City of Weatherford, Texas

FY17 General City Budget

This budget will raise more total property taxes than last year's budget by $533,515, or 5.5%. Of that amount, $265,056 is tax revenue to be raised from new property added to the tax roll this year.

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

For: Mayor—Craig Swancy

Councilmember, Place 1—Heidi Wilder

Councilmember, Place 2—Jeff Robinson

Councilmember, Place 3—Dale Fleeger

Councilmember, Place 4—Kevin Cleveland

Against: None.

Present and not voting: None.

Absent: None.

Property Tax Rate Comparison

	2016-2017	2015-2016
Property Tax Rate	$0.5116/100	$0.4866/100
*Effective Tax Rate	$0.4963/100	$0.4596/100
*Effective Maintenance & Operations Tax Rate	$0.3247/100	$0.2880/100
Rollback Tax Rate	$0.5458/100	$0.5130/100
Debt Rate	$0.1716/100	$0.1716/100
Total debt obligation for City of Weatherford secured by property taxes	$ 65,975,000	$ 63,985,000

*Due to the City of Weatherford's local option sales tax in lieu of property tax, as authorized and governed by Title 3, Subtitle C., Chapter 321 of the Texas Local Government Code, calculations for the City's rollback property tax rate include an adjustment for sales taxes collected on the local option. This essentially includes a separate calculation of a new effective maintenance and operations rate of 0.5264 cents/$100 valuation. For more information on how this local option affects the tax rate, please see the Effective and Rollback Tax Rate Calculations in the appendix of this document, or visit http://texasahead.org/lga/98-721.pdf .

City of Weatherford
Finance Office

For more information about the FY17 budget, visit http://www.weatherfordtx.gov

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Weatherford, TX for its annual budget for the fiscal year beginning October 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

City Council

Mayor

Craig Swancy

Place 1

Heidi Wilder

Place 3

Dale Fleeger

Place 2

Jeff Robinson

Place 4

Kevin Cleveland

City Administration/Appointed Officials

Sharon Hayes	City Manager
James Hotopp	Deputy City Manager
Brad Burnett	Assistant City Manager/Chief Financial Officer
Diana Allen	Director, Human Resources
Steve Bates	Director, Municipal & Community Services
Craig Farmer	Director, Planning & Development
Shannon Goodman	Director, Parks & Recreation
Chris Accardo	Director, Library Services
Troy Garvin	Director, Information Technology
Terry Hughes	Director, Capital Transportation Projects
Mike Manning	Chief of Police
Malinda Nowell	City Secretary
Paul Rust	Fire Chief

Welcome to Weatherford, Texas

The City of Weatherford, incorporated in 1858, adopted its original charter and became a home-rule city in 1918. Located 25 miles west of Fort Worth, Weatherford serves as the seat of Parker County. Weatherford occupies a land area of 26.5 square miles and includes an estimated population of 27,769 (est. from the Census Bureau).

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

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

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

The annual budget serves as the foundation for the city's financial planning and control. This document consists of the following major sections:

Introduction: A general introduction to the document including the City Manager's message.

Budget Overview: Information about the financial and organizational structure of the city, a summary of the budget, and details about the budget process, the environment and priorities under which this budget was developed, and the city's long-term and strategic planning initiatives.

General Fund: Information regarding the city's primary operating fund, which includes the major functions of local government such as administration, police, fire, streets, and parks programs.

Solid Waste Fund: Information regarding the city's sanitation department.

Other Funds: Information regarding the variety of other smaller programs and services which are funded by special, dedicated, or restricted revenue sources.

Debt Service: Information regarding the city's outstanding debt obligations and repayment schedules.

Capital Projects: Information regarding the various capital improvement programs currently underway.

Appendices: A glossary and the city's financial policy statements.

Weatherford Facts & Figures

City Government

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

Physiographic

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

Public Parkland

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

Trails: *Town Creek Hike & Bike Trail*

Lake Weatherford

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

Weather

Annual Rainfall (in)	34.7
Avg Low Temperature	50.7˚ F
Avg High Temperature	75.8˚ F
Record High (Jun 1980)	119˚ F
Record Low (Dec 1989)	-10˚ F

Demographic (Census Bureau)

Population Totals

2000	18,534
2005	23,488
2010	25,250
2015 (Est.)	28,742
Change since 2014	13%

By Sex

Male/Female	46.6%/53.4%

By Race/Ethnicity

White, non-Hispanic	79.0%
Hispanic or Latino	14.6%
Black	2.8%
Other	1.3%

Age Distribution (years)

0-4	8.3%
5-19	21.3%
20-64	55.7%
65+	14.5%

Income

Median Household	$52,532
Below Poverty Level	12.3%

Other

Households	11,008
Persons per Household	2.72

Education

Weatherford ISD Enrollment

K-6	4,316
7-8	1,191
9-12	2,227

Weatherford College Enrollment

Total Enrollment	5,676
Male/Female (%)	39/61

Educational Attainment (25 years and older)

High School Graduates	89.4%
Bachelor's Degree or Higher	24.9%

Employment

Civilian Labor Force	12,449

Unemployment Rate

Average Annual (2015)	4.1%

Top Employers

Weatherford ISD	979
Weatherford Regional Medical Center	610
Parker County	485
City of Weatherford	412
Wal-Mart	375
Weatherford College	350
C.D. Hartnett	210

Economic

Business & Retail

Avg # of monthly Sales Tax Payers	2,383
Sales Tax Remitted	$10.56m
Increase/Decrease from 2013	+6%
Retail sales tax per capita	$406

Housing

Median value, owner-occupied home (2014 census estimate)	$135,400
Single-Family Building Permits (October 2015—September 20156	211
Additions/Remodel/Residential Accessory Permits (October 2015—September 2016)	103

Tourism

Hotels and Beds & Breakfasts	23
Meeting/Event Spaces	8

Attractions: *Chandor Gardens, Clark Gardens, Greenwood Farm, Sheriff's Posse Rodeo, Farmer's Market, Doss Heritage & Cultural Center, Greenwood Cemetery, Museum of the Americas, First Monday Grounds, Film Alley, Amphitheater*

Special Events: *Weatherford Blooms, Sheriff's Posse Rodeo, Peach Festival, Hometown Heritage Stampede, Christmas on the Square, Holiday in the Park*

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Changes from Proposed Budget

The City Manager's budget proposal was presented to the City Council on August 9, 2016. In addition to funding for existing programs and services, it also included a variety of supplemental items recommended for funding. During the budget work sessions and other public meetings, the City Council recommended some minor adjustments to the budget. These adjustments are summarized below:

General Fund

City Administration

Added

- $38,350 for General Fund Grants (one-time)

    Freedom House: $8,667

    Manna Storehouse: $4,333

    Crossroads Ministry: $2,600

    Center of Hope: $4,333

    Parker Co. Committee on Aging: $17,333

    CASA—Hope for Children: $1,083
- $87,000 for One Additional IT Position (Funded through the Electric Department)
- The 2% one-time salary adjustments were converted to ongoing

Hotel Motel Tax Fund

Added

- $96,000 to the Weatherford Chamber of Commerce.
- $25,000 to the Doss Heritage & Cultural Center.
- $40,000 for Increasing the Part-Time Public Relations Coordinator to Full-Time

The aforementioned changes are reflected in the remainder of this document, with the exception of the City Manager's Message, which remains unchanged from it's original form as submitted on August 9, 2016

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City Manager's Message

August 9, 2016

To: Honorable Mayor and Weatherford City Council Members

In accordance with Chapter 102 of the Local Government Code and the City of Weatherford Code of Ordinances, Title 1, Chapter 8, Section 1-8-5 (g), the FY17 proposed budget is hereby submitted for review and consideration. The budget that follows will provide for operations and maintenance of the City of Weatherford from October 1, 2016, through September 30, 2017. It has been developed under the principles and guidance of sound budgeting practices. Said practices assure that revenues are realistically estimated to cover the cost of essential services while leaving a prudent amount of fund balance for emergency or unforeseen circumstances.

Purpose of the Budget

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

For several years, Weatherford has made structural improvements and revenue enhancements designed to both make up the ground the City lost with the Great Recession while also planning adequately for all foreseeable future costs. The major results of these actions have been employee raises and market adjustments, strategic improvements to parks and street maintenance, dedicated storm water funding, the creation of Weatherford's first Tax Increment Reinvestment Zone, beginning a fleet rotation schedule, and planning for major retiree costs that are slated on the horizon. These actions are emblematic of staff's and Council's passion to see Weatherford continue to grow and prosper in a financially sound manner. This FY17 budget proposal aims to continue the spirit of those actions, ensuring that the progress already made continues through the next several years.

As we entered this fiscal year, the City was on the fourth year of its newly adopted Strategic Plan. This plan was the outcome of months of evaluation of the City's strategic position following years of budget cuts and has been used to chart a new course for Weatherford. In February of this year, staff engaged Council to update and clarify this plan in preparation for the budget process. A brief graphic of the plan is as follows:

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

While current resources are unable to make headway on all priorities, the FY17 proposed budget does touch on a number of them, with a major focus on planning for the City's internal needs and maximizing its funding structure.

This submission offers three proposals to continue our focus on the City's internal needs. In brief, those are to (1) increase the funding for our newly created fleet rotation, (2) reserve a portion of the General Fund's ample balance to alleviate approximately 60%-65% of the costs associated with the City's substantial number of employees currently eligible for retirement, and (3) implement a tax increase dedicated to creating ongoing capital cash-funding for upcoming needs. Other focused include increased facilities maintenance, keeping street maintenance services consistent, implementing a mostly non-recurring compensation package for employees, and continuing the development of the First Monday grounds at Heritage Park.

* Only new costs are budgeted for capital project funds in this document; unspent funds are rolled forward at the close of the fiscal year. Additionally, this is the original transmittal letter for the budget, which includes the original submitted budgets for FY17.

Budget Overview

Budgeted expenditures for all funds of the City of Weatherford for FY17 total $48,098,950, and are allocated as follows:

Group	Proposed Budget	% of Total
General Fund	$31,122,829	65%
Debt Service Fund	$7,495,328	16%
Stormwater Utility Fund	$3,240,730	7%
Solid Waste Fund	$2,967,225	6%
Special Revenue Funds	$2,722,838	5%
Capital Projects Funds	$550,000	1%
	$48,098,950	**100%**

The General Fund, accounting for 65% of the total budget, funds the primary operating departments of the City, including police, fire, street maintenance, parks and recreation, libraries, and various other community services and administrative offices. The Capital Projects funds, accounting for approximately 1%, appropriates funding for continued development of First Monday grounds at Heritage Park and Weatherford's Hike and Bike trail, paid for through landfill royalties. Funds budgeted for capital projects do not re-appropriate funds already obligated for particular projects by City Council. Funds presented in this budget for appropriation are unobligated funds that are not already appropriated and under construction. The annual debt service requirements on the City's general obligation debt make up 16% of proposed expenditures. Operation of solid waste collections, stormwater utility, Chandor Gardens, and various other funds make up the remaining 18% of the budget.

Budget Process Methodology

The FY17 budget process remains largely unchanged from last year. Departments were directed to submit a line-item budget that held their costs at the same operational level that was adopted in the current budget and submit any requests above that amount individually, with justification, and ranked according to their priorities.

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

Major Proposals

Retiree Funding

With this budget proposal, the General Fund will end with over 120 days of total fund balance, although staff is proposing a significant modification: to reserve $1.5 million of this fund balance for future retiree costs. This would functionally reduce Council's preferred 120-day "rainy day" reserve to a 100-day reserve. At Council's direction, staff can make building this reserve back to 120 days a priority for future years. However, the City's immediate need for these funds is to utilize them for our projected retiree liability. Doing this would effectively fund close to 85% of the total projected cost through 2018, and greatly reduce the operating pressure this liability has been putting on the fund.

Property Tax Increase for Capital Planning

Property taxes in this budget would increase a total of $704,000 for maintenance & operations, and $51,700 for interest & sinking (debt service). This increase comes from a proposed tax increase of 2.5 cents over the published effective rate, and 3.497 cents over the FY16 rate. In most instances, a City's effective tax rate (i.e. the rate a City would have to charge properties that existed on both tax rolls to receive the same amount of revenue in both years) would be at least equal to or marginally lower than the current fiscal year's rate, indicating that property values increased year-over-year. In the case of Weatherford, however, the aggregate values on properties that existed on both of

those rolls actually decreased almost 1% from FY16 values. This means that City Council would have to approve a rate higher than the current rate in order to raise the same revenue from properties that existed in both years. In addition to this, staff is recommending that Council approve a tax rate that is a further 2.5 cents higher than the effective rate. The revenue from this increase would be used to first purchase two pieces of land for the future expansion of City Hall and the Police Department in FY17. This revenue would be used in later years to cash fund similar capital projects, such as facility renovations, dispatch upgrades, and large vehicle/equipment replacements. Combined with Weatherford's sales tax increment (i.e. the amount of sales tax considered non-recurring and available for one-time items), the City would make significant headway on cash-funding its forthcoming capital needs, similar to recent actions Council took with the Utility Fund.

Continued Vehicle Rotation Funding & Sales Tax Projections

For FY17, staff has chosen to hold Weatherford's sales tax flat at its FY16 level. There are a few reasons for this. First, while the trajectory for FY16 has been positive, it still represents a significant slowing from FY15. Maintaining sales tax at its current budgeted level for next fiscal year is financially prudent, and consistent with Weatherford's value of being financially conservative. Second, while the newly created Tax Increment Reinvestment Zone is bringing "big box" stores into Weatherford's limits, it is unknown to what extent this will change the landscape of the City's largest revenue stream. To be sure, these stores will bring new revenue into the City, but it is entirely possible that a portion of their business will be taken from existing stores within city limits. To say this another way, a portion of a new store's business may cause a slight decrease in a like store's business. While this would likely still yield a net increase to sales tax revenues, the quantity of that increase is difficult to project and rely on at this point. It therefore follows Weatherford's fiscally conservative principles to hold off on relying on any increases here from new development for FY17.

Regardless, the fact that Weatherford looks to be meeting its sales tax projections for FY16 means that the City can continue the second year of its fleet funding schedule. A further $600,000 in vehicles will be replaced in FY17, and ongoing dollars are being allocated to ensure the next round of replacements will be fully funded. After this year, a full 17 vehicles will have been placed on the fleet rotation.

Staffing and Compensation

Given the lack of operational capacity in this fiscal year, staff was instructed to hold-the-line on new positions. Accordingly, this proposal includes no new full-time positions. With many staffing needs across the City, however, Council should be prepared for new position requests in the years following FY17.

Similarly, this proposal does not include an ongoing salary increase for employees, other than some strategic position reclassifications. It does offer a non-recurring 2% bonus for employees, but that increase is not slated to continue past FY17. Staff's hope is that this will help keep compensation competitive with surrounding cities, albeit temporarily, until further recurring resources are identified for a long-term compensation solution. The same philosophy was used in considering increases to health insurance. The rates staff received from the City's health insurance provider indicated a 7%-8% increase in costs across the board. Staff is requesting that this increase be funded on a mostly non-recurring basis, giving administration time to formulate a long-term solution without significantly impacting employee benefits, and also giving employees advanced notice of any potential changes coming after this fiscal year. The one recurring component of this package is to keep dental benefits level with FY16, requiring a modest $21,000 in ongoing

funding.

Revenue enhancements

Other than the requested property tax increase, staff is working on two initiatives that will help maximize existing revenues in the General Fund and the Hotel Tax Fund. The City has been working with Petty & Associates to review Planning and Development fees in order to ensure that they are competitive and reasonable, while recouping as much of that Department's costs as possible. This review is currently taking place, and staff hopes to have a conclusion and recommendation going forward before the beginning of FY17. If that timeline is maintained, the Budget Office will make the necessary modifications to our proposed budget to incorporate any changes in revenue.

Additionally, staff has begun working with MuniServices, the City's sales tax and hotel tax reporting contractor, to perform audits on hotels within Weatherford's limits. These audits will ensure that the proper amount of hotel taxes are being collected from Weatherford's lodging establishments. Staff expects these actions to have a positive effect on the revenue coming in to the Hotel Tax Fund.

Looking Forward

Although a lot will be accomplished through this proposal, there is still much to be done. A property tax increase is always a difficult item to discuss, but it is integral for Weatherford's operational and capital health. The 2.5 cent increase over the effective rate would represent an approximately $35 annual increase in the average homeowner's tax bill, and it would provide the City with funds for much-needed facility maintenance and improvements. Any cash gained from this action would also offset possible future debt financing needs.

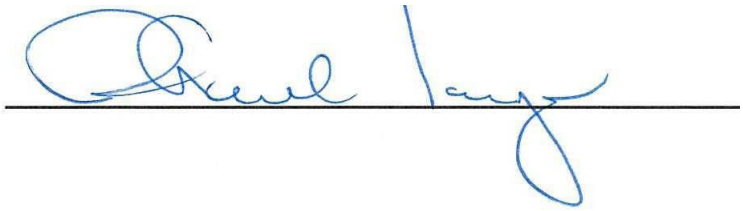
With Weatherford's recent action to control sales tax reliance and plan for fleet rotation funding, staff's opinion is that a portion of the General Fund's 120-day fund balance could be put to better use as a reserve for retiree compensation. As employees retire and are paid for their accrued sick and vacation time, this reserve would ease the impact of those payments. The proposed $1.5 million reserve would satisfy these needs for the next several years, and functionally take care of over 80% of the total projected need for retiree compensation through 2018. As the large number of eligible employees retire and the City meets its obligation to them, the ongoing need for this reserve will diminish greatly, and retirement costs will normalize. For now, staff's proposal represents a major step in the right direction.

Current employee compensation is also an issue that will not go away anytime soon. Attempting to contain health insurance costs are an important part of maintaining Weatherford's financial health, but future budgets will have to weigh the cost of that insurance with the cost of employee retention. Similarly, although pay increases cannot be expected every year, a long-term compensation plan must be considered in order to aid employee retention in future years.

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

Respectfully submitted,

Sharon Hayes, City Manager



Fund Structure*

- Governmental Funds
  - General Fund
  - Special Revenue Funds
    - Heritage Park Events Fund
    - Federal Forfeiture
    - State Forfeiture
    - TCDP – SFX Grant
    - TCDP - W'Ford Aerospace Grant
    - Municipal Court Technology
    - Municipal Court Juvenile Manager
    - Hotel/Motel Tax
    - Chandor Gardens
    - Parks Special Revenue Fund
    - Weatherford Beautification
    - Public Library Special Revenue
  - General Debt Service Fund
  - Capital Projects Funds
    - General Capital Projects
    - Park Dedication
    - Series 2006 CO
    - Series 2007 CO
    - Series 2007 GO
    - Series 2008 CO
    - Series 2011 CO
- Proprietary Funds
  - Solid Waste Fund
  - Municipal Utility (Separate budget document)
  - Stormwater Utility
  - Fleet Rotation Fund
- Permanent Library Fund

* The above are all appropriated funds.

Organizational Structure

Citizens of Weatherford

City Council

City Manager

City Manager's Office (City Secretary, Public Relations, Emergency Management)
Police Department
Fire department
Economic Development

Deputy City Manager

Planning & Development
Electric Utility
Water/Wastewater Utility
Parks & Recreation
Transportation & Public Works

Assistant City Manager/Chief Financial Officer

Finance
Public Library
Human Resources
Animal Services
Technical Services/GIS
Municipal & Community Services

Fund Descriptions

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

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

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

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

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

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

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

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

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

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

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

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

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

* The above are all appropriated funds.

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

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

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

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

Capital Projects Funds - these funds are used to account for the acquisition and construction of major capital facilities other than those financed by proprietary and trust funds. Budgets are approved by project. Other than the General Capital Projects Fund, all capital projects funds are financed through debt.

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

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

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

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

Fund Descriptions

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

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

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

Combined Budget Summary—All Funds

Total Budgeted Resources

	FY15 Actuals	FY16 Budget	FY16 Estimated	FY17 Budget
Beginning Fund Balance	$ 29,781,276	$ 28,370,856	$ 28,370,856	$ 28,166,798
Major Revenues				
Property Taxes	$ 9,261,450	$ 9,848,292	$ 9,867,801	$ 10,417,328
Sales Taxes	$ 11,303,851	$ 11,173,000	$ 11,300,000	$ 11,173,000
Other Taxes	$ 1,560,678	$ 1,544,935	$ 1,429,400	$ 1,465,000
Licenses	$ 602,127	$ 589,108	$ 648,282	$ 624,917
Intragovernmental Revenue	$ 622,580	$ 974,423	$ 956,618	$ 899,794
Service Charges	$ 4,199,353	$ 4,726,905	$ 4,824,443	$ 4,933,726
Fines & Forfeitures	$ 459,493	$ 537,362	$ 528,006	$ 529,000
Miscellaneous Revenue	$ 9,475,736	$ 2,917,574	$ 9,811,514	$ 5,793,850
Transfers & Other Sources	$ 7,419,129	$ 7,435,784	$ 7,426,215	$ 7,536,902
Intergovernmental Services	$ 7,061,707	$ 6,288,345	$ 2,197,345	$ 2,336,582
Total Revenues	$ 51,966,102	$ 46,035,729	$ 48,989,622	$ 45,710,099
Major Expenses				
Personnel	$ 21,082,270	$ 22,486,049	$ 22,369,438	$ 22,996,287
Supplies/Maintenance	$ 3,394,658	$ 3,031,805	$ 3,225,647	$ 3,624,236
Contractual	$ 20,734,407	$ 16,124,272	$ 16,105,876	$ 17,000,218
Capital Outlay	$ 8,165,187	$ 5,865,513	$ 7,492,719	$ 5,233,023
Total Expenses	$ 53,376,522	$ 47,507,639	$ 49,193,680	$ 48,853,764
Surplus/(Deficit)	$ (1,410,420)	$ (1,471,911)	$ (204,058)	$ (3,143,665)
Ending Fund Balance	$ 28,370,856	$ 26,898,945	$ 28,166,798	$ 25,023,133

Note about Decline in Overall Fund Balance

The reader will observe that in FY15, fund balance declined by over $1.4 million. The primary reason for this is the expense of bond proceeds that had been reserved for capital projects. Those expenses are nonrecurring. Additionally, in FY17, the City is budgeting to reduce overall fund balances by over $3.1 million. This is due to large, nonrecurring expenditures across the City, most notably in the Storm Water Fund, which is spending down bond proceeds, and the General Fund.

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Combined Budget Summary—All Funds

	Estimated Undesignated Fund Balance	Estimated Revenues	Transfers from Other Funds
General Fund	$10,692,103	$24,584,188	$ 5,243,870
Special Revenue Funds			
State Forfeiture	$ 56,847	$ 10,000	$ -
Federal Forfeiture	$ 288,780	$ 40,800	$ -
Weatherford Beautification	$ 2,402	$ -	$ -
Park Special Revenue	$ 23,198	$ 25,000	$ -
Park Dedication	$ 144,587	$ 100,100	$ -
TCDP - W'ford Aerospace Grant	$ -	$ -	$ -
TCDP - SFX Grant	$ -	$ 22,368	$ -
Municipal Court Technology	$ 50,452	$ 13,000	$ -
Municipal Court Building Security	$ 10,778	$ 10,000	$ -
Municipal Court Juvenile Case Mg	$ 2,765	$ 16,000	$ -
*Hotel/Motel Tax	$ 688,175	$ 650,000	$ -
Chandor Gardens	$ 84,685	$ 69,600	$ 344,642
Fleet Rotation Fund	$ 327,973	$ -	$ 894,483
Heritage Park Events Fund	$ 28,657	$ 154,970	$ 48,000
Library Special Revenue	$ 133,153	$ 20,600	$ -
Animal Shelter Special Revenue	$ 22,394	$ 50,000	$ -
General Debt Service Fund	$10,433,156	$ 8,275,263	$ 280,437
Capital Projects Funds			
General Capital Projects	$ 1,416,537	$ 41,000	$ 550,000
Various TxDOT Project Funds**	$ (175,470)	$ -	$ 175,470
Solid Waste Enterprise Fund	$ 1,811,521	$ 2,805,243	$ -
Stormwater Utility Fund	$ 2,074,040	$ 1,285,000	$ -
Doss Permanent Library Fund	$ 50,064	$ 65	$ -
	$ 28,166,798	$ 38,173,197	$ 7,536,902

- **Only new costs are budgeted for capital project funds in this document; unspent funds are rolled forward at the close of the fiscal year. Cost overruns in FY16 will be shored up via interfund transfer in FY17.
- *The Hotel/Motel Tax Fund will transfer $550,000 of its fund balance in FY17 for the future costs of debt payments.

	Available Resources	Estimated Expenditures	Transfers to Other Funds	Estimated Undesignated Ending Fund Balance
General Fund	$40,520,161	$30,598,666	$ 680,313	$ 9,241,182
Special Revenue Funds				
State Forfeiture	$ 66,847	$ 66,000	$ -	$ 847
Federal Forfeiture	$ 329,580	$ 320,000	$ -	$ 9,580
Weatherford Beautification	$ 2,402	$ -	$ -	$ 2,402
Park Special Revenue	$ 48,198	$ 25,000	$ -	$ 23,198
Park Dedication	$ 244,687	$ 200,000	$ -	$ 44,687
TCDP - W'ford Aerospace Grant	$ -	$ -	$ -	$ -
TCDP - SFX Grant	$ 22,368	$ 22,368	$ -	$ -
Municipal Court Technology	$ 63,452	$ 50,000	$ -	$ 13,452
Municipal Court Building Security	$ 20,778	$ 10,000	$ -	$ 10,778
Municipal Court Juvenile Case Mg	$ 18,765	$ 15,662	$ -	$ 3,102
*Hotel/Motel Tax	$ 1,338,175	$ 338,617	$ 858,889	$ 140,669
Chandor Gardens	$ 498,927	$ 401,237	$ -	$ 97,690
Fleet Rotation Fund	$ 1,222,456	$ 596,560	$ -	$ 625,896
Heritage Park Events Fund	$ 231,627	$ 202,289	$ -	$ 29,338
Library Special Revenue	$ 153,753	$ 144,750	$ -	$ 9,003
Animal Shelter Special Revenue	$ 72,394	$ 70,000	$ -	$ 2,394
General Debt Service Fund	$18,988,856	$ 7,495,328	$ -	$11,493,528
Capital Projects Funds				
General Capital Projects	$ 2,007,537	$ 550,000	$ -	$ 1,457,537
Various TxDOT Project Funds*	$ -	$ -	$ -	$ -
Solid Waste Enterprise Fund	$ 4,616,764	$ 1,702,452	$1,264,773	$ 1,649,539
Stormwater Utility Fund	$ 3,359,040	$ 3,240,730	$ -	$ 118,310
Doss Permanent Library Fund	$ 50,129	$ -	$ 129	$ 50,000
	$ 73,876,897	$ 46,049,660	$ 2,804,104	$ 25,023,133

Combined Budget Summary—All Funds

	General Fund	State Forfeiture	Federal Forfeiture	Weatherford Beautification	Park Special Revenue	Park Dedication
Beginning Fund Balance	$ 10,692,103	$ 56,847	$ 288,780	$ 2,402	$ 23,198	$ 144,587
Major Revenues						
Property Taxes	$ 6,946,365	$ -	$ -	$ -	$ -	$ -
Sales Taxes	$ 11,173,000	$ -	$ -	$ -	$ -	$ -
Other Taxes	$ 820,000	$ -	$ -	$ -	$ -	$ -
Licenses	$ 623,417	$ -	$ -	$ -	$ -	$ -
Intragovernmental Revenue	$ 899,794	$ -	$ -	$ -	$ -	$ -
Service Charges	$ 1,150,513	$ -	$ -	$ -	$ 25,000	$ -
Fines & Forfeitures	$ 490,000	$ -	$ -	$ -	$ -	$ -
Miscellaneous Revenue	$ 194,517	$ -	$ 800	$ -	$ -	$ 100,100
Transfers & Other Sources	$ 5,243,870	$ -	$ -	$ -	$ -	$ -
Intergovernmental Services	$ 2,286,582	$ 10,000	$ 40,000	$ -	$ -	$ -
Total Revenues	$ 29,828,058	$ 10,000	$ 40,800	$ -	$ 25,000	$ 100,100
Major Expenses						
Personnel	$ 21,453,397	$ -	$ -	$ -	$ -	$ -
Supplies/Maintenance	$ 2,758,936	$ -	$ 320,000	$ -	$ -	$ -
Contractual	$ 6,236,683	$ 66,000	$ -	$ -	$ -	$ -
Capital Outlay	$ 829,963	$ -	$ -	$ -	$ 25,000	$ 200,000
Total Expenses	$ 31,278,979	$ 66,000	$ 320,000	$ -	$ 25,000	$ 200,000
Surplus/(Deficit)	$ (1,450,921)	$ (56,000)	$ (279,200)	$ -	$ -	$ (99,900)
Ending Fund Balance	$ 9,241,182	$ 847	$ 9,580	$ 2,402	$ 23,198	$ 44,687

	TCDP - W'ford Aero-space Grant	TCDP - SFX Grant	Municipal Court Technolo-gy	Municipal Court Building Security	Municipal Court Ju-venile Case Mg	Hotel/ Motel Tax	Chandor Gardens	Library Special Revenue
Beginning Fund Balance	$ -	$ -	$ 50,452	$ 10,778	$ 2,765	$ 688,175	$ 84,685	$ 133,153
Major Revenues								
Property Taxes	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sales Taxes	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Taxes	$ -	$ -	$ -	$ -	$ -	$ 645,000	$ -	$ -
Licenses	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Intragov.Revenue	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Service Charges	$ -	$ -	$ -	$ -	$ -	$ -	$ 69,000	$ 10,500
Fines & Forfeitures	$ -	$ -	$ 13,000	$ 10,000	$ 16,000	$ -	$ -	$ -
Miscellaneous Revenue	$ -	$ 22,368	$ -	$ -	$ -	$ 5,000	$ 600	$ 10,100
Transfers & Other Sources	$ -	$ -	$ -	$ -	$ -	$ -	$ 344,642	$ -
Intergov. Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Revenues	$ -	$ 22,368	$ 13,000	$ 10,000	$ 16,000	$ 650,000	$ 414,242	$ 20,600
Major Expenses								
Personnel	$ -	$ -	$ -	$ -	$ 15,662	$ 91,045	$ 272,837	$ 34,000
Supplies/Maintenance	$ -	$ -	$ 50,000	$ 8,500	$ -	$ 15,950	$ 50,050	$ 100,000
Contractual	$ -	$ 22,368	$ -	$ 1,500	$ -	$1,090,511	$ 73,350	$ 10,750
Capital Outlay	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ -
Total Expenses	$ -	$ 22,368	$ 50,000	$ 10,000	$ 15,662	$1,197,506	$ 401,237	$ 144,750
Surplus/(Deficit)	$ -	$ -	$ (37,000)	$ -	$ 338	$(547,506)	$ 13,005	$ (124,150)
Ending Fund Balance	$ -	$ -	$ 13,452	$ 10,778	$ 3,102	$ 140,669	$ 97,690	$ 9,003

Combined Budget Summary—All Funds

	Animal Shelter Special Revenue	General Debt Service Fund	Capital Projects Funds	Solid Waste Enterprise Fund	Stormwater Utility Fund	Permanent Library Fund	Fleet Rotation	Heritage Park
Beginning Fund Balance	$ 22,394	$ 10,433,156	$1,241,068	$ 1,811,521	$ 2,074,040	$ 50,064	$ 327,973	$ 28,657
Major Revenues								
Property Taxes	$ -	$ 3,470,963	$ -	$ -	$ -	$ -	$ -	$ -
Sales Taxes	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Taxes	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Licenses	$ -	$ -	$ -	$ 1,500	$ -	$ -	$ -	$ -
Intragov. Revenue	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Service Charges	$ -	$ -	$ -	$ 2,239,743	$ 1,284,000	$ -	$ -	$ 154,970
Fines & Forfeitures	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Miscellaneous Revenue	$ 50,000	$ 4,804,300	$ 41,000	$ 564,000	$ 1,000	$ 65	$ -	$ -
Transfers & Other Sources	$ -	$ 280,437	$ 725,470	$ -	$ -	$ -	$ 894,483	$ 48,000
Intergov. Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Revenues	$ 50,000	$ 8,555,700	$ 766,470	$ 2,805,243	$ 1,285,000	$ 65	$ 894,483	$ 202,970
Major Expenses								
Personnel	$ -	$ -	$ -	$ 954,252	$ 43,500	$ -	$ -	$ 131,593
Supplies/ Maintenance	$ -	$ -	$ -	$ 309,200	$ -	$ -	$ -	$ 11,600
Contractual	$ -	$ 7,495,328	$ -	$ 1,703,773	$ 240,730	$ 129	$ -	$ 59,096
Capital Outlay	$ 70,000	$ -	$ 550,000	$ -	$ 2,956,500	$ -	$ 596,560	$ -
Total Expenses	$ 70,000	$ 7,495,328	$ 550,000	$ 2,967,225	$ 3,240,730	$ 129	$ 596,560	$202,289
Surplus/(Deficit)	$ (20,000)	$ 1,060,372	$ 216,470	$ (161,982)	$ (1,955,730)	$ (64)	$ 297,923	$ 681
Ending Fund Balance	$ 2,394	$ 11,493,528	$1,457,537	$ 1,649,539	$ 118,310	$ 50,000	$ 625,896	$ 29,338

Combined Budget Summary—All Funds

Comprehensive Fund Balance Summary

	Beginning	Ending	Increase/(Decrease)	% Increase (Decrease)
General Fund	$ 10,692,103	$ 9,241,182	$ (1,450,921)	-14%
State Forfeiture	$ 56,847	$ 847	$ (56,000)	-99%
Federal Forfeiture	$ 288,780	$ 9,580	$ (279,200)	-97%
Weatherford Beautification	$ 2,402	$ 2,402	$ -	0%
Park Special Revenue	$ 23,198	$ 23,198	$ -	0%
Park Dedication	$ 144,587	$ 44,687	$ (99,900)	-69%
TCDP - W'ford Aerospace Grant	$ -	$ -	$ -	0%
TCDP - SFX Grant	$ -	$ -	$ -	0%
Municipal Court Technology	$ 50,452	$ 13,452	$ (37,000)	-73%
Municipal Court Building Security	$ 10,778	$ 10,778	$ -	0%
Municipal Court Juvenile Case Mg	$ 2,765	$ 3,102	$ 338	12%
Hotel/Motel Tax	$ 688,175	$ 140,669	$ (547,506)	-80%
Chandor Gardens	$ 84,685	$ 97,690	$ 13,005	15%
Library Special Revenue	$ 133,153	$ 9,003	$ (124,150)	-93%
Animal Shelter Special Rev-	$ 22,394	$ 2,394	$ (20,000)	-89%
General Debt Service Fund	$ 10,433,156	$ 11,493,528	$ 1,060,372	10%
Capital Projects Funds	$ 1,241,068	$ 1,457,537	$ 216,470	17%
Solid Waste Enterprise Fund	$ 1,811,521	$ 1,649,539	$ (161,982)	-9%
Stormwater Utility Fund	$ 2,074,040	$ 118,310	$ (1,955,730)	-94%
Doss Permanent Library	$ 50,064	$ 50,000	$ (64)	0%
Fleet Rotation Fund	$ 327,973	$ 625,896	$ 297,923	91%
Heritage Park Events Fund	$ 28,657	$ 29,338	$ 681	2%
Total	$ 28,166,798	$ 25,023,133	$ (3,143,665)	-11%

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

Combined Budget Summary—All Funds

Explanation of Fund Balances

General Fund - In the previous several years, Weatherford's General Fund has accumulated a substantial fund balance above its required reserves. For FY17, the City Council set as a budget goal the utilization of a portion of existing fund balance for one-time purchases that achieve the goal of closing the City's asset gap and/or reducing operating costs. This budget includes a draw-down of fund balance by approximately 14% of expected beginning reserves as a result of this goal. By doing this, the General Fund is expected to end FY17 with 120 days of operating reserves, which is well above the city's minimum requirement of 90 days. A survey of similar cities and an analysis of historical use of fund balance for the City of Weatherford found this 90 day requirement to be both reasonable and appropriate. This decision was made with the understanding that these funds will not be available for use in future budgets. Additionally, $525,000 of the balance will be reserved for future retiree separation costs.

Solid Waste Fund - The Solid Waste Fund is the primary revenue source for First Monday improvements, which are highlighted in the City's strategic plan. The Fund will transfer $550,000 in FY17 on a one-time basis to the City's General Capital Projects Fund to pay for First Monday improvements and the Hike and Bike Trail improvements. The fund is still well above its fund balance requirement of 60 days operating reserves. This decision was made with the understanding that these funds will not be available for use in future budgets.

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

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

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

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

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

Combined Budget Summary—All Funds

Explanation of Fund Balances (cont.)

Hotel/Motel Tax Fund - Per State law, the revenues into this fund must be spent on approved tourism-related expenses. In FY17, this fund will transfer a large portion of its designated fund balance into the debt service fund to pay for the Chandor Gardens debt payments. This is a nonrecurring transfer.

Chandor Gardens Fund - The reserve for this fund is set at 20% of operations, excluding approximately $19,000 held in reserve for other post-employment benefits. The City needed to increase this fund's balance to meet its reserve requirements for FY17. Although its balance is increasing around 15%, all of this increase is in reserve and is unavailable for daily operations.

Fleet Rotation Fund - This fund was created in FY16. Dollars will be deposited into this fund for future fleet purchases and, as such, and balance built up in this fund is reserved.

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

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

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

Capital Projects Funds - The City has two primary capital projects underway in FY17: First Monday improvements and Hike and Bike Trail improvements. Additionally, an interfund transfer will occur in FY17 to shore up expense overruns that occurred in FY16.

Storm Water Fund - In FY15, the Storm Water Fund issued debt. The majority of those proceeds will be spent in FY17, thereby dramatically reducing fund balance on a nonrecurring basis.

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

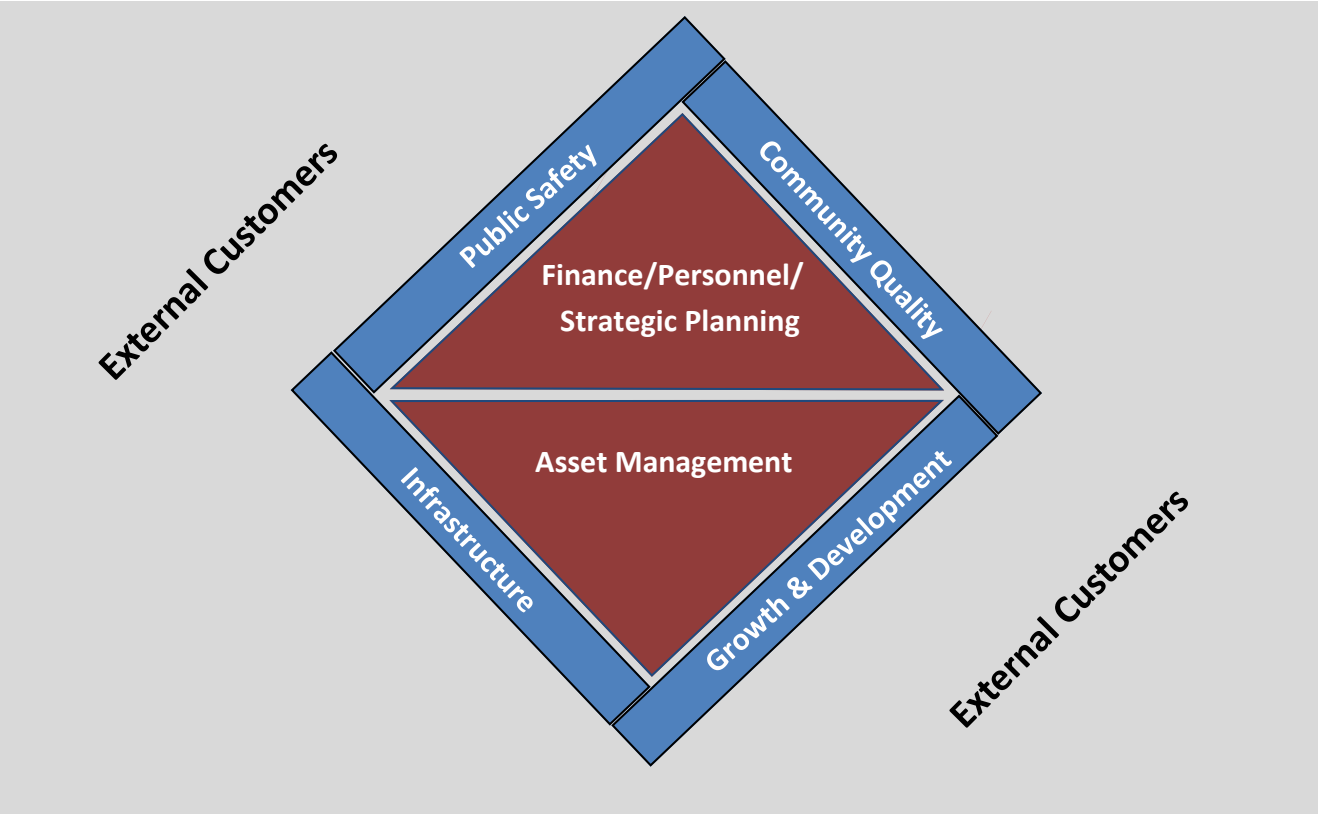
Service Area Summary

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

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

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

Guiding this summary is the following visual:



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

Internal

Finance/Personnel/Strategic Planning

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

Asset Management

- ⇒ Information Technology
- ⇒ Fleet
- ⇒ Facilities Maintenance

External

Infrastructure

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

Public Safety

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

Growth & Development

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

Community Quality

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

Service Area Summary (continued)

Service Area Summary

	Actual FY14	Actual FY15	Adopted FY16	Projected FY16	Adopted FY17
Internal Services					
Organizational Management					
City Administration	640,697	845,929	1,185,547	1,164,201	709,855
City Attorney	126,981	82,833	151,490	128,117	137,490
City Council	47,926	140,685	133,034	125,729	68,410
Finance					
Administration	221,613	244,646	245,763	254,580	269,056
Accounting	260,721	285,915	373,971	351,952	364,571
Management & Budget	118,135	121,039	123,012	159,303	198,765
Human Resources	345,454	353,783	377,423	384,747	398,503
*Non Departmental	664,465	336,443	852,006	878,969	823,526
Total Organizational Management	2,425,992	2,411,271	3,442,246	3,447,598	2,970,174
Asset Management					
Information Technology	1,685,771	2,032,492	2,167,765	2,171,420	2,027,474
Municipal & Community Services					
Facilities Maintenance	589,701	765,307	779,110	767,731	865,541
Vehicle Replacement Fund	-	-	604,071	604,071	596,560
Fleet Maintenance	165,211	160,238	234,645	201,671	177,138
Total Asset Management	2,440,682	2,958,037	3,785,591	3,744,893	3,666,713
Total Internal Services	**4,866,675**	**5,369,309**	**7,227,837**	**7,192,491**	**6,636,888**
External					
Growth & Development					
Economic Development	174,253	178,327	242,294	225,728	244,296
City Administration					
Communications & Marketing	-	-	-	-	118,623
Planning & Development - General Fund	790,270	806,394	1,064,041	1,030,372	883,833
Main Street Program	64,101	28,567	63,443	55,972	76,045
Total Growth & Development	1,028,624	1,013,288	1,369,778	1,312,072	1,322,797

Service Area Summary

	Actual FY14	Actual FY15	Adopted FY16	Projected FY16	Adopted FY17
Infrastructure					
Transportation & Public Works					
Administration	375,631	425,298	508,049	548,687	554,479
Field Services	154,178	156,294	235,727	191,035	87,761
Traffic	204,293	180,738	207,920	224,383	222,351
Streets	2,611,057	2,830,163	2,843,857	2,779,847	2,802,804
Storm Water Utility	389,082	335,124	1,260,500	2,236,114	3,240,730
Capital Projects	4,136,314	4,673,486	1,888,925	2,422,872	-
Total Infrastructure	7,870,554	8,601,103	6,944,978	8,402,938	6,908,126
Community Quality					
Library					
Library	1,094,894	1,066,618	1,073,459	1,051,980	1,081,974
Tech Services Grant	10,008	-	-	-	-
PEACH Grant	48,873	18,946	38,394	38,394	-
Library Special Revenue	12,811	25,131	30,750	33,450	144,750
Permanent Library Fund	100	-	13	13	129
Municipal & Community Services					
Administration	156,532	168,827	120,464	136,076	-
Parks & Recreation					
First Monday	135,638	156,198	-	-	-
Parks & Properties	1,435,412	1,483,973	1,225,183	1,307,179	1,325,549
Recreation	459,425	512,398	660,503	588,740	617,113
Special Events (HOT Fund)	21,874	59,493	80,572	79,850	120,572
Admin (HOT Fund)	151,042	176,400	192,000	179,497	142,000
Chandor Gardens	333,360	333,544	403,672	403,110	401,237
First Monday Capital	450,000	550,000	550,000	550,000	550,000
Park Dedication	97,140	122,137	204,947	204,947	200,000
Park Special Rev	160,721	-	-	60,000	25,000
Planning & Development					
Code Enforcement	177,013	154,764	205,437	219,393	216,005
Total Community Quality	4,744,842	4,828,429	4,785,395	4,852,629	4,824,330

Service Area Summary (continued)

Service Area Summary

	Actual FY14	Actual FY15	Adopted FY16	Projected FY16	Adopted FY17
Public Safety					
Consumer Health	99,046	128,675	158,022	155,050	154,285
City Administration					
Emergency Management	-	-	-	-	97,392
Finance					
Municipal Court	324,936	353,102	383,840	399,128	369,692
Muni-Court Tech	2,509	5,315	15,000	15,000	50,000
Muni-Court Security	-	18,858	10,030	40,000	10,000
Juvenile Case Manager	-	-	36,487	6,526	15,662
Fire Services					
Fire Department	5,251,796	7,022,097	5,949,082	5,927,266	6,035,478
Grants	-	767	725	-	-
Animal Services					
Animal Shelter	832,495	943,288	1,089,625	1,074,757	1,166,453
Animal Shelter Fund	24,036	22,042	88,125	151,781	70,000
Municipal & Community Services					
Solid Waste	2,776,672	2,776,672	2,736,090	2,685,986	2,967,225
Police Services					
Police Department	7,324,845	7,453,103	8,139,291	8,079,835	7,928,250
Grants	33	13	3,225	3,225	-
Forfeiture Funds	48,409	175,442	255,000	359,221	386,000
Total Public Safety	16,688,448	18,904,551	18,864,542	18,897,774	19,250,436
Total External Services	**30,332,469**	**33,347,372**	**31,964,693**	**33,465,414**	**32,305,688**
Other Administrative Funds*					
SFX Grant Fund	22,368	24,233	22,368	22,368	22,368
Aerospace Grant Fund	54,790	-	-	-	-
Beautification Fund	-	-	2,402	-	-
Debt Service	6,249,064	6,249,064	6,319,452	14,312,674	6,547,968
Total Expenditures	**41,525,366**	**44,989,977**	**45,536,752**	**54,992,947**	**45,512,913**

*Other Administrative Funds includes funds that were established from the Texas Community Development Program, wherein the City establishes funds for the receipt and reimbursement of lease payments (Aerospace Grant Fund and SFX Grant Fund). Additionally, the Beautification Fund accounts for past donations received by the City for Beautification Projects, but is largely unused. Finally, the Debt Service Fund is included here, as it bears the primary function of paying the City's debt obligations to its creditors. Since the services these funds provide are not entirely internal, nor is there a point-of-service at the citizen level, they have been classified as Other Administrative Funds.

