miscellaneous Fees	1,270	6,500	6,500	6,500
Misc Expenses / Disposables	545	1,000	1,000	1,000
<b>Total Services</b>	<b>369,844</b>	<b>461,400</b>	<b>461,400</b>	<b>331,000</b>
<b>Capital Outlay</b>				
Buildings Improvement	-	-	-	25,000
Miscellaneous Toos	266,416	-	-	-
<b>Total Capital Outlay</b>	<b>266,416</b>	<b>-</b>	<b>-</b>	<b>25,000</b>
<b>Total Conference Center</b>	<b>956,819</b>	<b>877,480</b>	<b>877,480</b>	<b>748,289</b>

# - Opera House -

## DEPARTMENT 16

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Supplies &amp; Maintenance</b>				
Maintenance of Buildings	14,431	14,500	14,500	14,500
<b>Total Supplies &amp; Maint</b>	<b>14,431</b>	<b>14,500</b>	<b>14,500</b>	<b>14,500</b>
<b>Services</b>				
Utilities	43,589	53,500	53,500	1,200 *
General Liability Insurance	13,479	14,000	14,000	14,000
<b>Total Services</b>	<b>57,068</b>	<b>67,500</b>	<b>67,500</b>	<b>15,200</b>
<b>Total Opera House</b>	<b>71,499</b>	<b>82,000</b>	<b>82,000</b>	<b>29,700</b>

\*The renewed agreement between the City and the leasee of the Opera House, Granbury Theater Company, allowed for the leasee to pay for utilities directly instead of the City facilitating the pass-thru.



# - Langdon Center -

## DEPARTMENT 18

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Supplies &amp; Maintenance</b>				
Maintenance of Buildings	7,026	8,000	8,000	8,000
<b>Total Supplies &amp; Maint</b>	<b>7,026</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
<b>Services</b>				
Utilities	27,647	26,700	26,700	26,900
General Liability Insurance	1,575	1,600	1,600	1,600
<b>Total Services</b>	<b>29,222</b>	<b>28,300</b>	<b>28,300</b>	<b>28,500</b>
<b>Capital Outlay</b>				
Buildings Improvement	12,532	-	-	-
<b>Total Capital Outlay</b>	<b>12,532</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Langdon Center</b>	<b>48,781</b>	<b>36,300</b>	<b>36,300</b>	<b>36,500</b>

OTHER FUNDS



# 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.

**2018-2019 Board of Directors:**

Chris Coffman	§	President
Mitch Galvan	§	Vice President
Rick Crownover	§	Secretary

# Granbury Historic Properties Revenue

Revenue Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Interest</b>				
Interest Income	-	-	-	-
<b>Total Interest</b>	-	-	-	-
<b>Other Revenue</b>				
Lease of Property	-	-	-	-
Donations	-	-	-	-
Miscellaneous Income	-	-	-	-
<b>Total Other Revenue</b>	-	-	-	-
<b>Interfund Transfers</b>				
Transfer from General Fund	40,000	40,000	40,000	40,000
<b>Total Interfund Transfers</b>	40,000	40,000	40,000	40,000
<b>Inter-Governmental</b>				
Loan Proceeds	-	-	-	-
Grant Revenue	-	-	-	-
<b>Total Inter-Governmental</b>	-	-	-	-
<b>Total Revenues</b>	40,000	40,000	40,000	40,000

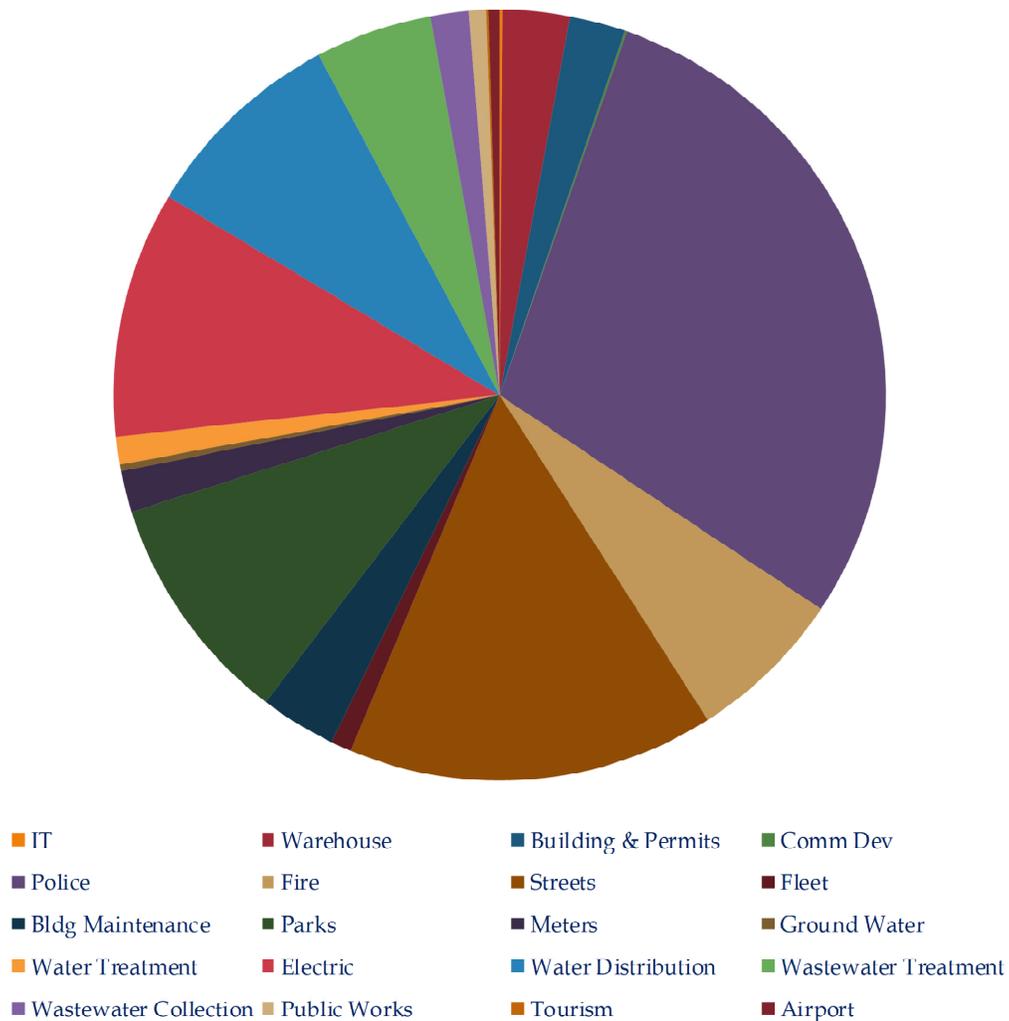
## Granbury Historic Properties Expenditures

Expenditure Type	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2018-2019	Adopted FY 2019-2020
<b>Supplies &amp; Maintenance</b>				
Non-Capital Equipment	-	-	-	-
Maintenance- Buildings	-	-	-	-
<b>Total Supplies &amp; Maint</b>	-	-	-	-
<b>Services</b>				
Consultants, Architects, Eng	-	-	-	-
Legal Expenses	-	-	-	-
Transfer to Tourism	-	-	-	-
Loan Payment	35,864	40,000	40,000	40,000
Miscellaneous Fees	-	-	-	-
<b>Total Services</b>	35,864	40,000	40,000	40,000
<b>Capital Outlay</b>				
Furniture & Fixtures	-	-	-	-
<b>Total Capital Outlay</b>	-	-	-	-
<b>Total Historical Properties</b>	35,864	40,000	40,000	40,000

# Fleet Replacement Fund

The fleet fund is an internal service fund responsible for the acquisition and/or replacement of City vehicles. This fund is funded through transfers from the city departments which are determined by dividing the estimated future replacement costs by the anticipated life for each vehicle. This transfer system stabilizes other funds by allowing for annual payments for replacements rather than a one-time increase at the time of replacement.

Annual Transfers by Department



## Fleet Purchases for 2019-2020

Description	Amount
<b><u>Police</u></b>	
Patrol Vehicles (2)	140,000
Patrol Vehicles with Equipment (2)	170,000
<b><u>Streets</u></b>	
Truck	30,000
<b><u>Building Maintenance</u></b>	
Service Truck	45,000
<b><u>Parks</u></b>	
Truck	30,000
<b><u>Ground Water</u></b>	
Truck	30,000
<b><u>Water Treatment</u></b>	
Truck	30,000
<b><u>Water Distribution</u></b>	
Crane Truck	55,000
<b><u>Wastewater Treatment</u></b>	
Crane Service Truck	155,000
<b><u>Wastewater Collection</u></b>	
Vac/Jet Truck	285,000
Large Dump Truck	75,000
Truck	30,000
<b><u>Public Works</u></b>	
Car	20,000
<b>Total</b>	<b>1,095,000</b>

# 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 established 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 2019-20 CAPITAL IMPROVEMENTS**

The capital improvements scheduled for Fiscal Year 2019-20 are investments in technology capital projects to help increase efficiency within departments like the city-wide upgrade to Incode X, Edge Switch Cabling Refresh, Server Retirements, WiFi Segmentation, and camera upgrade in the Council Chambers for live streaming of public meetings. A new pump motor at the Municipal Pool, City Ballfield shade structures and Holiday decorations along Hwy 377 are also proposed for General Fund capital investments.

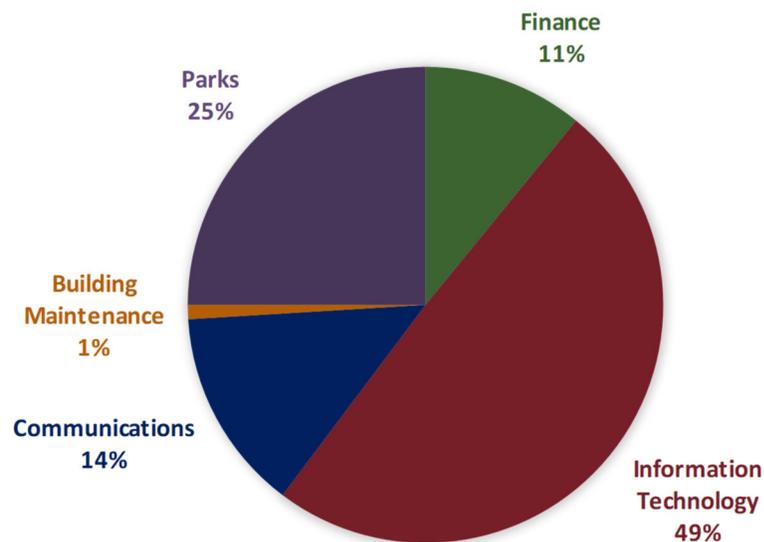
In the Utility Fund, the City will continue a 5 year replacement of all electric meters to the same advanced metering system as the water meters completed in prior years. Wastewater will install 4 flow meters on major lift stations and continue to annually invest in preventative maintenance of manholes. Water department funds will be allocated to plug inactive wells around the City, a shade structure for a motor control center, and a hydraulic hammer for the CAT Excavator. Also, with the new Water Treatment Plant and extensive membrane system included, the City will continue to reserve funds over the next 5-7 years in anticipation of their replacement. Impact fees will be used to upgrade some of the waterlines in the Harbor Lakes area. Electric will invest in the next phase of work on distribution lines.

The following pages identify in greater detail the capital improvements that have been authorized in Fiscal Year 2019-20. All projects and equipment are listed by fund and then by service category.

# Capital Improvements

## General Fund

Description	Amount
<b><u>Finance</u></b>	
City-Wide Upgrade to Incode 10	45,000
<b><u>Information Technology</u></b>	
Edge Switch Cabling Refresh	97,000
Retire CIFS Share & Refresh SAN	85,000
Wi-Fi Segmentation	21,400
<b><u>Communications</u></b>	
Council Chamber Camera System Upgrade	56,750
<b><u>Building Maintenance</u></b>	
Log Cabin Roof Replacement	4,000
<b><u>Parks</u></b>	
Pool Pump Motor Replacement	10,000
Ballfields Shade Structure	75,000
Hwy 377 Holiday Decorations	18,000
<b>Total General Fund</b>	<b>412,150</b>



# Capital Improvements

## General Fund

City-Wide Upgrade to Incode 10: Upgrade the main software, Incode from version 9 to the new version X. The newer version will allow for the implementation of more efficient processes for many of the departments that rely on Incode for their daily operations, plus allow for single identification log-in, web-based access for remote users, and combining applications currently supported by multiple companies into one inclusive support service.

Edge Switch Cabling Refresh: Replace the old ethernet cabling and edge network switches to avoid excessive downtime.

Retire CIFS Share & Refresh SAN: Replace both existing NetApp SANs with 50% additional capacity and migrate data.

Wi-Fi Segmentation: Segment network traffic per CJIS requirements and replace wireless access points to increase performance and security.

Council Chambers Camera System Upgrade: Upgrade the live streaming equipment for the City Council Chambers with permanent cameras to be mounted and a production video switcher to provide better video quality for members of the community. PIO and City Secretary will also upgrade to Granicus, an agenda management software to help file and retrieve the videos from meetings.

Log Cabin Roof Replacement: Replace the roof on the Historic Ferryman's Cabin to prevent further damage from occurring.

Pool Pump Motor Replacement: Replace the pool pump motor before the beginning of the 2020 pool season to prevent a shut down during the season.

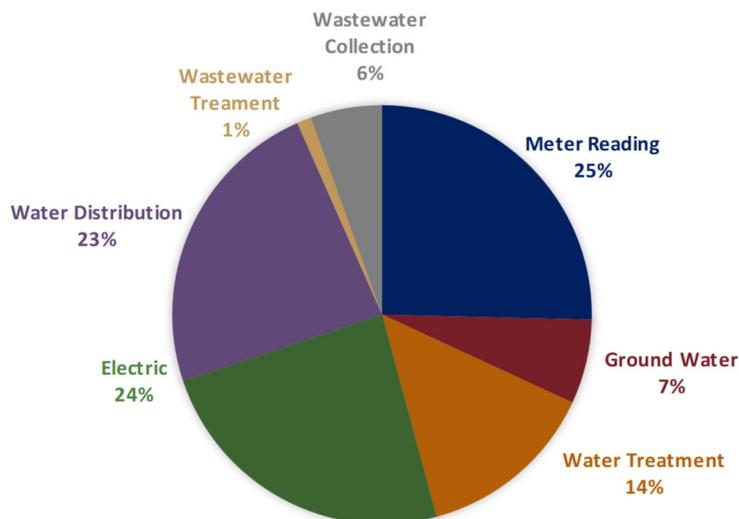
Ballfields Shade Structure: Add a shade system to cover the bleachers for four baseball/softball fields at the City Park to reduce crowding from personal shade structures.

Hwy 377 Holiday Decorations: Purchase and install hanging candy canes and snowflake decorations to be attached to the utility poles along Hwy 377. This will provide more holiday decorations for visitors and residents.

# Capital Improvements

## Utility Fund

Description	Amount
<b><u>Meter Reading</u></b>	
Water Meters (New Construction)	70,000
AMI Electric Meters (Replacements)	130,000
AMI Electric Meters (New Construction)	30,000
<b><u>Ground Water</u></b>	
Well Plugging	54,000
"Car Port" Structure for Motor Control Center	5,000
<b><u>Water Treatment</u></b>	
Ammonia Monochloramine Inline Analyzer	26,000
Membrane Replacement Sinking Fund	100,000
<b><u>Electric</u></b>	
Electric Distribution Line Improvements	218,000
<b><u>Water Distribution</u></b>	
Hydraulic Hammer for Cat Excavator	13,000
Harbor Lakes Waterline Upgrade	200,000
<b><u>Wastewater Treatment</u></b>	
(4) Flow Meters at Lift Stations	10,000
<b><u>Wastewater Collection</u></b>	
Preventive Maintenance on Manholes	50,000
<b>Total Utility Fund</b>	<b>906,000</b>



# Capital Improvements

## Utility Fund

Water Meters: Purchase water meters and meter boxes to keep as stock for developers to purchase from the City to install at new developments.

AMI Electric Meters: Purchase electric meters and meter boxes to keep as stock for developers to purchase from the City to install at new developments.

Replace the current radio-read electric meters with AMI meters for customers to track electric usage and City staff to perform safe and cost-efficient disconnects.

Well Plugging: Plugging several inactive wells to remain in compliance with TCEQ.

Car Port Structure for Motor Control Center: Metal building to cover Motor Control Center at Knox 1 Pump Station to prevent intermittent loss of power and communications to booster pumps.

Ammonia Monochloramine Inline Analyzer: Equipment used to continuously monitor the levels of free ammonia in order to protect the RO membranes and save on lab supplies and man hours.

Membrane Replacement Sinking Fund: Annual reserve of funds for the future purchase of replacement membranes and filters used in the reverse osmosis system at the Water Treatment Plant.

Electric Distribution Line Improvements: Upgrade the electrical system to increase efficiency and reduce outages.

Hydraulic Hammer for Cat Excavator: Purchase hydraulic hammer and quick connect for cat excavator for faster removal of concrete and rocks around water and sewer mains during repairs and installation.

Harbor Lakes Waterline Upgrade: Upgrade the Harbor Lakes waterline from a 6-inch to a 8-inch per city standards and recent increases in load on that segment of the system

Flow Meters at 4 Lift Stations: Add flow meters to four lift stations to help diagnose possible pump problems and assist in future planning.

Preventative Maintenance on Manholes: Spray epoxy coating for the interior of sewer manholes to limit infiltration of groundwater and corrosion.

# Capital Improvements

## Tourism Fund & Airport Fund

Description	2019-2020
<b><u>Tourism</u></b>	
Refinish Concrete Lobby Floor	25,000
<b>Total Tourism Fund</b>	<b>25,000</b>
<b><u>Airport</u></b>	
Runway Project	3,000,000
<b>Total Airport Fund</b>	<b>3,000,000</b>

Refinish Concrete Lobby Floors: Re-stain concrete floor in the lobby of the Lake Granbury Conference Center.

Runway Project: Annual installment for the expansion of the City's current airport from a 3,600' to a 5,200' x 75' runway to accommodate larger aircrafts. The accommodation for jets will expand the customer market and promote both commercial and residential economic growth in the surrounding community. \$15.7 million is funded over 5 years from a TxDOT Grant and \$10 M from the City-issued 2016A Bond. The expansion required the acquisition of land and the relocation of an electric substation and transmission lines.

## Major Capital Projects

<b>Project Name</b>	Master Park Plan	
<b>Priority</b>	Medium	
<b>Department</b>	Parks & Recreation	
<b>Project Location</b>	Various Locations within City	
<b>Funding Source</b>	Operating, Bond, Reserves & Capital Budget	

	Prior Years	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	Total
Land Acquisition							-
Design & Engineering							-
Construction							-
Equipment							-
Other Prof Services	47,500	40,500					88,000
Other							-
<b>Total</b>	<b>47,500</b>	<b>40,500</b>	-	-	-	-	<b>88,000</b>

### Description (Justification and Explanation)

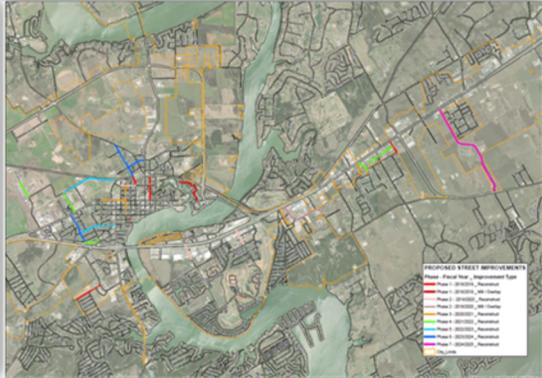
The Parks and Recreation master plan is an important aspect of the planning and development of the Granbury Parks System. City Council can utilize the Master Plan as a guide to plan, expand, and enhance the parks and open space.

### Annual O&M Impact

	Prior Years	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	Total
Personnel							-
Operating	47,500	40,500					88,000
Capital Outlay							-
Debt							-
Other							-
<b>Total</b>	<b>47,500</b>	<b>40,500</b>	-	-	-	-	<b>88,000</b>

The Plan is currently being developed by a consulting firm and once adopted the long-term and operating costs will be planned out.

# Major Capital Projects

<b>Project Name</b>	<b>Street System Improvement Plan</b>	
<b>Priority</b>	High	
<b>Department</b>	Street	
<b>Project Location</b>	Various Locations within City	
<b>Funding Source</b>	Fund Balance	

	Prior Years	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	Total
<b>Design &amp; Engineering</b>	144,500	160,500	187,500	133,680	165,000	165,000	956,180
<b>Construction</b>	898,800	1,070,000	1,250,000	891,200	1,100,000	1,100,000	6,310,000
<b>Equipment</b>							-
<b>Other Prof Services</b>	8,000						8,000
<b>Total</b>	<b>1,051,300</b>	<b>1,230,500</b>	<b>1,437,500</b>	<b>1,024,880</b>	<b>1,265,000</b>	<b>1,265,000</b>	<b>7,274,180</b>

### Description (Justification and Explanation)

A street system plan is an essential guide to ensure that the future growth and development of Granbury will be accomplished in a uniform, orderly manner. The purpose of this planning effort is to provide more detail concerning the future rehabilitation and reconstruction of existing roadways. For a specific breakdown of which streets are included in each year's construction schedule, see the next page.

### Annual O&M Impact

	Prior Years	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	Total
<b>Personnel</b>							-
<b>Operating</b>	1,051,300	1,230,500	1,437,500	1,024,880	1,265,000	1,265,000	7,274,180
<b>Capital Outlay</b>							-
<b>Debt</b>							-
<b>Other</b>							-
<b>Total</b>	<b>1,051,300</b>	<b>1,230,500</b>	<b>1,437,500</b>	<b>1,024,880</b>	<b>1,265,000</b>	<b>1,265,000</b>	<b>7,274,180</b>

Outsourcing of major roadway projects will enable City staff to focus on light road repairs and sign maintenance. The annual investment in street rehabilitation will be derived from the City's General Fund Balance.

## Street Improvement Schedule

FY Scheduled	Name	Location	Cost Estimate*	Type
2018-2019	N Crockett St	E Bridge St to Ewell St	250,000	Reconstruct
	Misty Meadows Dr	Meadows Dr -toSpanish Trail Dr	277,800	Reconstruct
	South Olson Court	Full Street	37,000	Reconstruct
	N. Travis St	W. Rucker St North to Bridge	70,000	Reconstruct
	Brazos Harbor Dr	Full Street	114,000	Mill/Overlay
	E Clifton Rd	US 377 to South City Limits	150,000	Reconstruct
Fiscal Year Total			<b>898,800</b>	
2019-2020	Old Acton Highway	US 377 to South City Limits	445,000	Mill/Overlay
	W. Rucker St	N Travis St to N. Hannaford St	200,000	Reconstruct
	Harbor Lakes Dr	US 377 to 2nd Street	225,000	Reconstruct
	Waters Edge Dr	US 377 to Walmart Delivery Rd	200,000	Reconstruct
Fiscal Year Total			<b>1,070,000</b>	
2020-2021	W Bridge St	N Baker St. to N. Lancaster St.	400,000	Reconstruct
	Baker St	W. Doyle to W. Rucker St	400,000	Reconstruct
	Shady Grove Dr	US 377 to South City Limits	150,000	Reconstruct
	M&M Ranch Road	US 377 to South City Limits	150,000	Reconstruct
	Kings Plaza	Full Street	150,000	Reconstruct
Fiscal Year Total			<b>1,250,000</b>	
2021-2022	Plaza East Ct	Full Street	250,000	Reconstruct
	Granbury Ct	US 377 to South City Limits	150,000	Reconstruct
	Howard Clemmons Rd	Crossland Rd. to Aream Grounds	115,000	Reconstruct
	Gifford St	Full Street	200,000	Reconstruct
	Deputy Larry Mill Dr	W. Pearl St. to Crossland Rd.	176,200	Reconstruct
Fiscal Year Total			<b>891,200</b>	
2022-2023	Crossland Rd	Debuty Larry Miller Dr. to N. Jones St.	750,000	Reconstruct
	Elizabeth Blvd	Morgan St. to S. Cherry Ln	350,000	Reconstruct
Fiscal Year Total			<b>1,100,000</b>	
2023-2024	Thorp Springs Rd	FM 4 to South RR Track Crossing	450,000	Reconstruct
	W. Moore St	Thorp Springs Rd to N. Houston St	350,000	Reconstruct
	S. Cherry Ln	Gifford to Pearl	300,000	Reconstruct
Fiscal Year Total			<b>1,100,000</b>	
* Cost estimate is for repairs to the streets only and doesn't include utility repairs that might be required				

# Major Capital Projects

<b>Project Name</b>	<b>Electric Meter Upgrade to AMI</b>	
<b>Priority</b>	Medium	
<b>Department</b>	Meter Reading	
<b>Project Location</b>	City's Electric Customers	
<b>Funding Source</b>	Capital	

	Prior Years	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	Total
<b>Design &amp; Engineering</b>							-
<b>Equipment</b>	130,000	130,000	130,000	130,000	130,000		650,000
<b>Other Prof Services</b>							-
<b>Other</b>							-
<b>Total</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>-</b>	<b>650,000</b>

### Description (Justification and Explanation)

The replacement of all current "radio-read" electric meters with AMI meters is a 5-Year project. The new AMI meters can be read hourly from a remote location, and will better serve our customers by allowing them online access to see their "real time" electric usage. Remote and instant disconnects will be safer and more efficient for City staff.