Service Area Summary

	Actual FY14	Actual FY15	Adopted FY16	Projected FY16	Adopted FY17
Interfund Transfers					
General Fund					
Transfer to Chandor	35,753	35,753	35,753	35,753	35,753
Transfer to Heritage Park	-	-	45,400	45,400	48,000
Transfer to VERF	-	-	658,334	604,580	596,560
Transfer to Debt Service	119,854	-	152,000	152,000	152,000
Solid Waste					
Transfer to General Fund	346,608	346,608	346,608	346,608	346,608
Utilities/GF Admin Charges	197,681	197,681	194,882	194,882	193,165
Transfer to Capital Fund	450,000	550,000	550,000	550,000	550,000
Hotel Fund					
Transfer to Chandor	215,000	234,147	318,344	318,344	308,889
Transfer to Debt Service	132,632	128,437	128,437	128,437	550,000
All Internal & External Expenditures**					
Organizational Management	2,425,992	2,411,271	3,442,246	3,447,598	2,970,174
Asset Management	2,440,682	2,958,037	3,785,591	3,744,893	3,666,713
Growth & Development	1,028,624	1,013,288	1,369,778	1,312,072	1,322,797
Infrastructure	7,870,554	8,601,103	6,944,978	8,402,938	6,908,126
Community Quality	4,744,842	4,828,429	4,785,395	4,852,629	4,824,330
Public Safety	16,688,448	18,904,551	18,864,542	18,897,774	19,250,436
	35,199,144	**38,716,680**	**39,192,530**	**40,657,905**	**38,942,576**

**Does not include interfund transfers or other administrative funds.

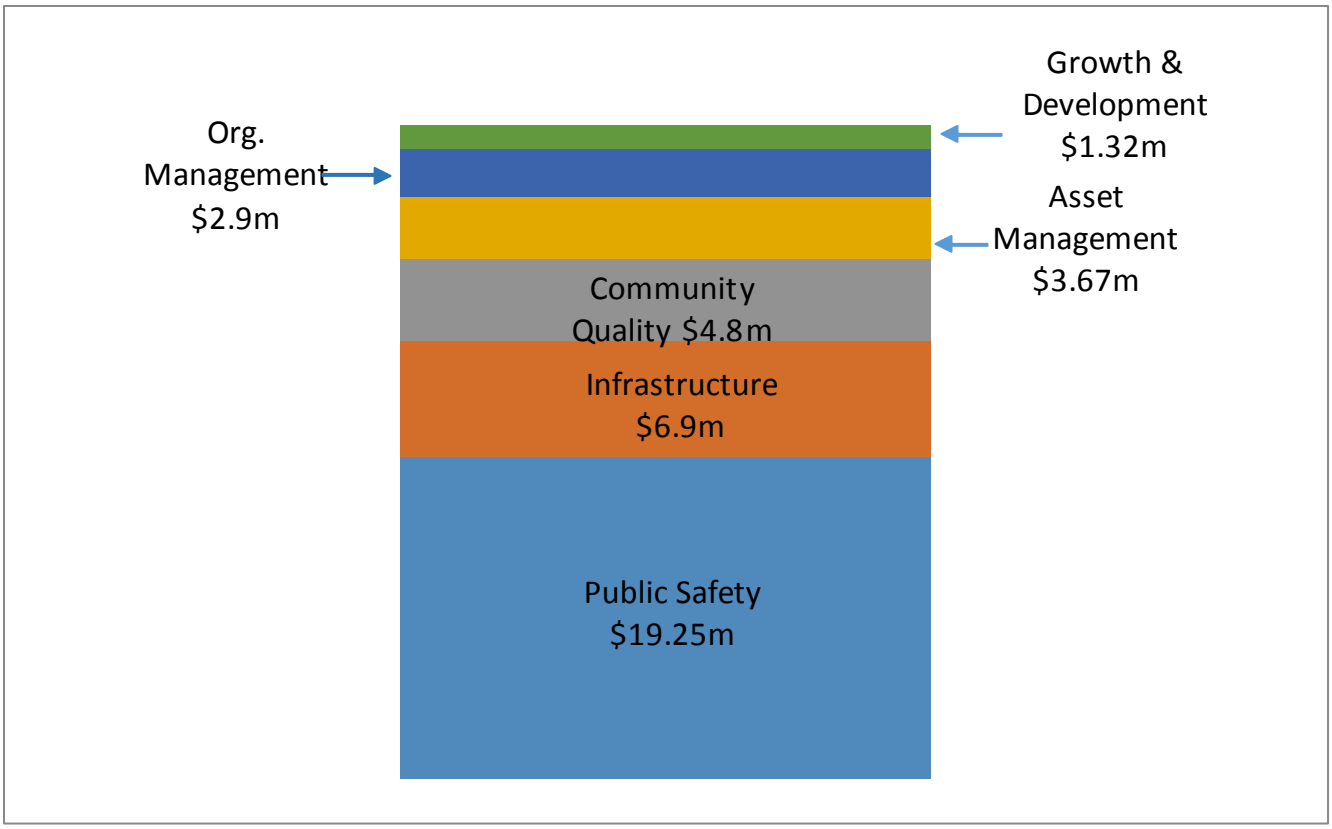
Service Area Summary (continued)

All Internal & External Expenditures*

Organizational Management	2,425,992	2,411,271	3,442,246	3,447,598	2,970,174
Asset Management	2,440,682	2,958,037	3,785,591	3,744,893	3,666,713
Growth & Development	1,028,624	1,013,288	1,369,778	1,312,072	1,322,797
Infrastructure	7,870,554	8,601,103	6,944,978	8,402,938	6,908,126
Community Quality	4,744,842	4,828,429	4,785,395	4,852,629	4,824,330
Public Safety	16,688,448	18,904,551	18,864,542	18,897,774	19,250,436
	35,199,144	**38,716,680**	**39,192,530**	**40,657,905**	**38,942,576**

*Does not include interfund transfers or other administrative funds.

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



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Major Revenue Summary

Ad Valorem Tax

Revenue Calculations

Tax Year 2016 Taxable Value*	2,128,986,143
Less Value of Over 65/Disabled Homestead Exemptions	(270,480,465)
Net Taxable Value	**1,858,505,678**
Tax Rate per $100	0.5116
Total Tax Levy	9,508,115
Estimated Collection Rate	98%
Estimated Collection	9,294,182
Plus Estimated Collections on Frozen Properties	967,630
Total Estimated Collections	**10,261,812**

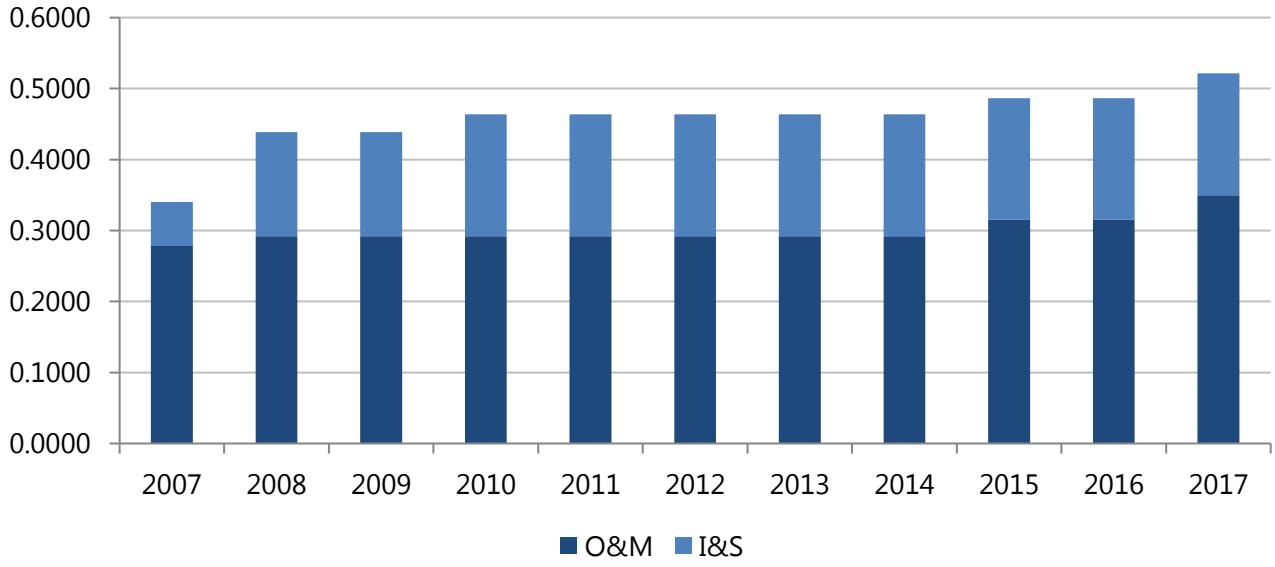
*Tax Year 2016 refers to taxes assessed throughout calendar year 2016. The taxes collected from this levy fund Fiscal Year 2017.

Distribution of Ad Valorem Collections

The property tax rate is split into two components: Operations & Maintenance (O&M) covers the general operational costs of the city, and Interest & Sinking (I&S) covers debt payments. For FY16, the distribution of property tax collections is expected to be as follows:

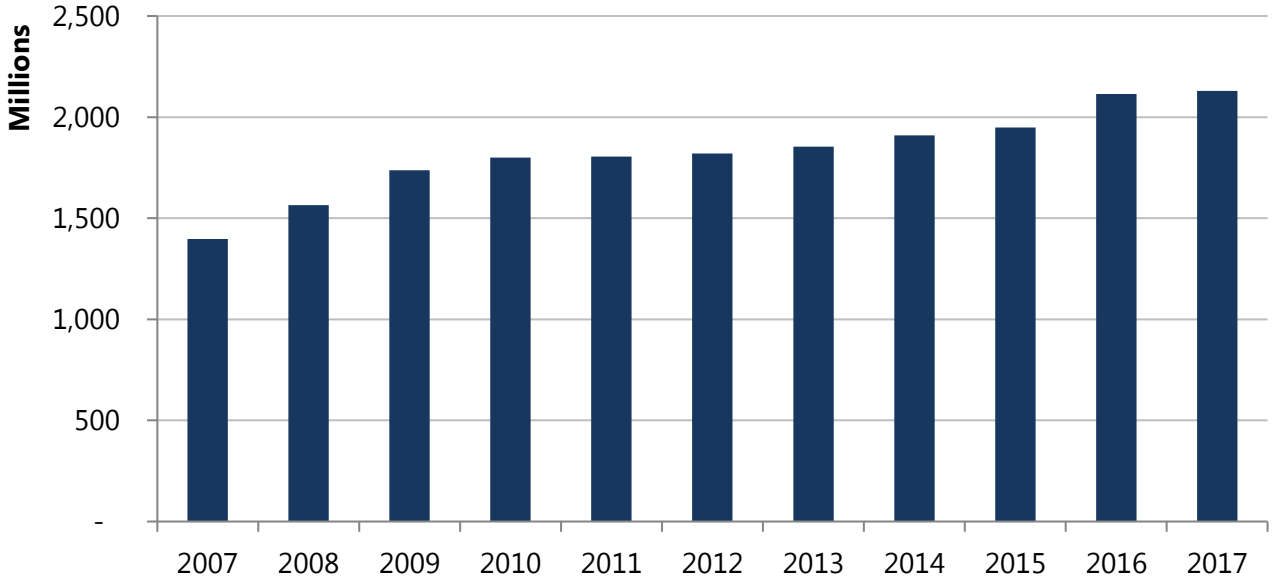
	Collections	Rate	Allocation %
Operations & Maintenance (O&M)	6,819,813	0.3400	66.46%
Interest & Sinking (I&S)	3,442,000	0.1716	33.54%
	10,261,812	**0.5116**	**100.00%**

Historical Property Tax Rates (per $100)



*In FY08, Weatherford increased its debt service tax rate to $0.1466 to cover transportation projects, and again to $0.1716 in 2008. The O&M rate increased to $0.3150 in FY15, and to $0.34 in FY17..

Historical Assessed Property Values



Major Revenue Summary

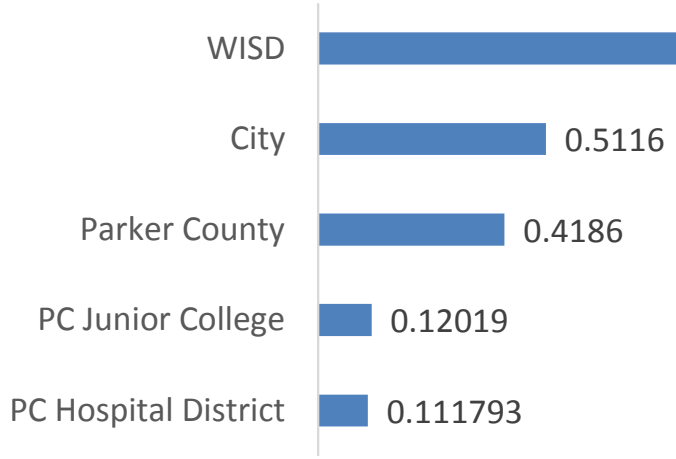
Top Ten Taxpayers

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

Taxpayer	Nature of Entity	Taxable Value	% of Total Taxable Value
Parker County Hospital	Hospital	35,482,252	1.9%
Weatherford Dunhill	Retail	25,905,690	1.4%
Weatherford Capital	Retail	18,666,040	1.0%
Holland Lake Partners	Apartment	16,478,740	0.9%
Wal-Mart	Retail	15,974,120	0.9%
Power Service Products	Manufacturing	15,943,390	0.9%
Brown Southlake Glen	Apartment	15,731,300	0.8%
Lowes Home Center	Retail	11,236,180	0.6%
Weatherford Texas Hospital	Personal Property	10,392,020	0.6%
Target Stores	Retail	9,923,580	0.5%
TOTAL		175,733,312	9.5%

Overlapping Tax Rates

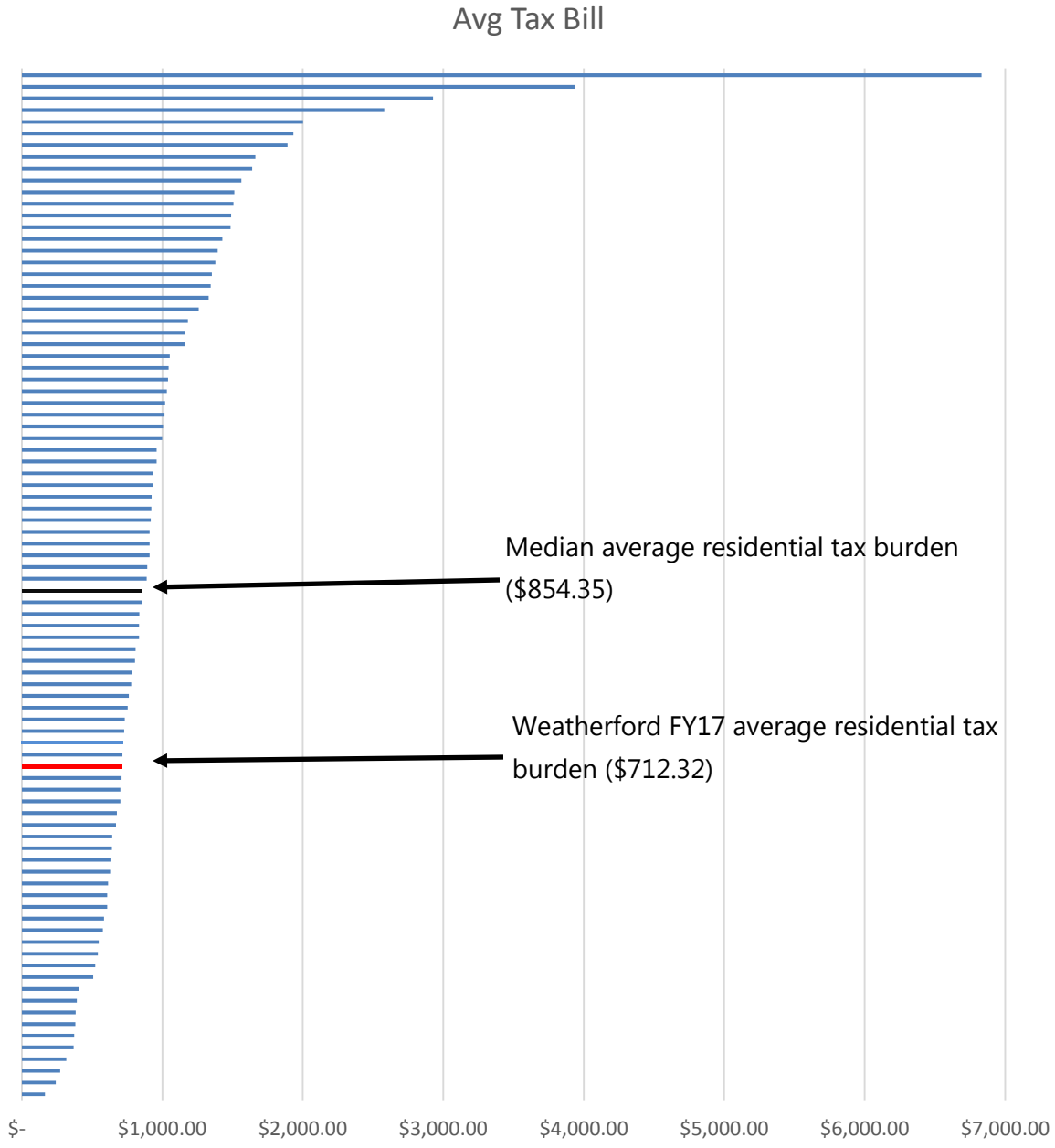
At $0.5116 per $100 valuation, the city's tax rate makes up approximately 19% of the total tax rate paid by Weatherford residents. Below is a chart showing how those tax rates are distributed.



Average Market Value	$150,737
Average Taxable Value	$139,233
Total Tax Bill	$3,663
City Tax Bill	$712
City's Percentage of Tax Bill	19%

Average Residential Tax Burden Comparison

During this budget cycle, Finance staff looked at several different factors in comparing Weatherford's financial and operational data to surrounding cities in the Dallas-Fort Worth Metroplex. One of these important comparisons was looking at the average residential tax burden in each of the 88 cities surveyed. City staff gathered the most recent total property tax data from each city along with the most recently published average taxable home value. They then calculated what each home would have to pay in property tax to determine the average residential tax burden. What they analysis showed is that, even with Weatherford's recent tax rate increase, the city is in the bottom 33% in average tax burden. In other words, 67% of the 90 cities surveyed had a higher property tax burden on their average residential home than Weatherford.



2016 TML Tax/Debt Survey

For Texas Cities 16,500 to 35,000 in population, sorted by tax rate

City	Population	Total Net Taxable	Gross Tax Rate	Total General Obligation Debt Outstanding
Alvin	25,525	$ 1,087,861,264	0.8386	$ 32,065,000
Balch Springs	25,363	$ 715,276,421	0.8030	$ 14,625,000
Uvalde	16,507	$ 610,383,117	0.7840	$ 26,780,000
Sachse	23,681	$ 1,635,609,749	0.7573	$ 37,750,000
Mercedes	16,591	$ 522,712,943	0.7550	$ 2,520,000
Brownwood	20,402	$ 814,960,673	0.7463	$ 31,005,000
White Settlement	16,896	$ 636,777,622	0.7331	$ 25,665,000
Angleton	19,472	$ 816,433,343	0.7176	$ 18,953,739
Midlothian	22,000	$ 2,509,554,503	0.7082	$ 74,872,073
Orange	19,613	$ 887,910,106	0.7000	$ 17,410,000
Greenville	26,180	$ 1,591,766,504	0.6990	$ 68,231,000
Forney	17,536	$ 1,149,202,404	0.6985	$ 70,945,000
Gainesville	16,569	$ 852,757,483	0.6978	$ 41,300,745
Harker Heights	28,526	$ 1,653,988,247	0.6770	$ 97,780,002
Belton	20,128	$ 945,597,128	0.6598	$ 56,940,000
Pampa	18,401	$ 633,111,700	0.6572	$ 7,941,230
Plainview	22,343	$ 791,156,257	0.6288	$ 11,415,000
Average	21,311	$ 1,305,997,080	0.6197	$ 37,982,366
Nederland	17,587	$ 1,021,540,582	0.5919	$ 12,345,000
Highland Village	16,500	$ 1,921,244,809	0.5696	$ 36,265,000
Kerrville	22,946	$ 2,012,804,435	0.5625	$ 58,429,823
Murphy	20,230	$ 1,774,655,435	0.5500	$ 39,555,000
Saginaw	21,703	$ 1,308,751,786	0.5440	$ 32,910,000
Mineral Wells	17,450	$ 592,534,608	0.5300	$ 433,596
Portland	18,500	$ 1,087,247,968	0.5295	$ 30,156,637
Hutto	22,000	$ 1,257,517,667	0.5285	$ 76,565,000
Paris	26,539	$ 153,373,456	0.5020	$ 51,000,000
Stephenville	19,374	$ 1,060,320,946	0.4900	$ 18,515,000
Weatherford*	27,769	$ 1,858,252,165	0.4866	$ 63,985,000
Southlake	29,086	$ 6,649,540,247	0.4620	$ 93,646,874
Horizon City	19,332	$ 740,318,482	0.4527	$ 15,580,000
Dickinson	19,595	$ 848,099,151	0.4086	$ 9,505,000
Lake Jackson	27,604	$ 1,650,645,371	0.3600	$ 40,345,000

*

Note that TxDOT reimbursement of transportation project debt is set at a maximum dollar amount of $52,443,521. This goes directly to reduce certificate of obligation debt issuance. A significant portion of debt is not reliant on property taxes. Additionally, this is data from FY16, as the current fiscal year report has not yet been compiled.

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Major Revenue Summary

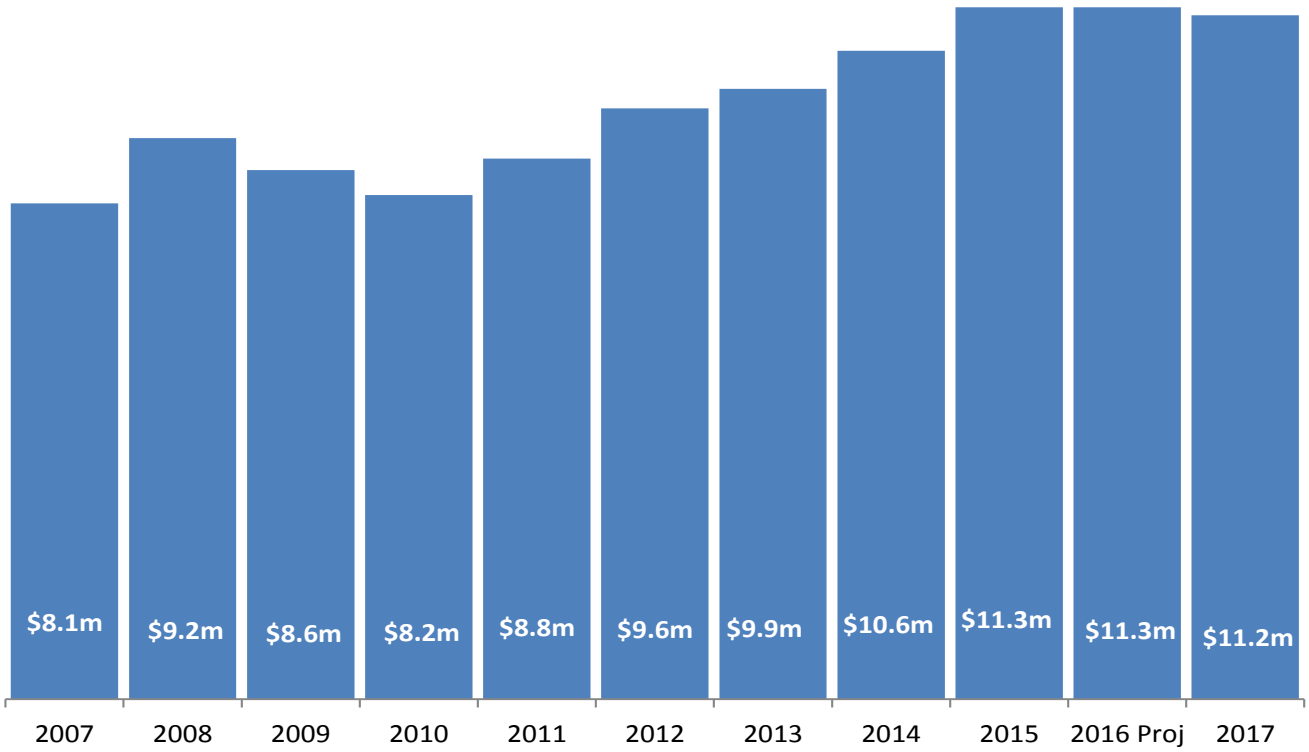
Sales Tax

Revenue Calculations

The Texas state sales and use tax rate is 6.25%, but all local taxing jurisdictions may impose a tax up to 2% for a total maximum combined rate of 8.25%. The City of Weatherford imposes a 1.5% rate on eligible sales within city limits. Sales tax collections in FY16 started out low, but have grown to catch up with the collections from FY15. To help mitigate the problem with relying on a volatile revenue stream such as sales tax for a large portion of the ongoing budget, the City has decided to set a baseline for this reliance, and utilize any projected growth over that baseline for one-time items. Weatherford conservatively projects to receive $11.17 million in sales tax revenue during FY17, and will utilize $10.38 million of that for its ongoing budget. The remaining $793,000 has been earmarked for one-time facilities maintenance and retiree funding.

FY15 Actual	11,303,851
FY16 Adopted	11,173,000
Estimated End of Year Total Collections	11,300,000
Build in 3-year Sustainable Growth	10,380,000
Variable Growth (for one-time funding)	793,000
FY17 Adopted	11,173,000

Historical Sales Tax Collections



Transfers & Other Sources (General Fund)

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

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

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

Historical Gross Receipts and Transfer Revenue

*Beginning in FY10, Utilities Gross Receipts and Return on Investment were removed from the Gross Receipts account and added to the Utility Fund Transfer account.

**In FY12, the Solid Waste Fund transferred an additional $1m into the General Fund on a nonrecurring basis.

***Beginning in FY13, all of Information Technology as well as Lake Maintenance budgets were transferred to the General Fund, increasing the Utility Fund Transfers.

Major Revenue Summary

Hotel Occupancy Tax

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

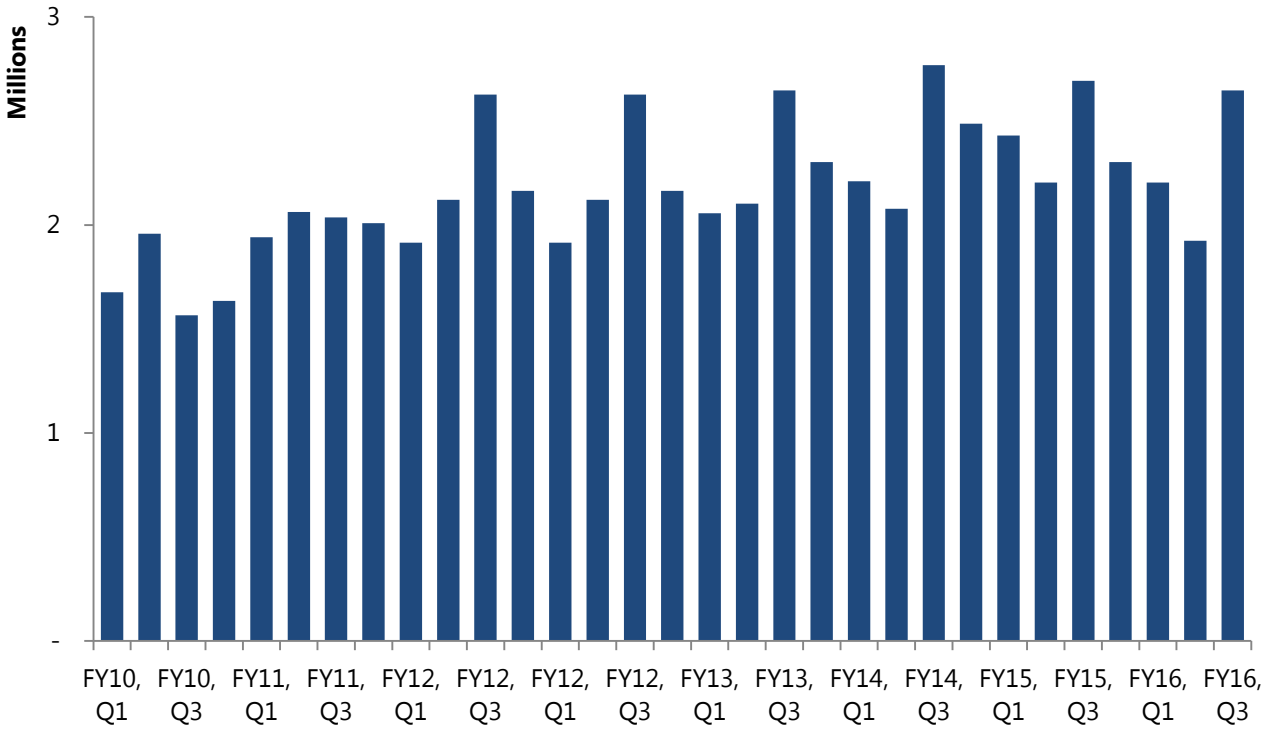
This revenue can be just as unpredictable as sales tax, if not more so. During FY16, staff noticed that collections were looking significantly lower than in the previous fiscal year. As a result, projections leading into the FY17 budget were tempered conservatively.

FY16 Budget	$	689,935
FY16 2nd Quarter Projection	$	619,935
FY17 Budget	**$**	**645,000**

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

		FY 2017		
Taxable Receipts	2,134,753	2,113,900	2,667,661	2,297,972
Taxes	149,433	147,973	186,736	160,858

Historical Quarterly Taxable Hotel Receipts



Historical Quarterly Taxable Receipts Crosstabs

	Q1	Q2	Q3	Q4
FY 2010	1,676,431	1,958,115	1,565,222	1,635,147
FY 2011	1,940,193	2,061,745	2,035,536	2,008,145
FY 2012	1,915,015	2,121,033	2,626,512	2,163,080
FY 2013	2,056,119	2,101,577	2,647,222	2,301,881
FY 2014	2,210,229	2,078,151	2,768,128	2,487,018
FY 2015	2,430,064	2,203,312	2,693,491	2,302,552
FY 2016	2,203,797	1,923,789	2,647,269	

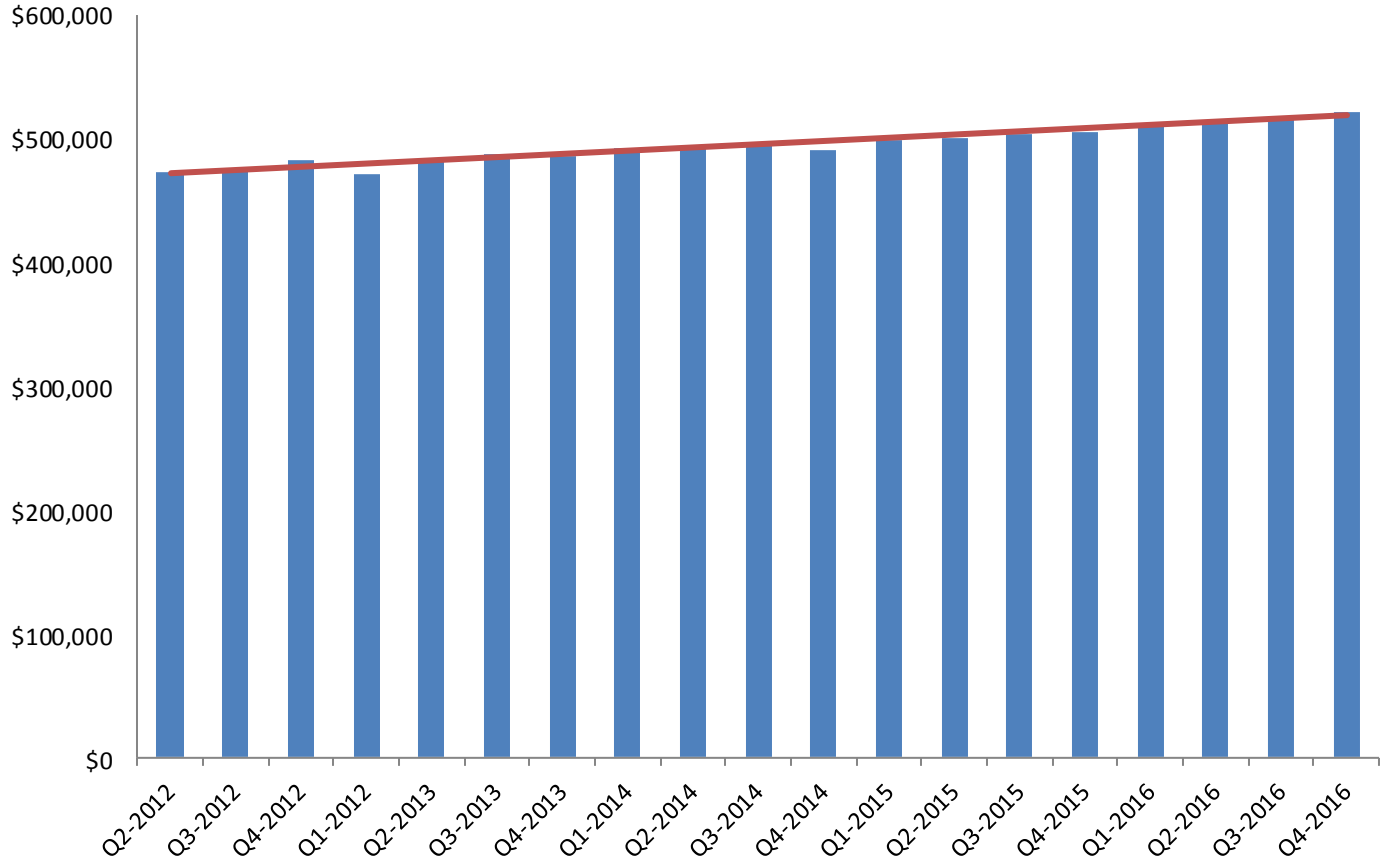
Major Revenue Summary

Garbage Fees

Revenue Calculations

Because sanitation revenue tends to stay true to historical collections, it is extremely stable and predictable. For FY17, The City of Weatherford has budgeted approximately $2.2 million in Garbage Fees collected.

Historical Collections



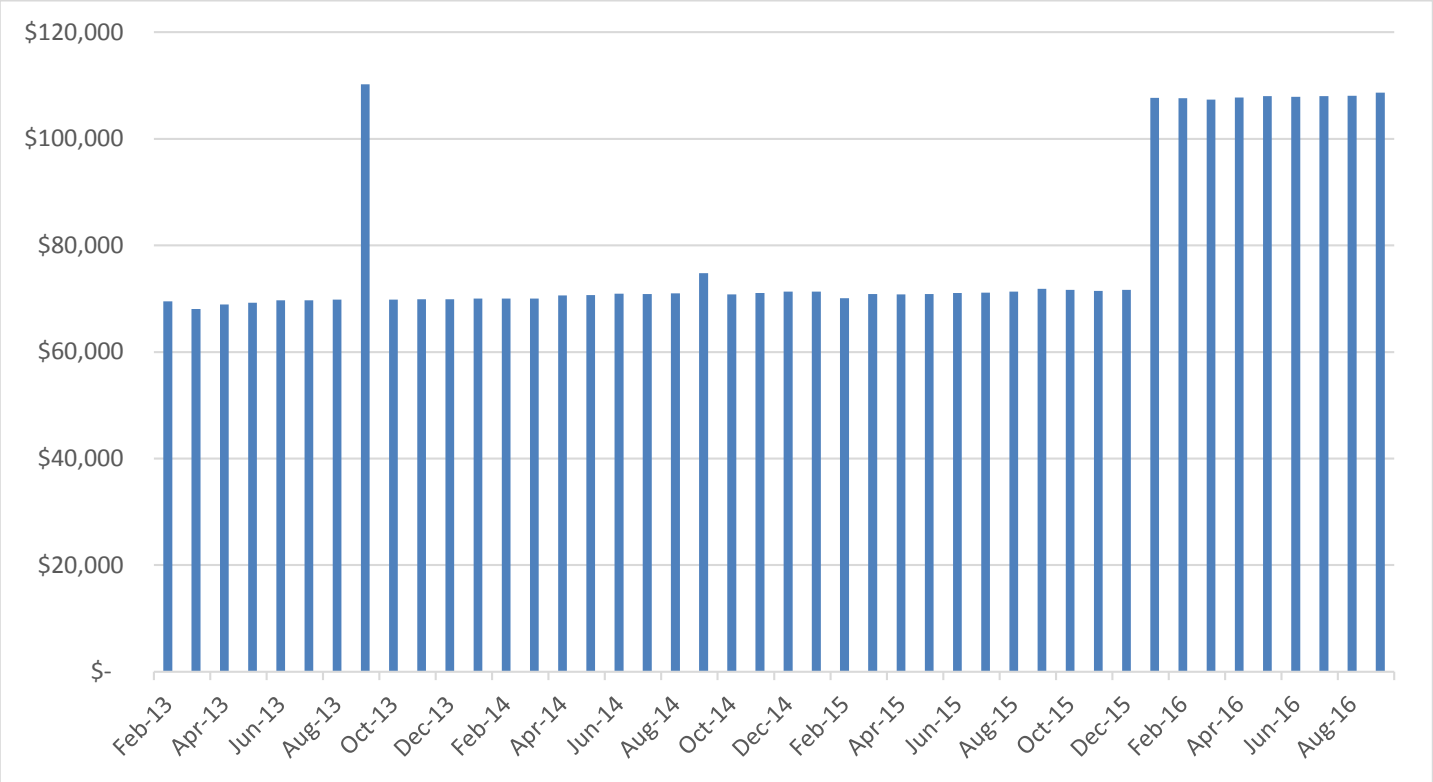
Stormwater Fees

Revenue Calculations

The Weatherford City Council approved the city's first stormwater fee in January of 2013. Budget for FY16 breaks down to $105,000 in stormwater revenue per month. Based on the previous fiscal year and the recent rate adjustment, this projection is reasonable.

Historical Collections

Storm Water fees were increased in January of 2016, resulting in the monthly average increasing from $70,000 in revenues to $108,000.



Weatherford Strategic Plan

Strategic Planning Process

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

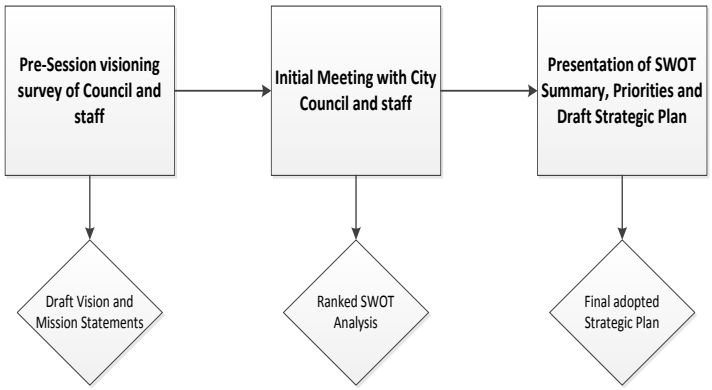
From time to time, the City Council goes through a detailed process to update its strategic plan. This is necessary to ensure that the document serves as a valid reflection of the community's goals and objectives.

Weatherford first began its strategic planning process in 2008. This first iteration of the city's strategic plan yielded seven strategic goals and priorities, which were refined in the subsequent years:

1. Maintaining a healthy fiscal position
2. Meeting citizen's expectations through quality service delivery
3. Ensuring responsive communication
4. Addressing mobility issues
5. Fostering economic development
6. Developing an engaged and quality workforce
7. Demonstrating good stewardship of the environment

In April, 2013, the City Council revisited the strategic plan through a series of work sessions that involved both elected officials and management staff. The approach for this new plan was greater focus on a handful of areas of risk and opportunity for Weatherford. Out of these sessions came a strategic plan with updated priorities and goals for the city over the next 2-5 years.

As the first step of Weatherford's strategic plan update, the city conducted an analysis of its strengths, weaknesses, opportunities, and threats (SWOT.) After identifying items in each category, elected officials and staff ranked them according to their magnitude. What resulted is a prioritized list of the city's intangible assets and liabilities. These helped staff and officials create strategic priorities for the city.



Strengths, Weaknesses, Opportunities, Threats (2013 Analysis)

Strengths

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

Weaknesses

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

Opportunities

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

Threats

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

Weatherford Strategic Plan

Mission Statement

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

Vision Statement

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

Values

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

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

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

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

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

General Focus Areas

Weatherford revises its strategic plan every year in advance of the budget process. This revision allows staff and Council to review the progress of each goal annually, adding and removing detail when necessary. It is important through this process to differentiate between general focus areas and specific goals. Focus areas will usually remain the same for many years, while goals or action items linked to those focus areas can change much more frequently as they are completed. Because the City is growing quickly, many of its strategic focus areas are concerned with managing that growth:

1. Communicate with Citizens

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

2. Concentrate on Infrastructure

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

3. Re-Align Funding Sources

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

4. Control our Own Destiny

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

5. Improve Marketability

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

6. Ensure Sustainable Services

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

Weatherford Strategic Plan

During February and March of 2016, Finance staff led Council in a series of work sessions to update its strategic goals. As with Weatherford's focus areas, much of these goals align with the City's growth strategy. A list of each goal, aligned with the City's focus areas, is as follows:

Focus Areas ->	**Communi-cate with Citizens**	**Concentrate on Infrastruc-ture**	**Re-Align Funding Sources**	**Control Own Destiny**	**Improve Marketability**	**Ensure Sustainable Services**
Stated Goals						
Conduct a Citizen Survey	X					X
Upgrade Infrastructure		X				X
Convene a Capital Adviso-ry Committee	X	X		X		
Evaluate Resources put toward "Non Resident" Services			X	X		X
Prepare a New Compre-hensive Plan		X		X		X
Explore New Revenue Op-portunities			X			X
Focus on Developing Downtown, 1st Monday, and York Avenue				X	X	
Improve Tourism and Marketing				X	X	
Ensure Quality Develop-ment				X	X	
Focus on Internal Needs						X
Focus on Transportation		X				
Revitalize the Library						X

Strategic Goals and Objectives

Conduct a citizens' survey

- ◊ Primary Departments Involved: Planning & Development; City Manager's Office; Public Relations; Finance
- ◊ Description: Although staff and Council have led town hall meetings on the City's growth, Weatherford has not engaged its population via formal survey in several years. In order for the City to plan strategically for the future as well as measure its overall progress, it must get citizen input on service level desires and expectations. This item will be completed in tandem with the comprehensive plan update, and it will involve multiple methods of citizen interaction.
- ◊ Timeline: Both the comprehensive plan and the citizen survey will be completed during FY17.

Upgrade Infrastructure

- ◊ Primary Departments Involved: Transportation and Public Works; Water, Sewer and Electric Utilities
- ◊ Description: Weatherford's City Council has made it an ongoing priority to consistently maintain and upgrade the city's infrastructure. This primarily includes street maintenance, utilities infrastructure, and storm water. The annual budget for street maintenance has been increased by 25% over the past three years to reach its annual maintenance target, generated from a survey of Weatherford's streets performed by a consultant in 2013.
- ◊ In the past year, Weatherford has also created a Tax Increment Reinvestment Zone. Weatherford is utilizing this fairly common economic development tool to spur growth in the city. For a period of thirty years, 3/4 of the taxes gained on any increase in property value will be captured and used to directly fund infrastructure projects inside the zone. These projects will ensure the proper amenities are in place to attract quality development. Weatherford has already seen several stores begin building locations inside that zone as a result of this action.
- ◊ Additionally, Weatherford has continued to make progress on its storm water infrastructure initiative. The relatively new storm water fee was first authorized and levied in 2013, and the revenues generated from this fee are put toward improving the city's drainage issues. Recently, this fee was increased, per the storm water plan, to fund debt issued in FY15.
- ◊ Similarly, rate increases for the water and sewer utilities are currently in its third and final year of a three-year plan. For further information on this, please see the Weatherford Municipal Utility Fund Program of Services for FY17.
- ◊ Timeline: Ongoing.

Weatherford Strategic Plan

Strategic Goals and Objectives (continued)

Convene a Capital Advisory Committee

◊ Primary Departments Involved: Transportation and Public Works

◊ Description: During FY14, the City formed a Citizens' Capital Committee, tasked with developing a list of large-scale capital priorities over the course of a two-month period, and then presenting that list to the City Council at a regular meeting. On August 5, 2014, the recommendations were given to the Council, who then discussed the items.

◊ Timeline: Completed.

Evaluate resources put toward "Non-Resident" services

◊ Primary Departments Involved: City Manager's Office; Finance; Library; Animal Services

◊ Description: As the Parker County seat and its largest city, Weatherford naturally provides services that reach beyond its geographic borders. Among those are library services and animal control. In order to make these services that reach non-residents more cost-effective, Weatherford staff and Council continue to pursue funding options focused on cost-recovery. This initiative has led to several efficiencies, such as:

- Partnering with the cities of Hudson Oaks, Willow Park, and Aledo on an interlocal services agreement that provides the funding for two additional animal services personnel.

- Increasing the city's current interlocal agreement with Weatherford ISD to provide partial funding for four school resource officers.

- Creating an interlocal agreement with Emergency Services District #3 to allow for better overall cover age in emergency services for both the city and the district, and adding funding from the District to the City to provide those services. Additionally, the City is able to utilize existing equipment and apparatus owned by the District.

Evaluation of these services is ongoing, and staff will continue to keep a diligent watch on funding options.

◊ Timeline: Ongoing.

Prepare a new comprehensive plan

◊ Primary Departments Involved: Planning & Development; City Manager's Office

◊ Description: In conjunction with the citizens' survey, Weatherford staff has engaged a consultant to assist the City in updating its comprehensive plan. This plan will analyze land use, zoning, and development opportunities within city limits, giving staff and Council the tools needed to set direction for the City's future.

◊ Timeline: The comprehensive plan is currently underway, and will conclude in FY17.

Strategic Goals and Objectives (continued)

Explore new revenue opportunities

◊ Primary Departments Involved: All

◊ Description: With several areas competing for funding, Council and staff have made it a priority to expand existing revenue when appropriate and search for new revenue opportunities. In the past few years, this has led to several revenue enhancements, including:

- Partnering with the cities of Hudson Oaks, Willow Park, and Aledo on an interlocal services agreement that provides the funding for two additional animal services personnel.

- Increasing the city's current interlocal agreement with Weatherford ISD to provide partial funding for four school resource officers.

- Creating an interlocal agreement with Emergency Services District #3 to allow for better overall cover age in emergency services for both the city and the district, and adding funding from the District to the City to provide those services. Additionally, the City is able to utilize existing equipment and apparatus owned by the District.

- Increasing the property tax rate by a modest 2.3 cents in FY15 to fund fleet replacements, street re pairs, and a new Public Relations position, and increasing the rate again by 2.5 cents in FY17 to fund staff compensation increases,

- Implementing the aforementioned storm water utility fee, and

- Implementing water/sewer rate adjustments to pay for capital, repairs and replacements, and debt

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

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

◊ Primary Departments Involved: Planning and Development; Parks and Recreation; City Manager's Office

◊ Description: Improvements to Weatherford's Heritage Park have been ongoing for several years now. Completed improvements have included new bathrooms, animal stalls, lighting, sidewalks, a food court, and of course the Patsy Hooks Dog Park. Currently slated for the future are an amphitheater, more parking spaces, a fitness loop, and the Heritage Memorial Plaza. These new developments have enabled events such as food truck rallies, Spark in the Park 4th of July celebration, and concert series to occur in Heritage Park. Other events held in Heritage Park include First Monday Trade Days, which has increased its revenue by 95% since 2011, the Blooming Car Show, and Holiday in the Park.

◊ During FY16, staff created a new position to assist with organizing development and revitalization in Weatherford's

Weatherford Strategic Plan

Strategic Goals and Objectives (continued)

downtown area. The Main Street Director serves as a staff liaison between the City and the Weatherford Downtown Association.

◊ Timeline: Improvements will be ongoing for the next several years.

Improve tourism and marketing for the City

◊ Primary Departments Involved: Economic Development; Parks and Recreation; City Manager's Office

◊ Description: To help manage tourism and events in Weatherford, the City has a Special Events Coordinator position, which has worked in tandem with the Chamber of Commerce to plan and market events in the City designed to bring in visitors and provide fun activities for residents. A marketing/PR specialist position was also created in FY15 and subsequently upgraded to Communications Director in FY17. This year's budget has added ongoing funding to the PR/marketing program, most notably adding a full-time position to the division, to increase Weatherford's visibility throughout the Metroplex. Additionally, whereas the City has outsourced much of its marketing to the Chamber of Commerce in the past, those dollars are increasingly remaining with the City for use by the Communications Director and his staff.

◊ Timeline: Ongoing.

Ensure quality development

◊ Primary Departments Involved: Economic Development; Planning and Development

◊ Description: This is an ongoing priority in conjunction with Weatherford's focus on economic development and tourism. Planning and Development and Economic Development will work in tandem to attract quality development to the city and ensure all new buildings are within stated codes. Two initiatives encompass this goal in particular: first, the creation of a tax increment reinvestment zone has already led to several businesses developing within Weatherford's borders. Second, in planning for further growth, Weatherford has proposed annexing a small territory in its extraterritorial jurisdiction in order to help manage development that is anticipated in that area. Council will be holding a formal vote on this annexation in November of 2016.

◊ Timeline: Ongoing.

Weatherford Strategic Plan

Strategic Goals and Objectives (continued)

Focus on the city's internal needs

- Primary Departments Involved: City Manager's Office; Municipal and Community Services; Finance
- Description: Weatherford's Finance staff has identified several key areas that are in need of funding in order to ensure the city's operational health. Among them are ongoing fleet funding and planning for the city's retiree liabilities.
- Like many cities, Weatherford currently has a large number of staff that is eligible for retirement. In fact, through this fiscal year, 25% of the staff funded out of the General Fund will be eligible to retire. That number jumps to almost 40% through FY21. Aside from the obvious knowledge-base loss that the City will experience, there is also a substantial dollar value loss to these retirements. Any employee eligible for retirement currently receives compensation for a substantial portion of accrued sick and vacation time not taken. The immediate problem is, of course, that the City will experience a high volume of these retiree costs over the next five years. To combat this, Council has authorized staff to draw fund balance down incrementally for the next five years to allow a total of $1.5 million to be used for these costs. Additionally, $150,000 is budgeted annually to supplement that funding. The longer-term issue is that staff will need to address the policy for compensating retirees for their vacation and sick leave accrual. This is currently being discussed, and staff expects to have a recommendation with the City Manager in FY17.
- Among the highest budget priorities for both the City Council and the City Manager was the implementation of a compensation package for city employees. Pay freezes were implemented in 2008 for management staff, and 2009 for all other staff. These moves helped to arrest the growth of personnel costs during a time of economic uncertainty both regionally and nationally, but it also placed the City at a disadvantage, as compensation packages fell out of market and employee morale decreased. FY13 marked the first across-the-board salary adjustments the city granted since 2008, and FY14 brought another modest adjustment of 2% across the board. To make a further leap forward, FY15 and FY16 looked at pay adjustments in two categories: (1) full market adjustments designed to bring pay up to the mid-range of the city's market survey, and (2) a 2% adjustment for employees unaffected by the market adjustments. This helped solve much of the pay issues Weatherford was facing, but there is still some work left to do. Council voted to raise taxes in FY17 to allow for another modest increase for staff, equaling a 2% pay adjustment across-the-board.
- Finally, this budget expands upon the creation of a fleet rotation program from FY16. Last year, the City dedicated the largest portion of its ongoing sales tax baseline increase to funding an ongoing rotation of more of its vehicles. FY17 represents the second of a two-year funding increase for close to $1.2 million worth of vehicles and major equipment. Most of the vehicles in this two-year funding plan have been placed on a recurring rotation, so that as soon as a replacement is needed, the City will have the funds to do so. A breakdown of the vehicles in this plan is as follows on the next page.
- Timeline: The adjustments for fleet, retiree funding, and pay increases will be implemented on October 1, 2016. The overall initiatives will continue for the next five years.