### Annual O&M Impact

	Prior Years	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	Total
<b>Personnel</b>		(50,000)	(51,500)	(53,045)	(54,636)	(56,275)	(265,457)
<b>Operating</b>		22,000	4,000	5,000	5,000	5,000	41,000
<b>Capital Outlay</b>	130,000	130,000	130,000	130,000	130,000		650,000
<b>Other</b>							-
<b>Total</b>	<b>130,000</b>	<b>102,000</b>	<b>82,500</b>	<b>81,955</b>	<b>80,364</b>	<b>(51,275)</b>	<b>425,543</b>

The new AMI meters allow for remote and instant disconnect and reads. This technology has proven with water meters to save the City personnel cost. Replacement meters will be purchased over 5 years, installing about 800 meters per year until the entire system is only on AMI. Once a majority of the City is on AMI, the City will activate the web-portal for customers and City staff to use. However, the City will have to run both the Itron (radio) system and the AMI portal in tandem until the change-out is complete.

## Major Capital Projects

<b>Project Name</b>	<b>Water Treatment Plant Phase II</b>	
<b>Priority</b>	High	
<b>Department</b>	Water Treatment	
<b>Project Location</b>	Water Treatment Plant	
<b>Funding Source</b>	2018A CO TWDB Bond	

	Prior Years	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	Total
<b>Land Acquisition</b>							-
<b>Design &amp; Engineering</b>	901,700	535,300					1,437,000
<b>Construction</b>	2,920,750	8,762,250					11,683,000
<b>Equipment</b>							-
<b>Other Prof Services</b>	417,631						417,631
<b>Total</b>	<b>4,240,081</b>	<b>9,297,550</b>	-	-	-	-	13,537,631

### Description (Justification and Explanation)

As growth continues to occur within the City, the WTP is already at or near the TCEQ's 85% capacity requirement under Title 30 TAC Chapter 291.93(3). This requirement is what has triggered the Phase II WTP Improvements project to expand the WTP from 2.5 MGD to 5.0 MGD for anticipated future growth within the planning period and beyond. In conjunction with the expansion of units inside the plant, the City is constructing a second and larger, 1 million gallons storage tank on-site.

### Annual O&M Impact

	Prior Years	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	Total
<b>Personnel</b>							-
<b>Operating</b>		90,000	90,000	90,000	90,000	90,000	450,000
<b>Capital Outlay</b>		100,000	100,000	100,000	100,000	100,000	500,000
<b>Debt</b>	166,358	637,696	634,770	636,459	637,793	633,764	3,346,840
<b>Total</b>	<b>166,358</b>	<b>827,696</b>	<b>824,770</b>	<b>826,459</b>	<b>827,793</b>	<b>823,764</b>	4,296,840

Expansion of the current water treatment plant and above ground storage tank is not expected to require the need for additional personnel. However, the plant will be running a second phase including more RO's and booster pumps, causing an increase in electricity, chemicals, and lab supplies. Also, the City has already established a capital sinking fund in anticipation for the replacement of membrane filters installed during the original construction of the WTP- Phase 1. This annual reserve will need to be increased an additional \$100,000 to include enough reserves to maintain the second set of membranes/filters. The City issued the 2018A Bond for \$13.8M that will be paid off in FY 2048. (See Page 221.)

# Major Capital Projects

<b>Project Name</b>	<b>Wastewater System Improvements</b>	
<b>Priority</b>	High	
<b>Department</b>	Wastewater Treatment	
<b>Project Location</b>	1800 Water's Edge Dr / Old Granbury Rd	
<b>Funding Source</b>	2018B CO TWDB Bond	

	Prior Years	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	Total
<b>Land Acquisition</b>	923,885						923,885
<b>Design &amp; Engineering</b>	1,064,000	2,229,000	983,000				4,276,000
<b>Construction- Rehab "South"</b>		5,982,000	5,982,000	5,982,000			17,946,000
<b>Construction- New "East"</b>			4,762,500	4,762,500			9,525,000
<b>Equipment</b>							-
<b>Other Prof Services</b>	770,328						770,328
<b>Other</b>							-
<b>Total</b>	<b>2,758,213</b>	<b>8,211,000</b>	<b>11,727,500</b>	<b>10,744,500</b>	<b>-</b>	<b>-</b>	<b>33,441,213</b>

**Description (Justification and Explanation)**

Built in 1986 and expanded in 2000, the Wastewater Treatment Plant has several structures nearing the end of useful life. The plant's last major rehabilitation, the expansion in 2000, was designed to last 20 years. Additionally, several components of the plant date back to plant's original construction. By proactively upgrading the structures, the plant's performance and longevity will improve.

Also, the Wastewater Treatment Plant has a capacity of 2 million gallons per day (MGD). Currently, 100% of that capacity is already accounted for by existing and upcoming developments. To prepare for future growth and meet Texas Commission on Environmental Quality (TCEQ) requirements, the City is required to expand its wastewater treatment capacity with a second, "East" Wastewater Treatment Plant on Old Granbury Rd.

**Annual O&M Impact**

	Prior Years	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	Total
<b>Personnel</b>				70,000	140,000	140,000	350,000
<b>Operating</b>		15,000	20,000	125,000	130,000	130,000	420,000
<b>Capital Outlay</b>				35,000			35,000
<b>Debt</b>	363,315	551,871	1,111,871	1,113,735	1,365,119	1,637,271	6,143,182
<b>Other</b>							-
<b>Total</b>	<b>363,315</b>	<b>551,871</b>	<b>1,111,871</b>	<b>1,113,735</b>	<b>1,365,119</b>	<b>1,637,271</b>	<b>6,143,182</b>

Operating costs will increase for chemicals and lab supplies. Electricity usage will be more efficient, but more components will be running. No additional personnel will be needed to operate the current plant after the rehabilitation. In fact, with the use of SCADA, man-power can be shared with the new East WWTP once it is online. East WWTP construction to start 2020 and be complete in 2021. Consider adding and training additional personnel in Wastewater Treatment starting FY 2021-2022 and another one in 2022-2023. Electricity, Chemicals, and Lab Supplies will increase for operations of the second plant. 2018B CO was issued at \$35M for the East WWTP. Final payment on this bond is FY 2048. (See Page 222.)

# 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 2019-20 is \$7,224,524. The total General Obligation (GO) debt service requirement for Fiscal Year 2019-20 is \$6,881,524 while the Water, Sewer and Electric systems revenue bond requirement equals 343,000.

Funds for the GO Debt Service expenses will come from Ad Valorem Taxes (\$3,114,232). Also, contributing to the Debt Service is the Utility Fund (\$3,767,292). 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, 2019. Through 2048, the City's General Obligation debt (including tax and self-supporting obligations) has as total of \$113,780,000 in principal to retire and \$31,721,910 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 2018A & 2018B**– The City Council authorized an ordinance on November 20, 2018 for the issuance of the Combination Tax and Surplus Revenue Certificates 2018A and 2018 B in the amount of \$13,810,000 and \$34,950,000 respectively. 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.

**2019 CO Fire Truck** On May 21, 2019 the City Council authorized the issuance of the referenced Certificates of Obligation in the amount of \$2,210,000 for the purpose of paying contractual obligations to be incurred for the purchase and acquisition of the Aerial Tower and Pumper fire apparatus.

# General Debt Service

	Actual FY 2018	Budgeted FY 2019	Projected FY 2019	Adopted FY 2020
<i>Revenues</i>				
<b>Ad Valorem Taxes</b>				
Current Taxes	2,844,647	2,854,081	2,854,081	3,099,232
Delinquent Taxes	28,772	10,000	10,000	10,000
Penalty & Interest	24,592	10,000	10,000	10,000
<b>Total Ad Valorem Taxes</b>	<b>2,898,011</b>	<b>2,874,081</b>	<b>2,874,081</b>	<b>3,119,232</b>
<b>Miscellaneous Income</b>				
Interest	43,338	-	-	-
<b>Total Miscellaneous Income</b>	<b>43,338</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Revenue</b>				
From Fund Balance	-	-	-	-
Bond Premiums	-	-	-	-
Bond Proceeds	-	-	-	-
<b>Total Other Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Interfund Transfers</b>				
UT transfer for shared I&S	2,586,013	3,222,759	3,222,759	3,767,292
Transfer TO/FR UT Debt Svc	-	-	-	-
Transfer TO/FR General Debt	-	-	-	-
Tourism Debt Sv. Fund	-	-	-	-
Airport Debt Sv. Fund	-	-	-	-
<b>Total Intrafund Transfers</b>	<b>2,586,013</b>	<b>3,222,759</b>	<b>3,222,759</b>	<b>3,767,292</b>
<b>Total Revenues</b>	<b>5,527,362</b>	<b>6,096,840</b>	<b>6,096,840</b>	<b>6,886,524</b>

## General Debt Service

	Actual FY 2018	Budgeted FY 2019	Projected FY 2019	Adopted FY 2020
<i>Expenditures</i>				
Agent Fees	4,432	4,650	4,650	5,000
08 GO Refunding - Principal	45,000	50,000	50,000	50,000
08 GO Refunding - Interest	15,600	13,800	13,800	11,800
11 GO Refunding - Principal	295,000	310,000	310,000	15,000
11 GO Refunding - Interest	24,925	14,600	14,600	2,200
13 GO Refunding - Principal	810,000	830,000	830,000	845,000
13 GO Refunding - Interest	138,350	118,100	118,100	97,350
14 GO Refunding - Principal	70,000	65,000	65,000	70,000
14 GO Refunding - Interest	294,675	293,275	293,275	291,975
15 Tax/Rev CO's Principal	200,000	210,000	210,000	215,000
15 Tax/Rev CO's Interest	50,700	42,700	42,700	36,400
15A Tax/Rev CO's Principal	215,000	225,000	225,000	220,000
15A Tax/Rev CO's Interest	296,682	296,682	296,682	296,322
16A Tax/Rev CO's Principal	215,000	220,000	220,000	220,000
16A Tax/Rev CO's Interest	319,131	314,831	314,831	310,431
16B Tax/Rev CO's Principal	270,000	270,000	270,000	270,000
16B Tax/Rev CO's Interest	11,717	11,717	11,717	11,717
16 GO Refunding - Principal	720,000	730,000	730,000	1,065,000
16 GO Refunding - Interest	204,750	190,350	190,350	168,450
17 Tax/Rev CO's Principal	80,000	165,000	165,000	160,000
17 Tax/Rev CO's Interest	426,790	258,586	258,586	258,586
18 GO Refunding - Principal	735,000	670,000	670,000	685,000
18 GO Refunding - Interest	84,883	153,200	153,200	139,800
18A Tax/Rev CO's Principal	-	-	-	385,000
18A Tax/Rev CO's Interest	-	166,359	166,359	252,697
18B Tax/Rev CO's Principal	-	-	-	-
18B Tax/Rev CO's Interest	-	363,315	363,315	551,872
19 Tax/Rev CO's Principal	-	-	-	191,000
19 Tax/Rev CO's Interest	-	-	-	60,926
<b>Total Debt Service</b>	<b>5,527,635</b>	<b>5,987,164</b>	<b>5,987,164</b>	<b>6,886,525</b>
<b>Total Expenditures</b>	<b>5,527,635</b>	<b>5,987,164</b>	<b>5,987,164</b>	<b>6,886,525</b>

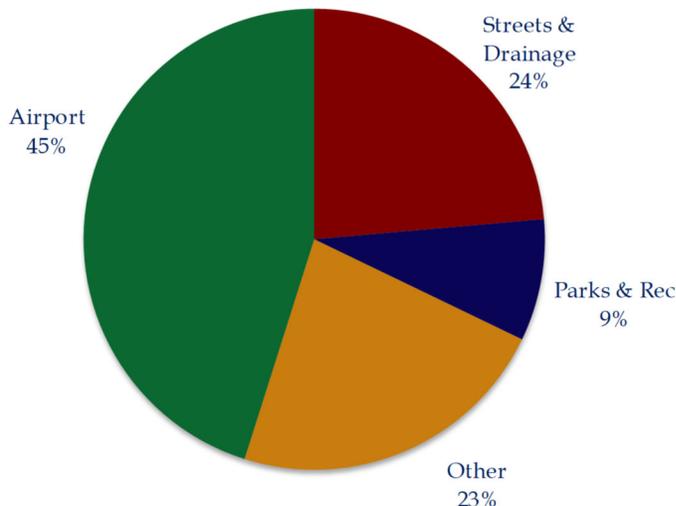
# Outstanding Debt Summary

By Type – As of October 1, 2019

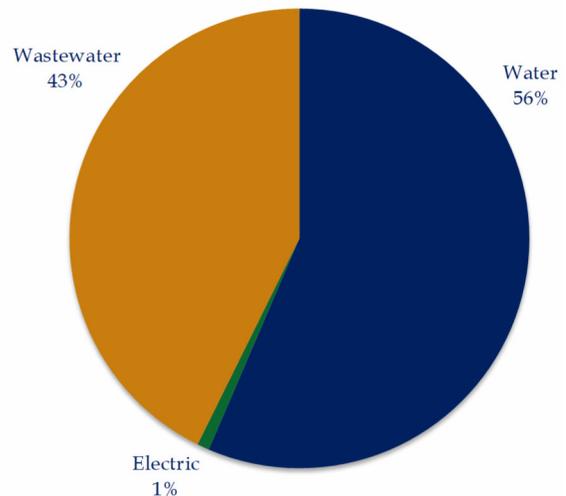
	Debt Outstanding	2019-20 Principal & Interest
<b>General Obligation Debt:</b>		
<b>Tax Supported:</b>		
Streets & Drainage	6,177,787	735,087
Parks & Recreation Facilities	2,237,260	266,209
Airport	11,807,359	1,404,943
Other Improvements	5,950,094	707,994
<b>Subtotal - Tax Supported GO Debt</b>	<b>26,172,500</b>	<b>3,114,232</b>
<b>Self Supporting:</b>		
Electric	774,119	33,289
Water	48,063,407	2,066,819
Wastewater	38,769,974	1,667,184
<b>Subtotal - Self Supporting GO Debt</b>	<b>87,607,500</b>	<b>3,767,292</b>
<b>Total General Obligation Debt</b>	<b>113,780,000</b>	<b>6,881,524</b>

<b>Utility Revenue Debt:</b>		
Electric	-	-
Water	3,200,000	343,000
Wastewater	-	-
<b>Total Utility Revenue Debt</b>	<b>3,200,000</b>	<b>343,000</b>
<b>Total Debt</b>	<b>116,980,000</b>	<b>7,224,524</b>

**General Obligation Debt  
(Tax Supported)**



**Utility Revenue Debt  
(Self Supported)**



## Debt and Tax Rate Limitations

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

## Calculation of Legal Debt Margin - October 1, 2019

Taxable Assessed Valuation	\$1,595,140,872
Constitutional Limit	2.50% of assessed valuation
Maximum Constitutional Revenue Available	\$39,878,521.80
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 2019-2020

Long-Term Debt	Total Outstanding 10/01/2019	FY 2020 Principal	FY 2020 Interest	FY 2020 Total P/I
<b>General Obligation Bond</b>				
2008 Refunding Bonds	295,000	50,000	11,800	61,800
2011 Refunding Bonds	55,000	15,000	2,200	17,200
2013 Refunding Bonds	3,245,000	845,000	97,350	942,350
2014 Refunding Bonds	7,715,000	70,000	291,975	361,975
2016 Refunding Bonds	3,945,000	1,065,000	168,450	1,233,450
2018 Refunding Bonds	4,215,000	685,000	139,800	824,800
<b>Certificates of Obligation</b>				
2015 CO's	1,375,000	215,000	36,400	251,400
2015A CO's	15,775,000	220,000	296,322	516,322
2016A CO's	9,255,000	220,000	310,431	530,431
2016B CO's	2,180,000	270,000	11,717	281,717
2017 CO's	14,755,000	160,000	258,586	418,586
2018A CO's	13,810,000	385,000	252,697	637,697
2018B CO's	34,950,000	-	551,872	551,872
2019 CO's	2,210,000	191,000	60,926	251,926
<b>Revenue Bonds</b>				
2012 Utility System	3,200,000	215,000	128,000	343,000
<b>Total</b>	<b>\$ 116,980,000</b>	<b>\$ 4,606,000</b>	<b>\$ 2,618,524</b>	<b>\$ 7,224,524</b>

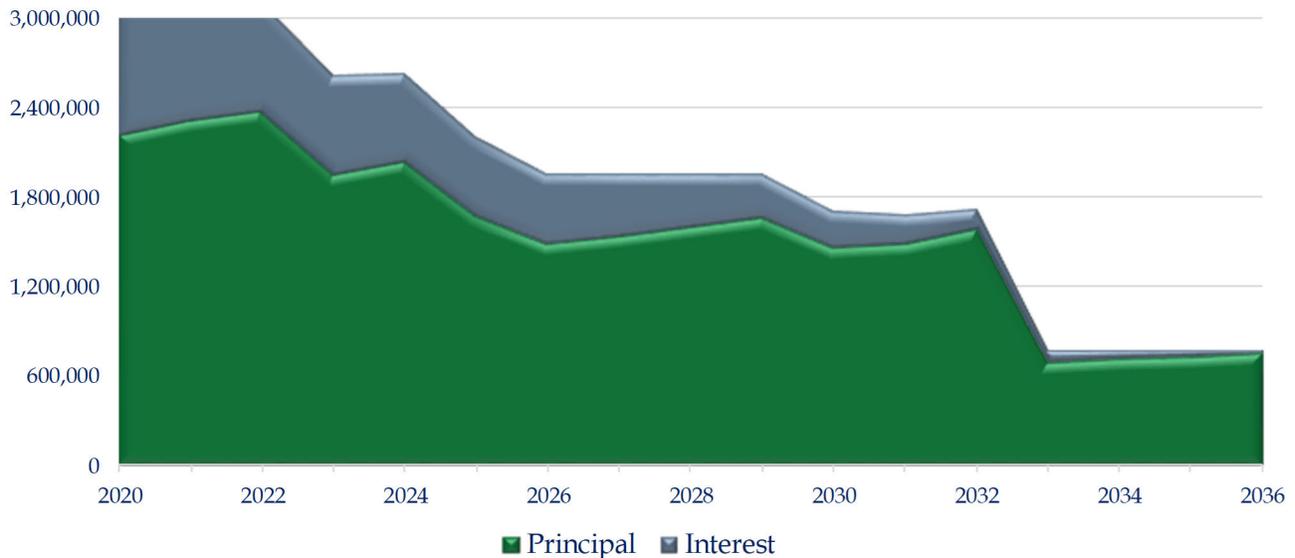
# Summary of Debt Service Charges to Maturity

General Obligation and Certificate of Obligations

## Tax Supported

Year Ending September 30	Outstanding Beginning of Year	Principal	Interest	Total Requirements
2020	26,172,500	2,201,000	913,232	3,114,232
2021	23,971,500	2,309,000	820,558	3,129,558
2022	21,662,500	2,369,000	747,703	3,116,703
2023	19,293,500	1,948,000	672,529	2,620,529
2024	17,345,500	2,026,500	605,935	2,632,435
2025	15,319,000	1,674,000	535,722	2,209,722
2026	13,645,000	1,479,000	477,291	1,956,291
2027	12,166,000	1,535,000	421,841	1,956,841
2028	10,631,000	1,595,000	364,248	1,959,248
2029	9,036,000	1,656,000	304,336	1,960,336
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

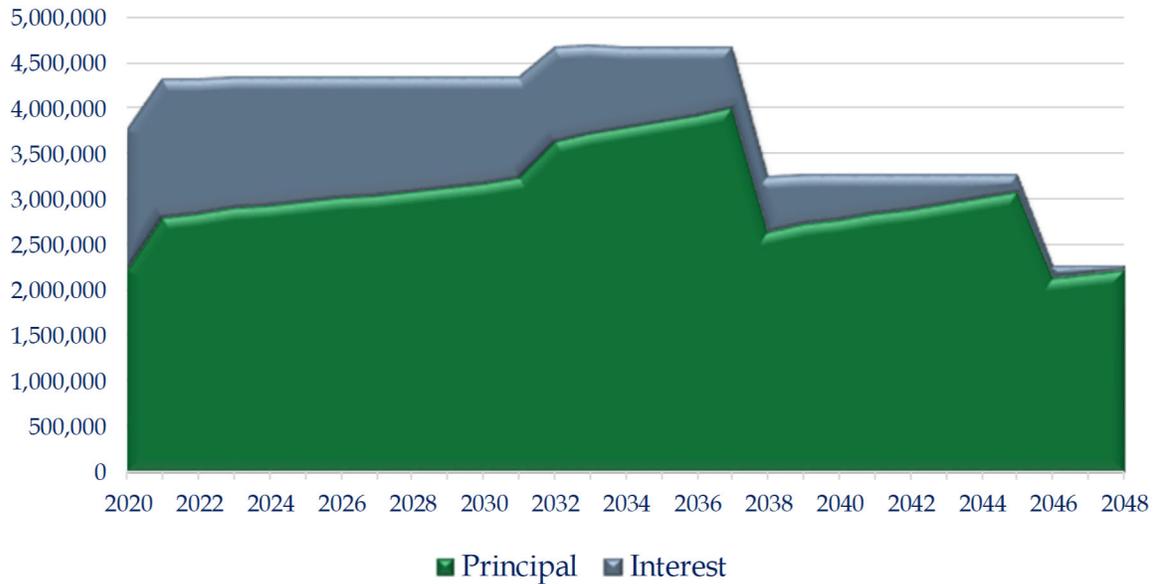
Year Ending September 30	Outstanding Beginning of Year	Principal	Interest	Total Requirements
2020	87,607,500	2,190,000	1,577,292	3,767,292
2021	85,417,500	2,785,000	1,543,045	4,328,045
2022	82,632,500	2,835,000	1,497,582	4,332,582
2023	79,797,500	2,895,000	1,447,762	4,342,762
2024	76,902,500	2,927,500	1,415,738	4,343,238
2025	73,975,000	2,970,000	1,380,666	4,350,666
2026	71,005,000	3,005,000	1,346,205	4,351,205
2027	68,000,000	3,040,000	1,307,669	4,347,669
2028	64,960,000	3,085,000	1,265,229	4,350,229
2029	61,875,000	3,130,000	1,217,771	4,347,771
2030	58,745,000	3,175,000	1,166,557	4,341,557
2031	55,570,000	3,240,000	1,112,114	4,352,114
2032	52,330,000	3,630,000	1,054,518	4,684,518
2033	48,700,000	3,705,000	987,570	4,692,570
2034	44,995,000	3,770,000	917,195	4,687,195
2035	41,225,000	3,845,000	843,647	4,688,647
2036	37,380,000	3,920,000	766,791	4,686,791
2037	33,460,000	4,000,000	686,696	4,686,696
2038	29,460,000	2,650,000	603,450	3,253,450
2039	26,810,000	2,725,000	548,465	3,273,465
2040	24,085,000	2,780,000	494,487	3,274,487
2041	21,305,000	2,830,000	438,477	3,268,477
2042	18,475,000	2,890,000	380,894	3,270,894
2043	15,585,000	2,950,000	321,498	3,271,498
2044	12,635,000	3,010,000	260,575	3,270,575
2045	9,625,000	3,075,000	198,003	3,273,003
2046	6,550,000	2,140,000	133,864	2,273,864
2047	4,410,000	2,185,000	90,349	2,275,349
2048	2,225,000	2,225,000	45,693	2,270,693

# 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
2018	9,400	\$1,413,521,085	\$23,978,254	\$508,115	\$23,470,139	1.66%	\$2,497

# 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 Charges to Maturity

Year Ending September 30	Outstanding Beginning of Year	Principal	Interest	Total Requirements
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
2020	50,000	11,800	61,800
2021	50,000	9,800	59,800
2022	70,000	7,800	77,800
2023	60,000	5,000	65,000
2024	65,000	2,600	67,600
<b>Total</b>	<b>295,000</b>	<b>37,000</b>	<b>332,000</b>

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

Fiscal Year	Principal	Interest	Total
2020	15,000	2,200	17,200
2021	20,000	1,600	21,600
2022	20,000	800	20,800
<b>Total</b>	<b>55,000</b>	<b>4,600</b>	<b>59,600</b>

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

Fiscal Year	Principal	Interest	Total
2020	845,000	97,350	942,350
2021	875,000	72,000	947,000
2022	895,000	45,750	940,750
2023	310,000	18,900	328,900
2024	320,000	9,600	329,600
<b>Total</b>	<b>3,245,000</b>	<b>243,600</b>	<b>3,488,600</b>

## Debt Schedules:

### Combination General Obligation Refunding Bonds

2014- \$8,130,000

Principal Due - August 15

Fiscal Year	Principal	Interest	Total
2020	70,000	291,975	361,975
2021	660,000	289,875	949,875
2022	615,000	270,075	885,075
2023	635,000	251,625	886,625
2024	660,000	229,400	889,400
2025	685,000	203,000	888,000
2026	710,000	175,600	885,600
2027	740,000	147,200	887,200
2028	770,000	117,600	887,600
2029	800,000	86,800	886,800
2030	835,000	54,800	889,800
2031	535,000	21,400	556,400
<b>Total</b>	<b>7,715,000</b>	<b>2,139,350</b>	<b>9,854,350</b>

### Tax and Revenue Bond

Certificates of Obligation

2015- \$2,460,000

Principal Due - August 15

Fiscal Year	Principal	Interest	Total
2020	215,000	36,400	251,400
2021	220,000	29,950	249,950
2022	225,000	23,350	248,350
2023	230,000	16,600	246,600
2024	240,000	9,700	249,700
2025	245,000	4,900	249,900
<b>Total</b>	<b>1,375,000</b>	<b>120,900</b>	<b>1,495,900</b>