Weatherford Strategic Plan

Strategic Goals and Objectives (continued)

Department	Item	Year Added	One-Time	Ongoing	Total
Streets	Street Sweeper	2016	$ 253,050	$ 46,734	$ 299,784
Fire	American La France (Reserve Engine 2)*	2016	$ -	$ 80,385	$ 80,385
Police	Pursuit Vehicle	2016	$ 48,179	$ 13,038	$ 61,217
Police	Pursuit Vehicle	2016	$ 48,179	$ 13,038	$ 61,217
Police	Pursuit Vehicle	2016	$ 46,621	$ 12,616	$ 59,237
Police	Pursuit Vehicle	2016	$ 48,179	$ 7,906	$ 56,085
Police	Pursuit Vehicle	2016	$ 46,621	$ 7,650	$ 54,271
Police	Pursuit Vehicle	2016	$ 46,621	$ 7,650	$ 54,271
Police	Pursuit Vehicle	2016	$ 46,621	$ 7,650	$ 54,271
Parks & Recreation	Mower	2016	$ 10,000	$ 2,208	$ 12,208
Parks & Recreation	Mower	2016	$ 10,000	$ 2,208	$ 12,208
Police	Pursuit Vehicle	2017	$ 55,107	$ 9,043	$ 12,208
Police	Municipal Court Vehicle	2017	$ 51,021	$ 6,220	$ 12,208
Police	Pursuit Vehicle	2017	$ 51,021	$ 11,266	$ 12,208
Police	Pursuit Vehicle	2017	$ 55,107	$ 12,169	$ 12,208
Police	Pursuit Vehicle	2017	$ 55,107	$ 14,912	$ 12,208
TBD**		2017	$ 280,000	$ -	$ 280,000
Fire		2017	$ 49,197	$ 8,144	$ 12,208
			$ 1,200,631	$ 262,837	$ 1,463,468

*Ongoing funding has been budgeted for this item, but the one-time replacement cost is anticipated to come from trading in two vehicles currently in the Fire Department's inventory. This amount will be budgeted when the replacement revenues are confirmed.

**City staff is currently evaluating which major apparatus should be given priority on the vehicle rotation.

Weatherford Strategic Plan

Strategic Goals and Objectives (continued)

Revenue Diversification

- Primary Departments Involved: City Council, City Manager's Office, and Finance Department
- Description: Weatherford's budget is disproportionately reliant upon sales tax for operations. This dynamic came about when the city experienced rapid growth from 2001 through 2008, characterized by strong business development along the I-20 corridor. This brought a dramatic increase in property tax and an even more dramatic increase in sales tax revenue. As the City grew, the General Fund expanded to almost double its size, and a large part of that was built on the back of rapidly expanding sales tax. Unfortunately, overwhelming dependence upon an economically elastic (hear: volatile) stream of revenue such as sales tax comes with its significant drawbacks. While this stream of revenue will grow at a rapid pace, it will also decline at the same rate. The Great Recession proved to be a breaking point for the city, as its largest stream of revenue experienced a double-digit percent decline over a two-year period. At this point in time, sales tax is still the largest stream of revenue for the General Fund by a wide margin, with the second largest stream (property tax) only earning close to 60% of what sales tax does. While Weatherford, like Texas in general, has come back strong economically, and sales tax has risen well beyond its pre-recession peak, the city's responsible staff and council members have made it a point to diversify General Fund revenue streams to hedge against this happening again. This priority is being met in two ways. First, more emphasis is being placed on modifying property tax revenue. Council voted to increase the property tax rate by 2.3 cents in FY15 and again by 2.5 cents in FY17. These increases are dedicated to recurring costs such as street maintenance, employee pay and benefits, and adding one position to assist in marketing the City. This action has helped decrease Weatherford's ongoing reliance on the more volatile sales tax.
- Second, staff has implemented a method for budgeting for sales tax that helps decrease volatility there as well. Each year, the budget office will calculate a relatively conservative "baseline" for sales tax. What this does it set a base level for recurring sales tax dollars, that is, the level at which staff reasonably believes sales tax will reach, regardless of economic conditions. This baseline is used to fund recurring operations. Any amounts received over that can only be used for non-recurring expenses. This base level was initially set at $9.83 million in FY15. For FY16, the baseline was increased to $10.38 million, while the full projection for sales tax is at $11.2 million. This remains the baseline for FY17 as well. The difference between these two numbers is utilized for one-time expenditures only, helping to mitigate too much ongoing reliance on the volatile revenue stream.
- Timeline: These initiatives resulted in actions that were approved with the FY15, FY16, and FY17 budgets. Staff will continue to look for ways to diversify the City's revenue streams.

FY17 Budget Calendar

1	**Strategic Planning Update** The Budget and Strategic Planning Manager led Council in a report and update on the City's strategic plan.	Feb.—Mar.
2	**Budget Kickoff** Staff meeting to outline the budget process and methodology, provide target budgets, and distribute forms.	Mar. 25
3	**Departmental Budget Submissions Due** Target budgets and any requests for funding over the target base budgets are submitted to OMB over this time frame.	Apr. 15 — May 7
4	**Internal Budget Discussions** Administration and staff begin discussing all budget submissions, incorporating council priorities, and developing the proposed budget.	May — June
5	**Certified Tax Rolls Received** Certified appraisal rolls from the Parker County Appraisal District are received showing taxable values. Final property tax assumptions made.	Jul. 20
6	**Effective Tax Rates Published** Pursuant to Texas state law, the City published its effective and roll-back rates for public review.	Aug. 1

7	**Presentation of FY17 City Manager's Proposed Budget** The City Manager's FY17 Proposed Budget is presented to the City Council and made available for public inspection.	Aug. 9
8	**Tax Rate Proposed by City Council** City Council voted to propose a tax rate for the FY17 Weatherford Budget.	Aug. 9
9	**Public Hearing Held on Tax Rate** Following the required notices, a public hearing is held on the FY17 proposed tax rate.	Aug. 23
10	**Public Hearing Held on Budget and Tax Rate** Following the required notices, a public hearing is held on the FY17 Proposed Budget and tax rate.	Sep. 13
11	**Council Adopts the FY17 Budget and Tax Rate** Following extensive discussion in August and September, the City Council adopts the budget and tax rates for the following year.	Sep. 27
12	**Adopted Budget Document Published** Council changes are incorporated into the final budget document, which is published and made available to the public.	Dec. 2017

Budget Process & Methodology

This budget document serves as the annual operating plan for the City of Weatherford during the fiscal year beginning October 1, 2016, and ending September 30, 2017 (FY17).

The funding choices made for FY17 were the result of numerous of deliberation at various levels: from each individual department to the City Manager and his executive team to the City Council and the people. This budget reflects not just the specific financial controls, management information, and policy development information it contains. It is a reflection of the values and goals of the community of Weatherford, Texas. The process by which it was developed was designed to produce a forward-thinking, results-oriented plan for the coming year.

Purpose of the Budget Process

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

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

The budget process establishes levels of control as well. Once approved, department staff have the ability to adjust their budgets by transferring funds from one line-item to another within appropriated levels by submitting a budget transfer request, which is reviewed by the Office of Management & Budget (OMB) and the City Manager. However, any revisions which alter the total appropriation level for a department must be approved by the City Council. The only exceptions are any insurance reimbursements, grants, or donations for specific purposes under $10,000. In those cases, staff can modify the budgets and notify the Council at the next public meeting.

Objectives of All Budgets

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

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

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

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

Objectives Specific to This Budget

This budget continues the City's transition into greater financial stability that the past several budgets have strived for. After facing several years of economic distress, FY12 saw several major revenue sources reach pre-recession levels. Sales tax, in particular, grew to record high levels which were significantly above budgeted expectations. Similarly, property values held relatively constant while new properties were added to the tax roll.

On the heels of this revenue growth, both FY13 through FY16 sought to help create a more sustainable cost structure while prioritizing future service levels. These years enabled the City to address several areas that had been reduced in the wake of the economic recession during the late-2000's. Those Focal Points were:

- Provide a compensation package for employees (market adjustments and cost-of-living raises)
- Inventory street system condition to determine optimal annual repair funding and increasing annual funding to meet that level;
- Update the Strategic Plan;
- Utilize reserves that had been built up over prior years to reduce the city's asset gap and reduce operating costs;
- Continue projects on the First Monday Grounds and the proposed Wetlands;
- Develop a comprehensive storm water utility plan; and
- Develop sound budgeting methods to diversify revenues and manage sales tax growth in a fiscally responsible manner.

With the city's organizational and financial structure being substantially more stable than the years directly following the Great Recession, FY17 presents an opportunity to continue to mitigate long-term risk areas and align costs with focus areas identified in the adopted Strategic Plan as well as staff recommended priorities. To this goal, some items adopted in the budget are:

- Completing a city-wide citizen survey and comprehensive plan;
- Continued market adjustments for employees who's pay is significantly below the market survey performed by the Human Resources Department;
- Continued 2% pay adjustments for employees unaffected by market increases;
- Increasing street maintenance funding to compensate for inflated materials costs;
- Continue First Monday grounds improvements;
- Continue building in ongoing funding for a vehicle replacement rotation fund;
- Making strategic staffing additions to enhance efficiency and effectiveness across city departments; and
- Planning for substantial retiree separation costs that will occur within the next five years.

FY17 Budget Process

In January of 2013, a strategic planning consultant assisted the City Manager's Office in leading a workshop with staff and Council to discuss city priorities. Over the next several meetings, this discussion led to an analysis of the city's strengths, weaknesses, opportunities, and threats, as well as the city's goals an objectives for the coming year. It was against these goals and objectives that any budget request was weighed. In February and March of 2016, this plan was thoroughly discussed and updated for the next several years. This provided the primary driving force of this budget.

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

Budget Process & Methodology (cont.)

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

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

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

In early August, the City Manager's proposed budget was presented to the City Council. Over the next two months, several work sessions and public hearings were held to discuss the various proposals included in the City Manager's budget as well as the tax rate. The City Council approved the FY17 General City Budget on September 27, 2016.

This process is summarized on the preceding pages.

Basis of Accounting

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

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

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

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

Basis of Budgeting

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

The budget process establishes levels of control as well. Once approved, department staff has the ability to adjust their budgets by transferring funds from one line-item to another within appropriated levels by submitting a budget transfer request, which is reviewed by the Office of Management & Budget (OMB) and the City Manager. However, any revisions which alter the total appropriation level for a department or fund must be approved by the City Council, with the exception of insurance reimbursements, grants, or donations less than $10,000.

Impact of Financial Policies on the Budget Process

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

- Revenue Estimates: Revenues have been conservatively estimated to ensure reliable, equitable, and sufficient amounts are available to support desired services. An analysis of probable economic changes has been considered for all revenue estimates, most notably sales taxes.
- Use of Fund Balance: Over $1.4 million of the city's General Fund balance is being utilized in FY17 for one-time purchases. Additionally, over $525,000 is being designated for retiree costs, although this can be reversed through an act of Council. For more information, please see the *General Fund Summary*.
- Performance Measures: In order to ensure efficient and effective service delivery, each department has included a list of performance measures which are reviewed by staff and key stakeholders. For more information, please see the department pages.
- Replacement of Capital Assets: This budget includes approximately $600,000 in vehicle replacement costs based on the City's fleet replacement schedule. Additionally, $62,000 of ongoing costs related to the new vehicle replacement rotation has been added to the General Fund Budget.
- Fiscal Monitoring: Each month, staff of the Finance Department and the Office of Management & Budget (OMB) prepare expenditure and revenue reports in order to monitor departmental budgetary information, and to stay ahead of economic trends as they emerge. Additionally, OMB prepares formal year-end projections of revenue and expenditures on a quarterly basis.
- A budget is balanced when all ongoing, operational costs are supported by ongoing revenues. One-time costs may be covered by ongoing or one-time revenue sources, or through the use of fund balance.

Capital Expenses included in this Budget

Department	Item	One-Time	Ongoing	Total
Police	Pursuit Vehicle	$ 55,107	$ 9,043	$ 12,208
Police	Municipal Court Vehicle	$ 51,021	$ 6,220	$ 12,208
Police	Pursuit Vehicle	$ 51,021	$ 11,266	$ 12,208
Police	Pursuit Vehicle	$ 55,107	$ 12,169	$ 12,208
Police	Pursuit Vehicle	$ 55,107	$ 14,912	$ 12,208
TBD*		$ 280,000	$ -	$ 280,000
Fire		$ 49,197	$ 8,144	$ 12,208
		$ 1,200,631	$ 262,837	$ 1,463,468

* City staff is currently evaluating which major apparatus should be given priority on the vehicle rotation.

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

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

Facilities Maintenance included in this Budget

Location/Item	Ongoing	One-Time	Total
Old City Hall Elevator	$ -	$ 180,000	$ 180,000
Library Air Conditioning	$ -	$ 45,000	$ 45,000
TPW Gate	$ -	$ 15,000	$ 15,000
TPW Security	$ -	$ 10,000	$ 10,000
Facilities Storage/Shop	$ -	$ 8,000	$ 8,000
Police Property Room A/C	$ -	$ 6,000	$ 6,000
	$ -	$ 264,000	$ 264,000

Authorized Position Summary

General Fund Authorized Positions

	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Animal Services				
Director of Animal Services	1	1	1	1
Operations Manager	1	1	1	1
Sr. Animal Control Officer	1	1	1	1
Animal Control Officer	2	2	2	2
Veterinary Technician	2	2	2	2
Sr. Animal Care Tech	1	1	1	1
Sr. Animal Services Clerk	1	1	1	1
Campaign Coordinator (Temporary)	0	1	1	1
Animal Care Technician	3	4	4	4
Animal Services Clerk	1	1	1	1
	13	15	15	15
City Administration				
City Manager	1	1	1	1
Deputy City Manager	1	1	1	1
Community Relations Manager (Full-Time)	1	1	1	1
Community Relations Assistant (Full-Time) **	0	0	0	1
Community Relations Assistant (Part-Time)	1	1	1	0
Emergency Manager*	1	1	1	1
City Secretary	1	1	1	1
Executive Assistant	1	1	1	1
*Previously located in the Fire Department.	7	7	7	7
**Partially funded through Hotel/Motel Tax Fund				
City Attorney's Office				
City Attorney (Contract)	1	1	1	1
	1	1	1	1
City Council				
Mayor	1	1	1	1
Council Member	4	4	4	4
	5	5	5	5

Authorized Position Summary

General Fund Authorized Positions

	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Animal Services				
Director of Animal Services	1	1	1	1
Operations Manager	1	1	1	1
Sr. Animal Control Officer	1	1	1	1
Animal Control Officer	2	2	2	2
Veterinary Technician	2	2	2	2
Sr. Animal Care Tech	1	1	1	1
Sr. Animal Services Clerk	1	1	1	1
Campaign Coordinator (Temporary)	0	1	1	1
Animal Care Technician	3	4	4	4
Animal Services Clerk	1	1	1	1
	13	15	15	15
Economic Development				
Director	1	1	1	1
Administrative Secretary (Part-Time)	1	0	0	0
Administrative Secretary (Full-Time)	0	1	1	1
	2	2	2	2
Finance Department				
Finance Director	1	1	1	0
CFO / Assistant City Manager	0	0	0	1
Finance Analyst	1	1	1	1
Assistant Director - Accounting	1	1	1	1
Assistant Director - Budget & Purchasing	0	0	1	1
Staff Accountant	1	1	1	1
Accounting Clerk	2	2	2	2
Municipal Judge (Contract)	1	1	1	1
Associate Judge (Contract)	1	1	1	1
Court Clerk	1	1	1	1
Sr Deputy Clerk	1	1	1	1
Deputy Court Clerk	2	2	2	2
Court Clerk / Juvenile Case Manager*	1	1	1	1
Budget & Strategic Planning Manager	1	1	0	0
Budget Intern	0	1	0	0
*Partially funded through Municipal Juvenile Case Manager Fund	14	15	14	14

Authorized Position Summary

General Fund Authorized Positions

	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Human Resources				
Director	1	1	1	1
Risk Manager	1	1	1	1
HR Generalist	1	1	1	1
	3	3	3	3
Information Technology				
Director	1	1	1	1
Network Administrator	1	1	1	2
GIS Coordinator	1	1	1	1
System Analyst	1	1	1	1
GIS Technician	2	2	2	2
GIS Tech/Support Specialist	1	1	1	1
	7	7	7	8
Library				
Director	1	1	1	1
Assistant Director	0	0	0	0
Librarian	3	3	3	3
Librarian (Part-Time)	2	2	2	2
Supervising Library Tech	1	1	1	1
Librarian Associate	1	1	1	1
Sr Library Clerk	1	1	1	1
Sr Library Clerk (Part-Time)	1	1	1	1
Sr Office/Circulation Asst	1	1	1	1
Library Clerk	3	3	3	3
Library Clerk (Part-Time)	6	6	6	6
	20	20	20	20

Authorized Position Summary

General Fund Authorized Positions

	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Municipal & Community Services				
Director of Municipal/Community Services*	0	0	0	0
Assistant Director	0	0	0	0
Facilities Maintenance Supervisor	1	1	1	1
Facilities Maintenance Tech	1	1	1	1
Lead Custodian	1	1	1	1
Custodian	2	2	2	2
Custodian (Part-Time)	3	3	3	3
Sr Mechanic	1	1	1	1
Mechanic	1	1	1	1
*As of FY16, funded completely in Solid Waste Utility Fund.	10	10	10	10
Parks & Recreation*				
Park Department Coordinator	1	1	1	1
Assistant Director	0	0	0	0
Park Supervisor				
Grounds Maintenance Supervisor	2	2	2	2
Crew Leader	2	2	2	2
Licensed Irrigator	1	1	1	1
Aquatics/Athletics Tech	1	1	1	1
Park Facilities Asst. (Part-Time)	1	1	1	1
Light Equip. Operator	1	1	1	1
Sr Groundskeeper	1	1	1	1
Groundskeeper	7	7	7	7
Groundskeeper (Part-Time)	1	1	1	1
Director of Parks & Recreation	1	1	1	1
Summer Maintenance Workers	6	6	6	6
Recreation Manager	1	1	1	1
Recreation Assistant (Part-Time)	1	1	1	1
Special Events Coordinator	1	1	1	1
	28	28	28	28

*does not include part-time/temporary staff for Swimming Pools, staffed on an as-needed basis.

Authorized Position Summary

General Fund Authorized Positions

	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Planning & Development				
Director of Planning & Development	1	1	1	1
Assistant Director	0	0	0	0
Building Official	1	1	1	1
City Planner	1	1	1	1
Plans Examiner	1	1	1	1
Building Inspector II/Plans Examiner	0	0	0	0
Building Inspector	2	2	2	2
Administrative Secretary (Part-Time)	2	2	2	2
Planning Technician	1	1	1	1
Permit Technician	2	2	2	2
Main Street Director*	1	1	1	1
Health Inspector	1	1	1	1
Code Compliance Officer	2	2	2	2
*Partially funded through Hotel/Motel Tax Fund	15	15	15	15
Police Department				
Chief of Police	1	1	1	1
Deputy Chief	1	1	1	1
Commander	5	5	5	5
Captain	0	0	0	0
Lieutenant	0	0	0	0
Sergeant	9	9	9	9
Detective/Corporal	14	14	14	14
Officer	27	27	27	27
Officer (Part-Time)	2	2	2	2
Bailiff	1	1	1	1
Planning & Development Coordinator	1	1	1	1
Telecommunicator	11	11	11	11
Telecommunicator (Part-Time)	1	1	1	1
Property & Evidence Tech (Part-Time)	1	1	1	1
Police TCO/TAC	1	1	1	1
Finance Specialist	1	1	1	1
Property & Evidence Tech	1	1	1	1
Records Clerk	2	2	2	2
Background Investigator (Part-Time)	1	1	1	1
Office Assistant (Part-Time)	1	1	1	1
	81	81	81	81

Authorized Position Summary

General Fund Authorized Positions

	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Fire Department				
Fire Chief	1	1	1	1
Division Chief/Fire Marshal	1	1	1	1
Mechanic (Part-Time)	1	1	1	1
Division Chief/Training Officer	1	1	1	1
Battalion Chief	3	3	3	3
Fire Lt/Company Officer	11	11	11	11
Deputy Fire Marshal	1	1	1	1
Driver/Engineer	12	12	12	12
Fire Fighter	25	28	28	28
Emergency Manager*	0	0	0	0
Sr Administrative Secretary	1	1	1	1
*Moved to City Manager's Office	57	60	60	60
Transportation & Public Works				
Director, TPW	1	1	1	1
Director, Capital Projects	1	1	1	1
Civil Engineer*	1	0	0	1
TPW Coordinator	0	1	1	1
TPW Operations Manager	1	1	1	1
Sr Office Assistant	1	1	1	1
Field Service Aide II	2	0	0	0
Field Service Tech	0	1	1	1
Traffic Technician	1	2	2	1
Traffic Maintenance Worker	1	1	1	1
Street Supervisor	1	1	1	1
Foreman				
Crew Leader	1	1	1	1
Street Crew Leader	1	1	1	1
Heavy Equipment Operator	3	3	3	3
Light Equipment Operator	1	1	1	1
Maintenance Worker	5	5	5	5
Traffic Maintenance Worker (Part-Time)	0	2	2	2
*Partially funded out of the Storm Water Utility Fund	21	23	23	23
General Fund	**284**	**292**	**291**	**291**

Authorized Position Summary

Heritage Park Events Fund

	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Parks & Recreation				
Heritage Park Coordinator	1	1	1	1
Event Staff (Part-Time)	8	8	8	8
Office Assistant (Part-Time)	1	1	1	1
	10	10	10	10
Heritage Park Events Fund	**10**	**10**	**10**	**10**

Hotel/Motel Tax Fund

	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Planning & Development				
Main Street Director	1	1	1	1
Community Relations Assistant	1	1	1	1
	2	2	2	2
Hotel/Motel Tax Fund	**2**	**2**	**2**	**2**

Authorized Position Summary

Solid Waste Fund

	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Municipal & Community Services				
Director of Municipal & Community Services*	1	1	1	1
Foreman	1	1	1	1
Sanitation/Fleet Coordinator	1	1	1	1
Truck Driver	4	4	4	4
Sr Sanitation Worker	2	2	2	2
Sanitation Worker	8	8	8	8
	17	17	17	17
*Moved from General Fund in FY16. Was partially funded from Solid Waste in previous years via Admin Transfer.				
Solid Waste Fund	**17**	**17**	**17**	**17**

Chandor Gardens Fund

	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Parks & Recreation				
Recreation Manager	1	1	1	1
Horticulturalist	1	1	1	1
Facility Coordinator	0	0	0	0
Sr Groundskeeper	1	1	1	1
Custodian (Part-Time)	1	1	1	1
Recreation Assistant (Part-Time)	4	4	4	4
Office Assistant	1	1	1	1
	9	9	9	9
Chandor Gardens Fund	**9**	**9**	**9**	**9**

Authorized Position Summary—Changes

Animal Services

During FY16, Animal Services added an additional Vet Tech and a temporary Campaign Coordinator for their capital donation campaign. The Campaign Coordinator position will be removed from the budget after this fiscal year.

City Administration

The Emergency Manager position was relocated to this department during FY165 Additionally, the City promoted the Community Relations Assistant from part-time to full-time in FY17. That position is partially funded out of the Hotel Tax Fund.

Consumer Health

The FY16 budget authorized Consumer Health to convert the non-recurring part-time administrative assistant into a permanent position. In FY17, this division was moved under Planning & Development.

Economic Development

The FY15 budget authorized Economic to hire a part-time administrative assistant to help with clerical work. The FY16 budget converted this one-time position into a recurring, full-time employee.

Finance Department

The Office of Management and Budget was authorized to hire a part-time Budget Intern to assist with budget monitoring and the budget process. This position was never filled and was subsequently cut from the budget for FY17. Additionally, in FY16 the Budget & Strategic Planning Manager was promoted to Assistant Finance Director over Budget & Purchasing. The Finance Director position was subsequently promoted to Assistant City Manager/CFO for FY17.

Information Technology Department

The IT Department added a Network Administrator position for FY17., funded through an administrative transfer from the Utility Fund.

Transportation & Public Works

The Civil Engineer position was added back in for FY17, partially funded out of the Storm Water Utility Fund.

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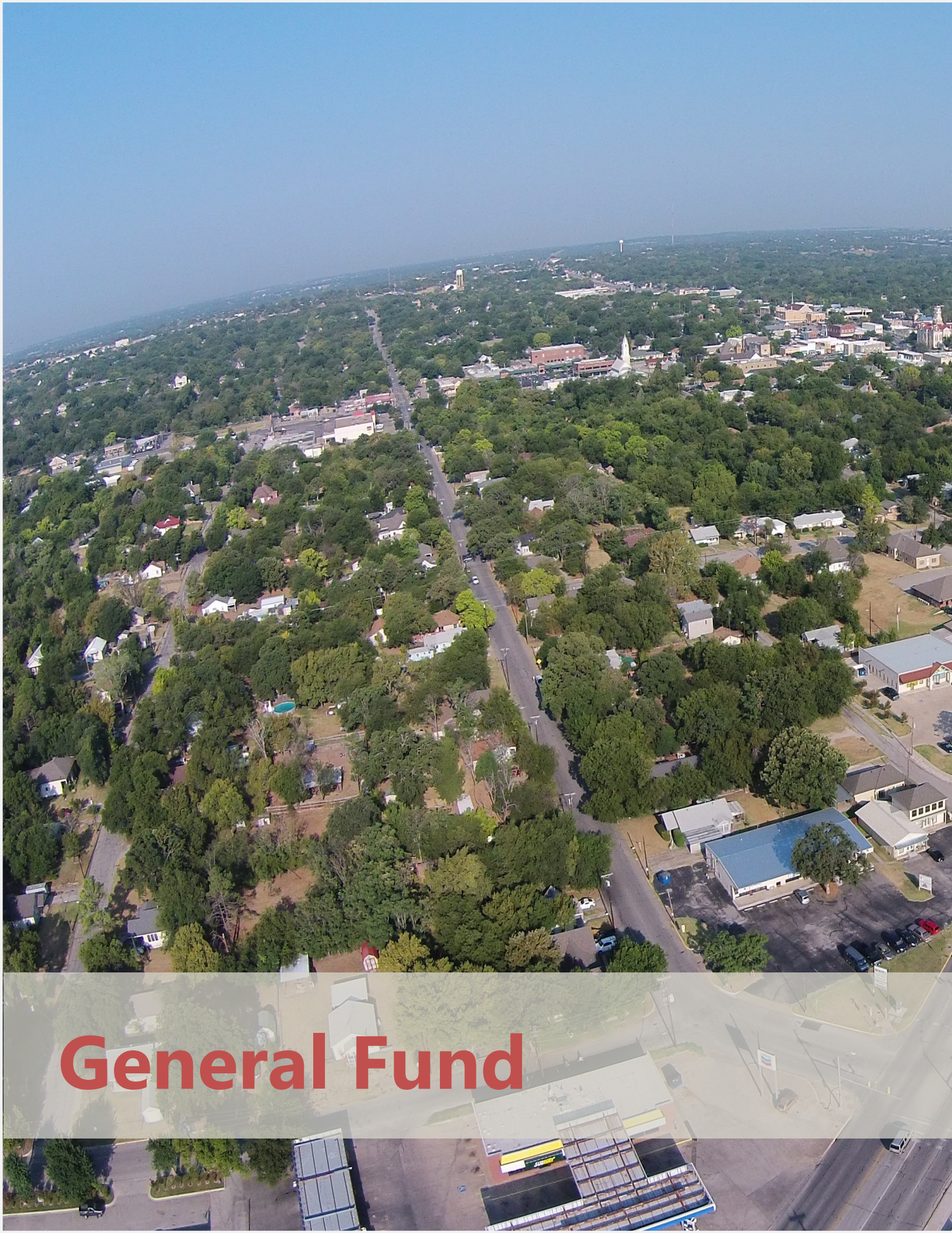
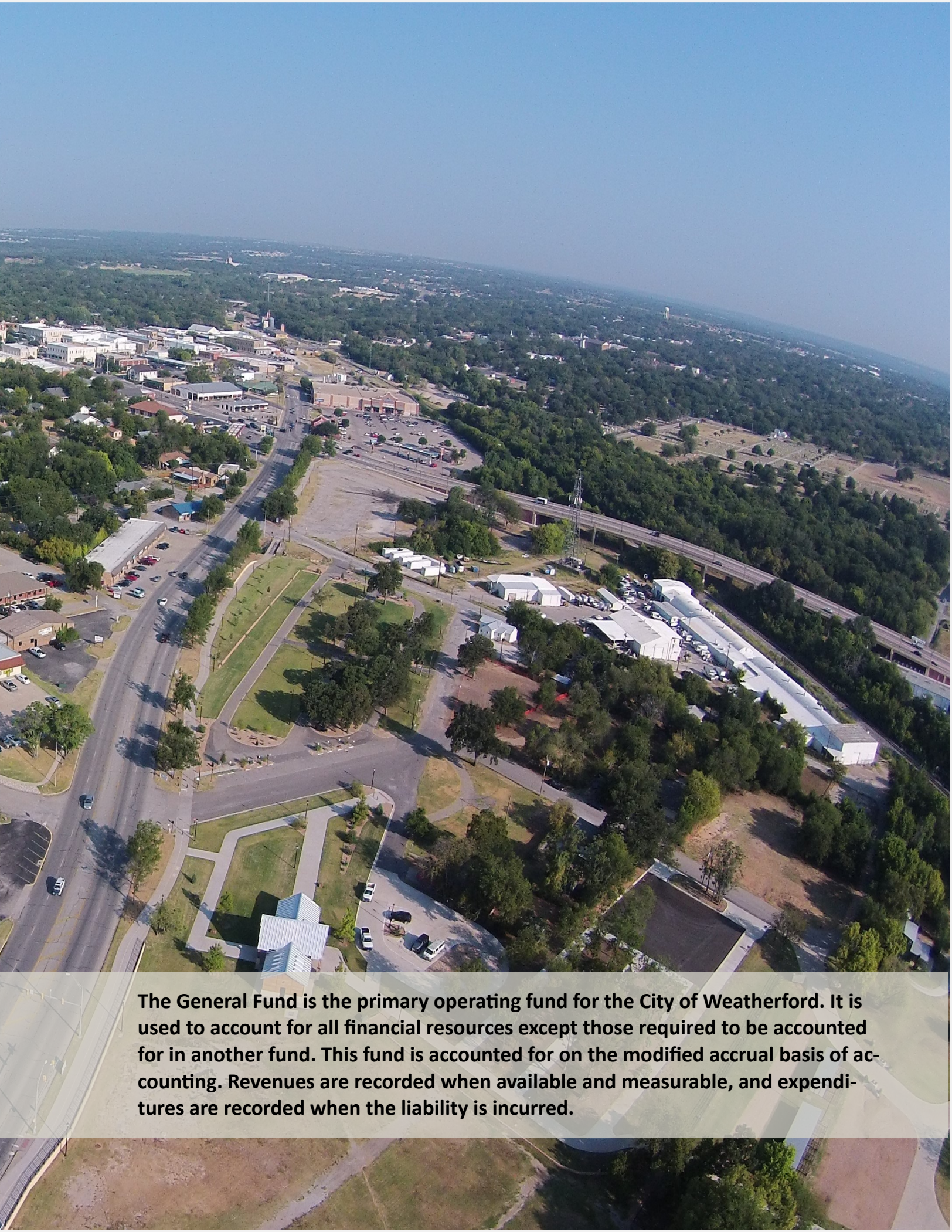


General Fund



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

General Fund Summary

	Actual FY14	Actual FY15	Adopted FY16	Projected FY16	Adopted FY17
Beginning Fund Balance	**11,508,329**	**12,000,723**	**12,532,196**	**12,532,196**	**10,692,103**
Revenues					
Property Taxes	5,501,475	6,010,925	6,424,155	6,424,155	6,946,365
Sales Taxes	10,591,223	11,303,851	11,173,000	11,300,000	11,173,000
Other Taxes	765,657	872,013	855,000	809,465	820,000
Licenses	489,768	602,127	587,608	646,782	623,417
Intragovernmental Revenue	626,683	622,580	974,423	956,618	899,794
Service Charges	1,042,242	1,110,581	1,004,446	1,190,550	1,150,513
Fines & Forfeitures	477,088	436,117	481,440	488,806	490,000
Miscellaneous Revenue	244,956	449,097	438,588	517,128	194,517
Transfers & Other Sources	5,355,596	6,520,792	5,323,806	5,340,289	5,243,870
Intergovernmental Services	2,080,957	2,021,338	2,148,345	2,148,345	2,286,582
Total Revenue	27,175,645	29,949,420	29,410,811	29,822,135	29,828,058
Available Resources	**38,683,974**	**41,950,144**	**41,943,007**	**42,354,331**	**40,520,161**
Expenditures					
City Administration	640,697	845,929	1,185,547	1,164,201	925,869
City Attorney	126,981	82,833	151,490	128,117	137,490
City Council	47,926	140,685	133,034	125,729	68,410
Economic Development	174,253	178,327	242,294	225,728	244,296
Finance	925,405	1,004,702	1,126,586	1,164,963	1,202,083
Fire Services	5,251,796	7,022,864	5,949,807	5,927,266	6,035,478
Human Resources	345,454	353,783	377,423	384,747	398,503
Information Technology	1,685,771	2,032,492	2,167,765	2,171,420	2,027,474
Library	1,153,775	1,085,563	1,111,853	1,090,374	1,081,974
Animal Shelter	832,495	943,288	1,089,625	1,074,757	1,166,453
Municipal & Community Services	911,444	1,094,372	1,134,219	1,105,478	1,042,679
Non Departmental	820,072	372,196	1,743,492	1,716,702	1,059,279
Parks & Recreation	2,030,475	2,152,569	1,885,686	1,895,919	1,942,662
Planning & Code	1,066,329	1,089,833	1,427,501	1,404,814	1,254,124
Police Services	7,328,550	7,458,293	8,142,516	8,083,060	7,928,250
Transportation & Public Works	3,345,159	3,592,493	3,795,553	3,743,952	3,667,396
Total Expenditures	26,686,582	29,450,222	31,664,391	31,407,228	30,182,419

	Actual FY14	Actual FY15	Adopted FY16	Projected FY16	Adopted FY17
Total Revenue	**27,175,645**	**29,949,420**	**29,410,811**	**29,822,135**	**29,828,058**
Total Expenditures	**26,686,582**	**29,450,222**	**31,664,391**	**31,407,228**	**30,182,419**
Other Adjustments					
Transfer to Veh. Repl. Fund**					(596,560)
Land Purchase**					(500,000)
Other Misc.	3,331	32,274		(255,000)	
Addit'l Reserve for Retirees				-	-
Ending Fund Balance	12,000,723	12,532,196	10,278,616	10,692,103	9,241,182
Ending Days*	**159**	**166**	**136**	**141**	**120**

For FY17, the City Council set as a budget goal the utilization of a portion of existing fund balance for one-time purchases that achieve the goal of closing the city's asset gap and/or reducing operating costs. This budget includes a draw-down of fund balance by approximately 14% of expected beginning reserves as a result of this goal. By doing this, the General Fund is expected to end FY17 with 120 days of operating reserves, which is well above the City's minimum requirement of 90 days. For the next five years, portions of this fund balance will be reserved for retiree costs. For FY17, this is equivalent to $525,000. This reserve will be capped at $1.5 million over a 5-year period. A survey of similar cities and an analysis of historical use of fund balance for the City of Weatherford found this 90 day requirement to be both reasonable and appropriate. This decision was made with the understanding that fund balance will not be used for ongoing operational needs, and these funds will not be available for use in future budgets.

One Time Costs	1,199,668
Sales Tax Freeze	793,000
One-Time Revenue	48,674
Ongoing Revenue	28,986,383
Ongoing Costs***	28,982,751
Ongoing Over/(Under)	3,632
Working Day Cost Calculation	
Ongoing Costs	28,982,751
Direct Revenue Offsets	
Library Grants	
Three FF's from ESD	(195,000)
Utility Patching	(150,000)
Fleet Contributions	(262,923)
Utility Funded IT Admin	(83,193)
ACO Agreements	(114,000)
School Resource Officers	(160,003)
Subtotal Offsets	(965,119)
Total Working Cost	28,017,632
Daily Cost	76,760.64
Balance	**9,241,182**
Retiree Reserve	**525,000**
Rainy Day Reserve	**8,686,234**
Available	**29,948**

***All ending days calculations are made based on FY17 daily cost.**
****Budgeted in Non-Departmental (901)**
*****Ongoing costs are calculated by subtracting non-recurring costs from the total budget.**

General Fund Summary (cont.)

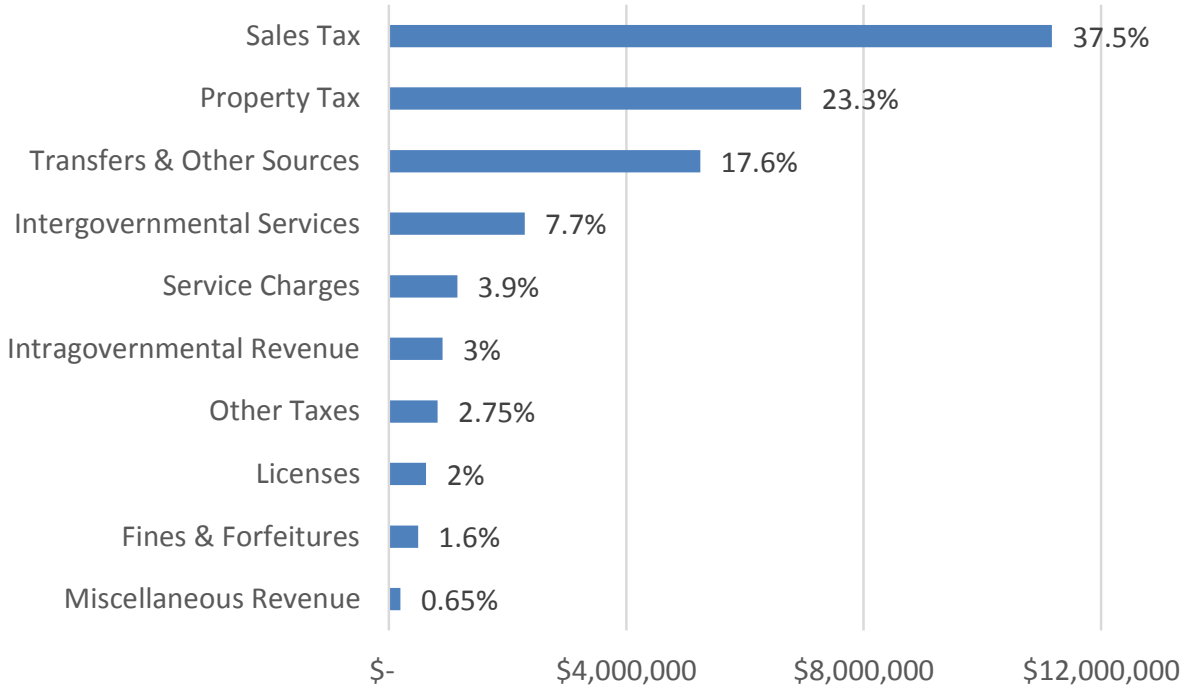
Revenues are comprised of general taxes (ad valorem, sales, and franchise), service charges, intergovernmental transfers and grants, fines, and transfers from other city funds.

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

Where does the money come from?

General Fund revenue is composed primarily of sales tax, property taxes, and transfers. These three sources comprise 78.3% of the total annual revenue.

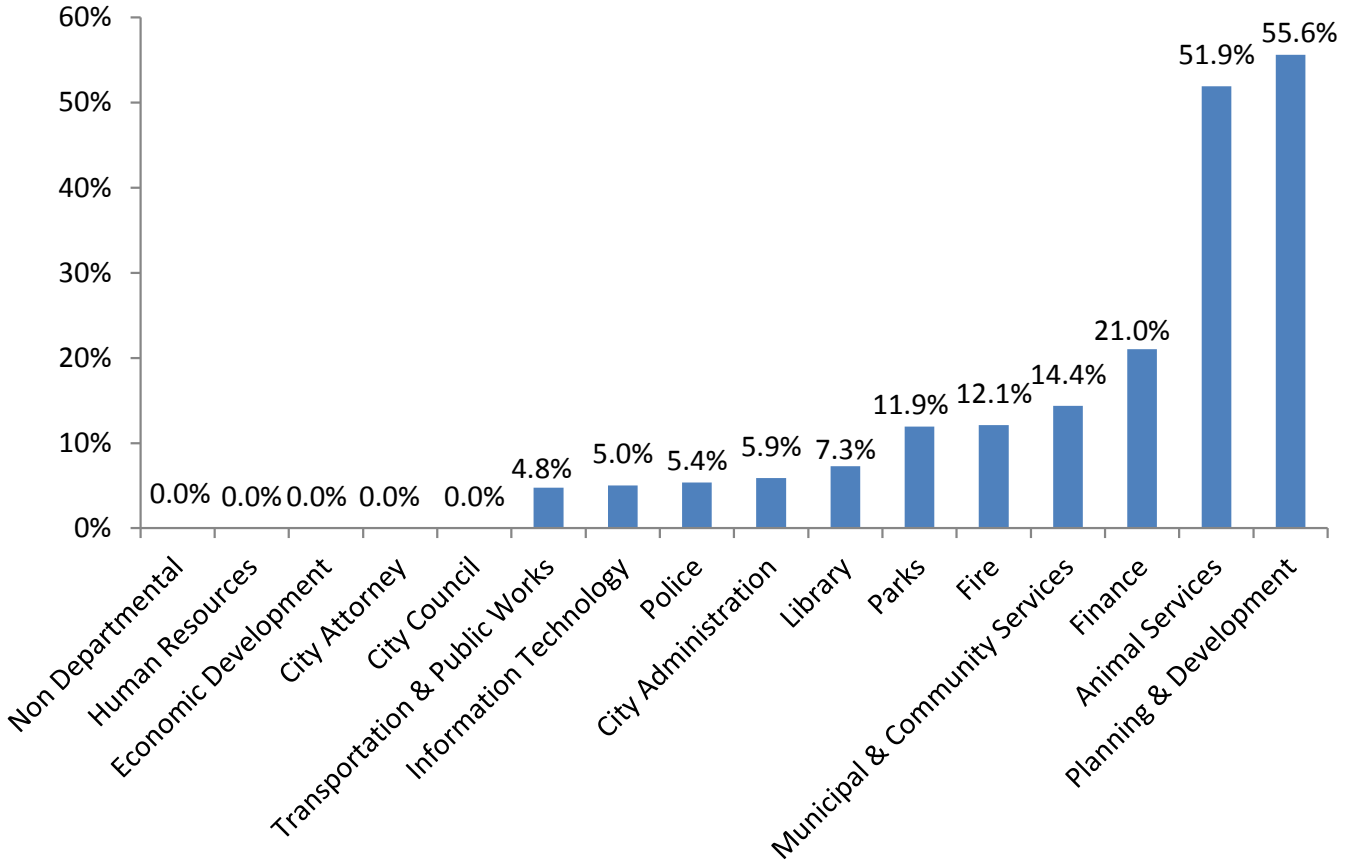
General Fund Revenue Sources by Category



This revenue funds most of the common functions of local government, paying for an array of diverse activities such as police and fire protection, routine street maintenance, parks and recreation, libraries, and planning. While property taxes are an important revenue source for local governments, as they are the most predictable and controllable, they are not the General Fund's largest revenue stream. Only $6.9 million, or 23% of the City's operating revenue, is from taxes on property. In contrast, sales taxes generate 37.5% of the annual revenue.

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

Percentage of Department Costs Covered by Direct Revenues & Chargebacks



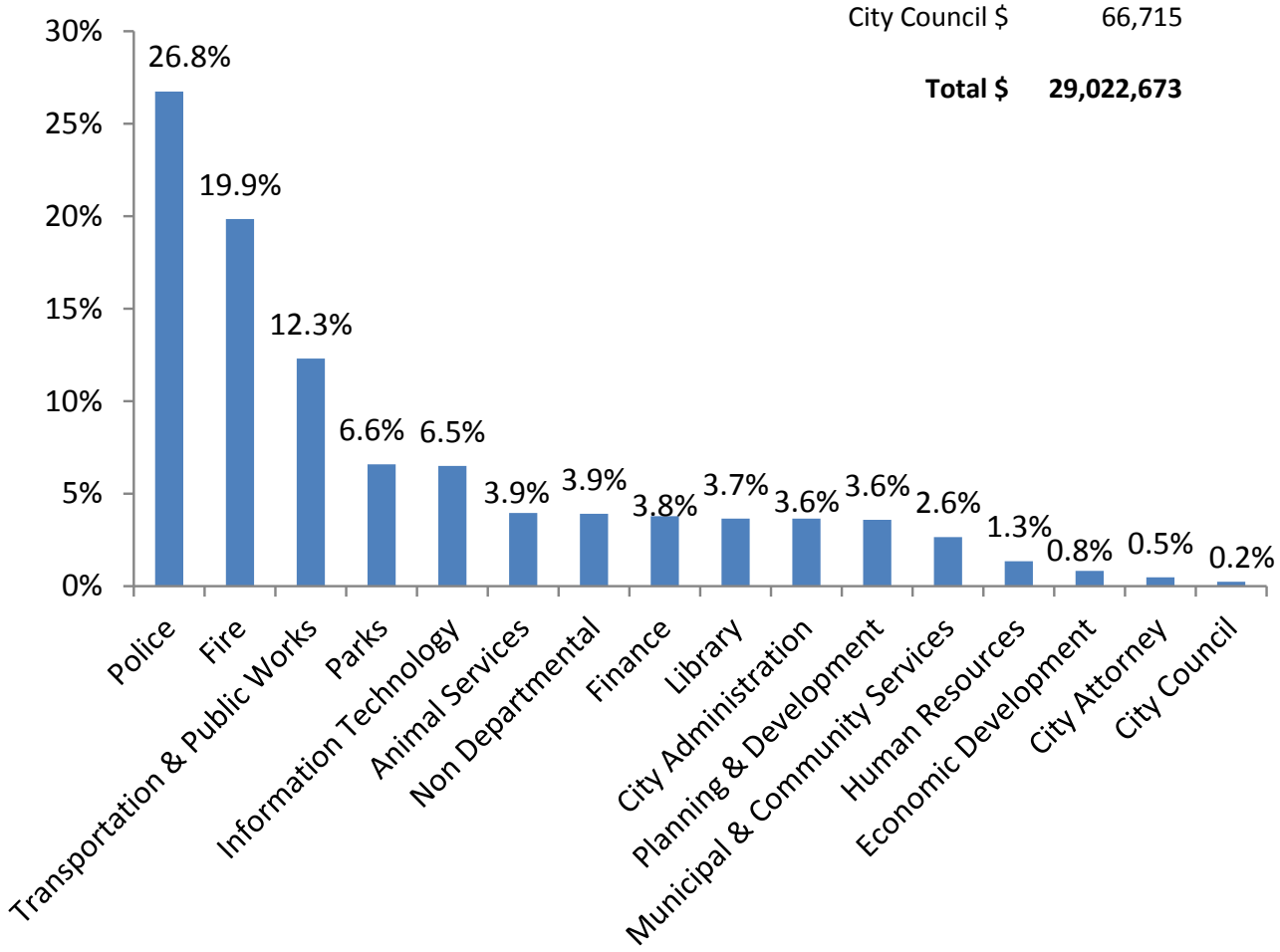
Overall, approximately 11% of the General Fund is covered through direct department-generated revenues, interlocal agreements, or by chargebacks for internal services.

General Fund Summary (cont.)