**Debt Schedules:**

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

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2020	220,000	296,322	516,322
2021	225,000	295,486	520,486
2022	195,000	294,046	489,046
2023	270,000	292,447	562,447
2024	280,000	289,855	569,855
2025	535,000	286,719	821,719
2026	540,000	280,138	820,138
2027	545,000	272,740	817,740
2028	555,000	264,620	819,620
2029	560,000	255,740	815,740
2030	575,000	246,332	821,332
2031	585,000	236,212	821,212
2032	575,000	225,565	800,565
2033	585,000	214,755	799,755
2034	600,000	203,523	803,523
2035	610,000	191,763	801,763
2036	620,000	179,563	799,563
2037	635,000	166,915	801,915
2038	645,000	153,770	798,770
2039	860,000	140,225	1,000,225
2040	880,000	121,907	1,001,907
2041	895,000	102,987	997,987
2042	915,000	83,566	998,566
2043	935,000	63,527	998,527
2044	955,000	42,957	997,957
2045	980,000	21,756	1,001,756
<b>Total</b>	<b>15,775,000</b>	<b>5,223,428</b>	<b>20,998,428</b>

## Debt Schedules:

**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
2020	220,000	310,431	530,431
2021	210,000	303,831	513,831
2022	235,000	297,531	532,531
2023	480,000	290,481	770,481
2024	500,000	271,281	771,281
2025	520,000	251,281	771,281
2026	540,000	230,481	770,481
2027	560,000	208,881	768,881
2028	585,000	186,481	771,481
2029	610,000	163,081	773,081
2030	625,000	144,781	769,781
2031	645,000	126,031	771,031
2032	665,000	106,681	771,681
2033	685,000	86,731	771,731
2034	705,000	66,181	771,181
2035	725,000	45,031	770,031
2036	745,000	23,281	768,281
<b>Total</b>	<b>9,255,000</b>	<b>3,112,481</b>	<b>12,367,481</b>

**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
2020	270,000	11,717	281,717
2021	270,000	11,690	281,690
2022	270,000	11,258	281,258
2023	270,000	10,421	280,421
2024	270,000	9,206	279,206
2025	275,000	7,532	282,532
2026	275,000	5,387	280,387
2027	280,000	2,912	282,912
<b>Total</b>	<b>2,180,000</b>	<b>70,123</b>	<b>2,250,123</b>

**Debt Schedules:**

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

Fiscal Year	Principal	Interest	Total
2020	1,065,000	168,450	1,233,450
2021	550,000	115,200	665,200
2022	630,000	93,200	723,200
2023	240,000	68,000	308,000
2024	245,000	58,400	303,400
2025	-	48,600	48,600
2026	-	48,600	48,600
2027	-	48,600	48,600
2028	-	48,600	48,600
2029	-	48,600	48,600
2030	-	48,600	48,600
2031	300,000	48,600	348,600
2032	915,000	36,600	951,600
<b>Total</b>	<b>3,945,000</b>	<b>880,050</b>	<b>4,825,050</b>

**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
2020	160,000	258,586	418,586
2021	170,000	258,378	428,378
2022	170,000	257,834	427,834
2023	555,000	256,882	811,882
2024	560,000	252,442	812,442
2025	545,000	246,674	791,674
2026	555,000	240,079	795,079
2027	560,000	232,587	792,587
2028	850,000	224,411	1,074,411
2029	865,000	211,066	1,076,066
2030	875,000	196,707	1,071,707
2031	895,000	181,394	1,076,394
2032	1,265,000	164,926	1,429,926
2033	1,295,000	140,638	1,435,638
2034	1,315,000	114,868	1,429,868
2035	1,345,000	87,910	1,432,910
2036	1,375,000	59,665	1,434,665
2037	1,400,000	30,240	1,430,240
<b>Total</b>	<b>14,755,000</b>	<b>3,415,282</b>	<b>18,170,282</b>

## Debt Schedules:

Combination General Obligation Refunding Bonds  
2018- \$5,620,000  
Principal Due - August 15

Fiscal Year	Principal	Interest	Total
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
<b>Total</b>	<b>4,215,000</b>	<b>1,160,750</b>	<b>5,375,750</b>

**Debt Schedules:**

**Tax and Revenue Bond  
Combination Tax and Surplus Revenue Certificates of Obligation  
2018A- \$13,810,000  
Principal Due - August 15**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2020	385,000	252,697	637,697
2021	385,000	249,771	634,771
2022	390,000	246,460	636,460
2023	395,000	242,794	637,794
2024	395,000	238,765	633,765
2025	400,000	234,380	634,380
2026	405,000	229,540	634,540
2027	410,000	224,194	634,194
2028	415,000	218,331	633,331
2029	425,000	211,982	636,982
2030	430,000	205,012	635,012
2031	440,000	197,616	637,616
2032	445,000	189,828	634,828
2033	455,000	181,773	636,773
2034	460,000	173,310	633,310
2035	470,000	164,524	634,524
2036	480,000	155,312	635,312
2037	490,000	145,664	635,664
2038	500,000	135,570	635,570
2039	510,000	125,070	635,070
2040	520,000	114,207	634,207
2041	530,000	102,923	632,923
2042	545,000	91,316	636,316
2043	555,000	79,272	634,272
2044	570,000	66,951	636,951
2045	580,000	54,240	634,240
2046	595,000	41,248	636,248
2047	610,000	27,860	637,860
2048	620,000	14,074	634,074
<b>Total</b>	<b>13,810,000</b>	<b>4,614,678</b>	<b>18,424,678</b>

## Debt Schedules:

**Tax and Revenue Bond**  
**Combination Tax and Surplus Revenue Certificates of Obligation**  
**2018B- \$34,950,000**  
**Principal Due - August 15**

Fiscal Year	Principal	Interest	Total
2020		551,872	551,872
2021	560,000	551,872	1,111,872
2022	565,000	548,736	1,113,736
2023	1,090,000	545,120	1,635,120
2024	1,100,000	537,272	1,637,272
2025	1,110,000	528,362	1,638,362
2026	1,120,000	518,261	1,638,261
2027	1,130,000	506,837	1,636,837
2028	1,145,000	494,068	1,639,068
2029	1,155,000	479,984	1,634,984
2030	1,170,000	464,507	1,634,507
2031	1,190,000	447,893	1,637,893
2032	1,205,000	430,400	1,635,400
2033	1,225,000	412,205	1,637,205
2034	1,245,000	393,095	1,638,095
2035	1,265,000	373,050	1,638,050
2036	1,285,000	352,051	1,637,051
2037	1,305,000	330,078	1,635,078
2038	1,330,000	307,110	1,637,110
2039	1,355,000	283,170	1,638,170
2040	1,380,000	258,373	1,638,373
2041	1,405,000	232,567	1,637,567
2042	1,430,000	206,013	1,636,013
2043	1,460,000	178,700	1,638,700
2044	1,485,000	150,668	1,635,668
2045	1,515,000	122,007	1,637,007
2046	1,545,000	92,616	1,637,616
2047	1,575,000	62,489	1,637,489
2048	1,605,000	31,619	1,636,619
<b>Total</b>	<b>34,950,000</b>	<b>10,390,986</b>	<b>45,340,986</b>

# GRANBLURY *Texas*

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# 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 2019-2020 is \$368,052 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 1/12<sup>th</sup> annual debt service requirements, in accordance with IRS guidelines.
- F. **Investment of Reserve Funds** - The reserve funds will be invested in accordance with the City's investment policy.

## VII. Internal Controls

- A. **Written Procedures** - Wherever possible, written procedures will be established and maintained by the Director of Finance for all functions involving cash handling and/or accounting throughout the City. These procedures will embrace the general concepts of fiscal responsibility set forth in this policy statement.
- B. **Department Directors Responsibility** - Each department director is responsible for ensuring that good internal controls are followed throughout the department, that all Finance Department directives are implemented and that all independent auditor internal control recommendations are addressed.

## Basis of Accounting and Budgeting

The City's basis of accounting conforms to Generally Accepted Accounting Principles (GAAP) as established by the Governmental Accounting Standards Board (GASB), and the Comprehensive Annual Financial Report (CAFR) is prepared under the modified accrual and accrual basis of accounting, as required by GAAP. The City's basis of budgeting essentially follows the basis of accounting (modified accrual for government funds and full accrual for proprietary funds); however, there are exceptions, which are described below.

- A. Only revenues expected to be received during the year or soon thereafter are included in revenue estimates (budget basis). For GAAP purposes, governmental fund type revenues are recognized when they are both "*measurable and available*" according to the modified accrual basis of accounting. Proprietary fund type revenues are recognized when earned according to the accrual basis of accounting.
- B. Only amounts that will be spent or encumbered by the end of the fiscal year are recorded as expenditures (budget basis). For GAAP purposes, governmental and proprietary fund type expenditures are recorded when incurred according to the modified accrual and accrual basis of accounting.
- C. Depreciation expense is not displayed and capital expenditures and bond principal payments are shown as utilized by each fund (budget basis).
- D. Compensated absences (accrued but unused leave) and employee benefits are not reflected in the budget.
- E. Transfers are classified as revenues and expenditures (budget basis) rather than as "other financing sources or uses" (accounting basis).

# Approved Positions

## General Fund

	2017		2018		2019		2020		TOTAL 2020
	FT	PT	FT	PT	FT	PT	FT	PT	
<b>General Fund</b>									
City Manager	2		2		3		3		3
City Secretary	2	1	2		2		2		2
Finance	6		6		6		6		6
Purchasing	2		2		2		2		2
Information Technology	2		2		2	1	1		1
Human Resources	2		1		1		1		1
Warehouse	2		2		2		2		2
Communications	1		1		1	1	1	1	2
Assistant City Manager	1		1						
Building & Permits	7		7	1	9	1	9	1	10
Economic Development	1								
Community Development	5		5		5	1	6		6
Clean Air Coalition	1		1		1		1		1
Municipal Court	2	1	2	1	2	1	2	1	3
Police	39		39		45		51		51
Fire	1		1		1		1		1
Streets	6	1	6	1	6	1	6	1	7
Fleet Maintenance	4		4		4		4		4
Building Maintenance	9		9		9		9		9
Parks and Recreation	19	6	20	5	20	5	21	5	26
Cemetery	1		1		1		1		1
<b>Total General Fund</b>	<b>115</b>	<b>9</b>	<b>114</b>	<b>8</b>	<b>122</b>	<b>11</b>	<b>129</b>	<b>9</b>	<b>138</b>

## Significant Changes

**Information Technology-** IT has been outsourced to a third-party, but the City will continue to staff one on-site technician

**Communications-** Communications added a part-time intern

**Community Development-** City Planning will add a planning tech.

**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 budgeting to add an additional 5 officers and 1 investigator.

**Parks-** The Parks department has upgraded a part-time position to full time and added another part-time parks' laborer.

## Approved Positions

### Utility, Airport & Tourism Fund

	2017		2018		2019		2020		TOTAL 2020
	FT	PT	FT	PT	FT	PT	FT	PT	
<b>Utility Fund</b>									
Utility Administration	3		3		3		3		3
Meter Reading	3		3		3		3		3
Ground Water					3		4		4
Water Treatment	8		12		8		8		8
Electric	6	1	6	1	6		7		7
Water Distribution	4	1	4	1	4		4		4
Wastewater Treatment	6		6		6		8		8
Wastewater Collection	4		4		5		7		7
Public Works	2		2		3		4		4
<b>Total Utility Fund</b>	<b>36</b>	<b>2</b>	<b>40</b>	<b>2</b>	<b>41</b>	<b>0</b>	<b>48</b>	<b>0</b>	<b>48</b>
<b>Airport Fund</b>									
Airport	2	4	2	4	1	5	1	5	6
<b>Total Airport Fund</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>5</b>	<b>6</b>
<b>Tourism Fund</b>									
Tourism					3	6	3	6	9
Conference Center	5	4	5	4	5	4	5	4	9
<b>Total Tourism Fund</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>8</b>	<b>10</b>	<b>8</b>	<b>10</b>	<b>18</b>
<b>Total Employees</b>	<b>158</b>	<b>19</b>	<b>161</b>	<b>18</b>	<b>172</b>	<b>26</b>	<b>186</b>	<b>24</b>	<b>210</b>

### Significant Changes

**Groud Water-** Add a water quality technician position

**Electric-** added an electric lineman

**Wastewater Treatment-** in anticipation of the new WWTP construction, two operators will be hired and trained in FY 19-20 to be ready when the new plant comes online

**Wastewater Collection-** add 2 additional utility operators for an I&I specialized crew. (Inflow & Infiltration)

**Public Works-** Added an in-house City engineer

## 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 2018-2019 Membership of Advisory Boards and Commissions include:

**Granbury Regional Airport Board.** Studies and makes recommendations to the City Council regarding operations, facility improvements, and maintenance of the airport.