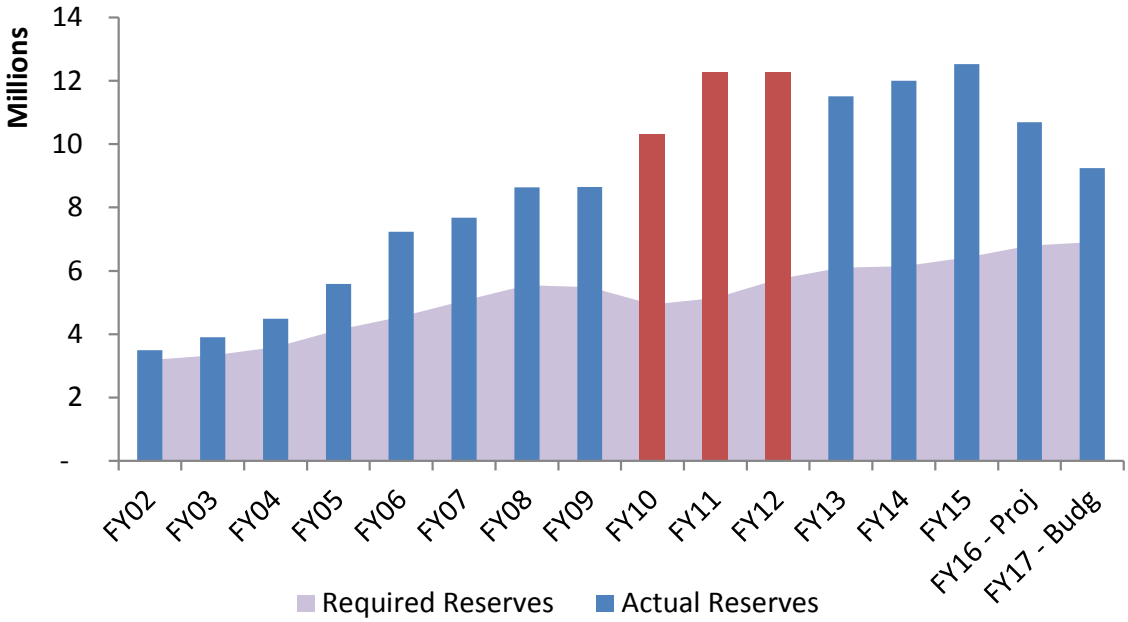
Where does the money go?

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

	DeptBudget	% of Total
Police $	7,765,623	26.76%
Fire $	5,762,247	19.85%
Transportation & Public Works $	3,571,917	12.31%
Parks $	1,910,742	6.58%
Information Technology $	1,887,359	6.50%
Animal Services $	1,144,724	3.94%
Non Departmental $	1,130,929	3.90%
Finance $	1,094,380	3.77%
Library $	1,059,538	3.65%
City Administration $	1,057,628	3.64%
Planning & Development $	1,036,439	3.57%
Municipal & Community Services $	765,956	2.64%
Human Resources $	391,183	1.35%
Economic Development $	239,802	0.83%
City Attorney $	137,490	0.47%
City Council $	66,715	0.23%
Total $	**29,022,673**	

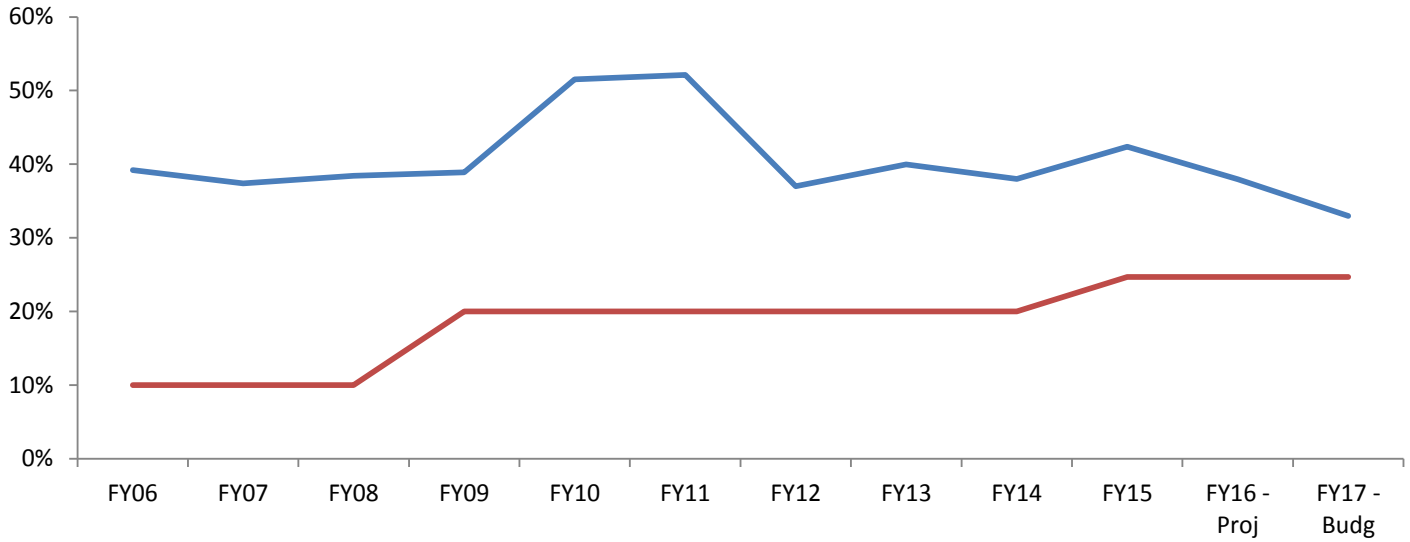


Historical General Fund Reserves



While the City's formal reserve policy is to keep 90 operating days cost on hand, it has been the practice to maintain at least 120 days.. These reserves are set aside as a rainy day fund in the event of economic downturns, major natural disasters, or other unforeseen events. The cost-per-day is calculated by taking the total operating (ongoing) costs for the fund and dividing by 365, and for FY17 that total is $76,761. To achieve 120 days of coverage, the General Fund would need $9.2 million in reserves. This budget expects to meet that ending balance.

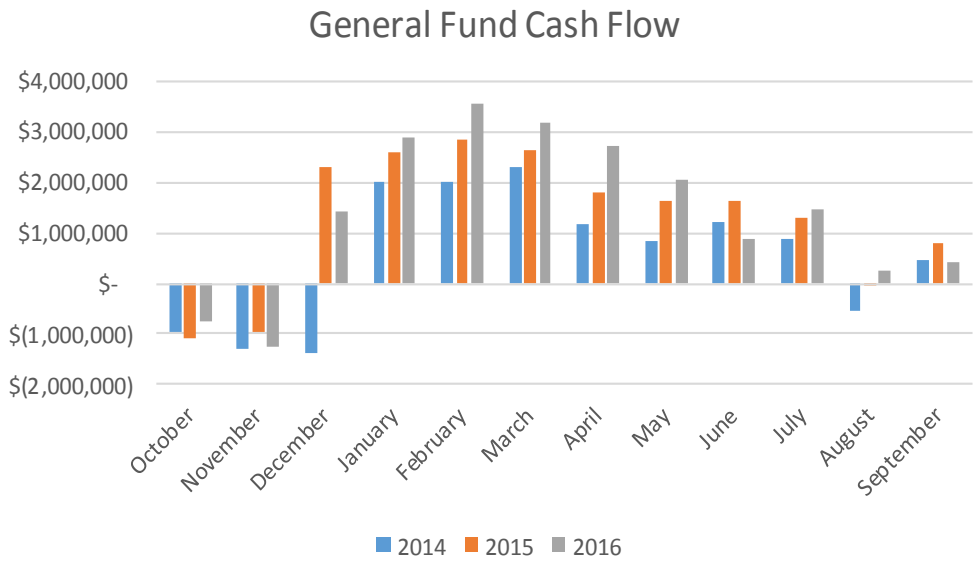
Historical Ending General Fund Reserve Balance



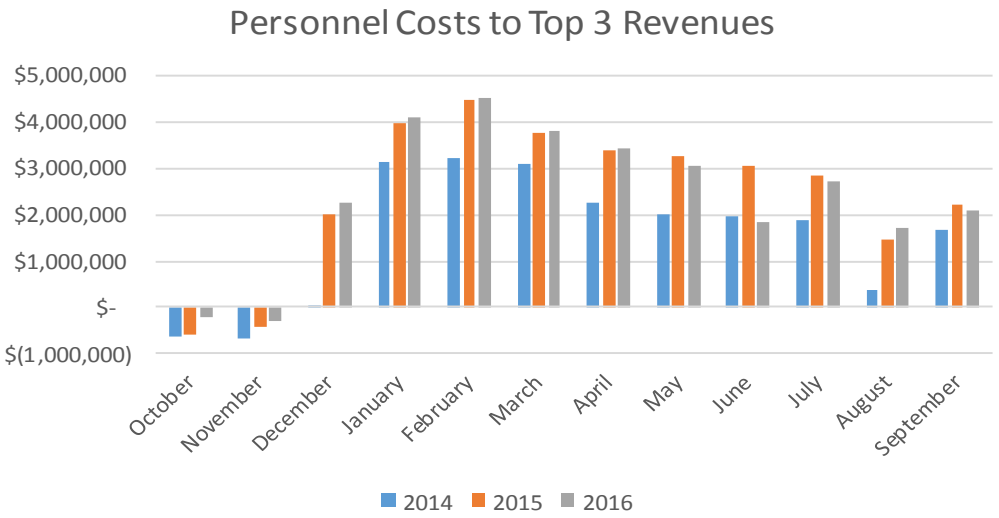
General Fund Summary (cont.)

Cash Flow Look

While the City operates on a balanced budget, the cycle of cash disbursement (spending) does not match cash receiving (taking in revenue.) Below is a basic cash-flow for the General Fund for the past three fiscal years. This shows the monthly net of revenues received vs total costs realized. Note that the General Fund tends to run a cash deficit for the first quarter, large surpluses in the second and third quarters, and evens out in the fourth.



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



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General Fund Five-Year Forecast

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

Baseline Assumptions

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

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

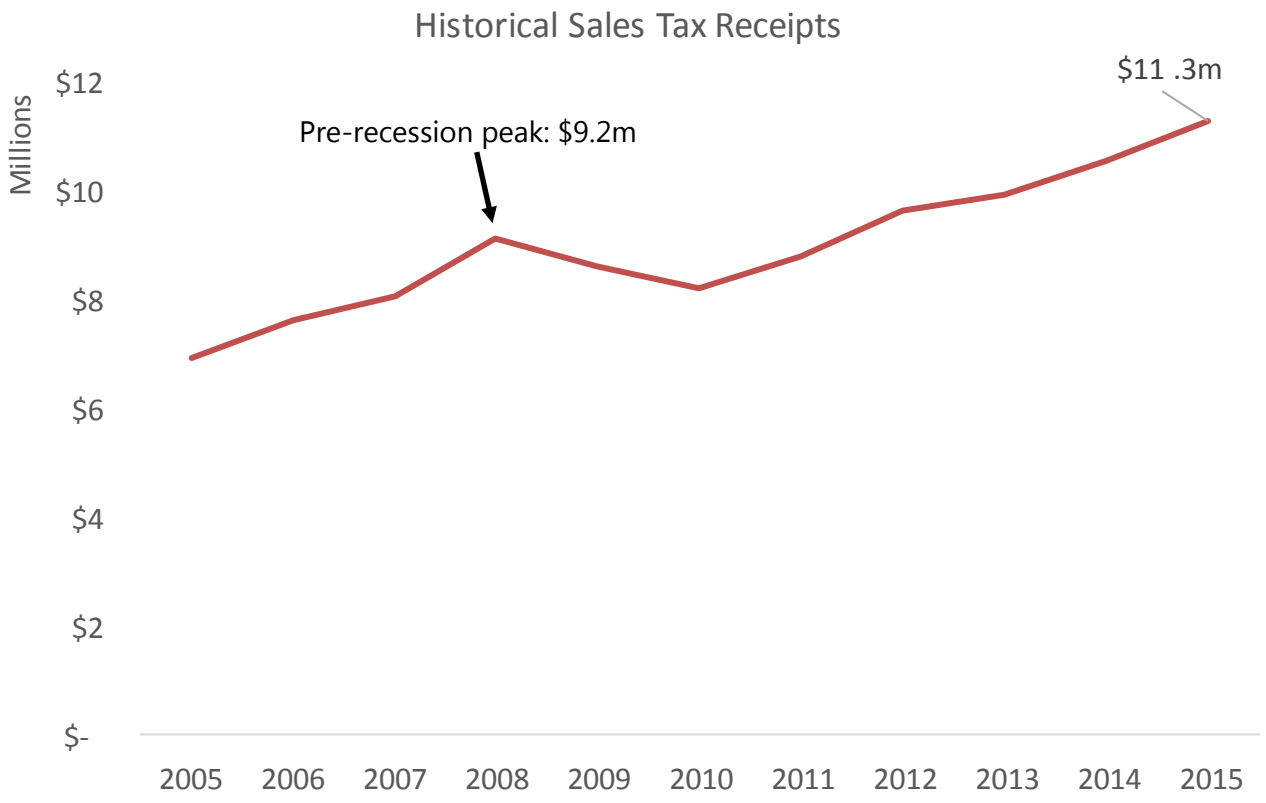
For expenditure projections, the primary focus was placed on personnel costs, which represent the largest single cost incurred by the city. The baseline assumption required that no net new positions were added during the forecast window, while personnel costs increased at a modest rate due to expected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

Revenue Considerations

Sales Tax—Historical

Weatherford's sales tax has experienced several strong years in a row, in conjunction with new commercial development inside city limits. Coming out of a deep recessionary period in 2008 and 2009, the City saw its sales tax reach consistently record high levels year-after-year, beginning in 2012. In fact, since coming out of the Great Recession in 2011, Weatherford's sales tax has grown 28% total through FY15, from $8.8m to $11.3m annually.

While this growth is certainly good for the City, staff and Council must be sure to manage this revenue stream with care. As the mid 2000's showed, an over-reliance on a volatile stream such as sales tax can lead to some difficult fiscal years.



Sales Tax—Baseline vs. Full Projection

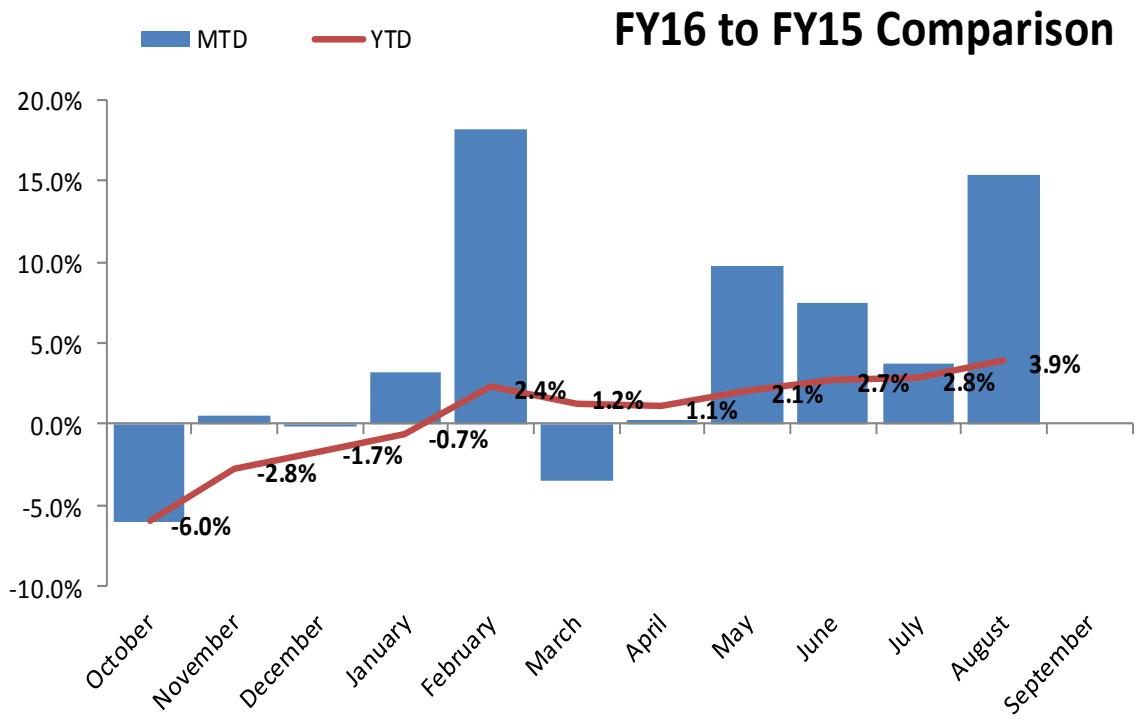
In FY15, the City introduced a new method of budgeting for sales tax. Following this method, staff will budget for the full projection in sales tax collections--$11.173m in the case of FY17. However, only a portion of the sales tax is relied upon for recurring expenditures--$10.38m in this case. By doing this, the City lags its sales tax growth in order to mitigate sharp downturns and their effect on operations. To help set this baseline, staff will consider (1) the last three to four years (including current year projected) collections for sales tax as well as (2) the largest year-over-year decrease the City has experienced.

As of now, the budget relies on $10.38m in sales tax for ongoing operations, which represents no increase to the baseline in FY16. Looking at the full year collections from FY13 through FY15, the average annual collections sits right at $10.38m. Setting the baseline at that level would leave around 7% cushion from the full projection of $11.173m, and 8% from the FY15 collections. In order for the City to not make its baseline sales tax budget, it would have to experience a year-over-year decline greater in magnitude than that which was felt during the Great Recession. Staff believes these considerations are in Weatherford's best interest and will help to keep it financially sound.

The majority of the City's sales tax receipts are collected and distributed by the State, and they generally come two months after the collection period. For example, tax receipts off sales made in August will not be reported and distributed until October. Therefore, staff does not have a complete picture of how a fiscal year behaved until November of the following fiscal year. This is another reason to keep this revenue budget on the conservative side.

General Fund Five-Year Forecast

Coming into the budget cycle in June, the City had seen just over half of its fiscal year collections and was showing a modest 1% increase over FY15 — a vastly different trajectory than Weatherford had experienced the previous fiscal year. This led staff to be cautious and recommend keeping the sales tax revenue budget static with the FY16 budget. While it was likely at the time that receipts would exceed budget, staff agreed that this action was in the City's best fiscal interest. After proposing a balanced budget, the City saw much higher collections begin to come in pretty consistently beginning in the May sales tax receipts (which are received in July, due to the lag in reporting). The below graph shows the FY16 collections in comparison to FY15.

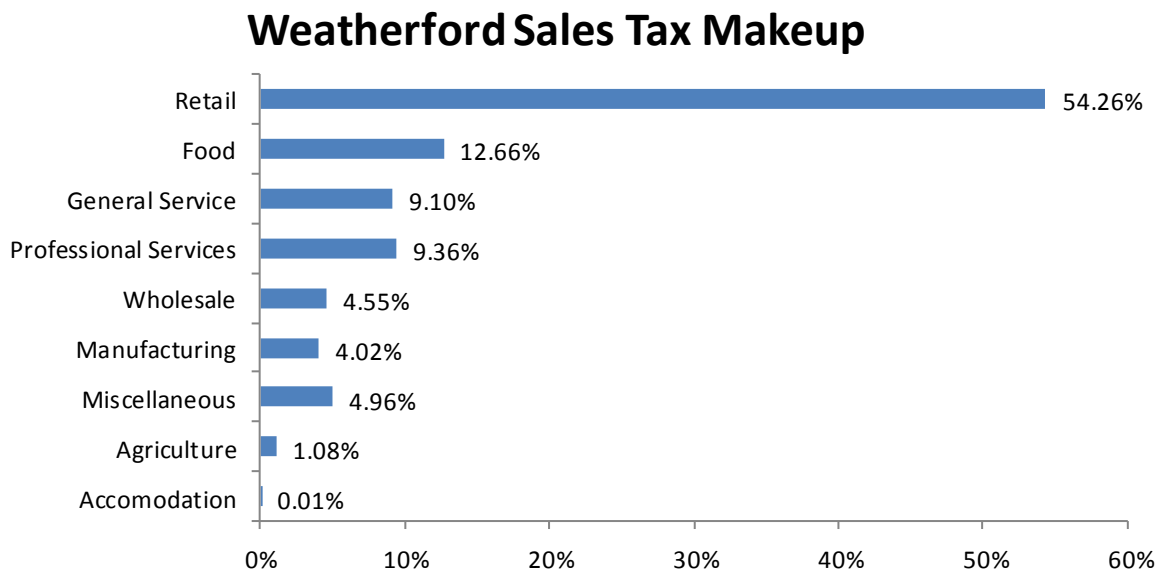


After the large increase in the most recent collections (August's receipts, received in October), projections for sales tax at the end of FY16 are now between $11.5m and $11.7m, a substantial increase from what was previously expected. Should this be the case, staff's recommendation will be to use the surplus in revenue to add to its retiree reserve funding or put the dollars toward much needed facility improvements. Additionally, adjusting the sales tax baseline for overhead costs will likely be a focal point for the FY18 budget conversations.

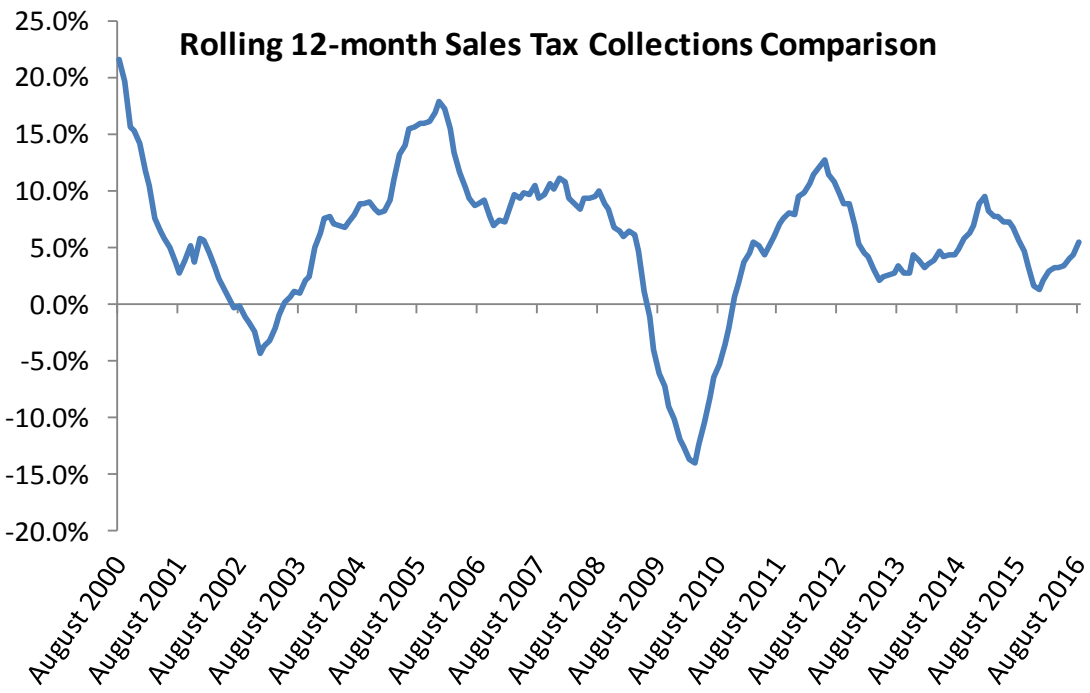
Sales Tax—Growth Considerations

As the graph on the next page shows, the City's sales tax makeup is led overwhelmingly by retail sales, such as Lowe's, Target, Wal-Mart, Home Depot, etc. This is also the industry that has seen the most growth over the past few fiscal years and throughout FY16.

Baseline Forecast



Looking at the past 15 years of collections from the State, a telling pattern emerges that staff would be wise to pay attention to. Looking at a rolling 12-month increase shows a trend wherein Weatherford goes through a period of steep growth, followed by stagnation or moderate decline, followed by a slight upsurge in growth before dipping into negative territory. As the graph below shows, the City looked as if it could be on the cusp of its next decline, but recently began showing a swing into more positive territory. This is in contrast to state-wide collections, which, as of this writing, is down between 2% and 4%.



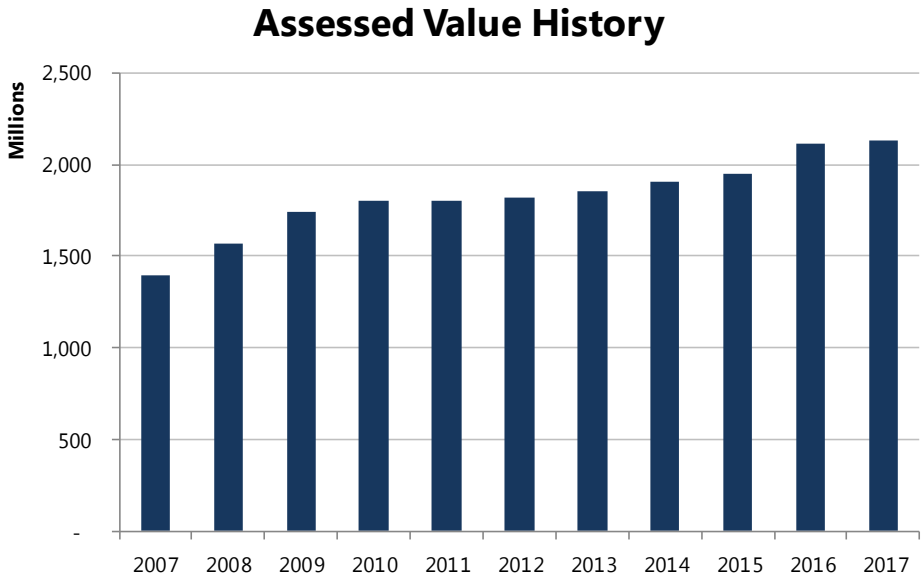
Baseline Forecast

Sales Tax—Growth Considerations (continued)

For the purposes of this forecast, staff has plugged in an average growth rate of 2.3% in sales tax through 2021. Additionally, the principle of the sales tax baseline is maintained, in that it considers 7% of the forecasted sales tax receipts as non-recurring revenue, and thus unavailable for operations. This is called the "Sales Tax Freeze" in our model.

Property Tax—Growth Considerations

Over the past ten years, the city has seen average assessed value growth of 4.4%. However, the bulk of this growth came before the effects of the Great Recession could be felt in taxable values. Since the City began recovering over the last 5 years, that average growth has been around 3.2%. The largest growth in that period came in last budget year, with an 8.5% tax value increase. However, FY17's values are virtually flat with the previous year, in part due to several highly over-valued properties being corrected on the appraisal roll. Because both years represented an unusual turn of events, staff looked at what property values did from FY10 through FY15 and saw that growth was averaging in the range of 2% to 2.5%. The forecast continues that average growth through FY21.



How to read this Model

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

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

The forecast and discussion follows on the next few pages.

General Fund Five-Year Forecast

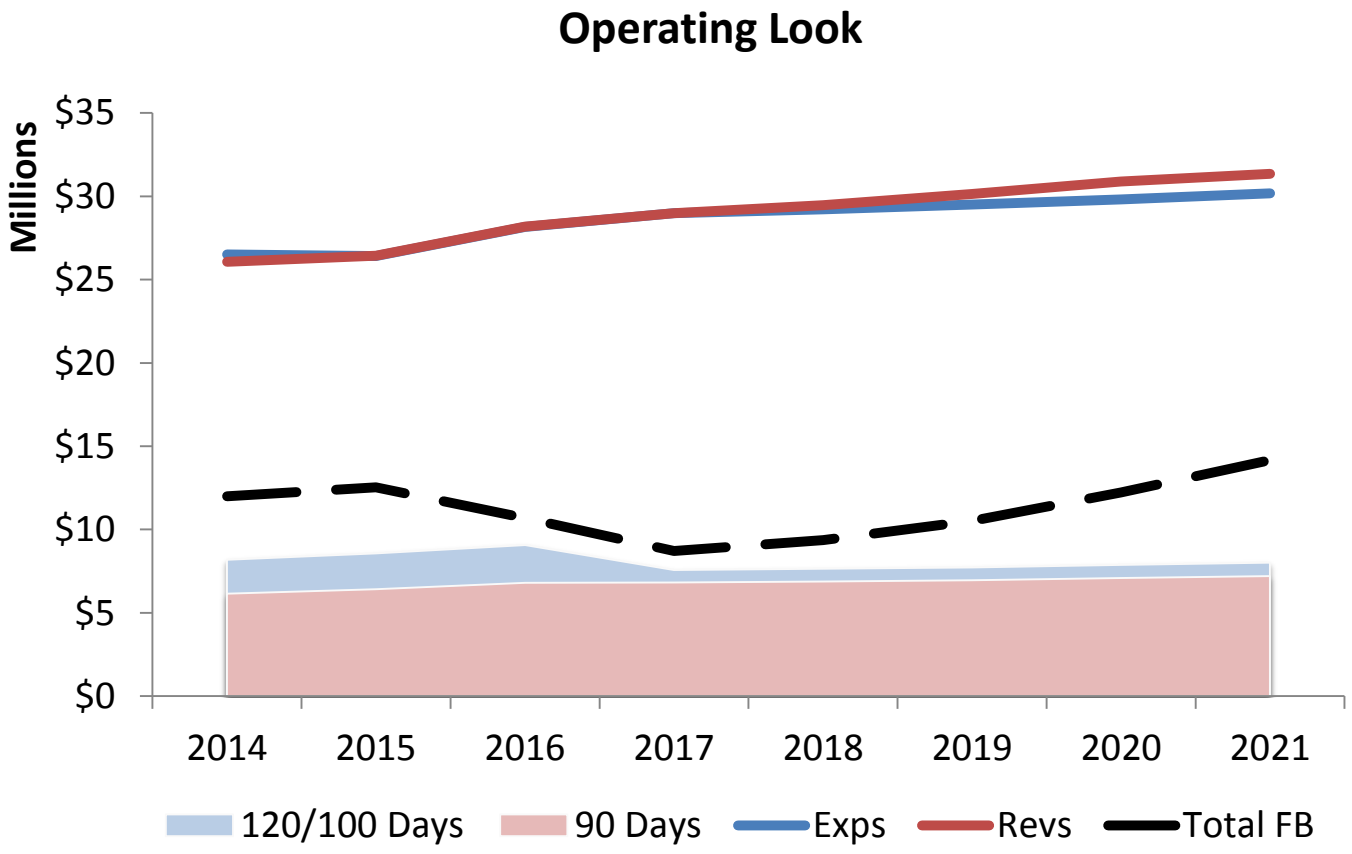
	FY16 Proj	FY17	FY18	FY19	FY20	FY21
Beginning Fund Balance	**12,532,196**	**10,692,103**	**9,241,182**	**10,155,151**	**11,183,337**	**12,512,327**
Revenues						
Property Tax	6,424,155	6,946,365	7,153,490	7,368,095	7,515,457	7,665,766
Sales Tax	11,300,000	11,173,000	11,284,730	11,623,272	12,088,203	12,209,085
Other Taxes	809,465	820,000	858,000	874,140	907,045	941,225
Licenses and Permits	646,782	623,417	645,809	656,632	659,349	663,025
Intergov't Revenue	956,618	899,794	903,493	910,928	922,191	937,435
Charges for Services	1,190,550	1,150,513	1,159,200	1,193,574	1,228,491	1,266,603
Fines and Forfeitures	488,806	490,000	499,350	509,036	519,064	529,445
Miscellaneous Revenue	517,128	194,517	195,490	197,444	200,406	204,414
Transfers	5,340,289	5,243,870	5,291,760	5,340,653	5,390,569	5,441,532
Intragov't Services	2,148,345	2,286,582	2,260,315	2,281,814	2,306,390	2,334,206
Grand Total	**29,822,136**	**29,828,058**	**30,251,637**	**30,955,588**	**31,737,165**	**32,192,738**
Expenditures						
City Administration Total	1,164,201	925,869	924,505	928,893	934,294	940,769
City Attorney Total	128,117	137,490	139,209	141,645	144,832	148,815
City Council Total	125,729	68,410	67,487	68,480	69,705	71,175
Economic Development Total	225,728	244,296	244,163	245,384	246,921	248,761
Finance Total	1,164,963	1,202,083	1,099,087	1,104,408	1,110,926	1,118,712
Fire Services Total	5,927,266	6,035,478	5,875,408	5,902,563	5,934,964	5,972,255
Human Resources Total	384,747	398,503	398,379	400,319	402,725	405,623
Information Technology Total	2,171,420	2,027,474	2,022,552	2,067,584	2,117,450	2,172,422
Library Total	1,090,374	1,081,974	1,078,155	1,084,140	1,091,659	1,100,476
Animal Shelter Total	1,074,757	1,166,453	1,164,779	1,172,940	1,183,138	1,195,062
Municipal & Community Services Total	1,105,478	1,042,679	778,690	785,627	794,830	805,560
Non Departmental Total	1,716,702	1,059,279	635,869	642,871	652,031	663,479
Parks & Recreation Total	1,895,919	1,942,662	1,942,742	1,957,405	1,976,707	1,998,347
Planning & Development Total	1,404,814	1,254,124	1,208,176	1,213,410	1,219,697	1,227,100
Police Department Total	8,083,060	7,928,250	7,909,929	7,943,413	7,981,905	8,025,218
Transportation & Public Works Total	3,743,952	3,667,396	3,733,739	3,838,675	3,954,364	4,079,607
Grand Total	**31,407,228**	**30,182,419**	**29,222,869**	**29,497,758**	**29,816,147**	**30,173,380**
Surplus/Deficit	**(1,585,093)**	**(354,361)**				
Capital Land Purchase		**(500,000)**				
Other Misc/Transfer to Fleet	**(255,000)**	**(596,560)**				
One-Time Revenues		**48,674**				
Sales Tax Freeze		**793,000**	**789,931**	**813,629**	**846,174**	**854,636**
One-Time Expenses		**1,199,668**				
Operating Revenues	**28,172,580**	**28,986,383**	**29,461,706**	**30,141,959**	**30,890,991**	**31,338,102**
Operating Expenses	**28,167,688**	**28,982,751**	**29,222,869**	**29,497,758**	**29,816,147**	**30,173,380**
Operating Capacity	**4,892**	**3,632**	**238,837**	**644,200**	**1,074,844**	**1,164,722**

General Fund Five-Year Forecast

Baseline Forecast

Weatherford's baseline forecast shows a very positive trajectory for the City. Operational revenues grow by 8.1% from FY17 to FY21, while operational expenses only grow by just under 3% for the same time period. Similarly, the graph below shows fund balance angling up pretty significantly, given these increasing operational surpluses. However, it is important to remember what goes into the baseline forecast. This iteration holds major initiatives relatively flat, only increasing expenses via inflation. In short, it holds service levels constant while allowing revenue expectations to be fully realized. This shows the extent to which Weatherford will be able to address any operational concerns and strategic focus areas.

	FY16 Proj	FY17 Budg	FY18	FY19	FY20	FY21
Operating Revenues	28,172,580	28,986,383	29,461,706	30,141,959	30,890,991	31,338,102
Operating Expenses	28,167,688	28,982,751	29,222,869	29,497,758	29,816,147	30,173,380
Operating Capacity	4,892	3,632	238,837	644,200	1,074,844	1,164,722



*Note: the City's unallocated, "Rainy Day" reserve has been temporarily reduced from 120 days of operations to 100 days of operations.

Use of Sales Tax Increases

Since the baseline forecast shows that the City is poised to have substantial operational capacity in the forthcoming years, then two questions need to be asked: where does this capacity come from, and what does Weatherford plan to use that capacity for? As discussed before, staff has begun utilizing a method of budgeting for sales tax separates sales tax into two separate budget types: a portion used for recurring operations (i.e. overhead, for lack of a better word) and a portion utilized for nonrecurring expenses (smaller capital purchases, mainly). While our baseline forecast has already factored out the portion utilized for nonrecurring expenses, it has not specified how any increases to the baseline portion will be allocated. These increases amount to approximately $975,000 in revenue between FY17 and FY21. Previously, the majority of any increases to the sale tax baseline would be captured for the City's vehicle rotation schedule. This schedule can be though of as a savings account, whereby funds are built up for the future purchase of vehicles. Contributions to this "savings account" are considered recurring expenses, since the rotation is intended to exist as long as the City manages its own vehicle replacements. The target for the annual contribution to this "savings account" is $1m. The current contribution level is approximately $415,000, leaving a gap of $585,000. If the City elects to continue capturing recurring sales tax increases until the target of $1m in fleet rotation dollars is met, the operating capacity reduces by close to half:

	FY16 Proj	FY17 Budg	FY18	FY19	FY20	FY21
Operating Revenues	**28,172,580**	**28,986,383**	**29,461,706**	**30,141,959**	**30,890,991**	**31,338,102**
Operating Expenses	**28,167,688**	**28,982,751**	**29,337,668**	**29,927,401**	**30,402,175**	**30,758,829**
Operating Capacity	**4,892**	**3,632**	**124,038**	**214,558**	**488,816**	**579,273**

Personnel Cost Increases

Being the largest single expenditure category in the City, any increase in personnel costs holds significant value. Because of this, a good barometer of a City's true operating capacity is to see what modest pay increases would cost in relation to the existing capacity. For the past few years, Council has given staff pay increases equaling 2% across-the-board. This is a fairly small compensation package increase, typically equivalent to general consumer price index changes. However, the dollar value in the aggregate is substantial. If we were to assume City-wide pay increases of 2% every other year (that is, in FY19 and FY21) in addition to the above sales tax adjustment, we see operational capacity dip into negative territory:

	FY16 Proj	FY17 Budg	FY18	FY19	FY20	FY21
Operating Revenues	**28,172,580**	**28,986,383**	**29,461,706**	**30,163,047**	**30,912,091**	**31,380,748**
Operating Expenses	**28,167,688**	**28,982,751**	**29,337,668**	**30,276,206**	**30,751,183**	**31,464,232**
Operating Capacity	**4,892**	**3,632**	**124,038**	**(113,159)**	**160,908**	**(83,483)**

General Fund Five-Year Forecast

Fund Balance

Weatherford's unique sales tax budget method has several advantages. The primary one, which was discussed earlier, is that it helps stabilize operations and service levels from year-to-year. If the City experiences a substantial decrease in sales tax, it won't necessarily have to cut into operations, since a portion of sales tax was not being relied upon for recurring expenses. Another advantage is that, when sales tax comes in higher than budgeted, it provides an unallocated cash surplus to the City. As this cash accumulates in positive economic years, the City's fund balance grows substantially, enabling staff to utilize it for large, non-recurring costs. Generally speaking, operating capacity and fund balance will rise and fall in lockstep, since they are both measures of cash availability.

Weatherford's forecast has sales tax increasing a total of 9% through 2021. For your convenience, we will separate that revenue stream out:

	FY18	FY19	FY20	FY21
Full Sales Tax Expected	11,284,730	11,623,272	12,088,203	12,209,085
Non-recurring portion	789,931	813,629	846,174	854,636
Sales tax funding operations (Baseline portion)	10,494,799	10,809,643	11,242,029	11,354,449

This summary indicates that in the 4 out-years of our forecast, between $790,000 and $855,000 is draining into fund balance for use on future capital expenses. In this case, a total of $3.3m is accumulated for non-recurring facilities maintenance, vehicle/equipment purchases (until the vehicle rotation is fully funded), and any large, capital expenses that will be identified in the City's forthcoming Capital Improvement Budget.

Conclusions/Take-Aways

Overall, Weatherford is in a good position coming into FY17. As required, the budget is balanced, and the City is projected to have some operational room in the future. The question is, what should that room be used for? This discussion highlighted only two competing priorities (vehicle rotation funding and semi-regular pay raises), but there are many more. However, the two mentioned in this section perfectly illustrate the differing types of priorities Weatherford is facing. As the City grew very rapidly in revenue through the early 2000's, so, too, did its expenses. Several hundred thousand dollars worth of new vehicles and equipment were added, as were facilities and substantial personnel costs. Now the City is in the difficult position of trying to adequately fund vehicle and major equipment replacements in a sustainable, recurring manner, keep up with facility maintenance and expansion, and attempt to keep employee pay competitive, thereby increasing retention. All of these have substantial dollar values to them, making annual prioritization and goal-tracking integral to the City's future. What this forecast illustrates is that there is likely not enough funds coming in to meet the City's various needs simultaneously. Each year, staff and Council will have to work to allocate funds to different priorities, making as much progress as possible.

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TEXAS HISTORICAL COMMISSION
TEXAS
1933 WEATHERFORD CITY HALL
THE CONSTRUCTION OF THIS CITY HALL CREATED MANY JOBS FOR THE UNEMPLOYED IN WEATHERFORD DURING THE HARD TIMES OF THE GREAT DEPRESSION. WEATHERFORD CITIZENS PASSED A BOND ELECTION TO PROVIDE FUNDS FOR A NEW CITY HALL AND FIRE STATION IN 1933, AND CONSTRUCTION BEGAN IMMEDIATELY ON THIS STRUCTURE, BUILT ON LAND DESIGNATED EARLY IN THE CENTURY FOR CITY HALL AND FIRE DEPARTMENT USE. DEDICATION CEREMONIES FOR THE NEW FACILITY WERE HELD ON JANUARY 16, 1934. THE ART DECO BRICK STRUCTURE FEATURES VERTICAL CORBELLED PILASTERS AND STONE COPING AND INSERTS.
RECORDED TEXAS HISTORIC LANDMARK — 1987

General Fund Departments and Programs

	FY17 Budget	FY17 Position Count
Internal Services		
Organizational Management		
City Administration	$ 709,855	4
City Attorney	$ 137,490	1
City Council	$ 68,410	4
Finance		
Administration	$ 269,056	2
Accounting	$ 364,571	3
Management & Budget	$ 198,765	2
Human Resources	$ 403,503	3
*Non Departmental	$ 2,150,839	0
Total Organizational Management	*$ 4,302,487*	*19*
Asset Management		
Information Technology	$ 2,027,474	8
Municipal & Community Services		
Facilities Maintenance	$ 865,541	8
Fleet Maintenance	$ 177,138	2
Total Asset Management	*$ 3,070,153*	*18*
Total Internal Services	**$ 7,372,641**	**37**
External		
Growth & Development		
Economic Development	$ 244,296	2
City Administration		
Communications & Marketing	$ 118,623	2
Planning & Development	$ 883,833	11
Total Growth & Development	*$ 1,246,751*	*15*
Infrastructure		
Transportation & Public Works		
Administration	$ 554,479	6
Field Services	$ 87,761	1
Traffic	$ 222,351	4
Streets	$ 2,802,804	12
Total Infrastructure	*$ 3,667,396*	*23*

*A total of $45,400 is budgeted in this department to transfer into the newly formed Heritage Park Fund. This amount is not included on the Service Area Summary of this document, as it is an inter-fund transfer. Additionally, a total of $596,560 will be transferred from this department to the Vehicle Replacement Fund. This is listed in the "Other Adjustments" section of the General Fund Summary.

General Fund Departments and Programs

	FY17 Budget	FY17 Position Count
Community Quality		
Library		
Library	$ 1,081,974	18
*PEACH Grant	$ -	2
Parks & Recreation		
Parks & Properties	$ 1,325,549	21
Recreation	$ 617,113	7
Planning & Development		
Code Enforcement	$ 216,005	2
Total Community Quality	*$ 3,240,642*	*50*
Public Safety		
Consumer Health	$ 154,285	2
City Administration		
Emergency Management	$ 97,392	1
Finance		
Municipal Court	$ 369,692	7
Fire Services		
Fire Department	$ 6,035,478	60
Animal Services		
Animal Shelter	$ 1,166,453	15
Police Services		
Police Department	$ 7,928,250	81
Total Public Safety	*$ 15,751,549*	*166*
	$ 23,906,338	**254**
General Fund Total	**$ 31,278,979**	**291**

*Funded out of Library Special Revenue Fund for FY17.

Personnel Actions Adopted for FY17

- Budget & Strategic Planning Manager has been promoted to Assistant Finance Director over Budget/Purchasing, and now oversees Purchasing Coordinator (previously Staff Accountant)
- Finance Director has been promoted to Assistant City Manager/CFO
- Existing Assistant City Manager has been promoted to Deputy City Manager
- Part-Time Public Relations Coordinator has been promoted to a full-time position
- Information Technology is adding a Network Administrator Position

Department Contact Information

Department	Address	Phone Number	Hours	Director/Manager
Animal Services	403 Hickory Lane	(817) 598-4111	Tues-Sat: 11am - 4pm; Wed and Fri: 11am - 6pm	Dustin Deel
City Administration	303 Palo Pinto	(817) 598-4102	Mon-Fri: 8am - 5pm	Sharon Hayes
City Attorney	303 Palo Pinto	(817) 598-4134	Mon-Fri: 8am - 5pm	Zellers & Zellers (contract)
City Council	303 Palo Pinto	(817) 598-4102	Mon-Fri: 8am - 5pm	Sharon Hayes
Code Enforcement	119 Palo Pinto	(817) 598-4484	Mon-Fri: 8am - 5pm	Randy Law
Consumer Health	303 Palo Pinto	(817) 598-4149	Mon-Fri: 8am - 5pm	Angel Rudolph
Economic Development	202 W. Oak	(817) 598-4302	Mon-Fri: 8am - 5pm	Dennis Clayton
Facilities Maintenance	802 E Oak	(817) 598-4212	Mon-Fri: 8am - 5pm	Ken Bean
Finance	303 Palo Pinto	(817) 598-4220	Mon-Fri: 8am - 5pm	Brad Burnett
Fire Services	202 W. Oak	(817) 598-4280	Mon-Fri: 8am - 5pm (on call 24/7)	Paul Rust
Fleet Maintenance	802 E Oak	(817) 598-4299	Mon-Fri: 7am - 4pm	Steve Bates
Human Resources	303 Palo Pinto	(817) 598-4104	Mon-Fri: 8am - 5pm	Diana Allen
Information Technology	917 Eureka	(817) 598-4276	Mon-Fri: 8am - 5pm (on call 24/7)	Troy Garvin
Library	1014 Charles	(817) 598-4150	Mon-Thurs: 10am - 8pm; Fri-Sat: 10am-6pm; Sun: 2pm-6pm	Chris Accardo
Municipal Court	303 Palo Pinto	(817) 598-4120	Mon-Fri: 8am - 5pm	Brian Dickerson
Parks & Recreation	119 Palo Pinto	(817) 598-4248	Mon-Fri: 8am - 5pm	Shannon Goodman
Planning & Development	119 Palo Pinto	(817) 598-4284	Mon-Fri: 8am - 5pm	Craig Farmer
Police Department	801 Santa Fe	(817) 598-4310	Mon-Fri: 8am - 5pm (on call & Patrol 24/7)	Mike Manning
Solid Waste	612 FW Highway	(817) 598-4251	Mon-Fri: 8am - 5pm	Steve Bates
Transportation/Public Works	802 E Oak	(817) 598-4245	Mon-Fri: 8am - 5pm	Manny Palacios

General Fund Departments and Programs

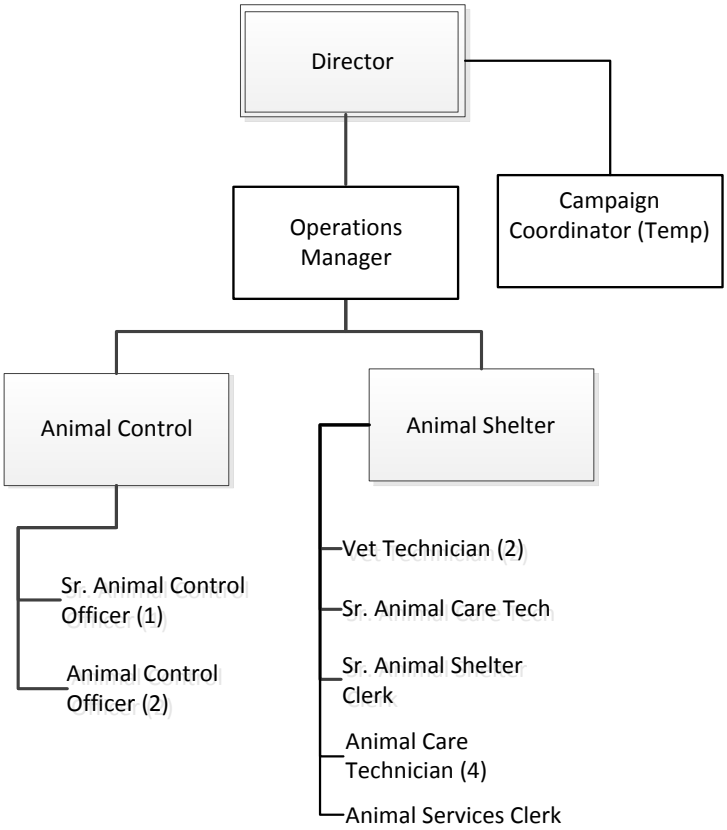
	FY17 Budget	FY17 Position Count
Community Quality		
Library		
Library	$ 1,081,974	18
*PEACH Grant	$ -	2
Parks & Recreation		
Parks & Properties	$ 1,325,549	21
Recreation	$ 617,113	7
Planning & Development		
Code Enforcement	$ 216,005	2
Total Community Quality	*$ 3,240,642*	*50*
Public Safety		
Consumer Health	$ 154,285	2
City Administration		
Emergency Management	$ 97,392	1
Finance		
Municipal Court	$ 369,692	7
Fire Services		
Fire Department	$ 6,035,478	60
Animal Services		
Animal Shelter	$ 1,166,453	15
Police Services		
Police Department	$ 7,928,250	81
Total Public Safety	*$ 15,751,549*	*166*
	$ 23,906,338	**254**
General Fund Total	**$ 31,278,979**	**291**

*Funded out of Library Special Revenue Fund for FY17.

Personnel Actions Adopted for FY17

- Budget & Strategic Planning Manager has been promoted to Assistant Finance Director over Budget/Purchasing, and now oversees Purchasing Coordinator (previously Staff Accountant)
- Finance Director has been promoted to Assistant City Manager/CFO
- Existing Assistant City Manager has been promoted to Deputy City Manager
- Part-Time Public Relations Coordinator has been promoted to a full-time position
- Information Technology is adding a Network Administrator Position

Animal Services



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

Related Strategic Areas

Ensure Sustainable Services

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

Purpose and Description of the Service

The Weatherford/Parker County Animal Shelter is dedicated to maintaining a sanitary and safe environment to ensure a comprehensive animal impound and adoption program, as well as controlling the animal population with aggressive spay and neuter programs. The shelter is also responsible for ensuring that all ordinances and laws regarding stray, abandoned, abused, vicious, or nuisance animals both domestic and wild are enforced.

Our mission is to be the model shelter for both rural and urban shelter; to support a healthy and responsible pet community; to be a leading resource for animal related inquiries; to improve and protect the abandoned and unwanted pets and animals in our community; to provide public education and outreach to help others understand the importance of responsible pet ownership, enrich the lives of families, communities and pets through adoptions and permanent placement opportunities; work towards eliminating animal cruelty and animal overpopulation; as well as oversee the enforcement of animal related city, state and federal code and respond to animal control calls for service.

Animal Services

General Departmental Goals

1. Increase return to owners.
2. Increase public outreach and education opportunities.
3. Increase ACO patrolling and overall compliance.
4. Continue providing and facilitating adoption opportunities to enrich the lives of families.
5. Support a healthy and responsible pet community by hosting events.

FY15 or FY16 Noteworthy Accomplishments

1. Continued excellence in achieving high live release rates.
2. Came in fourth place for highest adoptions during Clear the Shelters which included shelters such as SPCA, HSNT, City of Dallas, and other large cities and shelters in Texas.
3. Helped the citizens of Horseshoe Bend during both flooding emergencies and provided free spay/neuter, vaccinations, and microchipping to the residents.
4. Participated/Hosted over 24 events to promote the City of Weatherford, Weatherford Parker County Animal Shelter, adoptions, education, and responsible pet ownership.

FY17 Objectives

1. Increase return to owners by 10%.
2. Continue to achieve 90% or higher live release rate.
3. Increase the amount of public education and outreach events.
4. Strive to achieve 100% customer service satisfaction.
5. Increase the number of active volunteers by 10%.

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 515,759	$ 610,635	$ 676,022	$ 674,276	$ 838,949
Supplies	$ 133,542	$ 112,000	$ 186,050	$ 179,842	$ 148,850
Contractual	$ 169,267	$ 185,072	$ 196,654	$ 189,739	$ 178,654
Capital	$ 13,928	$ 35,581	$ 30,900	$ 30,900	$ -
Total	**$ 832,495**	**$ 943,288**	**$ 1,089,625**	**$ 1,074,757**	**$ 1,166,453**

Significant Budget Changes

Prior to FY16, the Animal Services Department was split between two cost centers, one of which funded the director position. This position was folded into this cost center for FY17, and will therefore reflect the increase in personnel dollars. Additionally, the general compensation package for this year amounts to a recurring cost increase of $14,635, and a nonrecurring cost increase of $8,290.

Performance Dashboard

	Workload Measures	**FY13**	**FY14**	**FY15**
1	Number of animals taken in	4,329	4,483	4,935
2	Number of animals dispositioned, less euthanasia	2,964	3,689	4,427
3	Number of customers assisted	5,939	5,615	5,858
4	Number of surgeries completed	1,613	2,147	2,753
5	Number of Bite Reports	21	13	122
6	Calls for Service	1,928	1,814	2,696

	Key Result Indicators	**FY13**	**FY14**	**FY15**
1	Goal of 90% or higher live release rate			
2	Number of incidents closed	1,942	1,810	2,703
3	Number of events participated in/hosted			
4	Number of Return to Owners	679	752	817

Budgetary Issues

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

Position Summary	**FY14**	**FY15**	**FY16**	**FY17**
AC Vet Tech (Full Time)	1	2	2	2
Animal Care Tech (Full Time)	3	3	4	4
Animal Control Officer (Full Time)	2	2	2	2
Animal Service Clerk (Full Time)	1	1	1	1
Campaign Coordinator (Part Time, Temporary)	0	0	1	1
Director Animal Services (Full Time)	1	1	1	1
Operations Manager (Full Time)	1	1	1	1
Sr. Animal Care Tech (Full Time)	1	1	1	1
Sr. Animal Control Officer (Full Time)	0	1	1	1
Sr. Shelter Clerk (Full Time)	1	1	1	1
Total	**11**	**13**	**15**	**15**

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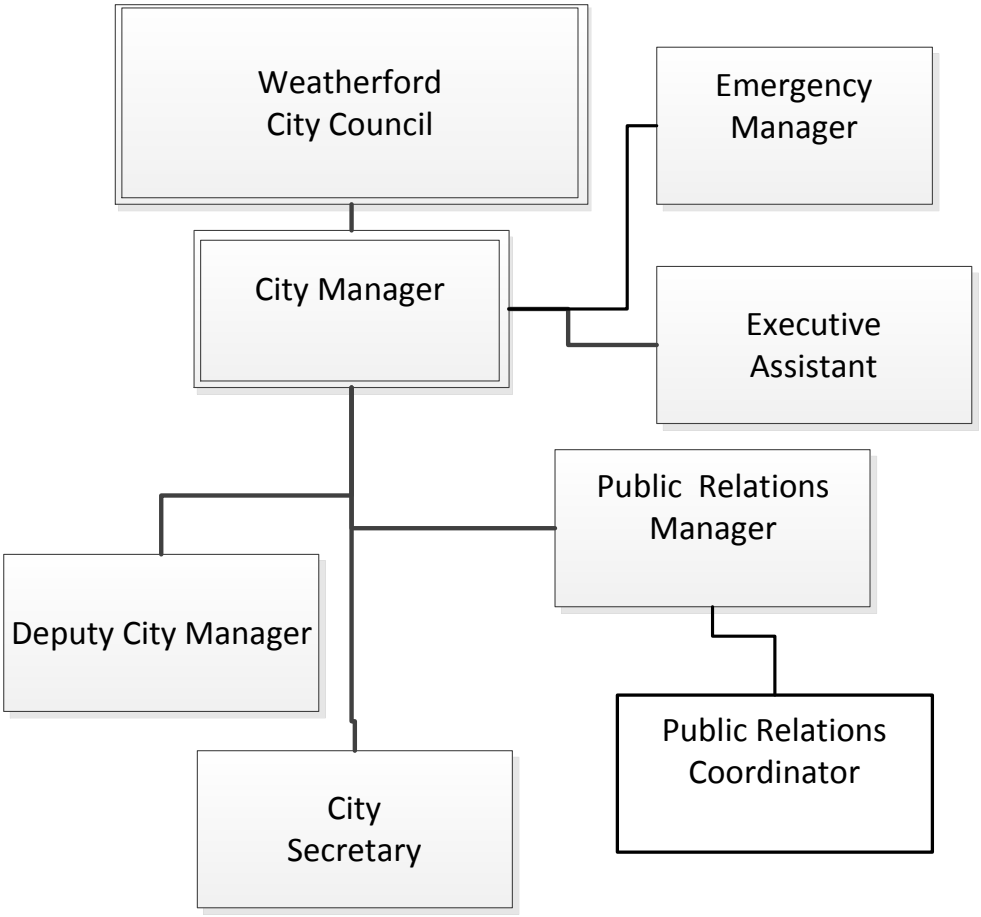
City Administration



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

Related Strategic Areas

All

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

Purpose and Description of the Service

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

City Manager's Office

General Departmental Goals

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

FY15 or FY16 Noteworthy Accomplishments

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

FY17 Objectives

1. Continue to look for opportunities to utilize improvements at Heritage Park.
2. Maintain all fund balance reserves at policy levels.
3. Consider options for a long-term, sustainable employee compensation and insurance plan.

Position Summary	FY14	FY15	FY16	FY17
City Manager (Full Time)	1	1	1	1
City Secretary (Full Time)	1	1	1	1
Assistant City Manager (Full Time)	1	1	1	0
Deputy City Manager (Full Time)	0	0	0	1
Exec. Asst. To City Manager (Full Time)	1	1	1	1
Total	**4**	**4**	**4**	**4**

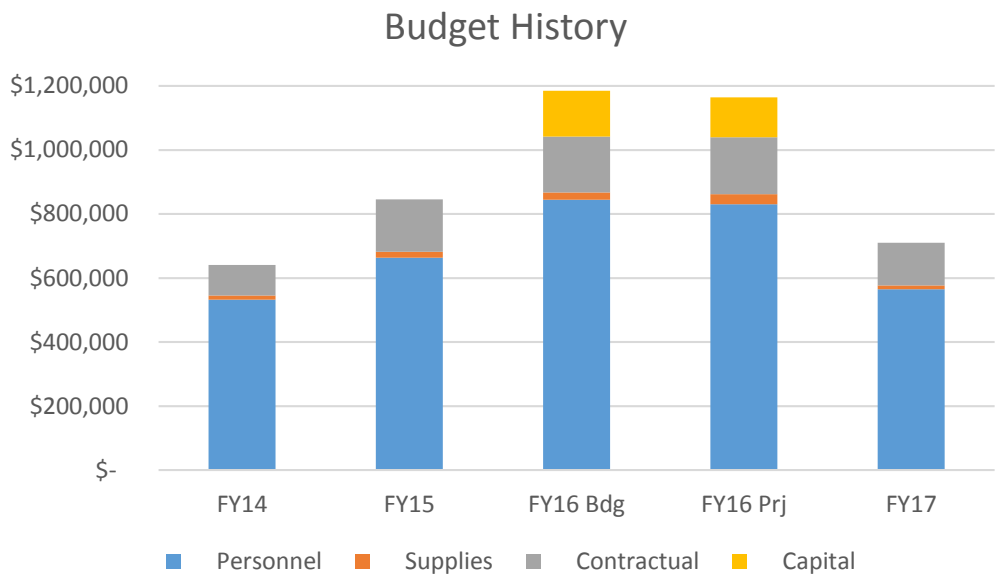
Budgetary Issues

Increased development throughout the City is putting pressure on several operating departments that are already at their service-level capacity. The City needs a long-term plan for service-level adjustments to keep up with growth, as well as keeping all employee compensation and insurance at competitive, yet reasonable levels.

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 532,111	$ 664,133	$ 844,527	$ 830,701	$ 565,369
Supplies	$ 13,028	$ 17,474	$ 22,550	$ 30,891	$ 11,820
Contractual	$ 95,559	$ 164,322	$ 175,270	$ 178,608	$ 132,666
Capital	$ -	$ -	$ 143,200	$ 124,000	$ -
Total	**$ 640,697**	**$ 845,929**	**$ 1,185,547**	**$ 1,164,201**	**$ 709,855**

Significant Budget Changes

In fiscal years 2015 and 2016, both the Public Relations and Emergency Management Divisions were contained in this Department. For FY17, the City is moving those divisions into their own cost centers. Additionally, the general compensation package will impact this division by adding a recurring cost of $10,308 and a nonrecurring cost of $3,711. Finally, the City Manager's contingency was reduced from $150,000 to $75,000, and placed in Non-Departmental.



Emergency Management

Service Type	Service Area	Fund	Dept/Division
External	Public Safety	General	City Administration/Emergency Management

Related Strategic Areas

Ensure Sustainable Services.

As the leader for disaster preparedness for the City, Emergency Management exists to ensure adequate plans are in place to keep key services running, even during crisis events. As a part of this, the Division has been preparing a comprehensive Emergency Operations Plan, and will begin a Continuity of Operations Plan in FY17.

Purpose and Description of the Service

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

General Departmental Goals

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

FY15 or FY16 Noteworthy Accomplishments

1. Conducted a Multiagency Full-Scale Exercise with Parker County, Life Care, Weatherford ISD, and Weatherford Regional Hospital.
2. Arranged for 5 State Conducted Certified Trainings to be taught in the City of Weatherford.
3. Helped Secure Grant Funded Equipment from the PWERT Group
4. Completed the 2nd Citizens Fire Academy
5. Established Active Shooter Policy and Training for the City

FY17 Objectives

1. Finish Emergency Operations Plan
2. Begin Continuity of Operations Plan
3. Plan for installation of Outdoor Warning System
4. Increase training exercises
5. Bring in more trainings

Position Summary	FY14	FY15	FY16	FY17
Emergency Management Specialist (Full Time)	1	1	1	1
Total	**1**	**1**	**1**	**1**

Budgetary Issues

Need to concentrate on funding for outdoor warning systems, an adequate vehicle that meets this position's needs, and comprehensive public outreach for disaster preparedness.

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ -	$ -	$ -	$ -	$ 76,392
Supplies	$ -	$ -	$ -	$ -	$ 14,000
Contractual	$ -	$ -	$ -	$ -	$ 7,000
Capital	$ -	$ -	$ -	$ -	$ -
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ 97,392**

Significant Budget Changes

Prior to FY17, this division was funded out of the City Manager's Office. Additionally, the general compensation package for this division will add a recurring cost of $1,431 and a nonrecurring cost of $540.

Communications & Marketing

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

Related Strategic Areas

Communication with Citizens

Improve Marketability

Specific Goals

Improve tourism and marketing for the City

The Public Relations Division was added to the budget in FY15, and it purpose is to serve as the primary communications and marketing office for the City. In line with that purpose, the office has lead several initiatives to improve communications with citizens, such as Citizens' University and the Youth Advisory Council. The Division is also responsible for producing marketing materials for events and other City-wide initiatives.

Purpose and Description of the Service

The public relations office is responsible for planning and conducting community relations programs for the City of Weatherford. Activities include production of the annual report, website development, internal communications and social media oversight. The public relations office also responds to media requests and assists with special events to promote local tourism while working with other departments to promote education and outreach initiatives.

The public relations office collaborates with citizens and local partners to:

1. Reinforce and increase the City of Weatherford's visibility in the public.
2. Increase community engagement outreach efforts.
3. Advance and protect the City of Weatherford's mission and vision.
4. Develop and evaluate tourism programs.
5. Serve as a consultant on Capital Project Planning.

General Departmental Goals

1 Communicate City's mission, values and brand to public.

2 Direct community and media relations effectively and efficiently.

3 Provide marketing and communication services in an effort to enhance tourism.

4 Serve as a consultant to departments and capital projects.

5 Provide internal communication that enables better efficiency Citywide.

Position Summary	FY14	FY15	FY16	FY17
Public Relations Manager (Full Time)	1	1	1	1
Public Relations Coordinator (Full Time)	0	0	0	1
Public Relations Coordinator (Part Time)	1	1	1	0
Total	**2**	**2**	**2**	**2**

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ -	$ -	$ -	$ -	$ 103,623
Supplies	$ -	$ -	$ -	$ -	$ 3,100
Contractual	$ -	$ -	$ -	$ -	$ 11,900
Capital	$ -	$ -	$ -	$ -	$ -
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ 118,623**

Significant Budget Changes

Prior to FY17, this division was funded out of the City Manager's Office. Additionally, the general pay package will add a recurring cost of $1,961 and a nonrecurring cost of $532. While this division did promote its part-time PR Coordinator to full-time, the costs are allocated within the Hotel/Motel Tax Fund, as that position is dedicated to tourism.

Budgetary Issues

Budget is currently below average for services provided. The budget is not enough to fulfil City Council's goal to increase communication/marketing efforts. The public relations office would like to get a definition or understanding of what City Council specifically wants in regard to communication/marketing. A clear understanding will provide direction to staff on what should and should not be done. Our goal is to fulfill the needs and goals of City Council.

FY15 or FY16 Noteworthy Accomplishments

1. Performed website redesign.
2. Developed a partnership with Nextdoor.
3. Developed social media presence (Facebook).
4. Won award of honor from the Texas Association of Municipal Information Officers (TAMIO) for Annual Report.
5. Created and implement Youth Advisory Council and Citizen University.

FY17 Objectives

1. Develop and implement a video program.
2. Enhance print services for City departments.
3. Complete PIO emergency management plan in conjunction with Emergency Management.
4. Develop tourism marketing materials.
5. Develop strategic communications plan for the City.

City Attorney

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

Related Strategic Areas

All

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

Purpose and Description of the Service

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

General Departmental Goals

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

Position Summary	FY14	FY15	FY16	FY17
City Attorney (Contract)	1	1	1	1
Total	**1**	**1**	**1**	**1**

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 63,742	$ 46,395	$ 95,000	$ 85,861	$ 81,000
Supplies	$ -	$ -	$ -	$ -	$ -
Contractual	$ 63,238	$ 36,438	$ 56,490	$ 42,256	$ 56,490
Capital	$ -	$ -	$ -	$ -	$ -
Total	**$ 126,981**	**$ 82,833**	**$ 151,490**	**$ 128,117**	**$ 137,490**

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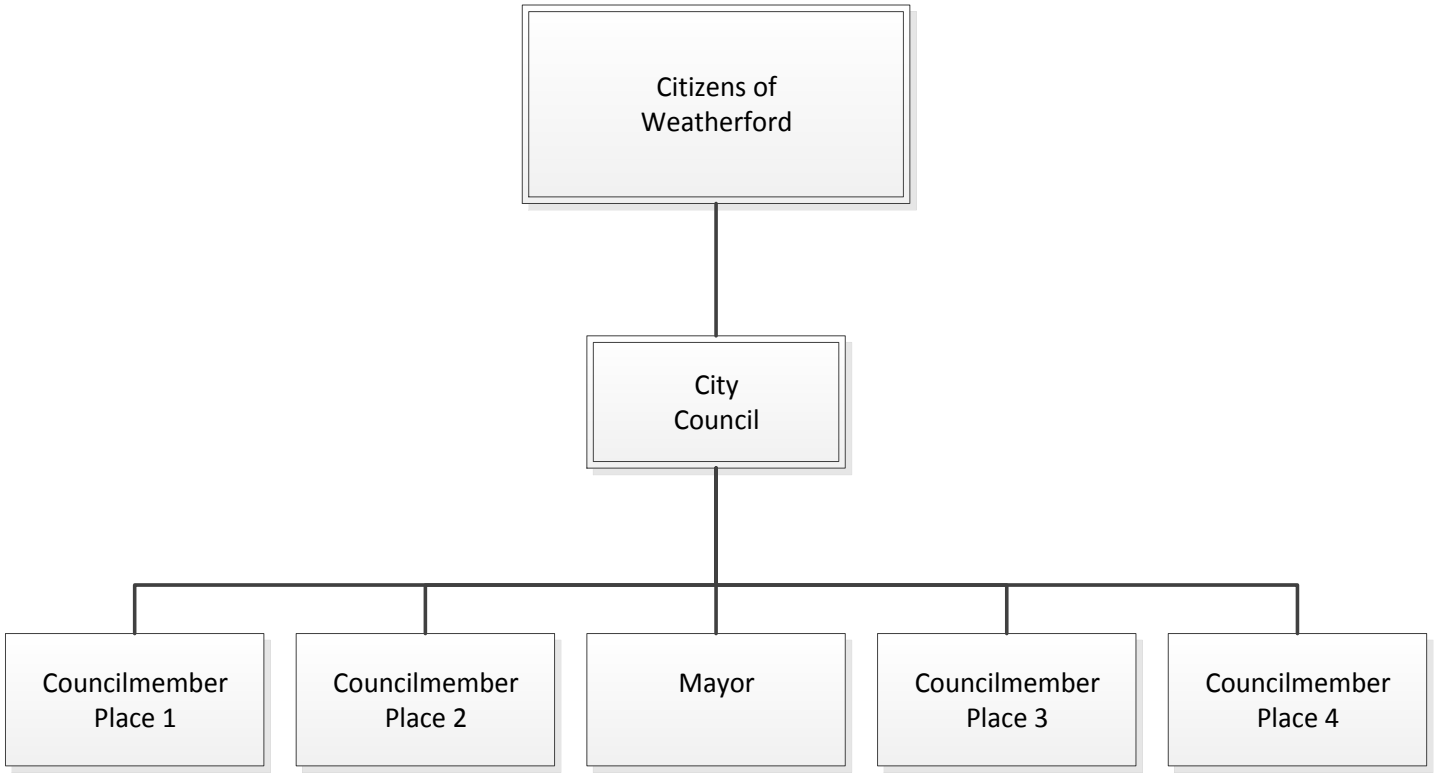
City Council



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

Related Strategic Areas

All

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

Purpose and Description of the Service

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

Mayor

Craig Swancy

Place 1

Heidi Wilder

Place 3

Dale Fleeger

Place 2

Jeff Robinson

Place 4

Kevin Cleveland

General Departmental Goals

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

Position Summary	FY14	FY15	FY16	FY17
Mayor	1	1	1	1
Council Members	4	4	4	4
Total	**4**	**4**	**4**	**4**

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 20,734	$ 18,150	$ 24,600	$ 17,414	$ 26,476
Supplies	$ 4,919	$ 10,046	$ 13,100	$ 12,700	$ 12,700
Contractual	$ 22,273	$ 112,489	$ 95,334	$ 95,615	$ 29,234
Capital	$ -	$ -	$ -	$ -	$ -
Total	**$ 47,926**	**$ 140,685**	**$ 133,034**	**$ 125,729**	**$ 68,410**

Significant Budget Changes

In FY16, staff moved the City's audit expense into City Council's budget. For FY17, this expense will be moved back into Non-Departmental.

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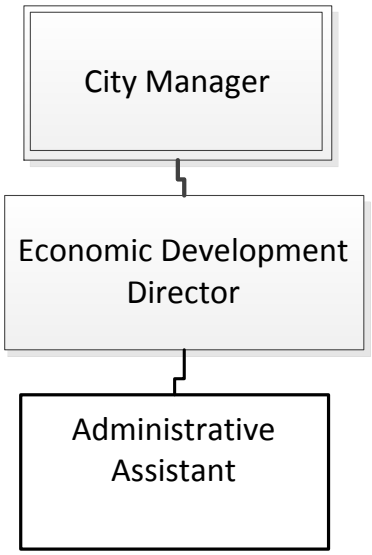
Economic Development



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

Related Strategic Areas
Growth & Development

Specific Goals
Improve tourism and marketing for the City
[New Business] Marketing for the City
Ensure quality development

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

Purpose and Description of the Service
In July 2013, the Weatherford City Council adopted amendments to Title II, Commissions and Boards, of the City's Code of Ordinances to create the Economic Development Board and City Eco Dev Department (EDD). The Weatherford Economic Development Authority, Inc. (WEDA) is an independent, non-profit 501(c) (6) economic development business corporation, created by the City Council in 2003. The City EDD and the Weatherford Economic Development Authority, Inc. (WEDA, Inc.) are designated by the City Council as the lead organizations for the marketing and promotion of the economy and the community to Business and Industry. 1) To lead the promotion, marketing, attraction & retention for the City of Weatherford, TX for new & existing commercial, retail & industrial/manufacturing prospects; the marketing of industrial & commercial sites; to identify target commercial & industrial enterprises; and to provide real estate, incentives, demographics and economic indicator resources. 2) The board creates a partnership of the community, including: the City of Weatherford, Weatherford Municipal Utility Board, Weatherford Independent School District,

Economic Development

General Departmental Goals

1	Increase Job Diversity: (a) Retail development & recruitment, (b) industrial/manufacturing & commercial & (c) community marketing to increase and maintain jobs, the City's tax base & sales tax.
2	Engage historic fabric & Quality of Life: (a) diversify Historic Downtown & Northside mixed use: residential, technology, retail & commercial dev., (b) market & recruit entertainment & recreation.
3	Diversify Development and Infrastructure: (a) market & promote 2016 Tax Increment Reinvestment Zone (TIRZ #1), 2013 Thoroughfare Plan, PC East Loop, & 2016/2017 Planning & Development General Plan, (b) due-diligence on infrastructure & development with other city departments.
4	Build Board & community resources; (a) Business leadership committee - business insight; (b) source for business incentives, programs & implementation strategies with City Council, the Weatherford Economic Development Board, City Manager's Office, Planning & Development/Planning & Zoning Commission, Capital Projects & Public Works, the Municipal Utility Board & Main St. organization.

FY15 or FY16 Noteworthy Accomplishments

1	FY15: New business development/expansion: 4 major projects with 142 new and 83 retained jobs; estimated capital investment of $29.3M on 171,000 Square Feet
2	FY16 mid-year: New business development/expansion: 4 major projects with 52 new jobs; estimated capital investment of $5.25M on 23,500,000 Square Feet, including: 3 Retail Spaces - Justice Burger (2,500 Square Feet of restaurant space), Raising Canes franchise (5,000 Square Feet of restaurant space), Jordan Taylor & Co. (9,000 Square Feet); 1 Commercial Space - QT Travel Center (7,000 Square Feet)
3	Approved 4 Economic Development Agreements and the City's first Tax Increment Reinvestment Zone (TIRZ #1): Power Service - 103,000 Square Feet of warehouse space (with 2 Supplemental Agreements), Justice Burger, Jordan Taylor & Co. Total economic impact came in at $12.25M in capital investment, 28 jobs, and 114,500,000 new Square Feet of space.
4	Performed 6 Annual Economic Development Agreement "Criteria Audits" for the following retailers: Sweet Springs Winery, Weatherford Ridge Phase III, Lowes 10-year (final), KEG1 O'Neal Distro Center, Just Peachy Home Décor, and Twisted Snifter.
5	"Leadership Weatherford" Industry Day, including BRE (existing) business tours of KEG1 O'Neal, RIM Manufacturing., Power Service Products, and JAMAK Fabrications.

FY17 Objectives

1	Weatherford Economic Development Board Goals & Marketing Plan was developed by the Board & Weatherford Economic Development staff in Sept. 2015. Staff will review & integrate (3Q 2016) the 03.2016 economic development "Strategic Plan" as applicable.
2	Market, promote and implement strategies & steps to engage the 03.2016 "TIP" TIRZ #1 [IH20 corridor] with city depts. for targeted retail/commercial/ residential development .
3	Explore and consider funding for a "destination" Market Study and direct recruitment effort for Downtown vacancies - partner w/ City Manager's Office, Main Street organization, and Chamber of Commerce; (a) continue support/prospect response (4 to date) of SEQ owners 03.2016 initiated direct-mail campaign.
4	Oversight & manage the WPCEDC Board (non-profit) & Hobson Industrial park for land sales and possible Municipal Utility Board reimbursements.

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 136,495	$ 138,070	$ 186,696	$ 172,109	$ 190,196
Supplies	$ 2,619	$ 3,825	$ 7,254	$ 6,150	$ 5,900
Contractual	$ 35,139	$ 36,433	$ 48,344	$ 47,470	$ 48,200
Capital	$ -	$ -	$ -	$ -	$ -
Total	**$ 174,253**	**$ 178,327**	**$ 242,294**	**$ 225,728**	**$ 244,296**

Significant Budget Changes

The Economic Development Department does not generally experience much change from year to year. A position was increased from part-time to full-time in FY16, accounting for the large personnel cost increase. In FY17, the only increase felt is due to the general compensation package of $4,600 here.

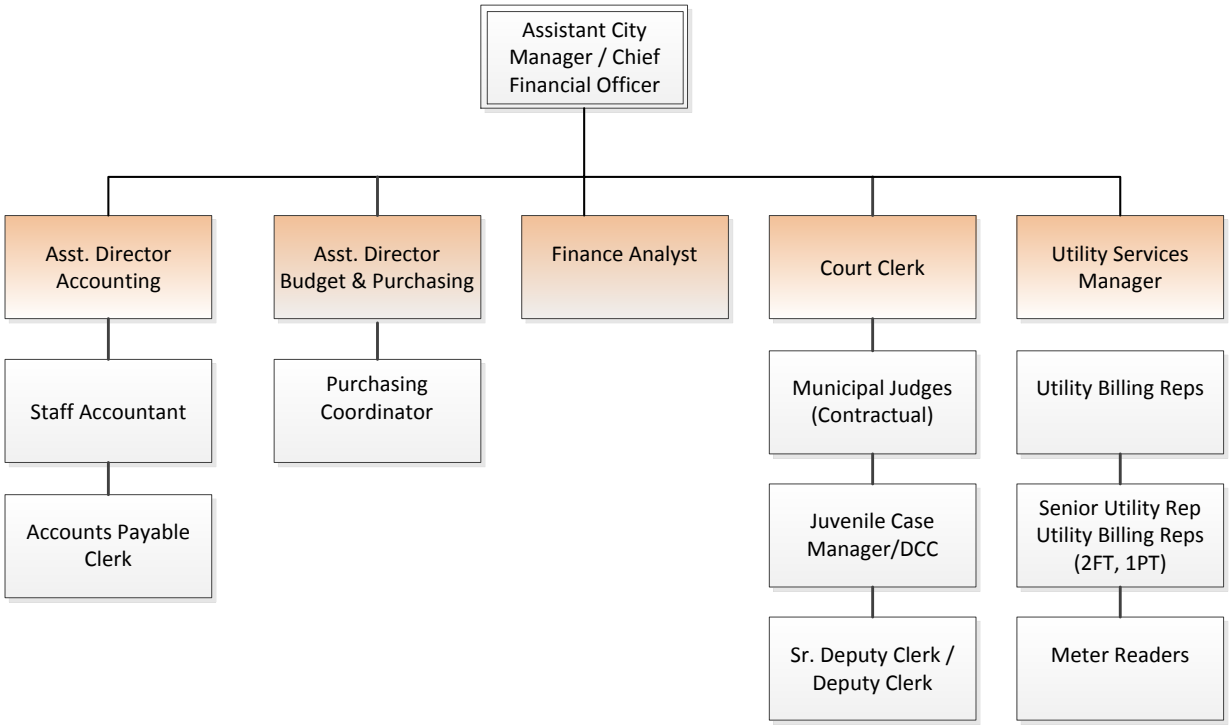
Performance Dashboard

	Workload Measures	FY14	FY15	FY16 (YTD)
1	Prospects	96	88	42
	Industrial/Retail/Commercial	20/38/38	14/39/35	11/17/13
2	Site Visits	46	55	35
	Industrial/Retail/Commercial	12/19/15	12/18/25	11/19/5
3	RFI	82	73	40

	Key Result Indicators	FY14	FY15	FY16 (YTD)
1	New Businesses	9	4 YTD	4
	Industrial/Retail/Commercial	1/6/2	0/3/1	0/3/1
2	Est. Capital Investment (millions $)	$18.3m	$29.3MM	$5.25 MM
3	New Square Footage	153.3k	171K	2.5K
4	New Jobs	135-145	142 new/83 retained	52

Position Summary	FY14	FY15	FY16	FY17
Economic Development Director (Full Time)	1	1	1	1
Administrative Secretary (Full Time)	0	1	1	1
Total	**1**	**2**	**2**	**2**

Finance



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

Related Strategic Areas

Re-Align Funding Structures

Ensure Sustainable Services

Specific Goals

Evaluate resources put toward "Non-Resident" Services

Explore new revenue opportunities

Focus on the City's internal needs

The Finance Administration division, along with the Accounting and Budget divisions, is the key analytical arm for Weatherford's funding structure and outstanding liabilities. This division's expertise assists all other city staff in evaluating services offered to non-residents, provides recommendations and analysis on new revenue opportunities, and proposes methods to fully fund any internal needs the City may be facing.

Purpose and Description of the Service

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

Finance Administration

General Departmental Goals

1. Update Chart of Accounts
2. V.10 INCODE or New software for Financial Operations
3. Financial Dashboard for City, similar to Utilities
4. Utilize Investment Strategies
5. Restructure Vacation and Sick benefits

FY15 or FY16 Noteworthy Accomplishments

1. Update Investment Report & Policy
2. Tax Increment Reinvestment Zone financial analysis
3. Cash Handling & Red Flag Rules
4. Purchase Card import to INCODE and Travel Policy with Docusign
5. Cash Flow analysis and Bank Balancing

FY17 Objectives

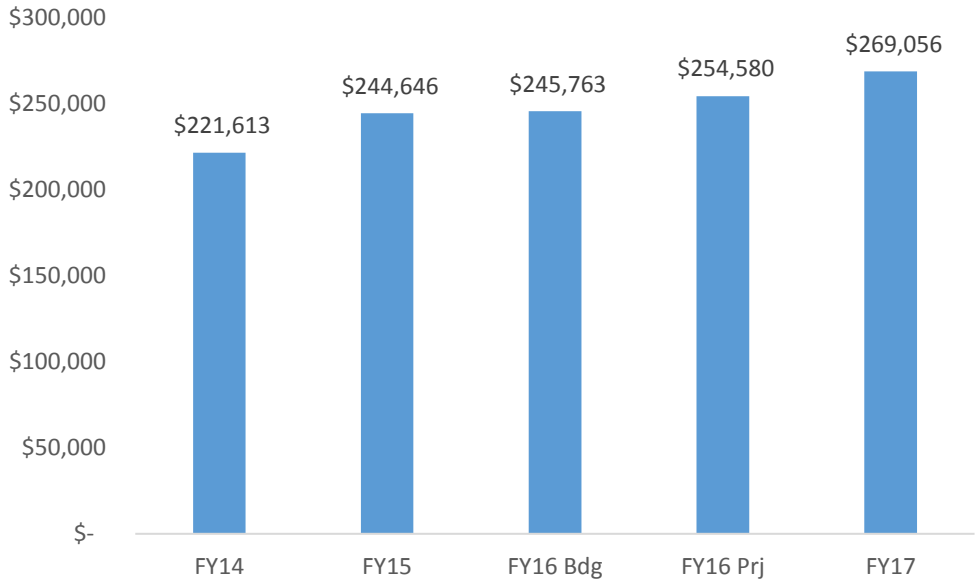
1. Produce Financial Statements by 20th of the following month
2. In-house Training for manager & staff twice a month
3. Have Audit adjustment finalized by December 15th of each year

Position Summary	FY14	FY15	FY16	FY17
Finance Analyst (Full Time)		1	1	1
Finance Director/CFO (Full Time)		1	1	1
Assistant City Manager/CFO (Full Time)		0	0	0
Total	**2**	**2**	**2**	**2**

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 194,907	$ 211,779	$ 215,804	$ 218,009	$ 229,747
Supplies	$ 3,348	$ 2,797	$ 1,500	$ 1,967	$ 1,500
Contractual	$ 23,358	$ 30,069	$ 28,459	$ 34,604	$ 37,809
Capital	$ -	$ -	$ -	$ -	$ -
Total	**$ 221,613**	**$ 244,646**	**$ 245,763**	**$ 254,580**	**$ 269,056**

Significant Budget Changes

For FY17, an organizational restructure has occurred, promoting the Finance Director and CFO to Assistant City Manager. In addition, travel and training dollars were added here in the recurring amount of $9,350. Finally, the general pay package added a total of $5,448 to this budget, of which $4,368 is recurring.



Accounting

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

Related Strategic Areas

Re-Align Funding Structures

Ensure Sustainable Services

Specific Goals

Evaluate resources put toward "Non-Resident" Services

Explore new revenue opportunities

Focus on the City's internal needs

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

Purpose and Description of the Service

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

General Departmental Goals

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

FY15 or FY16 Noteworthy Accomplishments

1. Received GFOA Certificate of Achievement for Excellence in Financial Reporting for the FYE 09/30/14 (24th consecutive award).
2. With assistance of Finance Analyst, went from entering all p-card transactions into financial software individually to uploading them from Excel which saves a couple of days time.
3. Began utilizing pay cards for gym membership payments. If this goes well, we will explore using pay-cards for all employee payments/reimbursements, including payroll.

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 247,772	$ 268,741	$ 256,829	$ 246,082	$ 225,429
Supplies	$ 3,861	$ 2,961	$ 4,040	$ 3,000	$ 3,000
Contractual	$ 9,088	$ 14,214	$ 113,102	$ 102,871	$ 136,142
Capital	$ -	$ -	$ -	$ -	$ -
Total	**$ 260,721**	**$ 285,915**	**$ 373,971**	**$ 351,952**	**$ 364,571**

Significant Budget Changes

During FY16, the Finance Department reorganized and converted one Accounts Payable Clerk into a Purchasing Coordinator, and subsequently relocated that position in the newly created Budget & Purchasing Division. As a part of this, the Budget & Strategic Planning Manager was reclassified to Assistant Director over Budget & Purchasing. The pay package for this division amounts to $6,305, of which $4,032 is recurring.

Performance Dashboard

	Workload Measures	FY13	FY14	FY15
1	Number of invoices received	6,712	6,919	8,030
2	Number of Accounts Payable Checks Issued	3,942	3,887	6,812
3	Number of Wire Transfers Issued and Processed	56	87	88
4	Number of Journal Entries Processed	1,215	1,318	1,472

	Key Result Indicators	FY13	FY14	FY15
1	GFOA Certificate of Achievement for Excellence in Financial Reporting received	1	1	1
2	Number of Auditor Requested Journal Entries	3	3	2
3	Accounts Payable Invoices Paid within 30 Days	99%	99%	99%
4	Vendor Checks Voided due to Accounting Division Error	3	3	0

Position Summary	FY14	FY15	FY16	FY17
Assistant Director Of Finance (Full Time)	1	1	1	1
Accounts Payable Clerk (Full Time)	2	2	1	1
Staff Accountant (Full Time)	1	1	1	1
Total	**4**	**4**	**3**	**3**

Office of Budget & Purchasing

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

Related Strategic Areas

Re-Align Funding Structures

Ensure Sustainable Services

Specific Goals

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

Purpose and Description of the Service

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

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

General Departmental Goals

1. Prepare and manage the annual budget.
2. Ensure budgetary compliance during the year, and provide early feedback on the status of various revenue sources.
3. Ensure that budgeted programs and services are tied to broad strategic goals, and that their performance is being measured accurately and reasonably.
4. Continue purchasing procedures to obtain supplies and services that provide the best value to the city and that are in accordance with state and local guidelines.

FY15 or FY16 Noteworthy Accomplishments

1. Published the General and Utility Fund Operating budgets on time.
2. Implemented a retiree reserve and vehicle rotation.
3. Received GFOA's Distinguished Budget Presentation Award.
4. Implemented Open Budget system.

FY17 Objectives

1. Implement Open Expenditures system, allowing City stakeholders to get a clear look at Weatherford's checkbook.
2. Roll out new Purchasing Manual and procedures and implement training.

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 103,631	$ 102,652	$ 104,084	$ 142,073	$ 175,437
Supplies	$ 1,476	$ 478	$ 1,600	$ 1,600	$ 1,600
Contractual	$ 13,028	$ 17,908	$ 17,328	$ 15,630	$ 21,728
Capital	$ -	$ -	$ -	$ -	$ -
Total	**$ 118,135**	**$ 121,039**	**$ 123,012**	**$ 159,303**	**$ 198,765**

Significant Budget Changes

During FY16, the Finance Department reorganized and converted one Accounts Payable Clerk into a Purchasing Coordinator, and subsequently relocated that position in the newly created Budget & Purchasing Division. As a part of this, the Budget & Strategic Planning Manager was reclassified to Assistant Director over Budget & Purchasing. The general compensation package here adds $3,283 in recurring costs and $1,116 in nonrecurring costs.

Performance Dashboard

	Workload Measures	FY13	FY14	FY15
1	Number of re-estimates completed during the year	3	3	4
2	Formal Budget Adjustments put through Council and Utility Board	7	6	7
3	Number of Purchase orders issued	547	608	610
4	Sealed bids processed	18	15	15

	Key Result Indicators	FY13	FY14	FY15
1	GFOA Distinguished Budget Presentation Award received	1	1	1
2	Number of purchasing disputes resulting in rebid	0	0	0
3	Adjustments made due to over projection of revenues	0	0	0

Office of Budget & Purchasing

Budgetary Issues

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

Position Summary	FY14	FY15	FY16	FY17
Assistant Director: Budget & Purchasing (Full Time)	0	0	1	1
Purchasing Coordinator (Full Time)	0	0	1	1
Budget & Strategic Planning Manager (Full Time)	1	1	0	0
Total	**1**	**1**	**2**	**2**

Non-Departmental

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

Purpose and Description of the Service

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

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ -	$ -	$ 150,956	$ 150,956	$ 150,956
Supplies	$ -	$ 3,260	$ -	$ -	$ -
Contractual	$ 631,955	$ 368,935	$ 1,412,537	$ 1,383,537	$ 1,499,883
Capital	$ 188,118	$ -	$ 180,000	$ 182,210	$ 500,000
Total	**$ 820,072**	**$ 372,196**	**$ 1,743,492**	**$ 1,716,702**	**$ 2,150,839**

Significant Budget Changes

Significant one-time costs came out of the budget in FY17.

Municipal Court

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

Related Strategic Areas

Ensure Sustainable Services

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

Purpose and Description of the Service

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

General Departmental Goals

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

FY15 or FY16 Noteworthy Accomplishments

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

FY17 Objectives

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

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 268,107	$ 250,973	$ 236,447	$ 250,845	$ 260,299
Supplies	$ 2,416	$ 8,006	$ 9,650	$ 5,559	$ 7,450
Contractual	$ 54,413	$ 94,123	$ 117,743	$ 122,724	$ 101,943
Capital	$ -	$ -	$ 20,000	$ 20,000	$ -
Total	**$ 324,936**	**$ 353,102**	**$ 383,840**	**$ 399,128**	**$ 369,692**

Significant Budget Changes

In FY16, this division budgeted to upgrade a Deputy Court Clerk to a Juvenile Case Manager, with the increased salary costs being paid for out of the Juvenile Case Manager Fund. In FY17, this position was moved into the General Fund. In addition, the general compensation package added $5,258 in recurring costs and $2,705 in nonrecurring costs.

Performance Dashboard

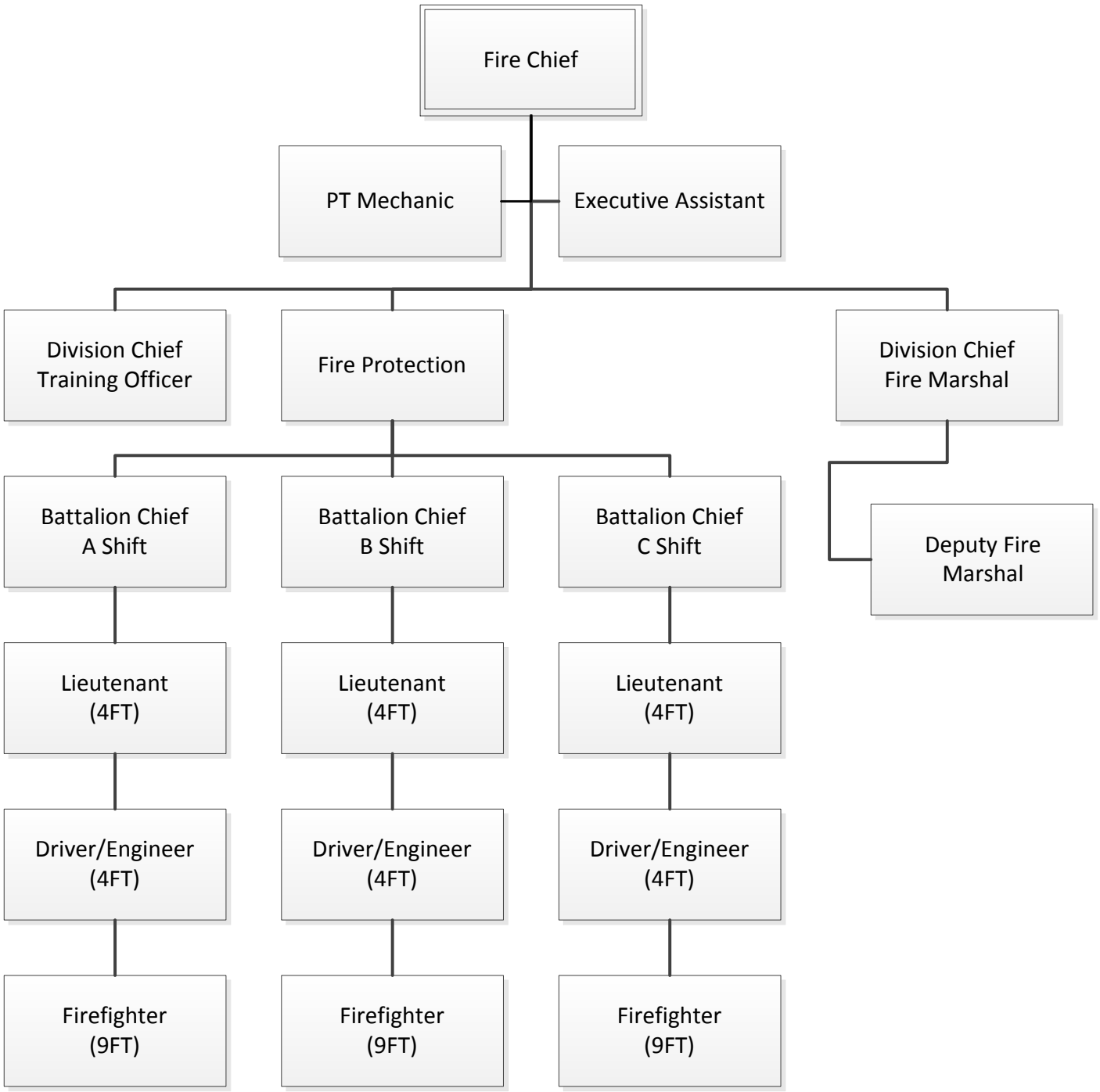
Workload Measures		FY13	FY14	FY15
1	Citations Filed	5,824	4,541	4,705
2	Pre-Trials	686	425	451
3	Cases Disposed	5,503	5,524	4,062

Key Result Indicators		FY13	FY14	FY15
1	Percentage of cases closed within 30 days	38%	30%	37%
2	Percentage of cases closed within 90 days	53%	48%	67%
3	Percentage of cases closed within 180 days	77%	71%	86%
4	Percentage of cases closed 180 or more	23%	29%	14%

Position Summary	FY14	FY15	FY16	FY17
Court Clerk (Full Time)	1	1	1	1
Sr. Deputy Clerk (Full Time)	1	1	1	1
Municipal Judge (Contract)	2	2	2	2
Deputy Court Clerk (Part Time)	1	1	0	0
Deputy Court Clerk (Full Time)	2	2	1	1
Juvenile Case Mgr/DCC (Full Time)	0	0	1	1
Court Administrator (Full Time)	0	0	1	1
Total	**7**	**7**	**7**	**7**

STATION

Fire Services



Fire Department

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

Related Strategic Areas

Ensure Sustainable Services

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

Purpose and Description of the Service

The Fire Department is organized into the following divisions: Administration, Fire Prevention, Operations, and Training. The Administration division, staffed by the Fire Chief and an Executive Assistant, is responsible for providing overall direction of the department. It provides policy and guidance to the divisions of Fire Prevention, Operations, and Training. Fire Prevention is carried out primarily by the Fire Marshal and Deputy Fire Marshal. This division determines cause, purpose, and legal outcome of fire investigations, directs public safety through code compliance and inspections, and champions public fire safety education. The Training Division is comprised of a Division Chief of Training. The Division Chief of Training is responsible for the design and delivery of fire, rescue, and EMS continuing education and training. The Operations Division is composed of firefighters who are each assigned to one of three 24-hour shifts and spread among four fire stations. Each shift is comprised of a Battalion Chief, four Lieutenants, four Driver Engineers, and nine Firefighters. This division responds to the needs of the citizenry by providing timely suppression, rescue, first responder

General Departmental Goals

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

FY15 or FY16 Noteworthy Accomplishments

1. Reached ten year joint operating agreement with Emergency Services District #3
2. With the purchase of a 105' aerial device, we developed a truck company to serve the community
3. Purchased a pickup truck, Squad 1, to run medical incidents from Station 1.
4. Successfully completed the first Citizens Fire Academy
5. Obtained an improved ISO PPC Rating of 2.

FY17 Objectives

1. Implement a pre-incident program for facilities deemed as "target hazards"
2. Develop an ongoing leadership program for all supervisors
3. Work jointly with PD to improve dispatch / communications
4. Develop a fire safety education program for the elderly
5. Initiate an annual medical surveillance program for our firefighters

Budget Summary		FY14		FY15		FY16 Bdg		FY16 Prj		FY17
Personnel	$	4,853,801	$	5,012,220	$	5,256,984	$	5,257,789	$	5,353,639
Supplies	$	228,912	$	344,694	$	248,938	$	223,385	$	244,902
Contractual	$	169,083	$	181,468	$	375,742	$	378,914	$	303,212
Capital	$	-	$	1,483,714	$	67,418	$	67,178	$	133,725
Total	**$**	**5,251,796**	**$**	**7,022,097**	**$**	**5,949,082**	**$**	**5,927,266**	**$**	**6,035,478**

Significant Budget Changes

The most significant increase to this Department is the general compensation package, which added $95,442 in recurring and $36,845 in nonrecurring costs. Additionally, the Department will have several nonrecurring vehicle and equipment replacements: a Command Vehicle ($72,000), radio replacements ($39,125), thermal imager ($13,100), and a heart monitor ($9,500). An additional $17,900 in spending packages were approved for FY17, and the complete list can be found in the appendix of this document.