Jackie W. Vaughn, Chair	Charles Huber	Monty Johnson
Andy Rash	John Roberts	Larry French (Alternate)
Steve Roth	Lon Wimberley	Mark Zimmermann

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**Building Standards, Plumbing, Adjustments & Appeals Board.** Hears and decides on appeals of decisions made by the building official or fire inspector. Hears and makes rulings on dangerous building and property maintenance cases.

Brian Blevins	Brian Gaffin	Bob White
Ray Wilson	Terry Taylor	Scott Yater
Billy Friesen		

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**Cemetery Board.** Discusses and studies issues pertaining to the City Cemetery and makes recommendations to the City Council.

David Southern, Chair	Jake Caraway	Carol Walton
John Boozer	Kathy Hanlon	Billy Wiley
Asa Maddox	Jean Robertson, Honorary Lifetime Member	

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**Zoning Board of Adjustment.** Hears and decides appeals and variance requests and may modify decisions or determinations related to the zoning ordinance. The authority and responsibilities of this board are established in Texas Local Government Code.

Eilleen Cate, Chair	Ronnie Hurd	Tom Baker
Ernestine Shugart	Faye Landham	Mary Ella Riley (Alternate)
Kenneth Cadenhead (Alternate)		

## Advisory Boards & Commissions

### *Continued*

**Municipal Utility Advisory Board.** Offers an avenue for citizens to provide input and make inquiries regarding public utilities. Advises City Council and City staff regarding proposed expansions, contractions, and improvements of the utility systems, incurring indebtedness, issuing bonds and the fixing of rates and charges for utility services.

Gary Goldston, Chair	Tom Baker	James Jarrett
Laura Bush	Jerry Colborg	

**Historic Preservation Commission.** Adopts criteria for the designation of landmarks, promotes historic preservation, and increases awareness of the value of historic, cultural, and architectural preservation. Hears and decides on applications for Certificates of Appropriateness regarding properties in the historic districts.

Stan Wasielewski, Chair	Cindy Peters, Vice Chair	Claudia Southern
Victoria Connors	Tracie Harper	Kay Collerain-Schwartz
Bob Pannell		

**Planning and Zoning Commission.** Makes recommendations to City Council regarding requests for Specific Use Permits, zoning changes, ordinance amendments, and plats. Makes recommendations to the City Council regarding achievable goals, plans, programs and policies for the total development of the City. Renders decisions regarding Tree Conservation Plans.

Reda Kay, Chair	Steven Vale	Eddie Rodriguez, Vice Chair
Shirley Hooks	Tim Hallman	Tony Hedges
Randall Moore	Joshua Morrison	

**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	Jon Boyd	Knut Hybinette
Maureen Johns Griffin	Kevin Myers	Ronnie Hurd

# Advisory Boards & Commissions

## *Continued*

**Granbury Parks Board.** Researches and recommends policies regarding development, operation, and maintenance of the municipal parks.

Jean Cate, Chair	Kali Kuban	Joshua Morrison
Barbara Boozer	James Dickens	Jone Snider
Bev Groves	Julia Pannell	Kay Wasielewski

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**Ethics Commission.** Hears and resolves complaints or allegations of a violation of the City of Granbury's Code of Ethics brought before them by any person. The commission is responsible for recommending sanctions and penalties in cases where a violation of the Ethics Code is found to have occurred.

Steve Fortner	Larry Gilley	Richard Hoefs
Darla Louvin	Gary Miller	Vickie Lee

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**Capital Improvements Advisory Committee.** Assists the City Council in adopting land use assumptions, monitors and evaluates the implementation of the capital improvements plan, and advises the City Council of the need to update or revise the land use assumptions, capital improvements plan, and impact fees.

Timothy Martin, Chair	Brian Blevins	JC Campbell
Walter Hardin	James Jarratt	Eddie Funderburk

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**Granbury Cultural Arts.** The Commission is tasked with developing a Public Arts Policy and Master Plan to be adopted by the City Council and presenting a biannual "state of the arts" assessment to the Council.

Heather Cleveland, Chair	Robert Cook, Vice Chair	Phil Groeschel
Patricia Hall	Val Hibbeler	Shad Ramsey
Kelly SoRelle		

# GRANBLURY *Texas*

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# Utility Rate Structure

## Water Rate Structure

*last updated October 1, 2019*

	<i>Inside</i>	<i>Outside</i>
<b>Residential Minimums</b>		
All Residential Customers	17.31	26.62
<b>Commercial Minimum per Meter Size:</b>		
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
<b>All Rate per 1,000 gallons:</b>		
0-2,000 gallons	5.41	8.12
2,000- 10,000 gallons	7.30	10.95
10,001-20,000 gallons	8.39	12.59
over 20,000 gallons	8.66	12.99

## Sewer Rate Structure

*last updated October 1, 2019*

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

# Utility Rate Structure

## Electric Rate Structure

*last updated October 1, 2017*

	<i>Inside</i>	<i>Outside</i>
<b>Minimums by Type</b>		
Residential & Multi-Unit	13.75	25.00
Commercial	35.00	45.00
Large Commercial	72.00	85.00
<b>All Energy Charge per/kWh</b>	0.0459	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, 2019*

	<i>Inside</i>	<i>Outside</i>
<b>Minimums by Type</b>		
Residential	14.86	N/A
Commercial	varies*	N/A
<b>All Customers- Sales Tax</b>	8.25%	N/A

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

# 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

## 2019-2020 Proposed 5 Year Strategic Plan

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
<b>Ad Valorem Revenue</b>					
Gross Taxable Value	1,616,640,872	1,665,140,000	1,698,442,000	1,732,410,000	1,767,058,000
Less: Frozen Value	(254,662,168)	(259,756,000)	(264,952,000)	(270,252,000)	(275,658,000)
Tax Base	1,361,978,704	1,405,384,000	1,433,490,000	1,462,158,000	1,491,400,000
Tax Rate	0.399385	0.399385	0.399385	0.399385	0.399385
Tax Levy	5,439,539	5,612,893	5,725,144	5,839,640	5,956,428
Collection Rate	99%	99%	99%	99%	99%
Ad Valorem Revenue	5,390,583	5,556,764	5,667,893	5,781,243	5,896,864
Add: Tax Ceiling Revenue	847,150	864,000	881,000	898,000	915,000
Less: I&S Expense	(3,119,232)	(3,864,508)	(3,980,303)	(3,717,229)	(3,729,785)
<b>Ad Valorem Revenue for O&amp;M</b>	<b>3,118,501</b>	<b>2,556,000</b>	<b>2,568,000</b>	<b>2,962,000</b>	<b>3,082,000</b>
<b>Operating Revenues</b>					
Sales Tax	8,675,000	9,035,000	9,306,000	9,585,000	9,873,000
Other Taxes, Franchise Fees	2,287,092	2,338,000	2,392,000	2,451,000	2,509,000
Licenses & Permits	739,363	757,000	777,000	801,000	824,000
Municipal Court Revenue	154,000	158,000	163,000	168,000	173,000
Park Revenue	157,500	164,000	168,000	172,000	177,000
Interest Income	100,000	101,000	104,000	107,000	110,000
Other Revenue	173,600	149,000	150,000	151,000	153,000
Other Inter-Governmental Rev.	176,311	181,000	186,000	191,000	197,000
Internal Fund Transfers	1,411,059	1,787,000	1,805,000	1,522,000	1,537,000
Reserve Contribution	1,232,250	1,028,000	1,028,000	1,028,000	1,028,000
<b>Operating Revenues</b>	<b>15,106,175</b>	<b>15,698,000</b>	<b>16,079,000</b>	<b>16,176,000</b>	<b>16,581,000</b>
<b>Total Revenue</b>	<b>18,224,676</b>	<b>18,254,000</b>	<b>18,647,000</b>	<b>19,138,000</b>	<b>19,663,000</b>
<b>Expenses</b>					
<b>Budgeted O&amp;M Expenditures</b>	<b>(17,273,249)</b>	<b>(17,406,000)</b>	<b>(17,864,000)</b>	<b>(18,260,000)</b>	<b>(18,664,000)</b>
Transfer to Tourism Fund	(356,982)	(342,000)	(351,000)	(362,000)	(373,000)
<b>Total Operating Expenses</b>	<b>(17,630,231)</b>	<b>(17,748,000)</b>	<b>(18,215,000)</b>	<b>(18,622,000)</b>	<b>(19,037,000)</b>
Required 1% Reserve	(182,295)	(183,000)	(187,000)	(192,000)	(197,000)
<b>Capital</b>	<b>(412,150)</b>	<b>(323,000)</b>	<b>(245,000)</b>	<b>(324,000)</b>	<b>(429,000)</b>
<b>Total Capital Outlay</b>	<b>(412,150)</b>	<b>(323,000)</b>	<b>(245,000)</b>	<b>(324,000)</b>	<b>(429,000)</b>
<b>Budget Issue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**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 investments for street improvements. In future years, fund balance is budgeted to continue to include use of funds from reserved accounts and street improvements.
- O&M expenses are budgeted to increase an average of 3%

# Utility Fund

## 2019-2020 Proposed 5 Year Strategic Plan

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
<b>Revenues</b>					
Electric Revenue	10,953,000	11,009,000	11,065,000	11,122,000	11,179,000
Water Revenue	7,010,000	7,279,000	7,569,000	7,946,000	8,263,000
Sewer Revenue	3,018,000	3,107,000	3,200,000	3,295,000	3,393,000
Interest Income	109,300	100,000	100,000	100,000	100,000
Other Revenue	456,000	460,000	465,000	469,000	474,000
Other Inter-Governmental Rev.	-	-	-	-	-
Transfer In from Impact Fees	200,000	100,000	100,000	100,000	100,000
<b>Total Revenues</b>	<b>21,746,300</b>	<b>22,055,000</b>	<b>22,499,000</b>	<b>23,032,000</b>	<b>23,509,000</b>
<b>Expenses</b>					
<b>Budgeted O&amp;M Expenses</b>	<b>(15,144,119)</b>	<b>(15,605,000)</b>	<b>(16,151,000)</b>	<b>(16,632,000)</b>	<b>(17,009,000)</b>
Debt	(3,714,292)	(4,271,095)	(4,268,382)	(4,576,662)	(4,578,738)
Interfund Transfers	(1,765,059)	(1,741,000)	(1,756,000)	(1,471,000)	(1,483,000)
<b>Total Operating Expenses</b>	<b>(20,623,470)</b>	<b>(21,617,095)</b>	<b>(22,175,382)</b>	<b>(22,679,662)</b>	<b>(23,070,738)</b>
Required 1% Reserve	(217,463)	(230,905)	(250,000)	(234,000)	(235,000)
<b>Capital</b>					
Projected Capital Expenditures	(906,000)	(207,000)	(73,618)	(118,338)	(203,262)
<b>Total Capital Outlay</b>	<b>(906,000)</b>	<b>(207,000)</b>	<b>(73,618)</b>	<b>(118,338)</b>	<b>(203,262)</b>
<b>Budget Issue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Significant Assumptions:

- Electric revenue estimated to increase an average of 0.5% each year due to only slight increases in consumption/connections. Water and Sewer revenue budgeted to increase 4% mainly due to new connections and CPI rate adjustments.
- Large increase in Utility Fund debt in Fiscal Year 2022-2023 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

## 2019-2020 Proposed 5 Year Strategic Plan

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
<b>Operational Revenues</b>					
Interest Income	45,070	45,000	30,000	25,000	20,000
Sale of Aviation Fuel	395,000	395,000	395,000	425,000	445,000
Hangar Rent	320,000	320,000	320,000	320,000	320,000
Other Revenue	28,900	32,737	34,198	37,354	38,475
Other Inter-Governmental Rev.	3,050,000	3,050,000	3,750,000	50,000	200,000
Transfer from General Fund	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>3,838,970</b>	<b>3,842,737</b>	<b>4,529,198</b>	<b>857,354</b>	<b>1,023,475</b>
<b>Expenses</b>					
Budgeted O&M Expenses	(791,970)	(795,682)	(763,644)	(799,473)	(967,476)
Transfer to General Fund	(47,000)	(47,000)	(50,000)	(52,000)	(55,000)
<b>Total Operating Expenses</b>	<b>(838,970)</b>	<b>(842,682)</b>	<b>(813,644)</b>	<b>(851,473)</b>	<b>(1,022,476)</b>
<b>Capital</b>					
Projected Capital Expenditures	(3,000,000)	(3,000,000)	(3,715,000)	(5,000)	-
<b>Total Capital Outlay</b>	<b>(3,000,000)</b>	<b>(3,000,000)</b>	<b>(3,715,000)</b>	<b>(5,000)</b>	<b>-</b>
<b>Budget Issue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Significant Assumptions:

- Due to constraints, the City is not projecting for fuel revenue or airport hangar rental income to increase over the next 3 years until the completion of the Airport Expansion Project.
- In Fiscal Year 2017-2018 the City received the second 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 2 years and \$3,700,000 the third 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

## 2019-2020 Proposed 5 Year Strategic Plan

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
<b>Operational Revenues</b>					
Hotel Occupancy Tax	750,000	765,000	780,000	795,000	811,000
Conference Center Revenue	446,100	456,000	468,000	479,000	491,000
Langdon Center Revenue	21,000	21,000	21,000	22,000	22,000
Opera House Revenue	45,000	45,000	45,000	45,000	45,000
Other Revenue	15,000	15,000	15,000	15,000	15,000
Transfer from General Fund	316,982	301,000	310,000	321,000	332,000
<b>Total Operating Revenues</b>	<b>1,594,082</b>	<b>1,603,000</b>	<b>1,639,000</b>	<b>1,677,000</b>	<b>1,716,000</b>
<b>Expenses</b>					
Tourism	(779,593)	(798,000)	(817,000)	(838,000)	(860,000)
Conference Center	(723,289)	(738,000)	(753,000)	(768,000)	(783,000)
Langdon Center	(36,500)	(37,000)	(38,000)	(39,000)	(40,000)
Opera House	(29,700)	(30,000)	(31,000)	(32,000)	(33,000)
<b>Total Operating Expenses</b>	<b>(1,569,082)</b>	<b>(1,603,000)</b>	<b>(1,639,000)</b>	<b>(1,677,000)</b>	<b>(1,716,000)</b>
<b>Capital</b>					
Projected Capital Expenditures	(25,000)	-	-	-	-
<b>Total Capital Outlay</b>	<b>(25,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Budget Issue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Significant Assumptions:

- Hotel Occupancy Tax is projected conservatively to increase only 2% each year.
- O&M Expenses at the Lake Granbury Conference Center are budgeted to increase an average of 2% annually as revenue increases by the same increment.
- Capital Expenditure in 2019-2020 is to stain the concrete floor in the lobby of the Lake Granbury Conference Center.