Performance Dashboard

	Workload Measures	FY13	FY14	FY15
1	Total number of incidents	4,505	5,201	5,392
2	Total fire inspection activities	557	520	904
3	Total number of training classes offered	396	443	716

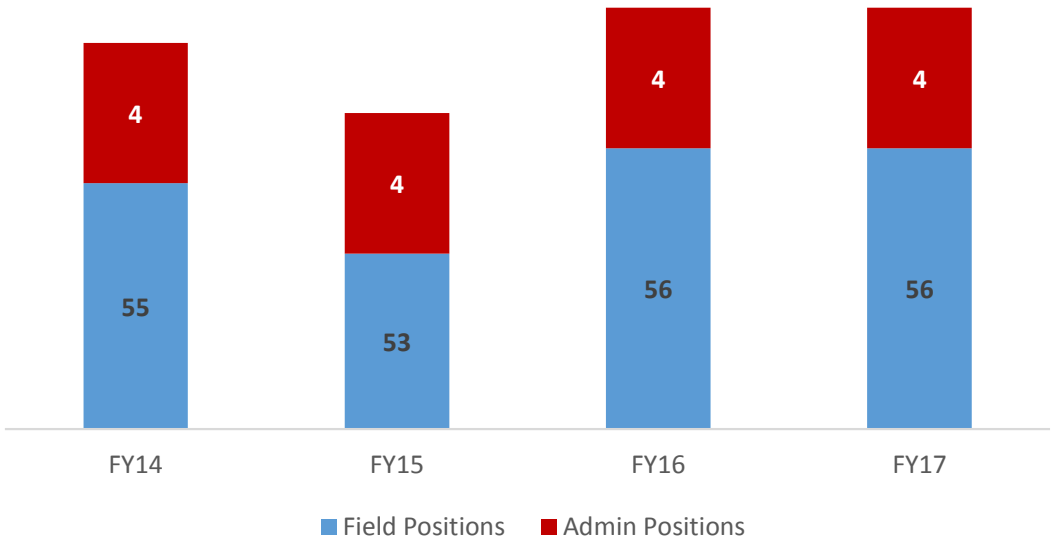
	Key Result Indicators	FY13	FY14	FY15
1	Overall Average Response Time	6:57	5:27	5:57
2	Average Number of Firefighters per Structure Fire	9.22	8.26	9.48
3	Total Dollar Loss to Fire (with City of Weatherford)	$1,028,722	$671,011	$840,241

Fire Department

Position Summary	FY14	FY15	FY16	FY17
Battalion Chief (Full Time)	3	3	3	3
Deputy Fire Marshal (Full Time)	1	1	1	1
Division Chief Of Training (Full Time)	1	1	1	1
Division Chief/Fire Marshal (Full Time)	1	1	1	1
Driver/Engineer (Full Time)	12	12	12	12
Firefighter-Emt (Full Time)	27	25	28	28
Executive Assistant (Full Time)	1	1	1	1
Fire Apparatus Mechanic (Part Time)	1	1	1	1
Fire Chief (Full Time)	1	1	1	1
Fire Lieutenant (Full Time)	11	11	11	11
Total	**59**	**57**	**60**	**60**

Budgetary Issues

Build a vehicle replacement fund to allow for the future replacement of fire apparatus. Complete market adjustment raises to get all firefighters' pay competitive with comparable cities.



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Fire Department

Merger with Emergency Services District #3

In November 12, 2013, after months of evaluation, the Weatherford City Council voted to approve an interlocal agreement between the City of Weatherford Fire Department and Parker County Emergency Services District (ESD) #3. The initial stipulations of this agreement involved the City of Weatherford taking on six employees of ESD #3 (three of whom would fill existing vacancies in the Weatherford Fire Department), for a net increase to the Weatherford Fire Department's budget of three positions, or approximately $200,000. The City then began charging ESD #3 a corresponding amount as a contract agreement for taking on ESD #3's service area. Additionally, as part of the agreement the City was allowed to utilize ESD #3's station and equipment at the maintenance expense of the ESD, placing the Department in a better strategic position to meet its facility and equipment needs, while not sacrificing the expected service level of its citizens. This enabled the City to discontinue usage of one of their Fire Stations (Station #2, which had significant facility maintenance needs) and to reduce the Weatherford Fire Department's fleet size by one engine.

After an evaluation period, the City and ESD #3 agreed to a ten-year agreement with an increased contract price contingent upon property values. The City is going into the second full year of this agreement.

Service Statistics

The statistics below indicate the number of incidents, the various call types, and the amount of staffing hours spent in 2015 serving all of the areas now a part of ESD #3. Additionally, it shows the mutual services that ESD #3 (Station 36) renders to the City, per the interlocal agreement. This data is intended to show the reciprocal nature of the agreement. For reference, also included are the total 2015 responses within Weatherford's City Limits and total mutual aid responses outside of either ESD #3 and Weatherford.

2015 Responses w/in ESD #3's Service Area
Total call volume: 971 Incidents
Fire: 65 Incidents
Rescues/EMS: 503 Incidents
Hazardous Conditions: 83 Incidents
Service Calls: 159 Incidents
False Alarms/Calls: 155 Incidents
Other Call Types: 6 Incidents
Total Annual Staffing Hours: 1,608.3
Incidents per Day: 2.66

2015 Responses from ESD #3's Station (Station 36) within Weatherford City Limits
Total call volume: 345 Incidents
Fire: 14 Incidents
Rescues/EMS: 218 Incidents
Hazardous Conditions: 27 Incidents
Service Calls: 38 Incidents
False Alarms/Calls: 45 Incidents
Other Call Types: 3 Incidents
Total Annual Staffing Hours: 609.81
Incidents per Day: 0.95

2015 Mutual Aid Responses (Outside ESD #3 and Weatherford)
Total call volume: 162 Incidents
Fire: 87 Incidents
Rescues/EMS: 43 Incidents
Hazardous Conditions: 22 Incidents
Service Calls: 9 Incidents
False Alarms/Calls: 53 Incidents
Other Call Types: 2 Incidents
Total Annual Staffing Hours: 345.24
Incidents per Day: 0.44

2015 Responses w/in Weatherford City Limits
Total call volume: 4,422 Incidents
Fire: 87 Incidents
Rescues/EMS: 2,873 Incidents
Hazardous Conditions: 342 Incidents
Service Calls: 417 Incidents
False Alarms/Calls: 686 Incidents
Other Call Types: 17 Incidents
Total Annual Staffing Hours: 5,856.95
Incidents per Day: 12,12

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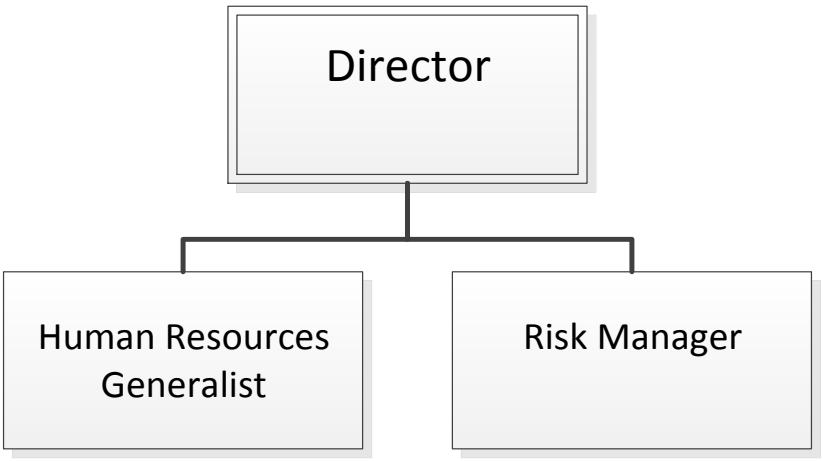
Human Resources



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

Related Strategic Areas

Ensure Sustainable Services

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

Purpose and Description of the Service

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

General Departmental Goals

1 Improve the performance appraisal system to more effectively communicate with and utilize employees
2 Develop competencies that enhance individual and organization performance
3 Apply new approaches to work process design, succession planning and career development.

FY15 or FY16 Noteworthy Accomplishments

1 Started New hire orientation for better onboarding and retention
2 Had monthly training for mid-level managers to enhance skill and knowledge.

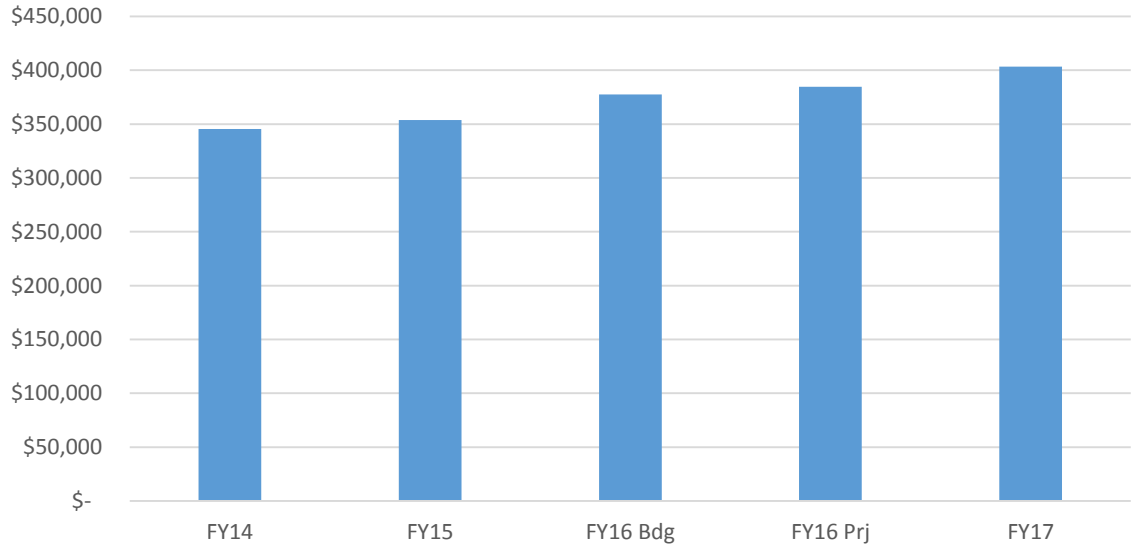
FY17 Objectives

1 Revamp the performance appraisal system
2 Increase employee engagement
3 Decrease worker related illnesses and on the job injuries
4 Educate the employees on consumer driven health care to aid in lowering their out of pocket expenses and to low-

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 282,980	$ 303,266	$ 306,426	$ 305,471	$ 316,006
Supplies	$ 10,000	$ 2,987	$ 3,032	$ 5,250	$ 5,250
Contractual	$ 52,473	$ 47,531	$ 67,965	$ 74,026	$ 82,247
Capital	$ -	$ -	$ -	$ -	$ -
Total	**$ 345,454**	**$ 353,783**	**$ 377,423**	**$ 384,747**	**$ 403,503**

Significant Budget Changes

During FY16 and continuing into FY17, the City will continue its contract with a staff training provider. This adds a substantial cost to the Human Resources Department's budget. Additionally, FY17 will add recurring costs for compensation ($5,956), first responder counseling ($5,000), awards and recognition ($4,500), and R&M of safety equipment ($2,000).



Human Resources

Performance Dashboard

Workload Measures		FY13	FY14	FY15
1	Number of applications processed	2,200	2,303	3,016
2	Number of new hires	70	68	64
3	Number of Worker's comp claims	40	55	49

Key Result Indicators		FY13	FY14	FY15
1	Employee Turnover	17%	16.00%	15.00%

Budgetary Issues

As more and more employees become eligible to retire, Human Resources will experience higher separation costs from employee awards and end-of-service gifts.

Position Summary	FY14	FY15	FY16	FY17
H/R Specialist (Full Time)	1	1	1	1
Risk & Training Manager (Full Time)	1	1	1	1
Director Of Human Resources (Full Time)	1	1	1	1
Total	**3**	**3**	**3**	**3**

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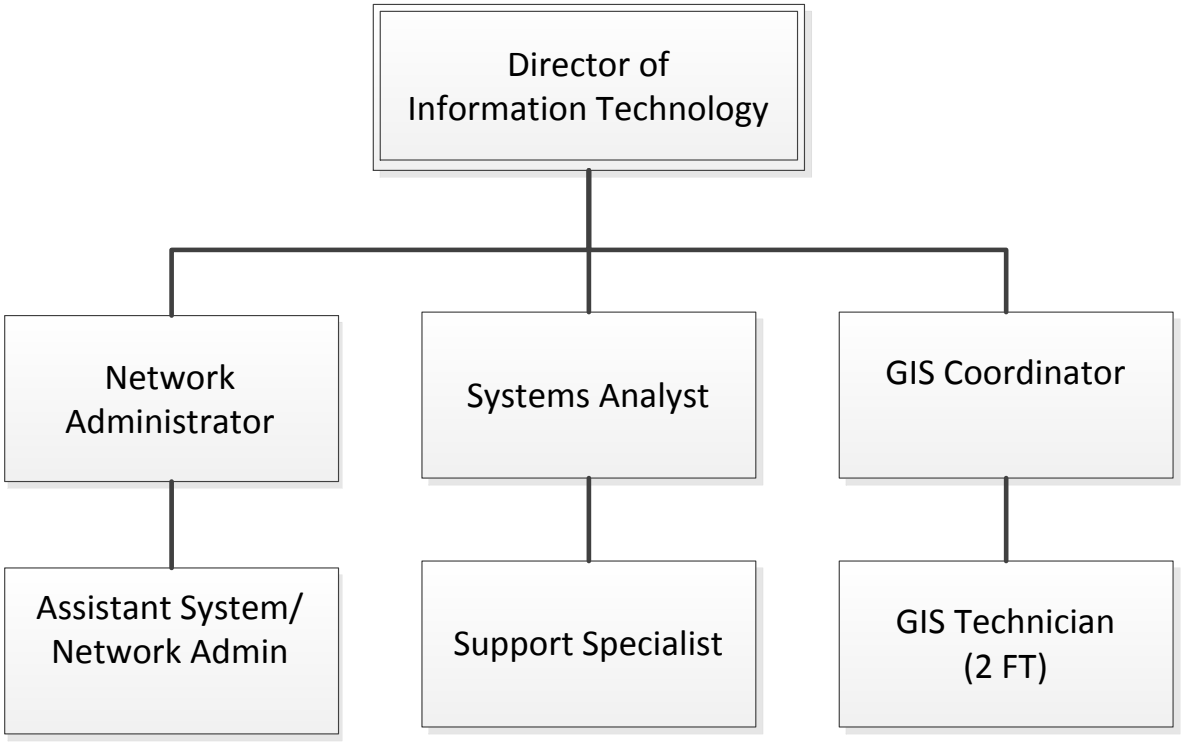
Information Technology



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

Related Strategic Areas

Ensure Sustainable Services

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

Purpose and Description of the Service

The Information Technology Division manages the Wide Area Network (WAN), which involves networking hardware and software troubleshooting, network device upgrades, contract negotiations, fiber optic coordination, data management, and network administration duties. The Geographical Information System (GIS) system supports internal departments and outside consultants to make decisions and recommendations regarding infrastructure improvements and changes. HelpDesk/PC Support performs PC hardware and software troubleshooting, incident management for all city staff, HelpDesk problem resolution.

General Departmental Goals

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

FY15 or FY16 Noteworthy Accomplishments

1. Implemented central power distribution unit for management of critical technology systems.
2. Completed Milsoft System integration that enables Weatherford Electric to achieve optimum efficiency, productivity, reliability and customer service.
3. Finalized computer deployment process that encompasses a three year hardware refresh coupled with operating
4. Completed expansion of geographic information system centric work order and tracking system to Transportation and Public Works, Parks, and Customer Service.
5. Setup mobile device management for city asset management of iPads, iPhones, and other mobile devices.

FY17 Objectives

1. Complete Electronic Content Management pilot project to assist with records retention policies.
2. Migrate existing on-premise email infrastructure to cloud based solution for increased redundancy.
3. Replace existing in-car cameras and mobile data laptops for the Police Department
4. Implement call center enhancements to provide increased customer service across multiple departments.
5. Continue to assist in extracting data for Business Intelligence used to provide transparency.

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 611,876	$ 682,641	$ 645,444	$ 650,558	$ 762,646
Supplies	$ 203,297	$ 393,473	$ 197,836	$ 217,059	$ 218,836
Contractual	$ 790,104	$ 885,658	$ 1,003,082	$ 982,301	$ 986,709
Capital	$ 80,493	$ 70,719	$ 321,403	$ 321,503	$ 59,283
Total	**$ 1,685,771**	**$ 2,032,492**	**$ 2,167,765**	**$ 2,171,420**	**$ 2,027,474**

Significant Budget Changes

Significant non-recurring expenditures were budgeted here for FY16. These came out for FY17. As for cost increases for FY17, the largest is for an additional employee: Assistant Systems/Network Administrator, paid for by the Electric Department. Support contracts will be increasing by $33,472, and the city will add a multi-function printer/copier for $18,000. Additionally, the compensation package adds a nonrecurring cost of $12,182 and a recurring cost of $4,958. A complete list of spending packages can be found in the appendix.

Information Technology

Performance Dashboard

	Workload Measures	FY13	FY14	FY15
1	Technology support issues completed	1,985	2,365	2,455
2	Geographic Information System web mapping request	3,200	2,833	3,052
3	Technology accounts supported	575	589	662
4	Technology devices supported	843	940	990

	Key Result Indicators	FY13	FY14	FY15
1	Average time to complete support request	50 minutes	55 minutes	60 minutes
2	Information Technology needs satisfaction survey	88%	89%	91%
3	Information Technology execution satisfaction survey	86%	90%	90%
4	Information Technology communication satisfaction survey	87%	92%	88%

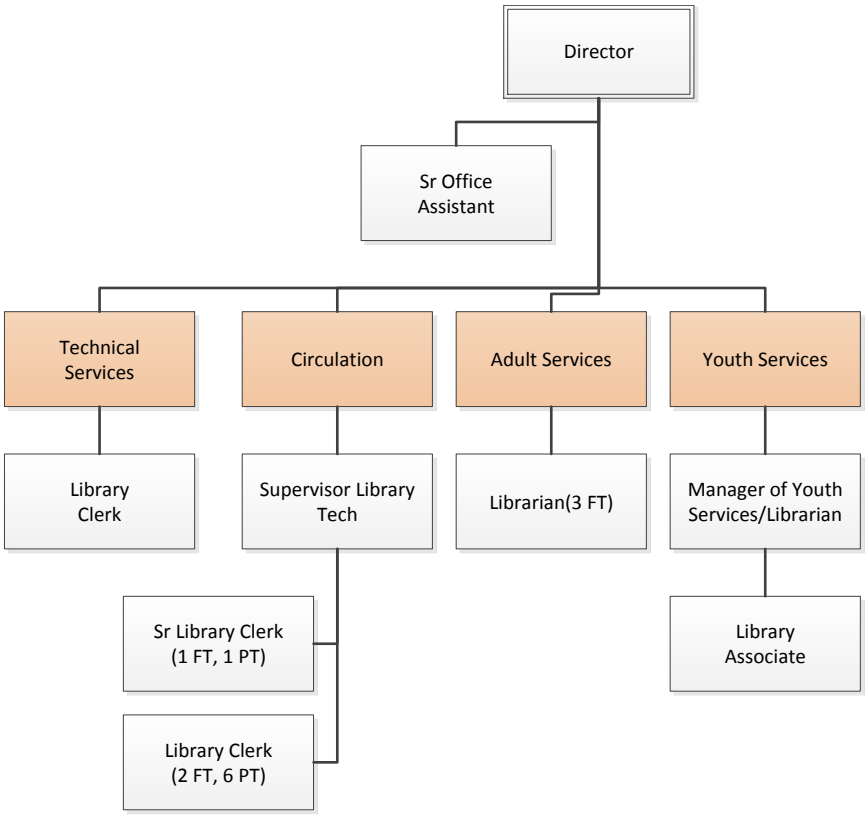
Budgetary Issues

Priority should be placed on adding additional full time employees that were planned for inclusion since the FY2009-2010 budget process. To maintain high levels of stakeholder satisfaction, IT will be prevented from taking on new projects and strategic initiatives since the IT staff are already 100% utilized just to achieve existing core services and related support. Failure to add additional staffing will not serve the organization well in the future as it is IT's duty to help advance the City through wise investments in strategic technologies.

Position Summary	FY14	FY15	FY16	FY17
Director Of Information Technology (Full Time)	1	1	1	1
GIS Coordinator (Full Time)	1	1	1	1
GIS Tech (Full Time)	1	1	1	1
Sr. Network Administrator (Full Time)	1	1	1	1
System Analyst (Full Time)	1	1	1	1
Assistant Systems/Network Admin. (Full Time)	0	0	0	1
GIS Analyst (Full Time)	1	1	1	1
IT Specialist (Full Time)	1	1	1	1
Total	**7**	**7**	**7**	**8**

WEATHERFORD PUBLIC LIBRARY

Library Services



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

Related Strategic Areas

Ensure Sustainable Services

Specific Goals

Weatherford's strategic plan singles out the Library as an area for facility improvement. The department will be completing a facility needs assessment during FY16, and this will help set the stage for staff to meet this strategic goal.

Purpose and Description of the Service

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

Weatherford Public Library

General Departmental Goals

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

FY15 or FY16 Noteworthy Accomplishments

1. Completed facility needs assessment
2. Began offering events and programming series for adults
3. Borrowed XXXX items for Weatherford library users via the PCLA (through July 30)
4. Increased Summer Reading Challenge registrations XXXX

FY17 Objectives

1. Increase attendance at all events by 5%
2. Increase circulation by 5%
3. Earn Texas Municipal Library Directors Association Achievement of Library Excellence Award
4. Increase library's score on the national Edge Assessment

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 861,023	$ 828,229	$ 818,861	$ 808,518	$ 840,634
Supplies	$ 144,264	$ 142,986	$ 149,406	$ 143,936	$ 140,906
Contractual	$ 89,608	$ 95,404	$ 105,192	$ 99,526	$ 100,434
Capital	$ -	$ -	$ -	$ -	$ -
Total	**$ 1,094,894**	**$ 1,066,618**	**$ 1,073,459**	**$ 1,051,980**	**$ 1,081,974**

Significant Budget Changes

For FY17, the Library Department will add costs associated with the pay package ($14,733), a position upgrade ($8,096), and software maintenance and database fees ($1,742).

Performance Dashboard

	Workload Measures	FY13	FY14	FY15
1	Number of events sponsored	243	233	280
2	Internet sessions provided*	28,157	26,193	56,063
3	Internet hours provided*	16,746	14,290	29,047

	Key Result Indicators	FY13	FY14	FY15
1	Youth event attendance	9,453	8,963	10,518
2	Teen event attendance	1,187	856	693
3	Adult event attendance	30	20	945
4	Items circulated	336,294	347,745	353,854

*Began effective tracking of wireless usage in 2015.

Budgetary Issues

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

Position Summary	FY14	FY15	FY16	FY17
Sr. Library Clerk (Full Time)	2	2	2	2
Library Associate (Full Time)	1	1	1	1
Sr. Library Clerk (Part Time)	1	1	1	1
Director Of Library Sr (Full Time)	1	1	1	1
Assistant Director Of Library Sr (Full Time)	1	0	0	0
Supervising Library Technician (Full Time)	1	1	1	1
Manager Of Youth Services (Full Time)	1	1	1	1
Reference Librarian (Full Time)	1	1	1	1
Library Clerk (Part Time)	6	6	6	6
Librarian (Part Time)	1	1	1	1
Librarian (Full Time)	1	1	1	1
Library Circulation Clerk (Full Time)	1	1	1	1
Sr. Office Assistant (Full Time)	1	1	1	1
Total	**19**	**18**	**18**	**18**

Library PEACH Grant

The Library's Preserving and Expanding Access to Culture and History (PEACH) Program was funded through grant proceeds for several years prior to FY17. For the current fiscal year, no grants were awarded, and the program will be funded out of the Library's donation fund.

Position Summary	FY14	FY15	FY16	FY17
Librarian (Part Time)	1	1	1	1
Library Clerk (Part Time)	1	1	1	1
Total	**2**	**2**	**2**	**2**

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 37,499	$ 18,946	$ 34,000	$ 26,894	$ -
Supplies	$ 8,321	$ -	$ 4,394	$ 3,593	$ -
Contractual	$ 3,053	$ 50,463	$ -	$ 2,753	$ -
Capital	$ -	$ -	$ -	$ -	$ -
Total	**$ 48,873**	**$ 69,409**	**$ 38,394**	**$**	**$ -**

Significant Budget Changes

For FY17, the City did not receive grant funding for the PEACH Program. The Library has elected to continue this program by funding these two part-time positions out of its donations fund.

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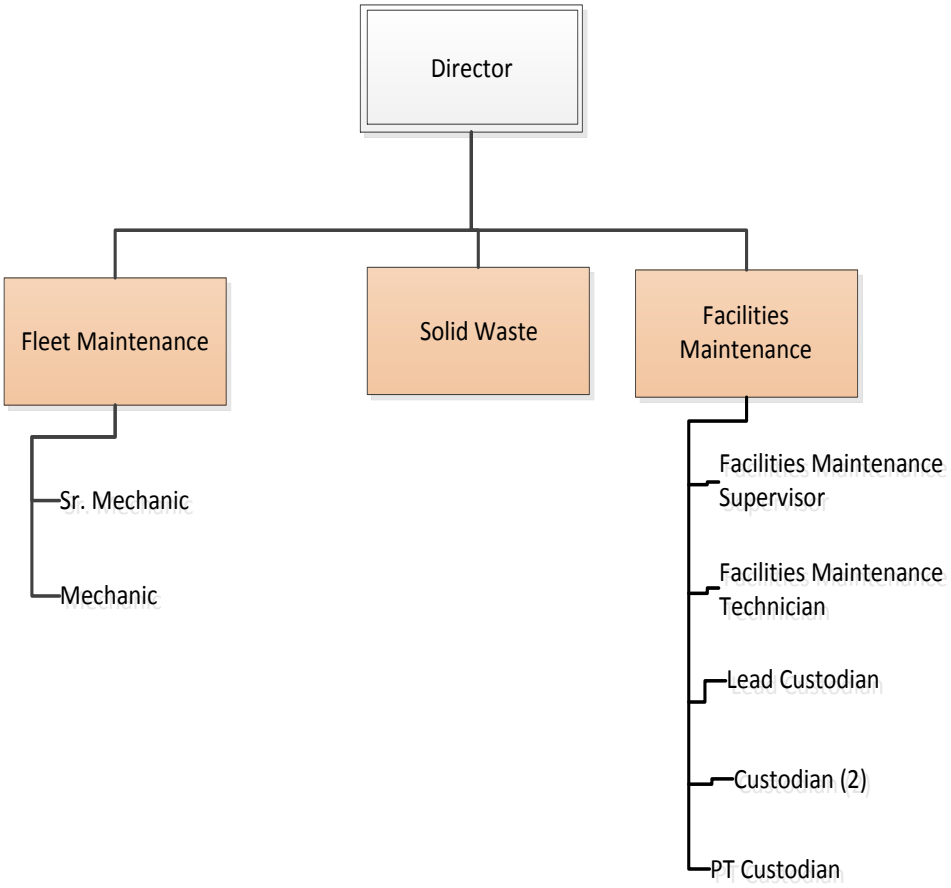
Municipal & Community Services



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

Related Strategic Areas

Ensure Sustainable Services

Specific Goals

Focus on the City's internal needs

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

Purpose and Description of the Service

Under the supervision of the Director of Municipal & Community Services, the Vehicle/Equipment Maintenance Division is responsible for maintenance of all vehicles and equipment in the General Fund & Solid Waste Departments. Assistance is also available to other departments of the city on an as-needed or emergency basis. In prior years, this Division was operated as a city-wide maintenance facility in the Internal Services Fund.

Fleet Maintenance

General Departmental Goals

1. Provide a comprehensive maintenance program and assure that all city vehicles and equipment are serviced and maintained according to manufacturer specifications.
2. Continue to provide accurate, detailed Fleet reports to department Directors.
3. Maintain 30 day notification schedule for all vehicles and equipment due for preventative maintenance.

FY15 or FY16 Noteworthy Accomplishments

1. Have fulfilled the demands of various departments with the comprehensive maintenance program in place.
2. Have fulfilled most repair requests of various departments in General Fund & Solid Waste.
3. Fleet Operation will contact various departments for scheduling when there is a preventative maintenance due therefore reducing wait and down time on vehicles and equipment.

FY17 Objectives

1. Continue to fulfill demands of various departments.
2. Fleet Services will provide detailed and accurate reports that will allow department heads to monitor costs of vehicle and equipment operations. use Training for manager & staff twice a month

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 132,923	$ 134,138	$ 190,252	$ 160,525	$ 132,745
Supplies	$ 10,081	$ 8,440	$ 13,300	$ 13,300	$ 13,300
Contractual	$ 22,207	$ 17,659	$ 31,093	$ 27,847	$ 31,093
Capital	$ -	$ -	$ -	$ -	$ -
Total	**$ 165,211**	**$ 160,238**	**$ 234,645**	**$ 201,671**	**$ 177,138**

Significant Budget Changes

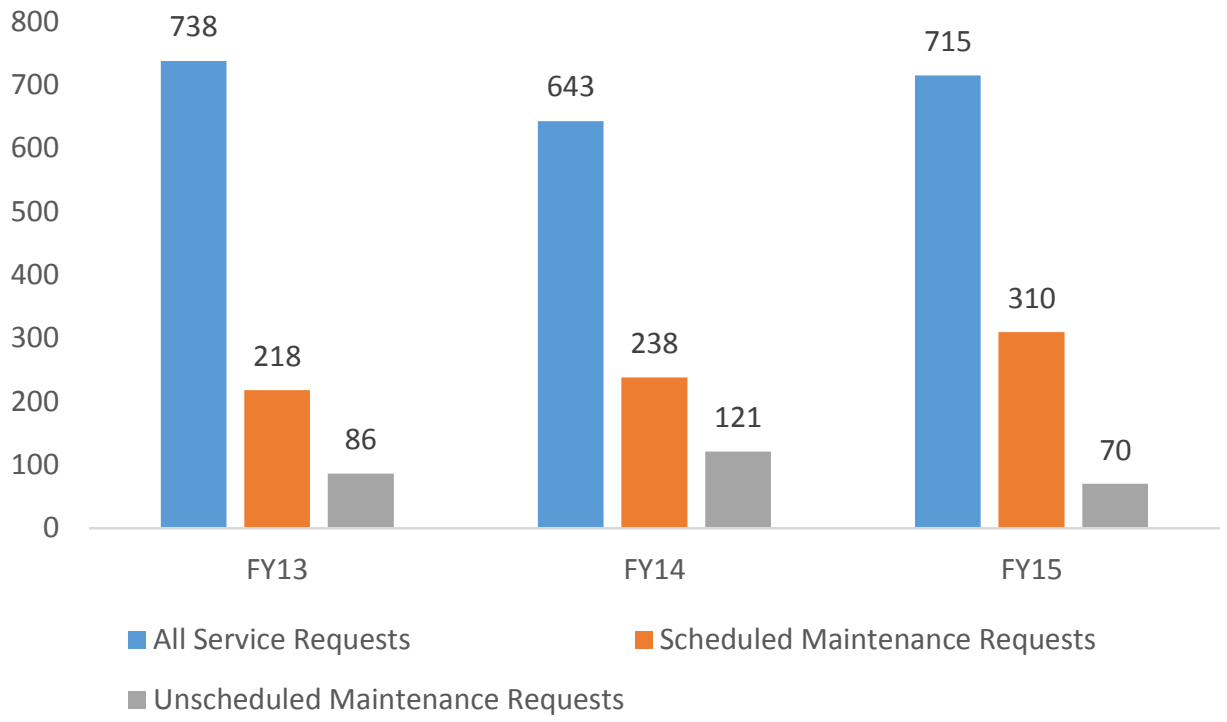
Personnel costs increased significantly in FY16 due to a retirement. These costs will return to normal in FY17. The compensation package will add $2,299 in recurring costs and $1,631 in nonrecurring costs.

Position Summary	FY14	FY15	FY16	FY17
Senior Mechanic (Full Time)	1	1	1	1
Mechanic (Full Time)	1	1	1	1
Total	**2**	**2**	**2**	**2**

Performance Dashboard

	Workload Measures	**FY13**	**FY14**	**FY15**
1	All Service Requests	738	643	715
2	Scheduled Maintenance Requests	218	238	310
3	Unscheduled Maintenance Requests	86	121	70
4	Total Service Hours	2,278	2,757	2,974.50

	Key Result Indicators	**FY13**	**FY14**	**FY15**
1	% of Vehicles with On-Time Preventative Maintenance	98%	96%	96%
2	Average Labor Hours per Service Request	3.09	4.29	4.16



Facilities Maintenance

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

Related Strategic Areas
Ensure Sustainable Services

Specific Goals

Focus on the City's internal needs

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

Purpose and Description of the Service
The Facilities Maintenance Division's responsibilities include: janitorial, electrical, plumbing, painting, structural, mechanical, alterations, and/or remodels through in-house staff or contract services.

General Departmental Goals

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

FY15 or FY16 Noteworthy Accomplishments

1. Completed work on the barn and shed at Animal Shelter.
2. Completing remodel of City Hall.
3. Installed new roof on fire training facility.
4. Installed ADA automatic doors at the Library.
5. Installed new roof and siding on the Parks Maintenance shop.

FY17 Objectives

1. Install gate and security access to TPW.
2. Update air conditioning at Library.

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 321,932	$ 297,874	$ 305,072	$ 309,215	$ 316,003
Supplies	$ 37,978	$ 32,277	$ 41,200	$ 37,585	$ 41,800
Contractual	$ 201,633	$ 183,462	$ 341,149	$ 361,617	$ 410,783
Capital	$ 28,157	$ 251,695	$ 91,689	$ 59,314	$ 96,955
Total	**$ 589,701**	**$ 765,307**	**$ 779,110**	**$ 767,731**	**$ 865,541**

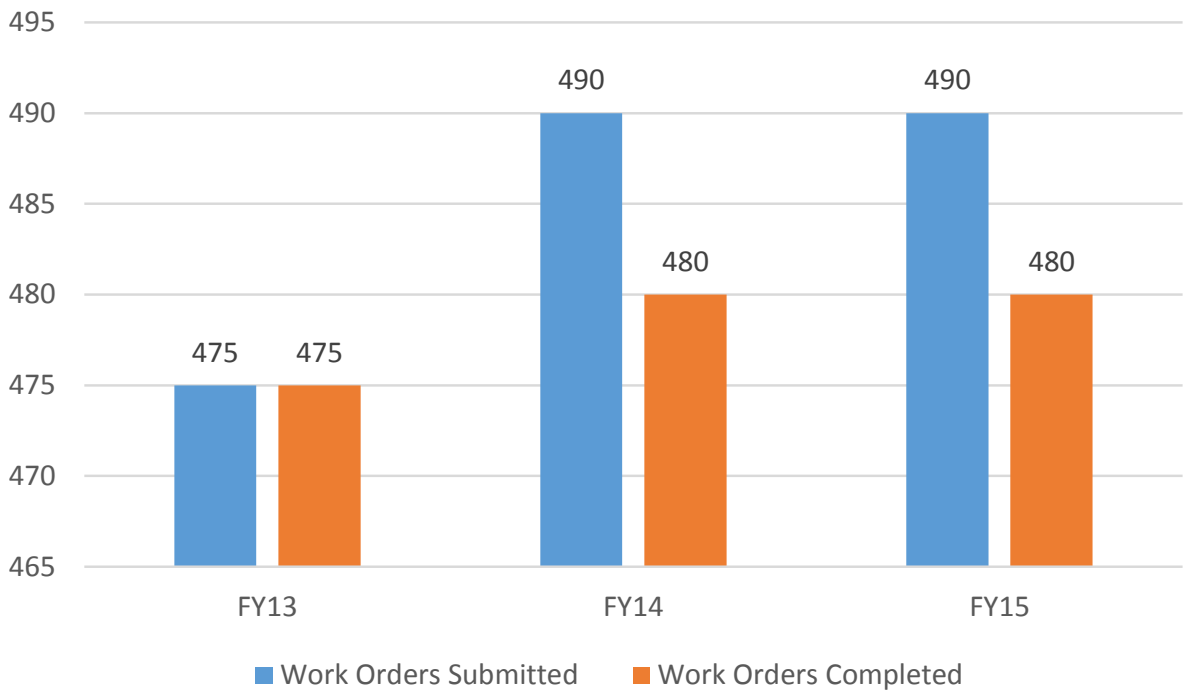
Significant Budget Changes

Several nonrecurring spending packages were funded out of here, most notably $264,000 in Facilities Maintenance upgrades. Additionally, the compensation package added $5,447 in recurring costs and $3,945 in nonrecurring costs.

Performance Dashboard

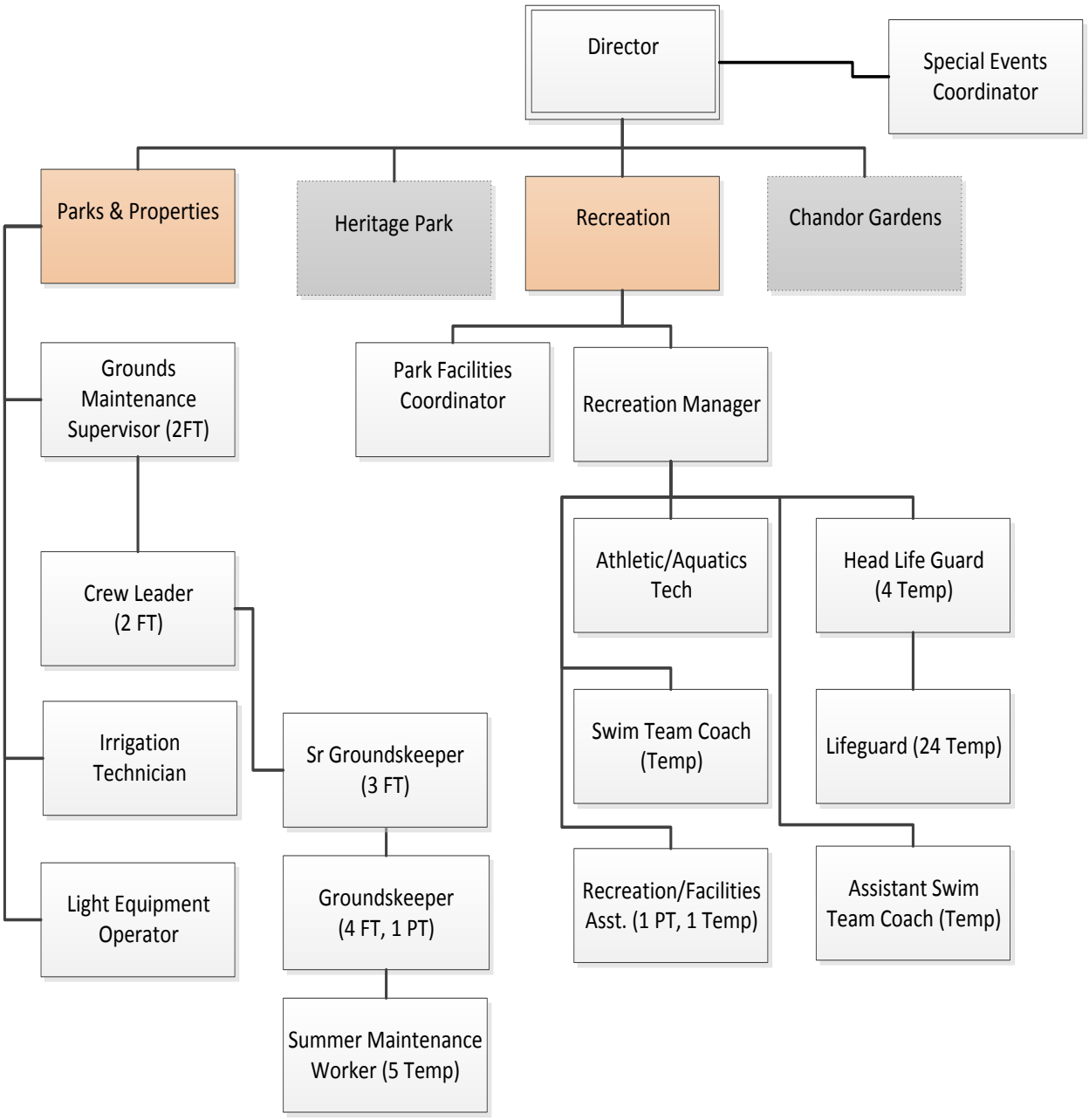
Workload Measures		**FY13**	**FY14**	**FY15**
1	Work orders submitted.	475	490	490
2	Work orders completed	475	480	480

Position Summary	**FY14**	**FY15**	**FY16**	**FY17**
Custodian (Full Time)	2	2	2	2
Lead Custodian (Full Time)	1	1	1	1
Custodian (Part Time)	3	3	3	3
Facilities Maintenance Mgr (Full Time)	1	1	1	1
Facility Maintenance Tech (Full Time)	1	1	1	1
Total	**8**	**8**	**8**	**8**



The Patsy Hooks Memorial Dog Park officially opened to the public on July 18, 2014. The park is located at 379 Jack Borden Way, in Heritage Park.

Parks & Recreation



Parks & Properties

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

Related Strategic Areas

Ensure Sustainable Services

As residential development strengthens, Parks & Properties will need to evaluate service levels on its increasing customer load. This will, in turn, effect needed equipment and personnel.

Purpose and Description of the Service

Parks and Properties maintains Weatherford parks as a major real estate asset. The program's strategic focus will be a continuous process for creating efficiencies and cost savings while maintaining a superior park system for citizens of Weatherford. An estimated 856 acres of land are maintained within Weatherford. The maintenance program also includes all 15 parks and park properties including the Historic Downtown Weatherford, recreational buildings and pavilions, athletic fields, the Cherry Park Pool Facility, open space city-owned property and land, and city facilities. This division plays a vital part in special projects funded by the Parks Dedication Fees to include design, order, installation and construction of amenities within the park system. This division also manages mowing contracts for city cemeteries.

General Departmental Goals

1. To increase productivity among staff.
2. To manage increased acquisition of park properties in a more effective manner.

FY15 or FY16 Noteworthy Accomplishments

1. Completion of the Amphitheater area, Heritage Park - Capital Projects
2. Completion of the North Lot Park, Heritage Park - Capital Projects
3. Completion of 12 Horseshoe Pits, Love Street Park - Park Dedication Fund
4. Completion of Restroom Facilities, Cherry Park - Park Dedication Fund

FY17 Objectives

1. To complete field renovation for youth athletic activities, Cartwright Park - Park Dedication Fund
2. To complete lighting for Veterans Memorial, Soldier Spring Park - Park Dedication Fund
3. To complete Master Plan for park system - Park Dedication Fund
4. To complete future plans for Heritage Park - Capital Projects

Budgetary Issues

The increasing need for equipment and personnel to keep up with the growing use of park properties.

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 806,498	$ 779,087	$ 730,645	$ 792,074	$ 811,511
Supplies	$ 207,116	$ 170,327	$ 154,337	$ 189,857	$ 191,882
Contractual	$ 303,042	$ 285,713	$ 340,202	$ 325,248	$ 322,156
Capital	$ 118,756	$ 248,847	$ -	$ -	$ -
Total	**$ 1,435,412**	**$ 1,483,973**	**$ 1,225,183**	**$ 1,307,179**	**$ 1,325,549**

Significant Budget Changes

Major increases in this budget are primarily personnel-related: the compensation increase will add $14,062 in recurring costs and $9,857 in nonrecurring costs, and overtime increases amount to $2,500. Travel expenses are also increasing by $2,000.

Position Summary	FY14	FY15	FY16	FY17
Groundskeeper (Full Time)	5	5	5	5
Groundskeeper (Part Time)	1	1	1	1
Light Equipment Operator (Full Time)	1	1	1	1
Summer Maintenance (Full Time)	6	6	6	6
Licensed Irrigator (Full Time)	1	1	1	1
Athletic & Aquatic Tech (Full Time)	1	1	0	0
Grounds Maint Supervisor (Full Time)	2	2	2	2
Groundskeeper (Full Time)	2	2	2	2
Assistant Director (Full Time)	1	0	0	0
Crew Leader (Full Time)	2	2	2	2
Sr. Groundskeeper (Full Time)	1	1	1	1
Total	**23**	**22**	**21**	**21**

Recreation

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

Related Strategic Areas

Ensure Sustainable Services

Similar to Parks & Properties, the Recreation division will need to evaluate service levels on its increasing customer load. This will, in turn, effect needed equipment and personnel.

Purpose and Description of the Service

The Recreation Division enriches lives by providing staff, facilities, and resources for a variety of leisure activities, programs, and opportunities in both structured and unstructured settings. These services are available to a broad demographic segment of the population. The division operates the municipal pool, oversees building, pavilion & ball field rentals, and coordinates recreation, athletic, and special events. The division also provides support services for various city sponsored Special Events, First Monday Trade Days, and Chandor Gardens. Recreation division also offers and organizes staff development activities for employees.

General Departmental Goals

1. Increase various summer activities within all parks
2. Promote increased participation of all recreational activities through advertisements

FY15 or FY16 Noteworthy Accomplishments

1. 3 seasons of a successful adult soft ball league program - Spring, Summer, Fall at Holland Fields
2. 2 seasons of a successful Blastball program - Spring and Fall at Cartwright Park
3. Successful participation in Youth Tournaments at Holland Lake Ball Fields
4. Successful participation in Learn to Swim Program at Cherry Park Pool
5. Successful participation in KIDFISH event at Holland Lake Park

FY17 Objectives

1. Archery Safety Course and Activity for a Summer Program with instructors
2. Establish a local Horseshoe play activity at Love Street Park
3. Promote Volunteerism Program for recreational activities

Budgetary Issues

Need for additional funds in operational budget to enhance more participation in established programs and to promote new activities for a Summer Program to increase youth participation.

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 334,648	$ 375,002	$ 494,395	$ 460,468	$ 473,285
Supplies	$ 69,017	$ 87,455	$ 81,090	$ 71,086	$ 78,758
Contractual	$ 55,760	$ 49,941	$ 85,018	$ 57,185	$ 65,070
Capital	$ -	$ -	$ -	$ -	$ -
Total	**$ 459,425**	**$ 512,398**	**$ 660,503**	**$ 588,740**	**$ 617,113**

Significant Budget Changes

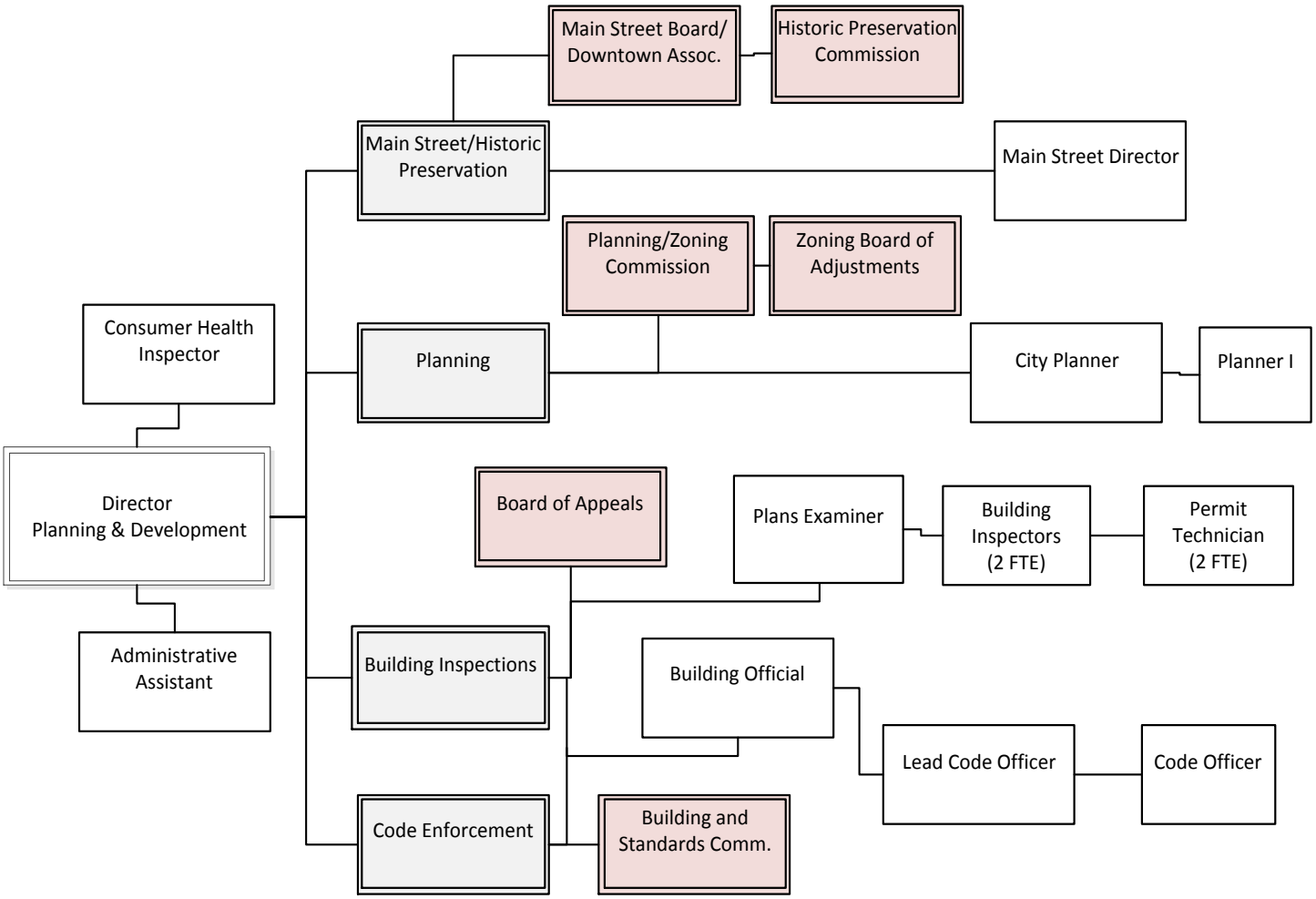
Major increases here include a compensation package ($6,924 in recurring and $2,702 in nonrecurring costs), maintenance supplies ($4,000 in recurring costs), vehicle fuel and parts/labor ($2,000 in recurring costs), and equipment rental ($850).