## Budget Glossary

The Annual Budget contains specialized and technical terminology that is unique to the public finance and budgeting. To help the reader of the Annual Budget document to better understand these terms, a budget glossary has been included in the 2015-16 Annual Operating Budget.

**ACCOUNT** - A term used to identify an individual asset, liability, expenditure control, revenue control, encumbrance control, or fund balance.

**ACCOUNTING STANDARDS** - The generally accepted accounting principles (GAAP) promulgated by the Governmental Accounting Standards Board (GASB), which guide the recording and reporting of financial information by state and local governments. The standards establish such guidelines as when transactions are recognized, the types and purposes of funds, and the content and organization of the annual financial report.

**ACCOUNTING SYSTEM** - Records and procedures which are used to classify, record, and report information on the financial status and operations of the entity.

**ACCRUAL BASIS OF ACCOUNTING** - A basis of accounting under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of the revenue or the payment of the expenditure may take place, in whole or in part, in another accounting period.

**ACTIVITY** - A specific and distinguishable line of work performed by one or more organizational components of a governmental unit for the purpose of accomplishing a function for which the governmental unit is responsible. See also **FUNCTION**.

**ADOPTED BUDGET** - An annual spending plan that is adopted by the City Council.

**AD VALOREM TAXES** - Taxes levied on real property according to the property's valuation and the tax rate. See **PROPERTY TAXES**.

**AIRPORT FUND** - Fund used to account for the accumulation of resources for the municipal airport. All activities necessary to provide such services are accounted for in the fund.

**AMENDED BUDGET** - Includes the adopted budget for a fiscal year, plus any budget amendments or budget transfers.

**APPRAISED VALUE (Assessed Valuation)** - The value of real and/or personal property assigned by the assessor as a basis for the levying property taxes. (Property values are established by the Hood County Tax Appraisal District.)

**APPROPRIATION** - A legal authorization granted by the legislative body to make expenditures and to incur obligations for specific purposes.

**ASSETS** - Resources owned or held by the City, which have a monetary value.

**AUTHORIZED POSITIONS** - Employee positions which are authorized in the adopted budget, to be filled during the year.

**AUDIT** - A comprehensive review of the manner in which the City's resources were actually utilized. The main purpose of an audit is to issue an opinion over the presentation of financial statements and to test the controls over the safekeeping of assets while making any recommendations for improvement where necessary. The City's annual audit is conducted by an independent auditor.

**AVAILABLE (ASSIGNED) FUND BALANCE** - This refers to the funds remaining from the prior year that are not committed for other purposes and can be allocated in the upcoming budget year.

**BALANCED BUDGET** - A budget with total expenditures not exceeding total revenues and monies available in the fund balance within an individual fund.

**BASE POINT** - A unit of measurement used in the valuation of fixed income securities equal to 1/100 of 1% of yield, e.g., "1/4" of 1 percent is equal to 25 basis points.

**BASE BUDGET** - Cost of continuing the existing levels of service in the current budget year.

**BOND** - A way of borrowing money long term for capital projects. A long-term IOU or promise to pay a specified sum of money (the face amount of the bond) on a specific date(s) (the bond maturity date) at a specified interest rate. The most common types of bonds are general obligation (G.O.) and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings and streets.

**BONDED DEBT** - That portion of indebtedness represented by outstanding bonds.

**BOND ORDINANCE** - An ordinance or resolution authorizing the sale of government bonds that specifies how revenues may be spent.

**BOND REFINANCING** - The pay-off and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**BUDGET** - A plan of financial operation embodying an estimate of proposed expenditures and the estimated means of financing them over a fixed time period, usually a year. The approved budget is authorized by ordinance and thus specifies the legal spending limits for the fiscal year.

**BUDGET AMENDMENT** - The budget may be formally amended after it has been approved.

**BUDGET CALENDAR** - The schedule of key dates which the City follows in the preparation and adoption of the budget.

**BUDGET CONTROL** - The control or management of the organization in accordance with and approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

**BUDGET DOCUMENT** - The instrument used by the budget-making authority to present a comprehensive financial plan of operations to the City Council.

**BUDGET MESSAGE** - The opening section of the budget which provides the City Council and the public with a summary of the most important aspects of the budget, changes from previous years and views and recommendations of the City Manager.

**BUDGET ORDINANCE** - The official enactment, by the City Council, to legally authorize the City Staff to obligate and expend the resources of the City.

**BUDGET YEAR** - The fiscal year of the City which begins October 1 and ends September 30.

**CAFR** - see *Comprehensive Annual Financial Report*

**CAPITAL ASSETS** - Assets of a long-term character, which are intended to continue to be held or used. Examples of capital assets include items such as land, buildings, machinery, furniture and other equipment.

**CAPITAL EXPENDITURES** - Defined as the charges for the acquisition at the delivered price including transportation, costs of equipment, land, buildings, or improvements of land or buildings, fixtures, and other permanent improvements with a value in excess of \$5,000 and a useful life expectancy of greater than 1 year.

**CAPITAL IMPROVEMENT PROGRAM (CIP)** - A long-range plan for providing the capital outlays necessary to insure that adequate services are provided to the residents of the City. The plan includes improvements, or the acquisition of structural improvements, and major equipment purchases.

**CAPITAL PROJECTS FUND** - A fund created to account for financial resources to be used for the acquisition and/or the construction of major capital facilities or equipment.

**CAPITALIZED INTEREST** - A portion of the proceeds of a bond issue set aside, upon issuance of the bonds, to pay interest on the bonds for a specified period of time. Interest is commonly capitalized during the construction of a revenue-producing project.

**CASH BASIS OF ACCOUNTING** - The basis of accounting in which transactions are recorded when cash is either received or disbursed for goods and services.

**CASH FLOW** - A sufficient amount of cash on hand to cover disbursement or payments that are coming due. Part of the duties of the finance director is to ensure sufficient cash is on hand or available in short term investments to meet expected disbursements.

**CASH MANAGEMENT** - The proper management of the cash necessary to pay for government services while investing temporary, idle, excess cash in order to earn interest revenue.

**CERTIFICATE OF DEPOSIT** - A deposit with a financial institution for a specified period that earns a specified interest rate.

**CERTIFICATES OF OBLIGATION (CO's)** - Bonds that finance a variety of public improvement projects which can be backed by general revenues, backed by a specific revenue stream, or a combination of both. Certificates of obligation will be used to fund capital assets where bond issues are not warranted as a result of the cost of the asset(s) to be funded through the instrument. This type of bond generally does not require voter approval.

**CHANGE ORDERS** - A change in the design or specification of an already approved capital project that often creates a need for an increased expense.

**CHART OF ACCOUNTS** - A way of recording revenues and expenditures that includes all transactions and that fits the organizational structure. A chart of accounts assigns a unique number to each type of transaction and to each budgetary unit in the organization.

**CIP** - see *Capital Improvement Program*

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)** - This report summarizes financial data for the previous fiscal year in a standardized format.

**CITY CHARTER** - The document that establishes the City as an incorporated political subdivision (municipal government) in accordance with the statutes of the State of Texas.

**CONTINGENCY** - A budgetary reserve set aside for emergencies or unforeseen expenditures.

**CURRENT TAXES** - Taxes that are due within one year.

**DEBT LIMIT** - The maximum amount of debt which an issuer of municipal securities is permitted to incur under constitutional, statutory or charter provisions.

**DEBT RATIO** - Comparative statistics showing the relationship between the issuer's total debt service obligation and the net operating income.

**DEBT SERVICE FUND** - The fund used to account for accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs other than debt serviced by Proprietary Fund Types. The revenue source is principally ad valorem taxes levied by the City.

**DEFICIT** - The excess of expenditures over revenues during an accounting period.

**DELINQUENT TAXES** - Real or personal property taxes that remain unpaid on or after February 1<sup>st</sup> of each year upon which penalties and interest are assessed.

**DEPARTMENT** - A major administrative organizational unit of the City, which indicates overall management responsibility of one or more activities.

**DEPRECIATION** - The process of estimating and recording the expired useful life of a fixed asset which is used to distribute its cost over its revenue producing years.

**EFFECTIVE INTEREST RATE**- When compared to the same property, the tax rate which produces the same effect in terms of the total amount of taxes as compared to the prior year.

**ENCUMBRANCE** - The commitment of appropriate funds to purchase an item or service. To encumber funds means to set aside or commit funds for specified future expenditure.

**ENTERPRISE FUND** - A fund established to finance and account for operations

- (1) that are financed and operated in a manner similar to private business enterprises- where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or
- (2) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

**EXPENDITURE** - Funds spent in accordance with the budgeted appropriations on assets or goods and services obtained.

**EXPENSES** - A decrease in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.

**FIDUCIARY FUND** - These funds account for resources that governments hold in trust for individuals or other governments.

**FINANCIAL REPORT** - see *Comprehensive Annual Financial Report*

**FISCAL YEAR** - A 12-month period to which the annual operating budget applies. (The City of Granbury has established October 1 through September 30 as its fiscal year.)

**FIXED ASSETS** - see *Capital Assets*

**FRANCHISE FEE** - A fee paid by public service businesses for the use of City streets, alleys and property in providing their services to the citizens of the City. Services requiring franchises include electricity, telephone, natural gas, cable television, sanitation, taxicab, water and wastewater.

**FULL FAITH AND CREDIT** - A pledge of the general taxing power of the City to repay debt obligations (the term typically used in reference to bonds.)

**FULL TIME EQUIVALENT (FTE)** - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year, or full value of one full-time position.

**FUNCTION** - A group of related activities aimed at accomplishing a major service for which the City is responsible. For example, public safety is a function.

**FUND** - An accounting entity with a self-balancing set of accounts that record financial transactions for specific activities or government functions.

**FUND BALANCE** - The difference between a fund's assets and its liabilities. Portion of the fund balance may be reserved for various purposes such as contingencies or encumbrances at the end of the fiscal year.

**FUNDING SOURCE** - Identifies the source of revenue to fund both the operating and capital appropriations.

**GAAP** - see *Generally Accepted Accounting Principles*

**GASB** - see *Governmental Accounting Standard Board*

**GASB STATEMENT 34** - This Statement establishes financial reporting standards for state and local governments, including states, cities, towns, villages, and special-purpose governments such as school districts and public utilities.

**GENERAL FUND** - The general operating fund of the City and accounts for the ordinary operations of the City that are financed from taxes and other general revenues. It is used to account for all financial resources except those required to be accounted for in another fund. Major functions financed by the General Fund include: Administration, Financial Services, Public Safety, Community Development, Public Works and Streets, and Parks and Recreation.

**GENERAL LEDGER** - A listing of various accounts, which are necessary to reflect the financial position of a fund.

**GENERAL OBLIGATION (GO) BONDS** - Bonds that finance a variety of public improvement projects, backed by the full faith, credit and taxing power of the City. Such bonds constitute debts of the issuer and normally require approval by election prior to issuance.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** - The uniform minimum standards and guidelines for financial accounting and reporting. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

**GFOA** - see *Governmental Finance Officers Association*.

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB)** - The authoritative accounting and financial reporting standard-setting body for governmental entities.

**GOVERNMENTAL FINANCE OFFICER ASSOCIATION** - Professional organization primarily of state and local government finance officers.