Position Summary*	FY14	FY15	FY16	FY17
Recreation Assist (Part Time)	1	1	1	1
Director Parks & Rec (Full Time)	1	1	1	1
Park Facilities Assist (Part Time)	1	1	1	1
Special Events Coord. (Full Time)	0	1	1	1
Athletic & Aquatic Tech (Full Time)	0	0	1	1
Parks Department Coord (Full Time)	1	1	1	1
Recreation Manager (Full Time)	1	1	1	1
Total	**5**	**6**	**7**	**7**

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

CITY HALL
Y OF WEATHERFORD
TEXAS
EST. 1858
"Old" CITY HALL
First Monday Reservations
Planning & Development
PARKS & RECREATION
Inspection Services

Planning & Development



Planning & Development

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

Related Strategic Areas

Plan for Future

Improve Marketability

Specific Goals

Conduct a citizens' survey

Prepare a new comprehensive plan

Focus on developing downtown, Heritage Park, and York Avenue areas

Improve tourism and marketing for the City

Ensure quality development

With its specific focus on future growth and land use, Planning & Development is at the center of the City's strategic plan. Staff is currently working on a new City-wide comprehensive plan, which includes citizen interaction via "town-hall" meetings. It is anticipated that the plan will be completed in the first half of FY17. The Department also plays an integral role in the development of targeted areas of the City, thereby improving Weatherford's marketability.

Purpose and Description of the Service

Planning and Development Services oversees four major functions. The Planning Division is responsible for regulating land use development by implementing the policies and regulations established by the City Council and the State of Texas. Those duties include: professional planning and zoning research, providing information to the public regarding the city's Comprehensive Plan, zoning requirements, subdivision rules and development standards, and facilitating historic preservation. The Building Division ensures that commercial buildings and residential homes constructed, altered, or maintained in the City of Weatherford meet the adopted standard for building safety. Duties include commercial and residential plan review, permitting, and inspections. The Code Enforcement Division insures that neighborhoods, properties and buildings meet the maintenance and nuisance codes of the City. The Main Street/Historic Preservation Division improves the Downtown, works with the Association to increase tourism and marketing. It also works with the

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 676,677	$ 716,122	$ 754,211	$ 726,661	$ 799,503
Supplies	$ 13,416	$ 34,046	$ 21,400	$ 20,813	$ 21,400
Contractual	$ 45,631	$ 52,726	$ 288,430	$ 282,898	$ 62,930
Capital	$ 54,546	$ 3,500	$ -	$ -	$ -
Total	**$ 790,270**	**$ 806,394**	**$ 1,064,041**	**$ 1,030,372**	**$ 883,833**

Significant Budget Changes

A significant non-recurring cost was budgeted here for FY16. This cost does not appear in FY17. Personnel costs increased fairly substantially from FY16 to FY17. The reason is two-fold: a position was upgraded mid-year, and the full salary and benefits are now reflected in FY17. Additionally, the general pay package added just shy of $14,800 in recurring costs and $5,500 in nonrecurring costs.

General Departmental Goals

1. Continue revising and streamlining development ordinances and processes
2. Facilitate Quality Development and work with applicants to increase knowledge of codes/permitting
3. Expand code enforcement efforts to become neighborhood preservation with incentives
4. Develop plans for one stop building permit department in remodeled old City Hall

FY15 or FY16 Noteworthy Accomplishments

1. Adopted Historic Preservation ordinance amendments/tax incentives, masonry & tree ord. revisions
2. Initiated Inaugural Bankhead Celebration for September 2016
3. 1300 residential lots master planned, building permits -Film Alley, Academy, Hobby Lobby, Roger Williams
4. Hired Main Street Director, Downtown Coordinator and Historic Preservation Officer, Downtown Assoc.
5. Initiated General Plan, related base maps, land use; held citizen and advisory committee meetings (55%)

FY17 Objectives

1. Complete General Plan, implement zoning amendments, development code revisions, incentives
2. Develop programs for rental housing, code enforcement to protect neighborhoods
3. Help set up program for desperate single family homeowners needing assistance in housing
4. Help downtown association to implement at least one major tourist event per month
5. Develop plans for one stop building permit department in remodeled old City Hall

Budgetary Issues

The Department has several budgetary needs it is currently facing:

First, there are three vehicles that will need replacing as soon as funds are available.

Second, the Department has concentrated on downtown improvements, and would like to recommend several improvements, including restrooms, landscaping, lighting, and seating.

Finally, the Department would also benefit from technological upgrades regarding TRAKit software, on-line permitting, and GIS improvements.

Position Summary	**FY14**	**FY15**	**FY16**	**FY17**
Building Inspector (Full Time)	2	2	2	2
Building Official (Full Time)	1	1	1	1
Planning Tech (Full Time)	0	1	1	1
Plans Examiner (Full Time)	1	1	1	1
Director Of Plan & Dev (Full Time)	1	1	1	1
City Planner (Full Time)	1	1	1	1
Permit Tech (Full Time)	2	2	2	2
Admin Assistant (Part Time)	2	1	1	1
Main Street Coordinator (Full Time)*	1	1	1	1
Total	**11**	**11**	**11**	**11**

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

Planning & Development

Performance Dashboard

	Workload Measures	FY13	FY14	FY15
1	Plats and zoning cases processed	28	31	37
2	Code enforcement cases opened/substandard structures handled	660	420	413
3	Number of Public Meetings staffed by P&D	63	87	113

	Key Result Indicators	FY13	FY14	FY15
1	Number of permits issued	1,651	2,049	2,400
2	New single family homes	192	197	220
3	Substandard Structures Handled	7	18	22
4	# of downtown special events assisted by Main St.	4	3	13 proj

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Code Enforcement

Service Type	Service Area	Fund	Dept/Division
External	Community Quality	General	Planning & Development / Code Enforcement

Related Strategic Areas

Plan for Future

Improve Marketability

Specific Goals

Ensure quality development

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

Purpose and Description of the Service

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

General Departmental Goals

1. Develop and establish specific brochures/resources for providing ongoing training on property maintenance guide-
2. Research and develop list of organizations and groups to assist citizens who need help with violation compliance.
3. Create new lines of communication through social media.

FY15 or FY16 Noteworthy Accomplishments

1. Developed a clear streamlined process for processing substandard building demolitions.
2. Completed the new guidelines for handling typical property maintenance violations.
3. Better defined Code Officer duties as related to enforcement.
4. Increased voluntary demolition of substandard building.

FY17 Objectives

1. Increase number of processed substandard buildings.
2. Establish citizen based action committee for North and South quadrants of the city.
3. Incorporate new research tools and software to expedite and shorten compliance timelines.
4. Establish a Building Board of Appeals Committee.

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 166,149	$ 139,004	$ 138,096	$ 157,396	$ 139,421
Supplies	$ 5,837	$ 3,614	$ 10,998	$ 6,610	$ 9,900
Contractual	$ 5,027	$ 12,146	$ 56,344	$ 55,387	$ 26,684
Capital	$ -	$ -	$ -	$ -	$ 40,000
Total	**$ 177,013**	**$ 154,764**	**$ 205,437**	**$ 219,393**	**$ 216,005**

Significant Budget Changes

Code Enforcement has several budget packages that are increases costs from FY16 to FY17. Most notably, a nonrecurring cost of $40,000 was added for the purchase of two vehicles. On a recurring basis, the division's compensation package adds $2,400 in recurring costs and $1,600 in nonrecurring costs.

	Workload Measures	FY13	FY14	FY15
1	Number of citizen complaint responses resulting in cases opened	941	660	419
2	Number of citizen complaints handled per officer	235	220	209

	Key Result Indicators	FY13	FY14	FY15
1	Average days to resolve case from initial complaint to compliance	13	11	7
2	Percentage of cases closed based upon compliance received	95%	97%	99%
3	Percentage of repeat violation properties	14%	25%	11%

Position Summary	FY14	FY15	FY16	FY17
Code Enforcement Officer (Full Time)	1	1	1	1
Code Enforcement Officer (Part-Time)	1	0	0	0
Lead Code Compliance Officer (Full Time)	1	1	1	1
Total	**3**	**2**	**2**	**2**

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

Consumer Health

Service Type	Service Area	Fund	Dept/Division
External	Public Safety	General	Planning & Development / Consumer Health

Related Strategic Areas

Ensure sustainable services

As the City grows and realizes new development, the Consumer Health division will be responsible for keeping up with that growth. New commercial establishments will mean more health inspections to ensure businesses are following the proper procedures for serving the citizens of Weatherford.

Specific Goals

Ensure quality development

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

Purpose and Description of the Service

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

General Departmental Goals

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

FY15 or FY16 Noteworthy Accomplishments

1. Worked with the IT Dept. and found a mobile software for conducting food safety inspections out in the field.
2. Organized each establishment's file chronologically and handled old documents from Fiscal Years 1981-2011.
3. Adopted the new food establishment rules and regulations set forth in the Texas Administrative Code, Title 25, Chapter 228.
4. Able to make the Part Time Administrative Assistant position in the Consumer Health Dept. ongoing.

FY17 Objectives

1. Making all of the Consumer Health applications so that they can be completed online by food facilities/vendors and then sending them electronically to the Consumer Health Dept.
2. Work on having online bill pay available for food facilities/vendors to pay for their permits/fees that are due.
3. Continue contracting outside professional contract services for mosquito management services (training, disease testing, reports, and adult mosquito control).

Position Summary	FY14	FY15	FY16	FY17
Consumer Health Inspector (Full Time)	1	1	1	1
Admin Assistant (Part Time)	0	1	1	1
Total	**1**	**2**	**2**	**2**

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 58,411	$ 74,554	$ 84,835	$ 83,478	$ 87,043
Supplies	$ 3,120	$ 1,336	$ 5,000	$ 4,200	$ 13,000
Contractual	$ 37,515	$ 52,785	$ 68,187	$ 67,372	$ 54,242
Capital	$ -	$ -	$ -	$ -	$ -
Total	**$ 99,046**	**$ 128,675**	**$ 158,022**	**$ 155,050**	**$ 154,285**

Significant Budget Changes

For FY17, this division will be relocated from the City Manager's Office to the Planning & Development Department. Added costs to this division include a nonrecurring cost of a Health Inspection Application ($8,000), a nonrecurring increase to contract health inspections, and a recurring general compensation package of $1,601.

	Workload Measures	FY13	FY14	FY15
1	Number of Inspections Conducted (This Includes Routine, Compli-	493	616	684
2	Number of Plan Reviews Conducted	3	22	19
3	Number of Food Handler Classes Taught	11	9	8
4	Number of Complaints Received	26	25	33

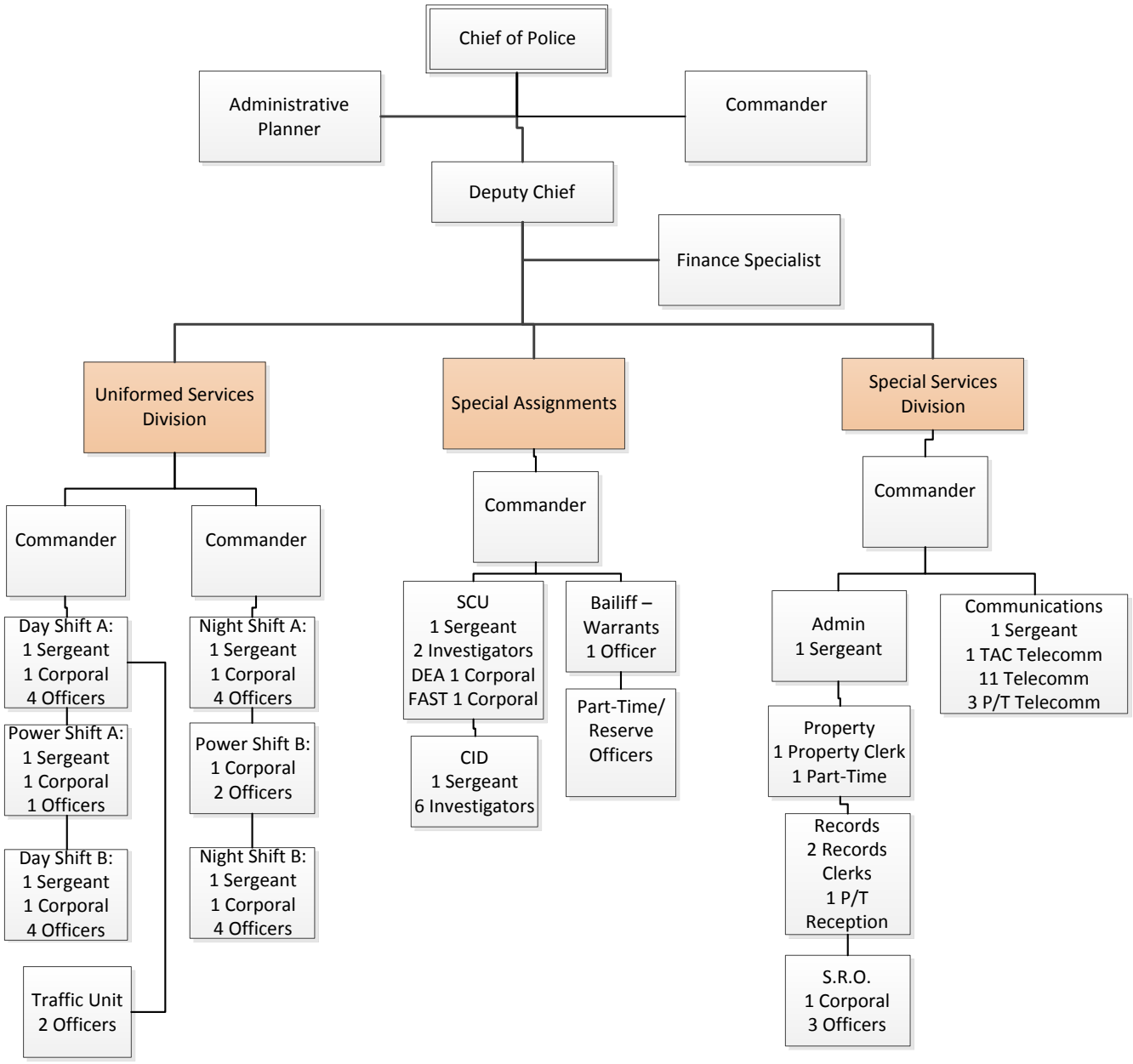
	Key Result Indicators	FY13	FY14	FY15
1	Number of re-inspection/compliance inspections completed on time			90%
2	Number of establishments that scored 10 points or higher on their			85%
3	Number of establishments that passed initial inspection with a score			80%

Budgetary Issues

The City's growth and addition of food establishments have put more pressure on this Division. It is anticipated that additional personnel will be needed in the next several years to keep up with this growth.

POLICE
POLICE

Police Department



Police

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

Related Strategic Areas

Ensure Sustainable Services

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

Purpose and Description of the Service

The Weatherford Police Department (WPD) provides a variety of law enforcement services for the City of Weatherford. Under the direction of the Chief of Police, WPD enforces traffic laws, investigates criminal offenses, and provides a deterrent for potential criminal activity. WPD's operating budget is composed of general tax dollars. Special programs and capital purchases are financed through tax dollars, grants, and seized funds. The Weatherford Police Department is organized into three operational divisions: Uniformed Services, Special Assignments, and Support Services. Uniform Services consist of Patrol and Traffic Unit. The Special Assignments division consist of Criminal Investigations, Special Crimes Investigations, Fugitive Apprehension Team, DEA Task Force, and Court Bailiff. Support Services consist of Communications, Records, Property, and School Resource Officers.

General Departmental Goals

1. Improve the quality of life for our citizens by adopting a low tolerance for criminal activity or any other activity that disturbs the well being of our citizens.
2. Reduce traffic accidents and traffic related complaints.
3. Criminal Investigations Division: to become more proficient with computer forensics and digital evidence and focus on proactive measures to reduce crime.
4. Records Division: to continue to create a warm and friendly environment for the citizens of Weatherford. To provide timely and accurate service to the general public, other agencies, and other divisions within our department. To continue to develop strong working relationships with all personnel within the Weatherford Police Department and to strive for excellence.
5. Property Division: to Increase the ability to restore property to its rightful owner or legally disposing of the property in a timely manner.

FY15 or FY16 Noteworthy Accomplishments

1. Obtained and implemented a Grant to fund Mental Health Peace Officer Training to all sworn members of the Department.
2. Began process to obtain recognized status from Texas Police Chief's Association
3. Crime Rate remains below median for city the size of Weatherford.

FY17 Objectives

1. Maintain position as low crime rate city.
2. Increase training to ensure recognized status is achieved and maintained.

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 6,556,241	$ 6,673,532	$ 7,020,977	$ 7,000,303	$ 7,088,611
Supplies	$ 370,237	$ 363,528	$ 344,785	$ 298,181	$ 354,363
Contractual	$ 276,804	$ 295,693	$ 517,082	$ 678,351	$ 485,276
Capital	$ 121,562	$ 120,351	$ 256,446	$ 103,000	$ -
Total	**$ 7,324,845**	**$ 7,453,103**	**$ 8,139,291**	**$ 8,079,835**	**$ 7,928,250**

Significant Budget Changes

The Police Department has a significant number of employees who are eligible to retire. In FY15 and FY16, some of these employees left the City, resulting in large, non-recurring personnel costs. The Police Department's compensation costs amount to $137,554 in recurring costs and $47,458 in nonrecurring costs. Other spending packages for the Police Department can be found in the appendix.

Position Summary	FY14	FY15	FY16	FY17
Office Assistant (Part Time)	1	1	1	1
Background Investigator (Part Time)	1	1	1	1
Police Telecomm Officer (Part Time)	1	1	1	1
Police Chief (Full Time)	1	1	1	1
Police Commander (Full Time)	5	5	5	5
Police Corporal (Full Time)	14	14	14	14
Police Court Bailiff (Full Time)	1	1	1	1
Police Deputy Chief (Full Time)	1	1	1	1
Police Finance Specialist (Full Time)	1	1	1	1
Police Officer (Full Time)	29	27	27	27
Police Plan & Dev Coord (Full Time)	1	1	1	1
Police Prop & Evid Tech (Full Time)	1	1	1	1
Police Records Clerk (Full Time)	2	2	2	2
Police Sergeant (Full Time)	9	9	9	9
Police TCO (Full Time)	11	11	11	11
Police TCO/TAC (Full Time)	1	1	1	1
Prop & Evidence Tech (Part Time)	1	1	1	1
Reserve Police Officer (Paid) (Part Time)	2	2	2	2
Total	**83**	**81**	**81**	**81**

Police

Performance Dashboard

	Workload Measures	FY13	FY14	FY15
1	Calls for Service	20,355	17,757	17,938
2	Number of 9-1-1 Calls	13,811	15,676	16,737
3	Citations Issued	6,701	4,541	4,758
4	Traffic Stops	12,140	10,999	13,500

	Key Result Indicators	FY13	FY14	FY15
1	Recognition from TPCA to be achieved 2016-2017	1.00	1.00	1.00

Budgetary Issues

Departments increased overtime requirements are straining budget i.e.; mandatory staffing, vacation/holiday time cap, reduced officer staffing. Aging fleet continue to be an issue, although steps are being taken to alleviate the issue in the next 2 years. Changing law enforcement duties/philosophy in general may impact the budget in the future.

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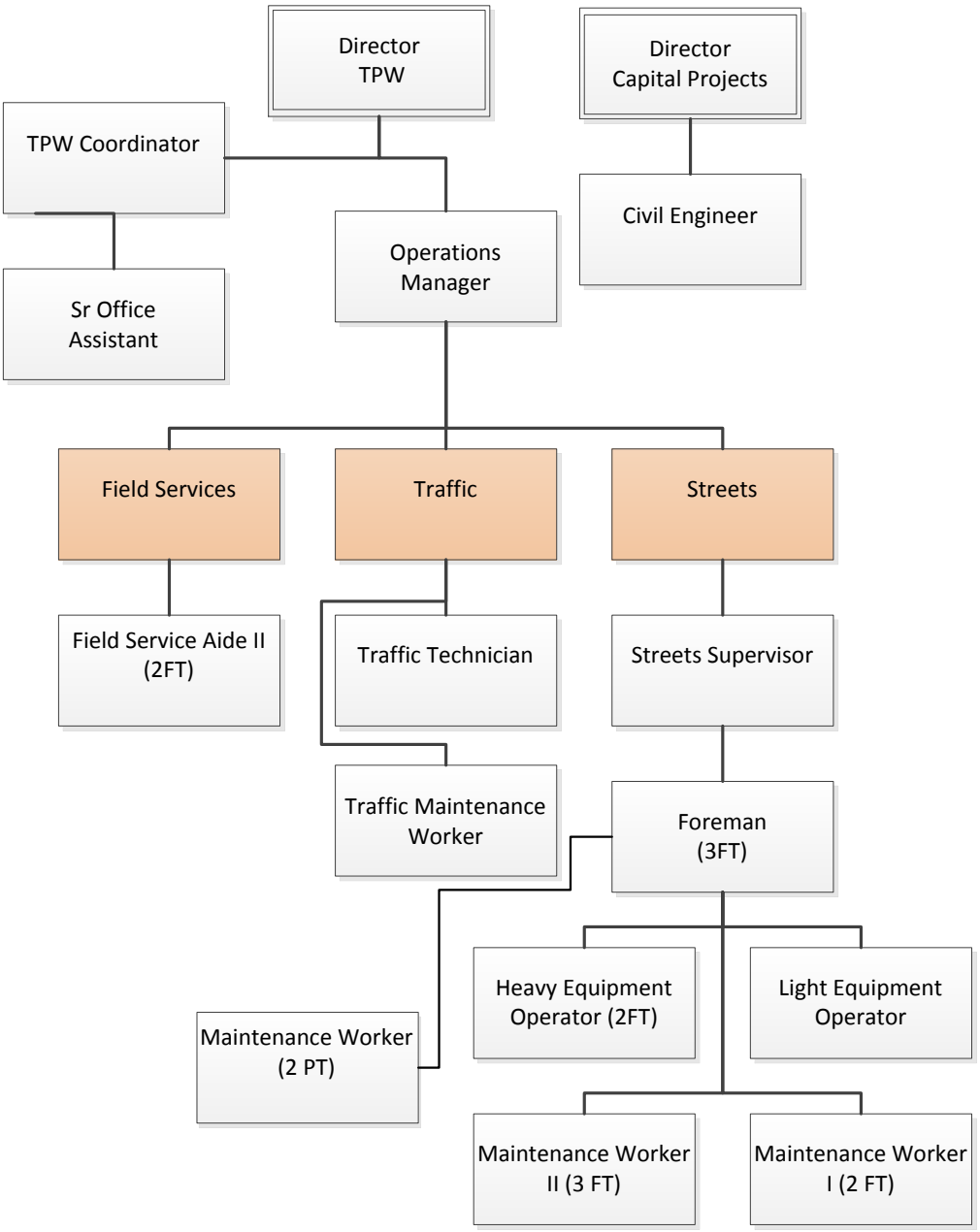
CITY OF WEATHERF
STREETS

Transportation & Public Works



Transportation and Public Works oversees TPW Administration, Field Services, Traffic, Streets, and Capital Improvement Projects. Each division has specific areas of expertise that relates to each of the other divisions in unique ways. Administration oversees all department operations. Field Services provides inspection and surveying services. Traffic monitors and maintains all traffic control devices on city streets. Streets provides preventive maintenance and reconstruction of city streets, mows city rights-of-way, and maintains the drainage system.

Transportation & Public Works Administration

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

Related Strategic Areas
Concentrate on Infrastructure

Specific Goals
Upgrade Infrastructure
Convene a Capital Advisory Committee
Focus on Revitalizing Transportation throughout the City
Weatherford's Transportation and Public Works Department is focused on improving City streets, traffic flow, and drainage, while also working with developers on inspections. As the Administrative arm of Transportation and Public Works, this division is responsible for administering all transportation improvement projects undertaken by the City.

Purpose and Description of the Service
TPW Administration coordinates the efforts of all divisions into a useful tool that is designed to meet the community's need for a well-planned transportation system.

General Departmental Goals

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

FY15 or FY16 Noteworthy Accomplishments

1. Created and adopted a Right-of-Way management ordinance including a new R.O.W. construction permit process.
2. Implemented a new work order system to track and manage operational duties.
3. Updated street rehabilitation projects in conjunction with other public and private utility entities.
4. Continue developing a strategic preventive maintenance program.
5. Completed IH20 frontage road project through Pass Through Toll Program.

FY17 Objectives

1. Process Right-of-Way construction permits within 48 hours.
2. Coordinate with all public and private entities in planning for all transportation projects.
3. Respond to citizen requests, e-mails and telephone calls within 24 hours of receipt.

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 336,394	$ 349,652	$ 429,435	$ 469,590	$ 475,362
Supplies	$ 4,686	$ 4,312	$ 7,950	$ 8,677	$ 16,453
Contractual	$ 34,551	$ 71,334	$ 70,664	$ 70,420	$ 62,664
Capital	$ -	$ -	$ -	$ -	$ -
Total	**$**	**$ 425,298**	**$ 508,049**	**$ 548,687**	**$ 554,479**

Significant Budget Changes

An employee's retirement pushed the personnel budget here significantly higher. This cost will normalize for FY17. Increases in costs for FY17 include the employee compensation package ($8,024 in recurring costs and $2,814 in nonrecurring costs), $10,000 for updating the technical construction standards and specifications manual, and $8,503 in nonrecurring costs for AutoCAD software licensing.

Position Summary	FY14	FY15	FY16	FY17
Dir Of Capital Improvements (Full Time)*	1	1	1	1
Dir Of Trans P&W (Full Time)	1	1	1	1
Trans & PW Coord. (Full Time)	0	0	1	1
Civil Engineer (Full Time)*	1	1	0	1
TPW Operations Manager (Full Time)	1	1	1	1
Sr. Office Assistant (Full Time)	1	1	1	1
Total	**5**	**5**	**5**	**6**

* These positions were partially funded out of bond funds prior to FY16.

Performance Dashboard

	Workload Measures	FY13	FY14	FY15
1	Number of citizen request processed	197	201	300
2	number of R.O.W. construction permits processed	286	290	300
3	Work Orders processed	1,390	1,500	1,600

	Key Result Indicators	FY13	FY14	FY15
1	Citizen requests resolved	90%	90%	95%
2	R.O.W. Construction permits completed on time	99%	99%	99%

Budgetary Issues

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

Field Services

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

Related Strategic Areas
Concentrate on Infrastructure

Specific Goals
Upgrade Infrastructure
Ensure quality development
Focus on Revitalizing Transportation throughout the City
The Field Services division helps infrastructure management in Weatherford through ensuring all construction projects meet the standards of Weatherford.

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

General Departmental Goals

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

FY15 or FY16 Noteworthy Accomplishments

1. Inspected and approved construction infrastructure on 4 major residential developments.
2. Completed CIP inspection on IH20 frontage roads.
3. Surveyed and Designed 2 miles street rehabilitation projects.
4. Surveyed and Designed 350 LF of storm drainage system.

FY17 Objectives

1. Improve timeliness of development inspections to encourage economic development within City of Weatherford.
2. Improve timeliness of Right-of-Way inspections to expedite street repairs and/or traffic flow.
3. Accurately perform surveys and street designs more efficiently and effectively.
4. Respond to citizen requests, e-mails and telephone calls within 24 hours of receipt.

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 112,165	$ 112,701	$ 114,749	$ 64,639	$ 65,204
Supplies	$ 16,391	$ 11,017	$ 11,551	$ 18,404	$ 11,551
Contractual	$ 16,472	$ 32,576	$ 109,426	$ 107,992	$ 11,006
Capital	$ 9,150	$ -	$ -	$ -	$ -
Total	**$ 154,178**	**$ 156,294**	**$ 235,727**	**$ 191,035**	**$ 87,761**

Significant Budget Changes

One Field Service Aid was moved from the Field Services Division and placed in TPW Administration in FY16. Field services has salary increases of $7,911 in FY17.

Position Summary	FY14	FY15	FY16	FY17
Field Service Tech (Full Time)	0	0	1	1
Field Service Aid (Full Time)	2	2	0	0
Total	**2**	**2**	**1**	**1**

Performance Dashboard

	Workload Measures	FY13	FY14	FY15
1	Private Development construction inspections performed	70	60	500
2	Capital Improvement Project inspections performed	450	650	400
3	Right-of-Way construction inspections performed	280	250	300
4	Surveys and CAD requests/performed	200	220	300

	Key Result Indicators	FY13	FY14	FY15
1	Inspections completed within 24 hours	90%	90%	95%
2	Surveys completed on schedule	100%	100%	100%
3	CAD plans completed on schedule	100%	100%	100%

Budgetary Issues

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

Traffic

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

Related Strategic Areas

Concentrate on Infrastructure

Specific Goals

Upgrade Infrastructure

Focus on Revitalizing Transportation throughout the City

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

Purpose and Description of the Service

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

General Departmental Goals

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

FY15 or FY16 Noteworthy Accomplishments

1. Successfully upgraded 75% of the City's street name signs to meet State and Federal guidelines.
2. Acquired traffic sign plotter which has had savings on material and labor cost.
3. Implemented new sign standard which will help street name signs be more sturdy and require less maintenance in the future.

FY17 Objectives

1. Continue maintaining and improving City's traffic signs and pavement markings.
2. Continue assisting departments and private entities with traffic control for special events.
3. Respond to citizen requests, e-mails and telephone calls within 24 hours of receipt.

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 97,966	$ 100,177	$ 122,985	$ 126,805	$ 137,416
Supplies	$ 102,907	$ 79,127	$ 75,135	$ 71,270	$ 80,135
Contractual	$ 3,420	$ 1,434	$ 9,800	$ 9,209	$ 4,800
Capital	$ -	$ -	$ -	$ 17,100	$ -
Total	**$ 204,293**	**$ 180,738**	**$ 207,920**	**$ 224,383**	**$ 222,351**

Significant Budget Changes

The Traffic Division's personnel costs will increase $9,887 in FY17.

Position Summary	FY14	FY15	FY16	FY17
Traffic Technician (Full Time)	1	1	2	1
Traffic Maintenance Worker I (Full Time)	1	1	1	1
Traffic Maintenance Worker (Part Time)	0	0	2	2
Total	**2**	**2**	**5**	**4**

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

Performance Dashboard

	Workload Measures	FY13	FY14	FY15
1	Number of traffic signs replaced, repaired, and installed	2,300	2,300	2,500
2	Linear feet of pavement markings installed	4,800	2,600	4,500
3	Hours of Traffic Control for special events, departments, emergency, etc.	73	86	250

	Key Result Indicators	FY13	FY14	FY15
1	Traffic signs placed on schedule	100%	100%	100%
2	Traffic Control placed on schedule	100%	100%	100%
3	Citizen Requests completed within 48 hours	100%	100%	100%

Budgetary Issues

Special events continue to increase every year which staff is working more hours increasing work loads and over time.

Streets

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

Related Strategic Areas

Concentrate on Infrastructure

Specific Goals

Upgrade Infrastructure

Focus on Revitalizing Transportation throughout the City

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

Purpose and Description of the Service

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

General Departmental Goals

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

FY15 or FY16 Noteworthy Accomplishments

1. Rehabilitated approximately 3.5 miles of City streets through department neighborhood rehabilitation program.
2. Placed 1.5 miles of slurry seal part of the preventative maintenance program.
3. Installed 450 LF of storm drainage pipe and installed 7 drainage inlets.

FY17 Objectives

1. Continue to rehab 3.5 miles part of the Five year street rehabilitation program.
2. Continue to slurry seal 1.5 miles part of preventative maintenance program.
3. Respond to citizen requests, e-mails and telephone calls within 24 hours of receipt.

Budget Summary	FY14	FY15	FY16 Bdg	FY16 Prj	FY17
Personnel	$ 692,511	$ 719,935	$ 800,472	$ 768,793	$ 730,496
Supplies	$ 847,953	$ 1,085,654	$ 860,785	$ 1,155,849	$ 1,106,580
Contractual	$ 709,859	$ 880,818	$ 1,165,929	$ 809,647	$ 965,728
Capital	$ 360,734	$ 143,756	$ 16,671	$ 45,558	$ -
Total	**$ 2,611,057**	**$ 2,830,163**	**$ 2,843,857**	**$ 2,779,847**	**$ 2,802,804**

Significant Budget Changes

The largest increase in FY17 will come from street maintenance costs increasing $121,000. Personnel increases include the general compensation package ($12,744 in recurring and $7,151 in nonrecurring costs).

Position Summary	FY14	FY15	FY16	FY17
Heavy Equipment Operator (Full Time)	3	3	3	3
Light Equipment Operator (Full Time)	1	1	1	1
Street Supervisor (Full Time)	1	1	1	1
Crew Leader (Full Time)	1	1	1	1
Maintenance Worker (Full Time)	4	5	5	5
Street Crew Leader (Full Time)	1	1	1	1
Total	**11**	**12**	**12**	**12**

Performance Dashboard

	Workload Measures	FY13	FY14	FY15
1	Squared Yards of HMAC streets rehabilitated	80,000	82,000	82,500
2	Square yards of preventative maintenance performed	30,000	31,000	35,000
3	Number of street repairs including pot holes	6,500	6,000	7,200
4	Linear feet of drainage improvements	360	500	450

	Key Result Indicators	FY13	FY14	FY15
1	Streets rehabilitated on schedule	99%	99%	99%
2	Street failures including pot holes repaired within 48 hours	95%	95%	95%
3	Citizen Requests resolved	90%	90%	90%

Budgetary Issues

With the current staff level it is difficult to address service requests in a timely manner while continuing normal maintenance operation duties and projects. Our service requests have increased within the past years which have increased work orders. Normal maintenance operational duties are being delayed so that other maintenance service requests can be addressed. Our department goal is to prioritize all service requests and work orders, responding within 48 hours or sooner. Many of these request or work orders are considered top priority which are based on safety, property damage, or mobility. A majority of these work orders require a typical crew of 3 workers, but others require a full crew of 6 workers. During paving projects, the entire street division (12 FTE) is required to accomplish the job.

Solid Waste Fund

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

Solid Waste Fund

Solid Waste Fund Summary

	Actual FY14	Actual FY15	Adopted FY16	Projected FY16	Adopted FY17
Beginning Fund Balance	1,754,758	1,774,313	1,900,332	1,900,332	2,021,342
Revenues					
Licenses & Permits	1,500	1,000	1,500	1,500	1,500
Charges for Services	2,100,726	2,130,336	2,225,239	2,209,654	2,239,743
Miscellaneous Revenue	694,021	663,123	550,500	595,841	564,000
Total Revenue	**2,796,247**	**2,794,459**	**2,777,239**	**2,806,995**	**2,805,243**
Available Resources	4,551,005	4,568,772	4,677,571	4,707,327	4,826,585
Expenditures					
Sanitation	1,397,963	1,259,078	1,244,600	1,173,921	1,302,452
Non-Departmental	1,378,729	1,409,362	1,491,490	1,512,064	1,664,773
Total Expenditures	2,776,692	2,668,440	2,736,090	2,685,986	2,967,225
Net Operating Balance	19,555	126,019	41,149	121,010	(161,982)
Non-Budgetary					
Ending Working Capital	1,774,313	1,900,332	1,941,481	2,021,342	1,859,360

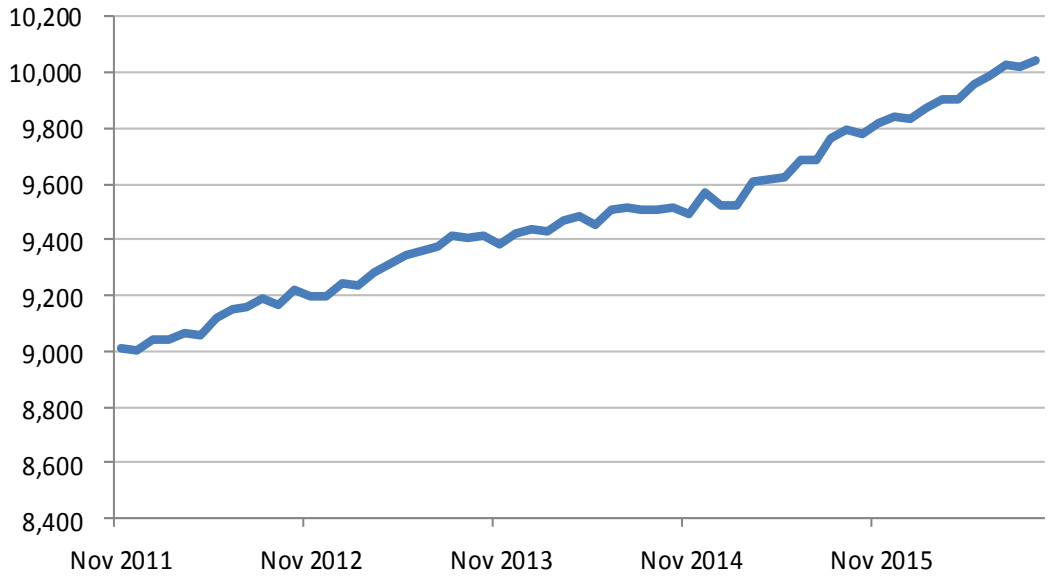
Reserve for Capital Equipment Replacement	108,596
Target Fund Balance (90 days operations)	552,877
Total Available	1,197,887

FY17 Operations Breakdown

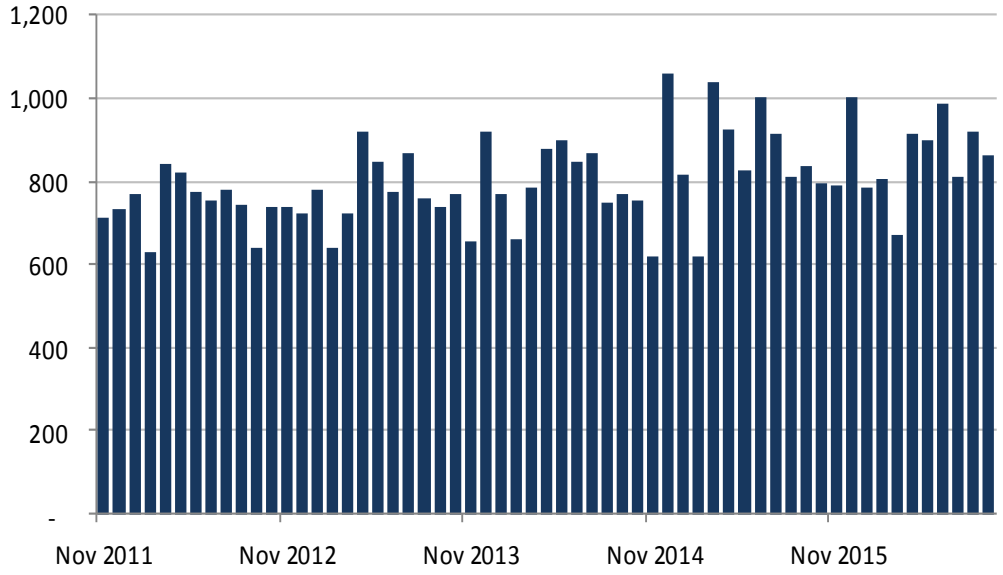
	Ongoing	One-Time	Total
Revenue	2,255,243	550,000	2,805,243
Expenses	2,242,225	725,000	2,967,225
Over/(Under)	13,018	(175,000)	(161,982)

Historical Monthly Sanitation Customers

The following chart shows the average number of monthly customers by quarter since FY09. The customer base for basic trash collection services has increased 7% during this time period, growing from 8,730 in October 2008 to 9,505 in June 2014. In FY10, the city began offering curbside recycling services. Within three months, more than 700 customers had signed up. As of June 2014, that number had grown to 1,354, or about 14% of the sanitation customer base.

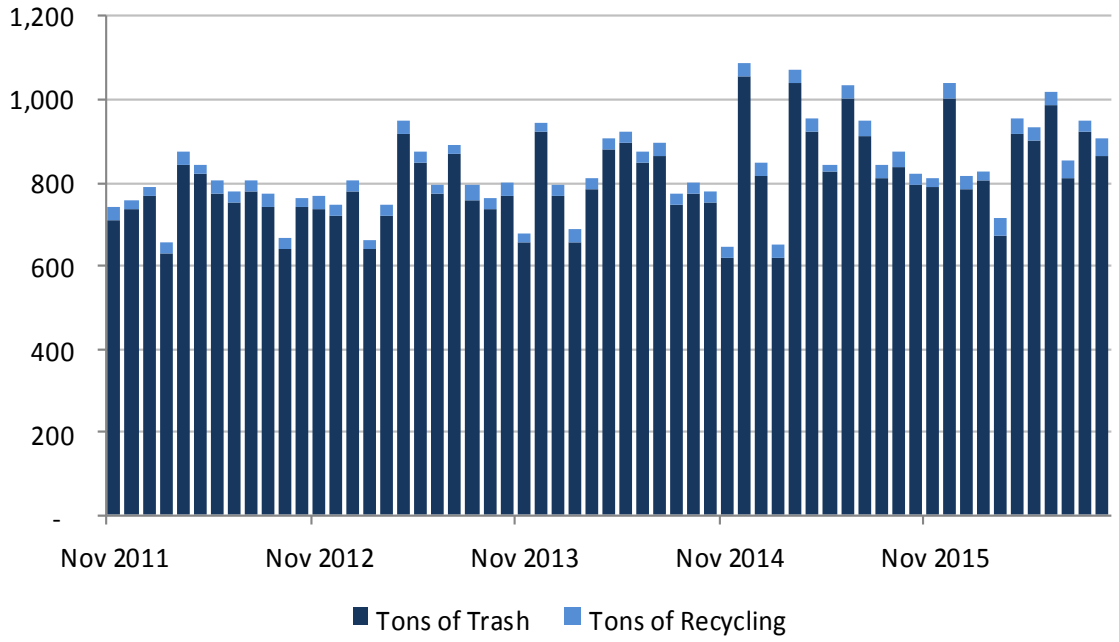


Historical Tonnage Collected (Sanitation)



Historical Trash Collected and Recycled (Tons)

The following chart shows the average monthly tonnage collected by quarter since FY09. It shows the impact of the curbside recycling program initiated in FY10, in that although the number of sanitation customers increased 7% over this period, the 12-month rolling average of solid waste collection increased by 3%. Average monthly tonnage recycled began at 12 and increased to 27 in Q3 of 2014.



Solid Waste Fund - Non Departmental

Non Departmental (905)

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

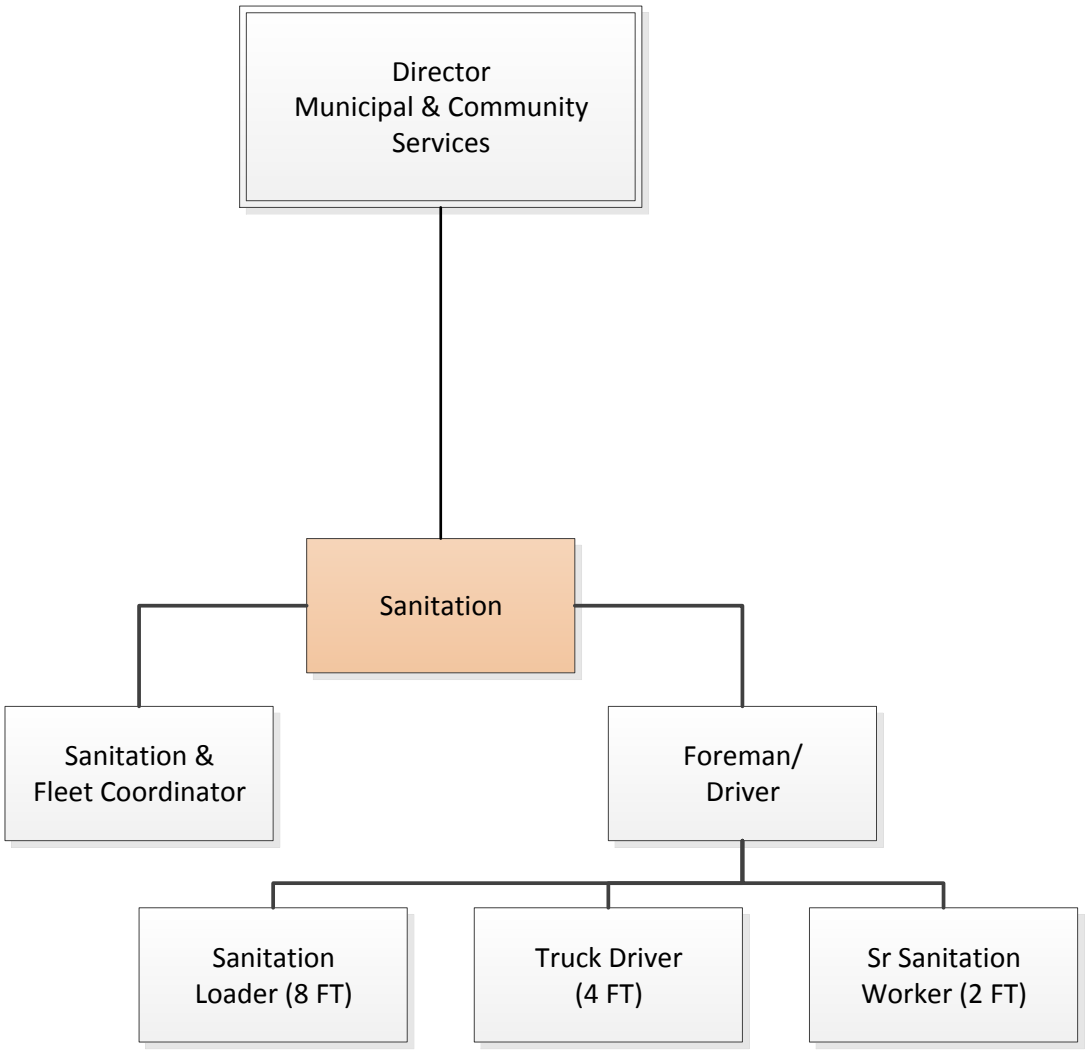
Expenditure Summary	Actual	Approved	Projected	Adopted
Category	FY15	FY16	FY16	FY17
Personnel	-	-	-	-
Supplies	-	-	-	-
Contractual	1,378,729	1,491,490	1,512,064	1,664,773
Capital Outlay	-	-	-	-
Total	1,378,729	1,491,490	1,512,064	1,664,773

Significant Budget Changes	Ongoing	One-Time
Transfer to Capital Projects Fund		725,000

Municipal & Community Services

Solid Waste Fund
Municipal & Community Services

The Municipal & Community Services Department provides a wide variety of services for the public and for other City departments. The main programs in this department are Code Enforcement and Fleet Maintenance in the General Fund, and Sanitation in the Solid Waste Fund.



Address **Phone Number**		612 Fort Worth Highway, Weatherford, TX 76086 (817) 598-4145
Hours of Operation		Monday to Friday, 7:00 am to 4:00 pm
Program Description		To ensure a clean and healthy environment for the City of Weatherford residents, Solid Waste provides curbside collection on a twice weekly basis for each resident and on a "as needed basis" for commercial customers. In addition, the Solid Waste department supports various organizations throughout the City such as Peach Festival, Christmas on the Square, carnivals, First Monday Trade Days and various activities provided to residents and visitors alike. Solid Waste also promotes a Waste Reduction Program by providing a voluntary Recycle Program where residents may recycle paper, various metals, cardboard and plastics to further ensure a positive stewardship of the environment. Finally to further assist our customers, Brush and Bulk collection consists of brush and bulk collections on a four week schedule from our customers residence.
Major Division Goals	1	Provide curbside solid waste collection services to the residents and commercial firms of Weatherford to ensure a clean and healthy environment.
	2	Contribute to the cleanliness of the City and enhance community awareness.
	3	Encourage waste minimization and recycling of solid waste.
FY15 & FY16 Accomplishments	1	By promoting a Waste Reduction Program, Solid Waste successfully increased the residential curbside recycling program to 15% participation, up 2% from FY 2013; therefore reducing solid waste being shipped to the landfill.
	2	Utilized the blackboard communication system to inform customers of holidays and other scheduling issues that pertains to Solid Waste.
FY17 Objectives	1	Continue to promote a Waste Reduction Program by offering a one time incentive on recycling cart fees to reach more recycling customers.
	2	Provide outstanding customer service to our city and commercial customers. In addition, to welcome, assist and serve any prospective customers searching for information about our city.
	3	Promote the City of Weatherford House Hold Hazardous Waste program to encourage residents to utilize this resource and reduce the risk of contaminating the landfill.
	4	Successfully transition to a new director of Municipal & Community Services so that Weatherford's customers continue to receive quality, consistent service.
Budgetary Issues		As the City grows, the Solid Waste department would benefit greatly from a cost of service and rate study.