**GOVERNMENTAL FUNDS** - Funds that record the types of activities that are tax-supported and not designed to be self-supporting. Examples include General, Special Revenue, Debt Service, and Capital Projects funds.

**GRANT** - Contributions of assets by one government unit or other organization to another. Grants are usually to be used or expended for specific purposes.

**HOME RULE** - A limited grant of discretion from state governments to local governments, concerning either the organization of functions or the raising of revenue. Without home rule, local governments are restricted to whatever functions, organization, and revenue sources are specified by the state government, and are bound by whatever limits in revenue or borrowing that state requires.

**HOOD COUNTY APPRAISAL DISTRICT** - An entity established by the State of Texas to insure uniform property appraisals for all taxing entities in Hood County.

**HOTEL OCCUPANCY TAX (HOT)**- Hotel occupancy tax is imposed on the rental of a room or space in a hotel costing \$15 or more each day. The tax applies not only to hotels and motels, but also to bed and breakfasts, condominiums, apartments and houses. Local hotel taxes apply to sleeping rooms costing \$2 or more each day.

**IMPACT FEES** - Fees assessed to developers to help defray a portion of the costs that naturally result from increased development. By Texas law, these fees must be used for capital acquisition or debt service relating to capital projects.

**INDIRECT COST** - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**INFRASTRUCTURE** - Roads, bridges, curbs and gutters, street, sidewalks, drainage systems, lighting systems, water lines, wastewater lines and other improvements that are installed for the common good.

**INTEREST** - Compensation for the use of borrowed money, generally expressed as an annual percentage of the principal amount.

**INTEREST RATE** - The annual percentage of principal payable for the use of borrowed money.

**INTRAFUND TRANSFERS** - The movement of money from one fund to another in a governmental unit for specific purposes: i.e., debt service, reimbursement for services.

**INTERGOVERNMENTAL REVENUE** - Funds received from federal, state and other local government sources in the form of grants, shared revenues and payments in lieu of taxes.

**INVESTMENTS** - Securities purchased and held for the production of income in the form of interest, dividends, rentals or base payments.

**INVOICE** - A bill requesting payment for goods or services by a vendor or other governmental unit.

**ISSUANCE** - Authorization, sale, and delivery of a new issue of municipal securities.

**LETTER OF CREDIT (LOC)** - An agreement, usually with a commercial bank, to honor demands for payment upon compliance with conditions established in the agreement.

**LEVY** - To impose taxes, special assessments, or service charges for the support of City activities.

**LIABILITIES** - Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed or refunded at some future date. This term does not include encumbrances.

**LINE-ITEM BUDGET** - A budget prepared along departmental lines that focus on what is to be bought.

**LIQUIDITY** - Usually refers to the ability to convert assets (such as investments) into cash.

**LONG-TERM DEBT** - Debt with a maturity of more than one year after the date of issuance.

**MAJOR FUND** - Funds whose revenues, expenditures, assets, or liabilities are at least 10 percent of corresponding total for all governmental and enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

**MARKET VALUE** - Valuing the inventory of held securities at its current market value, as opposed to book value.

**MODIFIED ACCRUAL ACCOUNTING** - A basis of accounting in which expenditures are accrued, but revenues are accounted for on a cash basis. This accounting technique is combination of cash and accrual accounting since expenditures are immediately incurred as a liability, while revenues are not recorded until they are actually received.

**NET ASSETS** - In the proprietary and fiduciary funds this is the difference between assets and liabilities.

**OBJECT OF EXPENDITURE** - An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

**OBJECTIVE** - Desired output oriented accomplishments, which can be measured and achieved within a given time frame.

**ORGANIZATIONAL CHART** - A graphic presentation, by function of programs and services provided to clients in the Capital Program.

**OPERATING BUDGET** - Operating budgets serve many purposes within a governmental entity, but they have two primary purposes:

- (1) to plan the services that are going to be offered during the coming year and set priorities;
- (2) to conform with legal requirements to ensure that expenditures do not exceed those appropriated. Operating budgets are also called Annual Budgets. See **BUDGET**.

**ORDINANCE** - A formal legislative enactment by the governing board of a municipality.

**PAY-AS-YOU-GO BASIS** - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

**PAY-AS-YOU-USE** - Incurring debt to pay for capital outlays rather than paying out of current revenues.

**PER CAPITA DEBT** - The amount of an issuer's debt divided by population, which is used as an indication of the issuer's credit position by reference to the proportionate debt borne per resident.

**PERFORMANCE MEASURE** - Data collected to determine how effective or efficient a program is in achieving its objectives.

**PERMANENT FUNDS** - A category of governmental funds, established by GASBS 34, used to report on funds whose outflow is legally restricted to the earnings, not principal, from the fund for purposes that benefit the government or its citizens.

**PERSONNEL COSTS** - Costs related to compensating employees including salaries, wages, insurance, payroll taxes and retirement contributions.

**PROPERTY TAX** - Ad valorem tax levied on both real and personal property according to the property's valuation and the tax rate.

**PROPRIETARY FUNDS** - Funds that record activities for which user fees are charged and the intent of the governing body is to recover the costs of the activity. Examples include the Utility and Airport funds.

**PUBLIC HEARINGS** - Meetings that provide citizens an opportunity to voice their views on the merits of the City's proposals and services.

**PURCHASE ORDERS** - An agreement drawn up to buy goods and services from a specific vendor with a promise to pay when delivered.

**RATING** - The credit worthiness of a city as evaluated by independent agencies.

**REAL ESTATE TAXES** - The revenues from current taxes, delinquent taxes, penalties, and interest on delinquent taxes. These taxes are levied on real property according to the property's assessed value and tax rate.

**REAL PROPERTY** - Property classified by the State Property Tax Board including residential single and multi-family, vacant lots, acreage, farm and ranch improvements, commercial and industrial, and oil, gas and other mineral reserves.

**REFUNDING BONDS** - Bonds issued to retire bonds already outstanding. The refunding bonds may be sold for cash and outstanding bonds redeemed in cash, or the refunding bonds may be exchanged with holders of outstanding bonds.

**REPLACEMENT COST** - The cost as of certain date of a property which can render similar service (but which need not be of the same structural form) as the property to be replaced.

**REQUEST FOR BID (RFB)** - A formal document used to invite vendors to submit pricing in response to a clearly defined set of requirements.

**REQUEST FOR PROPOSAL (RFP)** - An official request for proposals to be submitted to the County to perform specified services.

**RESERVES** - An account used to indicate that a portion of a fund balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

**RESOLUTION** - A special or temporary order of the City; an order of the City requiring less legal formality than an ordinance.

**RETAINED EARNINGS** - The equity account reflecting the accumulated earnings of the Proprietary Funds.

**REVENUE** - Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, shared revenues and interest income.

**REVENUE BONDS** - Legal debt instruments which finance public projects for such services as water or sewer. Bonds whose principal and interest are payable exclusively from a revenue enterprise or project, pledged as the funding source before issuance.

**SERVICES** - Operational expenses related to professional or technical services and other outside organizations.

**SPECIAL ASSESSMENT** - Charges imposed against property because that property receives a special benefit by virtue of some public improvement, separate and apart from the general benefit accruing to the public at large.

**SPECIAL REVENUE FUND** - Funds used to account for the accumulation and distribution of specific resources that are legally restricted to expenditure for specified purposes. The Tourism Fund accounts for the tax revenues received from local hotels and bed and breakfasts and for expenditures made within guidelines of the Texas Hotel Occupancy Tax Act.

**SUPERVISORY CONTROL AND DATA ACQUISITION (SCADA)** - Electronic monitoring of water pump stations, sewer lift stations and pumps and motors at wastewater treatment plant.

**SURFACE AREA WATER TREATMENT SYSTEM (SWATS)** - Water treatment plant owned by Brazos River Authority (BRA) that, by contract, produces potable water for the City of Granbury. The City of Granbury is a participant in receiving treated water from this plant along with Johnson County Special Utility District, Johnson County Fresh Water Supply District, City of Keene and Acton Municipal Utility District.

**SURPLUS** - The excess of the assets of a fund over its liabilities; or if the fund has other resources and obligations; the excess of resources over the obligations. The term should not be used without a properly descriptive adjective unless its meaning is apparent from the context. See also Fund Balance.

**TAX BASE** - The total value of all real, personal and mineral property in the City as of January 1<sup>st</sup> of each year, as certified by the Hood County Appraisal District. The tax base represents net value after all exemptions.

**TAX EXPENDITURES** - Abatements, partial of full exemptions, tax credits, deductions or other foregone tax revenues.

**TAX LEVY** - The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

**TAX LEVY ORDINANCE** - An ordinance by means of which taxes are levied.

**TAX RATE** - The amount of tax stated in terms of a unit of the tax base; for example, 44 cents per \$100 of assessed valuation of taxable property.

**TAX ROLL** - The official list showing the amount of taxes levied against each taxpayer or property.

**TRANSFERS IN/OUT** - Amounts transferred from one fund to another to assist in financing the services or programs for the recipient fund.

**TRUST FUNDS** - A fund set up to receive money that the city holds on behalf of other governments (taxes collected for another government) or persons. The governmental unit is holding money that does not belong to it, and over which it exercises minimal if any discretion.

**USER CHARGES** - The payment of a fee for a direct receipt of a public service by the party benefiting from the service.

**UNENCUMBERED FUND BALANCE** - For budget purposes, the unencumbered fund balance is the amount of unassigned fund balance of a fund available for allocation.

**UNRESERVED FUND BALANCE** - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**UTILITY FUND** - This fund accounts for water, sewer and electric services for the residents of the City. All activities necessary to provide such services are accounted for in the fund, including administration, operation, and maintenance, financing and related debt service, and billing and collection.

**WORKING CAPITAL** - For enterprise funds, the excess of current assets over current liabilities. Working capital of a fund is important because budgeted expenditures of the fund must be provided for from cash receipts during the year supplemented by working capital carried over from prior years, if any.

## Budget Acronyms

The Annual Budget contains specialized and technical acronyms that may be unique to the City of Granbury. To help the reader of the document to better understand these acronyms, a list has been included with the Annual Budget.

**BRA** - Brazos River Authority

**BTU** - Bryan Texas Utilities

**CVB** - Convention and Visitors Bureau

**DMO**- Destination Marketing Organization

**ETJ** - Extraterritorial Jurisdiction

**GISD** - Granbury Independent School District

**HOT**- Hotel Occupancy Tax

**SWATS** - Surface Water and Treatment System

**TxDOT** - Texas Department of Transportation

**ORDINANCE NO. 19-65**

**AN ORDINANCE APPROVING THE ANNUAL BUDGET OF THE CITY OF GRANBURY, TEXAS FOR FISCAL YEAR 2019-2020; 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 3, 2019 for consideration of the proposed budget for Fiscal Year 2019-2020; 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 2019-2020 of the City of Granbury, Texas, commencing on the 1<sup>st</sup> day of October 2019, and ending on the 30<sup>th</sup> day of September 2020, 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 3rd day of September 2019.

  
\_\_\_\_\_  
NIN HULETT, MAYOR

ATTEST:

  
\_\_\_\_\_  
CARLA WALKER, CITY SECRETARY

APPROVED AS TO FORM AND LEGALITY:

  
\_\_\_\_\_  
JEREMY SORELLE, CITY ATTORNEY



**ORDINANCE NO. 19-66**

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF GRANBURY, TEXAS, LEVYING TAXES FOR THE TAX YEAR 2019-2020; 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 3, 2019, an annual budget for the fiscal year beginning October 1, 2019 and ending September 30, 2020 (tax year 2019-2020); 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 2019-2020; 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 2019-2020 and for each year thereafter until otherwise ordained as follows:

\$0.199669	for the purposes of maintenance and operation
<u>\$0.199716</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, 2019 and not exempt from taxation by the Constitution and statues 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, 2019.

**SECTION 4.**

Ad Valorem taxes levied by this Ordinance shall be due and payable on October 1, 2019 and shall become delinquent on the first day of February 2020. Payment of such tax is due in one full installment. Taxes shall be payable at the Hood Central Appraisal District. There shall be no discount for taxes paid prior to January 31, 2020.

**SECTION 5.**

If the tax is unpaid after January 31, 2020, 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, 2020 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 Central 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 3rd day of September, 2019 at a regular meeting of the City Council of the City of Granbury, Texas.



NIN HULETT, MAYOR

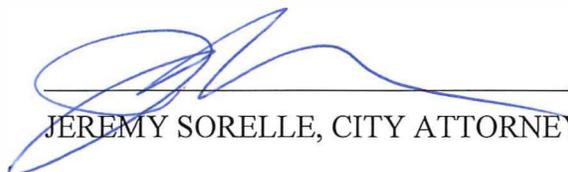
ATTEST:



CARLA WALKER, CITY SECRETARY



APPROVED AS TO FORM AND LEGALITY:



JEREMY SORELLE, CITY ATTORNEY