Sanitation Collection

Expenditure Summary Category	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Personnel	785,823	906,420	883,686	954,252
Supplies	311,742	302,180	258,009	309,200
Contractual	20,662	36,000	32,226	39,000
Capital Outlay	279,716	-	-	-
Total	1,397,943	1,244,600	1,173,921	1,302,452

Personnel Schedule (FTE) Positions	Classification	Actual FY14	Approved FY15	Projected FY15	Adopted FY17
MACS Director	36	1.00	0.50	0.50	1.00
Foreman	14	1.00	1.00	1.00	1.00
Sanitation/Fleet Coordinator	13	1.00	1.00	1.00	1.00
Truck Driver	11	4.00	4.00	4.00	4.00
Sr Sanitation Worker	8	2.00	2.00	2.00	2.00
Sanitation Worker	6	8.00	8.00	8.00	8.00
Total		17.00	16.50	16.50	17.00

Significant Budget Changes	Ongoing	One-Time
Compensation Package		$ 15,220

Performance Measures		FY12	FY13	FY15
Input				
1	Citizen service request completed	3,341	2,942	2,786
2	Programmed pickup (residential pickups)	9,060	9,166	9,185
3	Programmed curbside recycling pick ups	1,103	1,288	1,388
Output				
1	Citizen service requests completed	3,341	2,942	2,786
Efficiency				
1	Total tons of household garbage picked up	8,706	9,239	9,319
2	Total tons of bulk debris picked up (programmed)	1,668	1,733	1,606
3	Total tons of Recycling Diverted from the landfill	340	325	378
4	Total landfill disposal fee avoided	5,243	5,785	5,824
Effectiveness				
1	Citizen satisfaction	98%	98%	98%
2	Programmed pickup completed within scheduled cycle	98%	98%	98%
3	Programmed pickup bulk debris within programmed cycle	100%	100%	100%

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

Other Funds

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

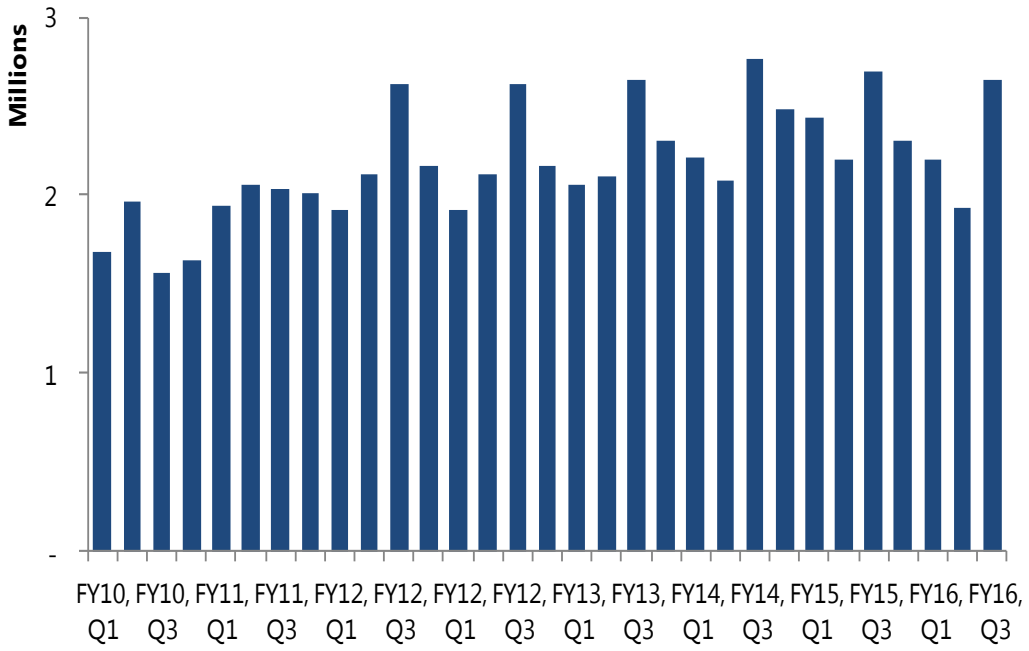
Hotel Motel Tax Fund (13)

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

	Actual FY14	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Beginning Fund Balance	**667,255**	**759,216**	**825,398**	**825,398**	**688,175**
Revenues					
113 - Hotel/Motel Tax	676,407	687,665	689,935	619,935	645,000
601 - Interest Income	203	229	500	892	1,000
Other	-	5,332	-	4,050	4,000
Total Revenues	**676,610**	**693,226**	**690,435**	**624,877**	**650,000**
Expenditures					
Main Street Program	64,101	28,567	63,443	55,972	76,045
Tourism & Promotion					
Special Events	21,874	59,493	80,572	79,850	120,572
Professional Services	23,042	-	30,600	20,600	21,000
Other Improvements	-	-	-	-	-
Chamber of Commerce*	114,529	146,400	131,400	128,897	96,000
Doss Historical & Cultural Center*	13,471	30,000	30,000	30,000	25,000
Chandor Gardens Debt Service	132,632	128,437	128,437	128,437	550,000
Transfer to Chandor Gardens	215,000	234,147	318,344	318,344	308,889
Other Miscellaneous	-	-	-	-	-
Total Expenditures	**584,649**	**627,044**	**782,796**	**762,100**	**1,197,506**
Over/(Under)	91,961	66,182	(92,361)	(137,223)	(547,506)
Ending Fund Balance	**759,216**	**825,398**	**733,037**	**688,175**	**140,669**

One-Time Expenses	583,745
Ongoing Revenues	650,000
Ongoing Expenses	613,761
Operating Surplus	36,239
Target Fund Balance (20% Operations)	122,752
Reserved for OPEB	9,612
Available Balance	8,305

Historical Quarterly Hotel/Motel Taxable Receipts



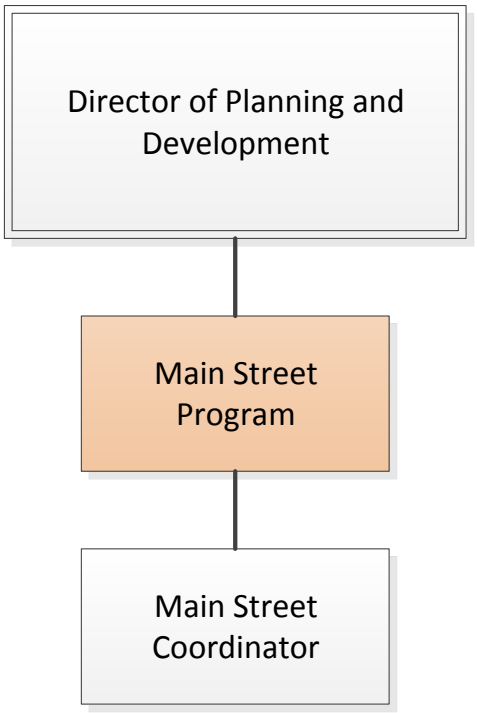
Historical Quarterly Hotel/Motel Taxable Receipts Crosstabs

	Q1	Q2	Q3	Q4
FY 2010	1,676,431	1,958,115	1,565,222	1,635,147
FY 2011	1,940,193	2,061,745	2,035,536	2,008,145
FY 2012	1,915,015	2,121,033	2,626,512	2,163,080
FY 2013	2,056,119	2,101,577	2,647,222	2,301,881
FY 2014	2,210,229	2,078,151	2,768,128	2,487,018
FY 2015	2,430,064	2,203,312	2,693,491	2,302,552
FY 2016	2,203,797	1,923,789	2,647,269	

Main Street Program

Planning & Development
Main Street Program (105)

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



Main Street Program

Address		303 Palo Pinto, Weatherford, TX 76086
Phone Number		(817) 598-4034
Hours of Operation		Monday to Friday, 8:00 am to 5:00 pm
Major Division Goals	1	Enhance the pedestrian environment by including streetscape, lighting, parking area plans and way-finding signage.
	2	Support current businesses within the downtown area and create a recruitment program for new businesses.
	3	Create a mix of uses downtown that will allow the center of Weatherford to be revitalized.
	4	Support historic preservation within the downtown area.
	5	Create residential opportunities downtown. Implement more activity and special events downtown to encourage growth and tourism.
FY17 Objectives	1	Continue working with the Weatherford Downtown Business Alliance Association – becoming a leading entity downtown, with 50 members, promotions, events and business programs scheduled throughout the year.
	2	Assist in the downtown enhancements including sidewalks, and in finding adequate funding for said enhancements (matching grants, etc.)
	3	Begin a Business Development Center, acquiring free rental and offering programs to all small businesses, focused on the downtown area.
	4	Assess capabilities for enhanced parking areas, a restroom facility, fund raising, and annual events, such as the Bankhead Festival.

Main Street Program

Expenditure Summary	Actual	Approved	Projected	Adopted
Category	FY15	FY16	FY16	FY17
Personnel	25,942	32,293	25,422	50,045
Supplies	869	23,500	23,500	2,000
Contractual	1,755	7,650	7,050	13,000
Capital Outlay	-	-	-	-
Total	28,567	63,443	55,972	65,045

Personnel Schedule (FTE)		Actual	Approved	Projected	Adopted
Positions	Classification	FY15	FY16	FY16	FY17
Main Street Coordinator*	16	1.00	1.00	1.00	1.00
Total		1.00	1.00	1.00	1.00

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

Significant Budget Changes	Ongoing	One-Time
Set up Telecommunications for Main Street Coordinator		$ 10,000
Compensation Package	$ 930	

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

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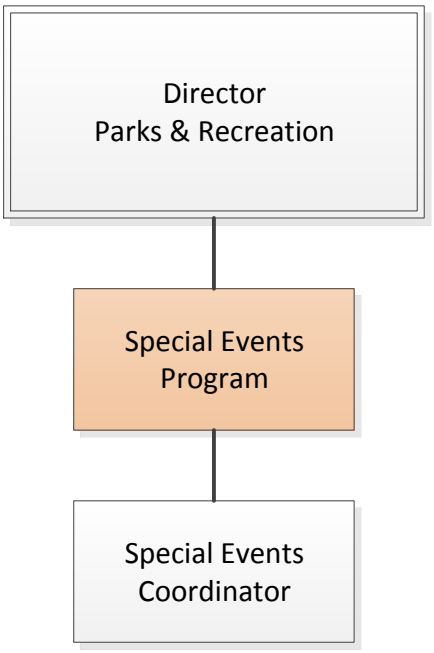
Special Events Program

Parks & Recreation

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



Expenditure Summary Category	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Personnel	-	-	-	40,000
Supplies	24,075	13,950	7,978	13,950
Contractual	35,419	66,622	71,872	66,622
Capital Outlay	-	-	-	-
Total	59,493	80,572	79,850	120,572

Significant Budget Changes		Ongoing	One-Time
Volunteer			
Food	$	2,000	
Postage	$	500	

Special Events (109)

Address
Phone Number

303 Palo Pinto, Weatherford, TX 76086
(817) 598-4034

Hours of Operation

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

Related Strategic Areas

Plan for future
Improve Marketability

Specific Strategic Goals

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

Special Events goal is to establish a great working relationship with the community while informing event organizers about the safety of planning an event on public or private property while adding events which will bring tourism to the City of Weatherford as well as promoting local shopping.

FY15/FY16 Accomplishments

Successful event - Holiday in the Park (over 10,000 visitors) - Heritage Park
Successful event - Spark in the Park (over 7,000 visitors) - Heritage Park
Successful event - Weatherford Blooms (over 4,000 visitors) - Downtown Quadrants

FY17 Objectives

1Continue with successful events to establish attraction to the City.
2Obtain sponsorship for larger events.

Performance Measures	**FY14**	**FY15**	**FY16**
Input			
Estimated Attendance			
Heritage Stampede Festival	3,500	3,000	4,000
Holiday in the Park	N/A	7,500	10,000
Weatherford Blooms Festival	N/A	N/A	7,000

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

Chandor Gardens Fund (35)

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

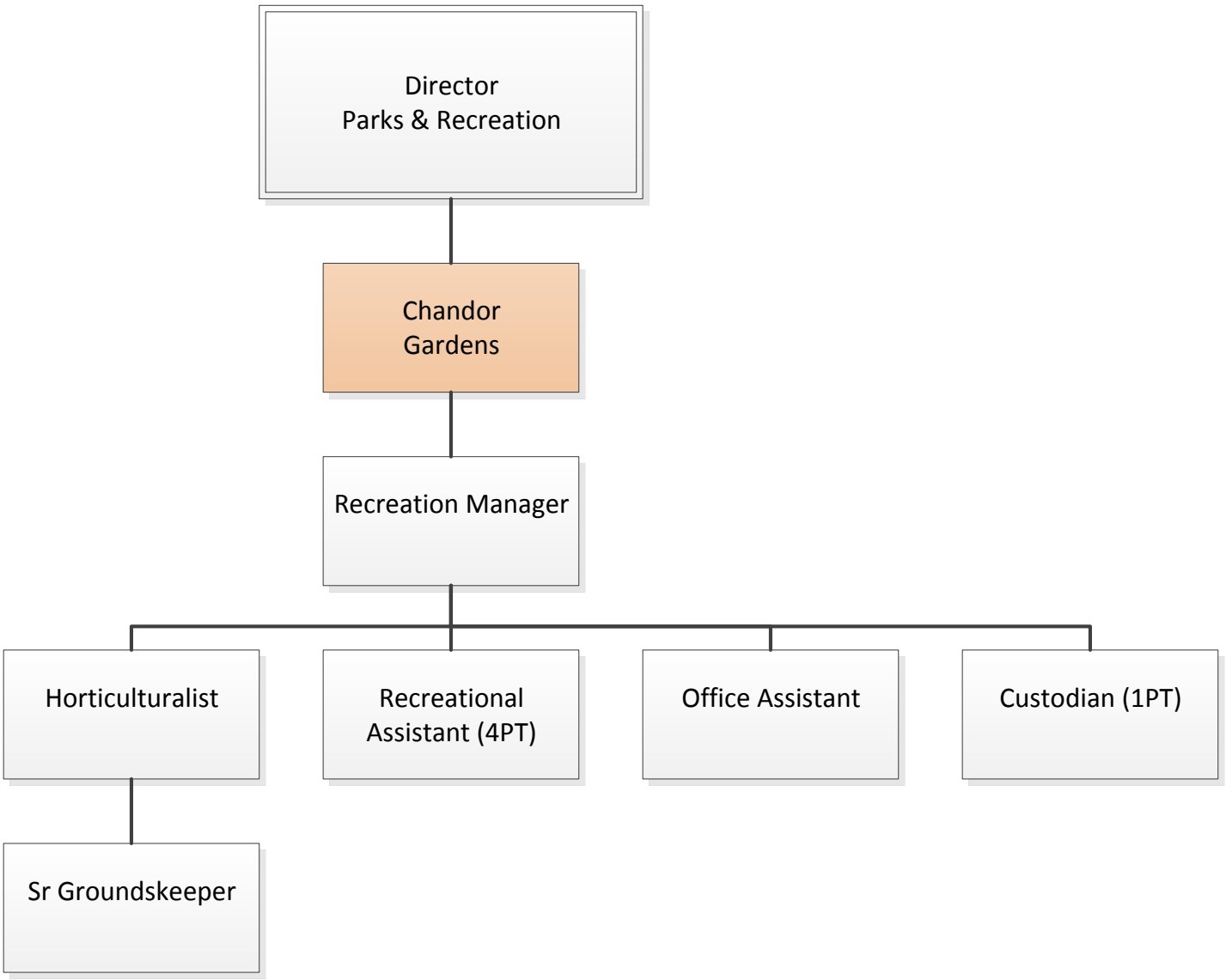
	Actual FY14	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Beginning Fund Balance	**96,011**	**64,213**	**63,304**	**63,304**	**84,685**
Revenues					
412 - Facility Rental Fees	40,386	53,779	60,000	60,000	60,000
414 - Labor Use Fees	890	-	1,000	1,000	1,000
435 - Garden Tour Fees	7,292	8,310	7,000	8,310	8,000
437 - Sale of Goods	346	642	500	813	600
601 - Interest Income	27	4	300	21	-
608 - Contributions	1,867	-	-	-	-
651 - Miscellaneous	1	1	-	250	-
822 - Transfer From Gen Fund	35,753	35,753	35,753	35,753	35,753
825 - Transfer from HOT Fund	215,000	234,147	318,344	318,344	308,889
Total Revenues	**301,562**	**332,636**	**422,897**	**424,491**	**414,242**
Expenditures					
Chandor Gardens	333,360	333,544	403,672	403,110	401,237
Total Expenditures	**333,360**	**333,544**	**403,672**	**403,110**	**401,237**
Over/(Under)	(31,798)	(909)	19,225	21,381	13,005
Ending Fund Balance	**64,213**	**63,304**	**82,529**	**84,685**	**97,690**

One-Time Expenses	9,800
Ongoing Revenues	391,497
Ongoing Expenses	391,437
Operating Surplus	60
Target Fund Balance (20% Operations)	78,287
Reserved for OPEB	19,224
Available	179

Chandor Gardens

Parks & Recreation

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



Chandor Gardens (490)

Address
Phone Number

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

Related Strategic Areas

1 Plan for future
2 Improve Marketability

Specific Strategic Goals

Explore new revenue oppor-
Improve tourism and marketing for the City.

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

Major Division Goals

1 Develop property within the estate grounds to include educational, recreational, and group meeting venues.

FY15/FY16 Accomplishments

1 Completed Pergola reconstruction, replaced Bridge, and installed Exterior Lighting, trimmed Trees.
2 Mansion-New Archway installed, all floors refinished, rug cleaned, window panes & exterior wood replaced.
3 Resurfaced Main Canal and Pixie Pond.
4 Updated Bridal Cottage with paint & new furnishings and created new seating areas throughout Garden.
5 Installed Wet Wall at Greenhouse.

FY17 Objectives

1 Create more accessibility on walking paths.
2 Housekeeping and Maintenance services.
3 Refinish floors and repair archway in Chandor mansion.
4 Cable old growth trees in the Garden.
5 Repair and replace wooden pergola in Silver Garden.

Budgetary Issues

Need for additional funds for projects within the Chandor Gardens as the existing facilities require updating.

Expenditure Summary Category	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Personnel	247,159	253,072	251,143	268,037
Supplies	24,462	50,050	39,780	50,050
Contractual	61,924	100,550	97,499	73,350
Capital Outlay	-	-	14,688	-
Total	333,544	403,672	403,110	391,437

Personnel Schedule (FTE) Positions	Classification	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Recreation Manager	18	1.00	1.00	1.00	1.00
Horticulturalist	17	1.00	1.00	1.00	1.00
Facility Coordinator	16	-	-	-	-
Sr Groundskeeper	8	1.00	1.00	1.00	1.00
PT Custodian	6	0.50	0.50	0.50	0.50
PT Recreation Assistant	6	2.00	2.00	2.00	2.00
Office Assistant	7	1.00	1.00	1.00	1.00
Total		6.50	6.50	6.50	6.50

Significant Budget Changes	Ongoing	One-Time
Ice Maker	$ -	$ 5,000
Compensation Package	$ 4,734	$ -

Performance Measures	FY13	FY14	FY15
Output			
Facility Rentals	85	85	85
Garden Tours	50	55	50
Maintained Acreage	3.5	3.5	3.5
Efficiency			
Facility Rental Revenues	150,000	140,000	150,000
Garden Tour Revenues	7,000	7,000	7,000
Volunteer Hours	570	575	575
Effectiveness			
Repeat Visits & Events	15%	15%	15%
Referrals	25%	25%	25%

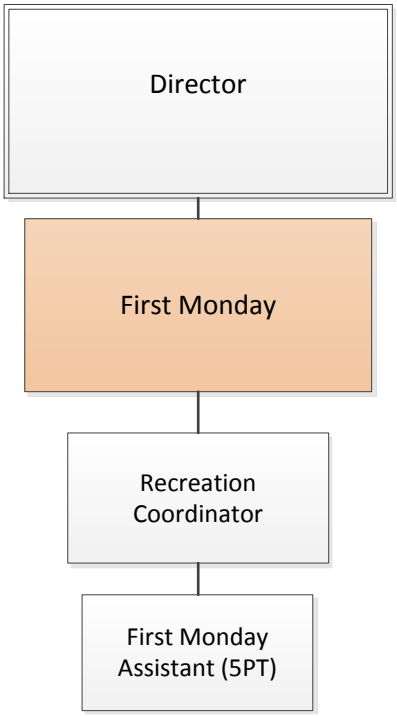
Heritage Park Revolving Fund

		Actual FY14	Actual FY15	Adopted FY16	Projected FY16	Adopted FY17
Beginning Fund Balance		**-**	**-**	**-**	**208**	**28,866**
Revenue						
	Vendor/Special Events Permits	905	45	1,000	1,500	1,500
	First Monday Parking Fees	20,060	14,010	22,000	27,262	29,250
	Heritage Park Utility Fee	-	-	-	6,500	6,500
	First Monday Rental Fee	109,317	106,828	10,720	110,720	115,720
	FM Grounds Rental Other Than FM	760	780	-	925	2,000
	Gen Fund Xfer	4,595	34,535	45,400	45,400	48,000
Total Revenue		135,637	156,198	179,120	192,307	202,970
Expenses						
	Personnel	79,350	94,812	112,993	101,986	131,593
	Supplies	11,462	14,037	11,600	12,370	11,600
	Contractual	44,825	47,349	54,319	49,293	59,096
	Capital Outlay	-	-	-	-	-
Total Expenses		135,637	156,198	178,912	163,650	202,289
Revenue Over/(Under) Expenses		-	-	208	28,657	681
Ending Fund Balance		**-**	**-**	**208**	**28,866**	**29,546**

*In FY16, the City of Weatherford has opted to set up a revolving fund for Heritage Park. As events are scheduled and revenues from those events come in, the City will designate those funds to pay for future events.

First Monday Parks & Recreation

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



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

First Monday (462)

Expenditure Summary Category	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Personnel	94,812	112,993	101,986	129,343
Supplies	14,037	11,600	12,370	11,600
Contractual	47,349	54,319	49,293	54,319
Capital Outlay	-	-	-	-
Total	156,198	178,912	163,650	195,262

Personnel Schedule (FTE) Positions	Classification	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Recreation Coordinator	16	1.00	1.00	1.00	1.00
PT First Monday Assistant	6	2.00	2.00	2.00	2.00
Total		3.00	3.00	3.00	3.00

Significant Budget Changes	Ongoing	One-Time
Increase in Professional Svcs	$ 3,000	$ -
Compensation Package	$ 2,245	$ -
Laundry & Sanitation Services	$ 1,277	$ -
Building/Grounds Maintenance	$ 500	$ -

Performance Measures		FY12	FY13	FY14	FY15
Input					
1	Available General Vendor Spaces Per Month	264	373	333	333
2	Available Food Vendor Spaces Per Month	8	10	12	20
3	Available Farm & Ranch Spaces Per Month	30	30	30	30
4	Available Parking Spaces Per Month	62	75	115	125
5	Available RV Spaces Per Month	0	0	8	8
6	Event Days in Fiscal Year (Thurs-Sun)	48	48	48	48
7	Number of Event Days With Inclement Weather For the FY	24	16	18	18
8	Percent of Inclement Weather days over total days open	50%	33%	38%	38%

First Monday Parks & Recreation

Performance Measures	FY12	FY13	FY14	FY15
Output				
1 Average Number of General Vendor Spaces Rented per Month	219	303	319	333
2 Average Number of Food Vendor Spaces Rented per Month	6	9	11	11
3 Average Number of Farm & Ranch Spaces Rented Per Month	18	13	12	12
4 Average Parking Fees Collected Per Month	1,450	2,258	2,375	1,875
5 Average Number of RV Spaces Rented Per Month	0	0	6	6
6 Number of Event Days Open For the Year (Thurs-Sun)	48	48	48	48
Efficiency				
1 Average Monthly Capacity Reached (Pertains to All Vendors)	83%	82%	96%	100%
Effectiveness				
1 Average Number of Returning Vendors Per Month (Pertains to All Vendors)	189	234	257	280

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Federal Forfeiture Fund (46)

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

	Actual FY14	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Beginning Fund Balance	**636,880**	**673,605**	**592,001**	**592,001**	**288,780**
Revenues					
601 - Interest Income	187	258	500	1,000	800
651 - Forfeited Funds	64,163	39,929	30,000	40,000	40,000
810 - Proceeds from Lease	-	40,000	-	-	
Total Revenues	**64,350**	**80,187**	**30,500**	**41,000**	**40,800**
Expenditures					
Police Personnel Services	-	-			
Police Supplies & Equipment	13,525	55,295		50,000	
Informants & Investigations & Services	14,100		90,000	84,221	320,000
Capital	-	66,495	150,000	210,000	
Transfer to Debt Service Fund	-	40,000			
Total Expenditures	**27,625**	**161,790**	**240,000**	**344,221**	**320,000**
Over/(Under)	36,725	(81,604)	(209,500)	(303,221)	(279,200)
Ending Fund Balance	**673,605**	**592,001**	**382,501**	**288,780**	**9,580**

State Forfeiture Fund (06)

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

	Actual FY14	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Beginning Fund Balance	**64,435**	**54,153**	**62,847**	**62,847**	**56,847**
Revenues					
601 - Interest Income	30	-	60	-	-
604 - Sale of Fixed Assets	-	-	-		
651 - Forfeited Funds	10,472	22,346	10,000	9,000	10,000
Total Revenues	**10,502**	**22,346**	**10,060**	**9,000**	**10,000**
Expenditures					
Police Supplies & Equipment	20,784	13,652	-		
Contractual Services	-	-	15,000	15,000	66,000
Capital	-	-	-		
Total Expenditures	**20,784**	**13,652**	**15,000**	**15,000**	**66,000**
Over/(Under)	(10,283)	8,694	(4,940)	(6,000)	(56,000)
Ending Fund Balance	**54,153**	**62,847**	**57,907**	**56,847**	**847**

TCDP—SFX Grant Fund (20)

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

	Actual FY14	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Beginning Fund Balance	**1,864**	**1,864**	**-**	**-**	**-**
Revenues					
620 - Rent Income	22,368	22,368	22,368	22,368	22,368
Total Revenues	**22,368**	**22,368**	**22,368**	**22,368**	**22,368**
Expenditures					
Rent Expense	22,368	24,233	22,368	22,368	22,368
Total Expenditures	**22,368**	**24,233**	**22,368**	**22,368**	**22,368**
Over/(Under)	-	(1,864)	-	-	-
Ending Fund Balance	**1,864**	**-**	**-**	**-**	**-**

TCDP—Weatherford Aerospace Grant Fund

These funds were established for the receipt and reimbursement of lease payments from Weatherford Aerospace to the Texas Community Development Program. This program was closed out after FY14.

	Actual FY14	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Beginning Fund Balance	**-**	**-**	**-**	**-**	**-**
Revenues					
620 - Rent Income	54,790	-	-	-	-
Total Revenues	**54,790**	**-**	**-**	**-**	**-**
Expenditures					
Rent Expense	54,790	-	-	-	-
Total Expenditures	**54,790**	**-**	**-**	**-**	**-**
Over/(Under)	-	-	-	-	-
Ending Fund Balance	**-**	**-**	**-**	**-**	**-**

Municipal Court Technology Fund (32)

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

	Actual FY14	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Beginning Fund Balance	**33,021**	**44,448**	**52,432**	**52,432**	**50,452**
Revenues					
501 - Municipal Court Fees	13,916	13,299	13,000	13,000	13,000
601 - Interest Income	20	-	20	20	-
Total Revenues	**13,935**	**13,299**	**13,020**	**13,020**	**13,000**
Expenditures					
Computer Equipment	-	4,627	-	-	-
Small Tools & Equipment	-	-	-	-	-
Other Professional Services	-	425	7,000	7,000	50,000
R&M Office Equipment	2,509	263	8,000	8,000	-
Office Equipment	-	-	-	-	-
Total Expenditures	**2,509**	**5,315**	**15,000**	**15,000**	**50,000**
Over/(Under)	**11,426**	**7,984**	**(1,980)**	**(1,980)**	**(37,000)**
Ending Fund Balance	**44,448**	**52,432**	**50,452**	**50,452**	**13,452**

Municipal Court Building Security Fund (44)

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

	Actual FY14	Actual FY15	Approved FY16	Projected FY16	Proposed FY17
Beginning Fund Balance	**39,245**	**49,670**	**40,778**	**40,778**	**10,778**
Revenues					
501 - Municipal Court Fees	10,402	9,966	10,000	10,000	10,000
601 - Interest Income	22	-	30		
Total Revenues	**10,424**	**9,966**	**10,030**	**10,000**	**10,000**
Expenditures					
Personnel Services	-	-	-		
Supplies	-	2,561	8,530	-	8,500
Contractual Services	-	427	1,500	-	1,500
Capital Outlay	-	15,870	-	40,000	
Total Expenditures	**-**	**18,858**	**10,030**	**40,000**	**10,000**
Over/(Under)	**10,424**	**(8,892)**	**-**	**(30,000)**	**-**
Ending Fund Balance	**49,670**	**40,778**	**40,778**	**10,778**	**10,778**

Municipal Court Juvenile Case Manager Fund

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

	Actual FY14	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Beginning Fund Balance	**3,279**	**3,481**	**3,591**	**3,591**	**2,765**
Revenues					
501 - Municipal Court Fees	200	110	32,922	5,700	16,000
601 - Interest Income	2	-	-	-	
Total Revenues	**202**	**110**	**32,922**	**5,700**	**16,000**
Expenditures					
Personnel Services	-	-	22,000	6,526	15,662
Supplies	-	-	14,487		
Total Expenditures	**-**	**-**	**36,487**	**6,526**	**15,662**
Over/(Under)	202	110	(3,565)	(826)	338
Ending Fund Balance	**3,481**	**3,591**	**26**	**2,765**	**3,102**

Major FY16 Initiative:

The Juvenile Case Manager position was reinstated in FY16. This position was initially set to provide services in cases involving juvenile offenders before a court consistent with the municipal court's statutory powers. This includes assisting the court in administering the juvenile docket and in supervising its orders in juvenile cases. The viability of funding this position will be assessed further in FY17.

Library Special Revenue Fund (14)

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

	Actual FY14	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Beginning Fund Balance	**75,725**	**108,864**	**110,764**	**110,764**	**133,153**
Revenues					
407 - Charges for Services	10,424	16,871	10,500	10,500	10,500
601 - Interest Income	31	27	150	100	100
608 - Contributions	35,394	10,133	3,000	38,000	10,000
640 - Library Sales	-	-	-	7,226	-
828 - Incomes from Trust	100	-	100	13	-
Total Revenues	**45,950**	**27,031**	**13,750**	**55,839**	**20,600**
Expenditures					
Personnel	-	-	-	-	34,000
Supplies	10,099	16,529	20,000	-	100,000
Services	2,712	8,601	10,750	33,450	10,750
Capital	-	-	-	-	-
Total Expenditures	**12,811**	**25,131**	**30,750**	**33,450**	**144,750**
Over/(Under)	33,139	1,900	(17,000)	22,389	(124,150)
Ending Fund Balance	**108,864**	**110,764**	**93,764**	**133,153**	**9,003**

Permanent Library Fund* (15)

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

Retain Permanent $50,000

	Actual FY14	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Beginning Fund Balance	**50,069**	**49,986**	**50,012**	**50,012**	**50,064**
Revenues					
601 - Interest Income	17	26	15	65	65
Total Revenues	**17**	**26**	**15**	**65**	**65**
Expenditures					
Equipment, Supplies, Materials	-	-	-	-	-
Transfer to Library Special Revenue Fund	100	-	13	13	129
Total Expenditures	**100**	**-**	**13**	**13**	**129**
Over/(Under)	(83)	26	2	52	(64)
Ending Fund Balance	**49,986**	**50,012**	**50,014**	**50,064**	**50,000**

Animal Shelter Fund (38)

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

	Actual FY14	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Beginning Fund Balance	**67,988**	**86,038**	**118,125**	**118,125**	**22,394**
Revenues					
601 - Interest Income	41	-	50	50	-
608 - Contributions	15,743	11,241	4,000	33,000	30,000
651 - Miscellaneous	26,302	42,888	25,000	23,000	20,000
Total Revenues	**42,086**	**54,129**	**29,050**	**56,050**	**50,000**
Expenditures					
Personnel Expenses					
Improvements to Shelter	24,036	22,042	88,125	151,781	70,000
Total Expenditures	**24,036**	**22,042**	**88,125**	**151,781**	**70,000**
Over/(Under)	18,050	32,087	(59,075)	(95,731)	(20,000)
Ending Fund Balance	**86,038**	**118,125**	**59,050**	**22,394**	**2,394**

Weatherford Beautification Fund (07)

This fund is used to account for donations received by the City for beautification projects administered by the Keep Weatherford Beautiful Board.

	Actual FY14	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Beginning Fund Balance	**2,401**	**2,402**	**2,402**	**2,402**	**2,402**
Revenues					
601 - Interest Income	1	-	-		
Total Revenues	**1**	**-**	**-**	**-**	**-**
Expenditures					
Botanical Supplies	-	-	2,402		-
Total Expenditures	**-**	**-**	**2,402**	**-**	**-**
Over/(Under)	1	-	(2,402)	-	-
Ending Fund Balance	**2,402**	**2,402**	**(0.2)**	**2,402**	**2,402**

Park Special Revenue Fund (26)

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

	Actual FY14	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Beginning Fund Balance	**28,658**	**27,925**	**55,398**	**55,398**	**23,198**
Revenues					
440 - Ball Field User Fee	40,133	27,473	25,000	27,800	25,000
601 - Interest Income	2	-	-	-	
Total Revenues	**159,989**	**27,473**	**25,000**	**27,800**	**25,000**
Expenditures					
Miscellaneous	-	-	-	-	-
Debt Service	160,721	-	-	-	-
Other Improvements		-	-	60,000	25,000
Total Expenditures	**160,721**	**-**	**-**	**60,000**	**25,000**
Over/(Under)	(732)	27,473	25,000	(32,200)	-
Ending Fund Balance	**27,925**	**55,398**	**80,398**	**23,198**	**23,198**

Park Dedication Fund (28)

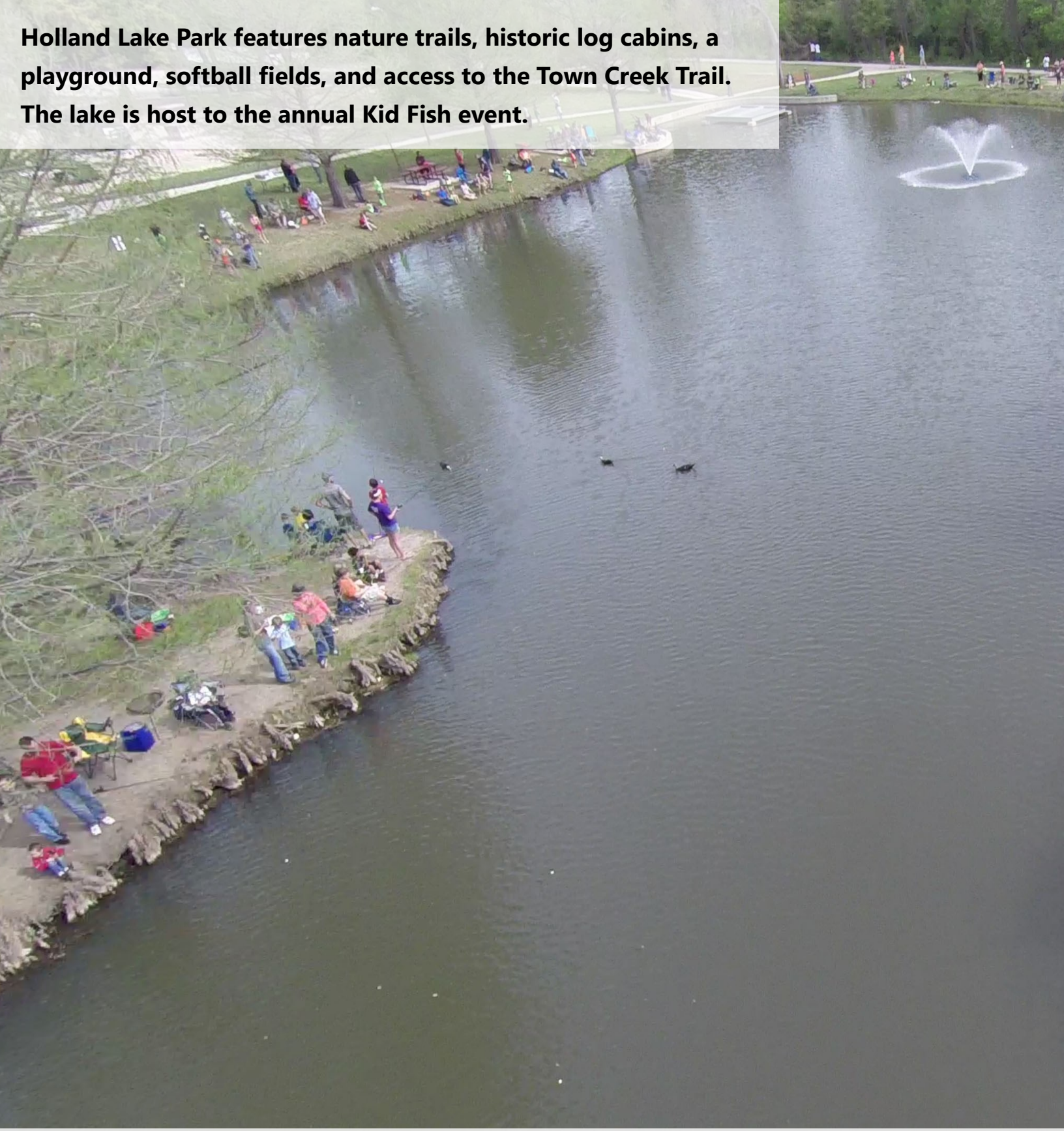
This fund is used to account for the use of Park Dedication Fees, which are restricted for the development and improvement of the parks system.

	Actual FY14	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Beginning Fund Balance	**277,245**	**282,847**	**264,234**	**264,234**	**144,587**
Revenues					
Interest Income	92	99	100	300	100
Park Dedication Fees	102,650	103,425	100,000	85,000	100,000
Total Revenues	**102,742**	**103,524**	**100,100**	**85,300**	**100,100**
Expenditures					
Other	97,140	122,137	204,947	204,947	200,000
Heritage Master Plan	-	-	-	-	-
Total Expenditures	**97,140**	**122,137**	**204,947**	**204,947**	**200,000**
Over/(Under)	5,602	(18,613)	(104,847)	(119,647)	(99,900)
Ending Fund Balance	**282,847**	**264,234**	**159,387**	**144,587**	**44,687**

Stormwater Utility Fund (51)

The Stormwater Utility Fund was created in January of 2013, and is designed to pay for infrastructure expenses related to Weatherford's drainage system. These expenses are funded through collecting a Stormwater fee levied on all residents of the city.

	Actual FY14	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Beginning Fund Balance	**149,351**	**600,057**	**1,117,932**	**1,117,932**	**2,074,040**
Revenues					
Interest Income	190	996	500	12,000	1,000
Stormwater User Fees	839,597	852,003	1,260,000	1,180,222	1,284,000
Bond Proceeds	-	-	-	2,000,000	
Total Revenues	**839,787**	**853,000**	**1,260,500**	**3,192,222**	**1,285,000**
Expenditures					
Administrative	73,347	131,269	-	-	43,500
Contractual Services	-	-	-	-	-
Drainage Projects	315,735	163,688	1,019,770	1,995,384	2,956,500
Debt Service	-	40,167	240,730	240,730	240,730
Transfers to General Fund	-	-	-	-	-
Total Expenditures	**389,082**	**335,124**	**1,260,500**	**2,236,114**	**3,240,730**
Over/(Under)	450,706	517,876	-	956,108	(1,955,730)
Ending Fund Balance	**600,057**	**1,117,932**	**1,117,932**	**2,074,040**	**118,310**



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

Debt Service Schedules

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

General Debt Service Requirements

The City does not have any legal debt limits for General Debt Service. However, Financial Management Policy Statements included in the Appendix section of this document provide specific guidelines for considering new debt obligations. Among those, staff commits to objectively analyzing all factors to determine whether or not new general-purpose debt will be in the City's best interest. These factors include the project's importance and immediacy, cash-on-hand availability, and several financial metrics, such as debt per capita, debt as a percent of taxable value, debt service payments as a percent of current revenues and expenditures, and the level of overlapping debt of adjacent jurisdictions. A detailed cost-benefit analysis is routinely performed on the possibility of any new debt issues.

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

The largest portion of the city's outstanding debt is related to transportation projects under a Pass-Through Financing agreement with the Texas Department of Transportation (TxDOT). Under this agreement, the city issued debt to fund transportation projects on state highways in order to expedite the construction of said projects. Upon completion, TxDOT will reimburse the city based on traffic counts at a rate of $.15 per vehicle per mile (vehicle-mile). The total amount to be reimbursed is $52,443,517. Once all projects are completed, the maximum annual amount to be reimbursed may not exceed 10% of the total reimbursement. Based on traffic counts, the city expects to receive $4.8 million in FY17.

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

Description	**Principal**	**Interest**	**Total**
Series 2006 Certificates of Obligation	215,000	130,938	345,938
Series 2008 Certificates of Obligation	130,000	92,019	222,019
Series 2010 G.O. Refunding Bonds	-	988,525	988,525
Series 2011 C.O. Bonds	300,000	301,455	601,455
Series 2012 G.O. Refunding Bonds	2,950,000	504,950	3,424,950
Series 2014 G.O. Refunding Bonds	525,000	226,100	751,100
Tax Notes Series 2014	135,000	14,300	149,300
Tax Notes Series 2016	795,000	125,442	920,442
Total Bonded Requirements	*5,050,000*	*2,383,728*	*7,433,728*
Current Lease Requirements			
SunTrust energy	60,000	-	60,000
Total Lease Requirements	*60,000*	-	*60,000*
Total General Debt	**5,110,000**	**2,383,728**	**7,493,728**

General Debt Service Fund (03)

	Actual FY15	Approved FY16	Projected FY16	Adopted FY17
Revenue Summary				
Current Taxes	3,213,256	3,389,137	3,402,581	3,435,963
Delinquent Taxes & Penalties	37,270	35,000	41,066	35,000
Interest Income	9,310	4,300	21,810	4,300
Miscellaneous Income	-	-		-
Proceeds from Refunding Issuance	7,345,000	-		-
Proceeds from GO Premium	675,483	-		-
Transfer from General Fund	-	152,000	114,000	152,000
Transfer from Hotel/Motel Fund	128,437	128,437	128,437	550,000
Reimbursement from TxDOT	4,977,837	4,100,000	4,798,873	4,800,000
Total Revenues	**16,386,591**	**7,808,874**	**8,506,767**	**8,977,263**
Expenditure Summary				
Interest	2,413,051	2,404,612	2,404,612	2,383,728
Issuance Costs	117,551	-	-	-
Fiscal Agent Fees	1,600	1,600	2,400	1,600
Lease Purchase	58,508	60,000	60,017	60,000
Payment to Escrow	7,857,973	-	-	-
Principle Retirement	3,875,000	4,075,000	4,075,000	5,050,000
Total Expenses	**14,323,683**	**6,541,212**	**6,542,029**	**7,495,328**
Revenues Over (Under) Expenditures	2,062,908	1,267,662	1,964,738	1,481,935
Beginning Fund Balance	**6,405,510**	**8,468,418**	**8,468,418**	**10,433,156**
Ending Fund Balance	**8,468,418**	**9,736,081**	**10,433,156**	**11,915,091**

Annual Debt Service Requirements - By Issue

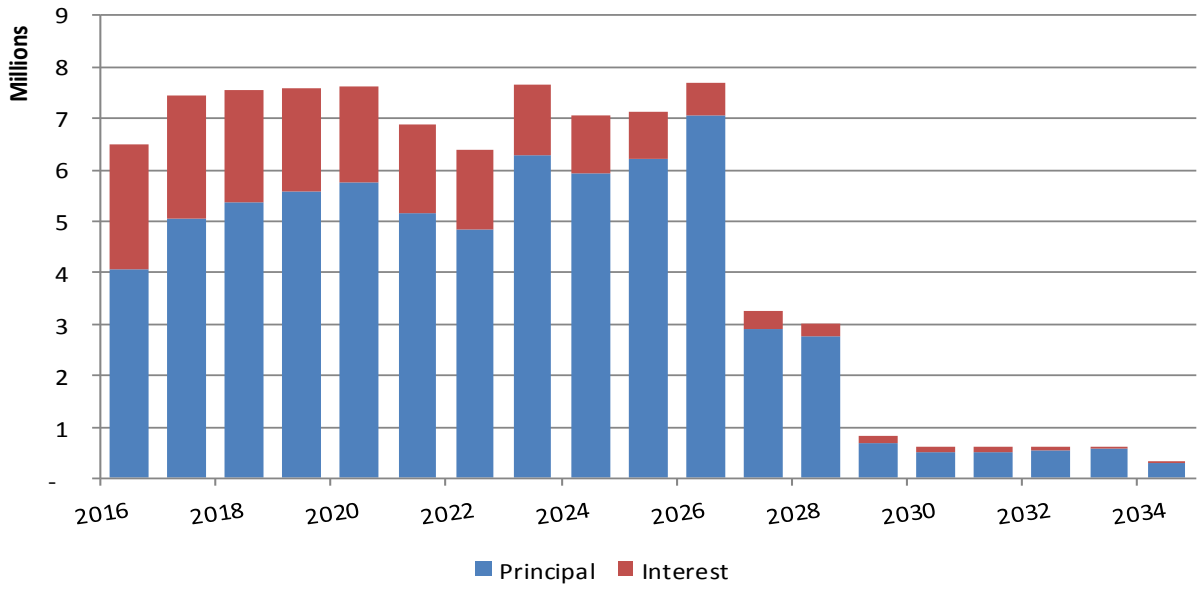
Fiscal Year	CO Series 2006	CO Series 2008	GO Series 2010	CO Series 2011
2016	302,538	222,463	1,075,756	605,305
2017	345,938	222,019	988,525	601,455
2018	342,338	221,361	988,525	602,455
2019	348,263	225,383	988,525	598,155
2020	348,393	224,085	988,525	600,555
2021	342,980	222,573	988,525	602,355
2022	347,230	220,848	3,533,525	603,555
2023	350,570	223,802	4,816,725	604,155
2024	428,250	221,436	5,059,525	604,155
2025	429,750	223,750	5,101,325	603,555
2026	425,250	220,744	5,694,525	602,355
2027	-	222,418	1,680,075	605,555
2028	-	223,664	2,165,263	607,515
2029	-	219,590	-	608,195
2030	-	-	-	607,795
2031	-	-	-	606,295
2032	-	-	-	608,675
2033	-	-	-	609,150
2034	-	-	-	313,500
Total	**4,011,498**	**3,114,134**	**34,069,344**	**11,194,735**

GO Series 2012	GO Series 2014	Tax Notes Series 2014	Tax Notes Series 2015	Total
3,370,150	751,400	152,000	-	6,479,612
3,454,950	751,100	149,300	920,442	7,433,728
3,576,950	750,600	151,600	916,985	7,550,813
3,611,250	754,900	153,800	919,326	7,599,601
3,637,500	758,900	150,900	916,481	7,625,338
2,884,000	759,125	153,000	918,450	6,871,008
-	758,650	-	920,196	6,384,004
-	757,475	-	916,757	7,669,484
-	760,600	-	-	7,073,966
-	759,600	-	-	7,117,980
-	762,600	-	-	7,705,474
-	764,400	-	-	3,272,448
-	-	-	-	2,996,442
-	-	-	-	827,785
-	-	-	-	607,795
-	-	-	-	606,295
-	-	-	-	608,675
-	-	-	-	609,150
-	-	-	-	313,500
20,534,800	**9,089,350**	**910,600**	**6,428,637**	**89,353,097**

Principal & Interest Requirements

Annual Principal & Interest Requirements - All Issues

Fiscal Year	Principal Due 3/1/15	Principal Due 9/1/15	Interest Due 3/1/15	Interest Due 9/1/15	Total
2016	3,950,000	125,000	1,200,971	1,203,640	6,479,612
2017	4,920,000	130,000	1,190,476	1,193,252	7,433,728
2018	5,240,000	135,000	1,086,466	1,089,348	7,550,813
2019	5,425,000	145,000	1,013,253	1,016,349	7,599,601
2020	5,605,000	150,000	933,568	936,770	7,625,338
2021	5,015,000	155,000	848,849	852,159	6,871,008
2022	4,675,000	160,000	772,794	776,210	6,384,004
2023	6,120,000	170,000	687,927	691,557	7,669,484
2024	5,740,000	175,000	577,615	581,351	7,073,966
2025	6,015,000	185,000	457,015	460,965	7,117,980
2026	6,850,000	190,000	330,709	334,765	7,705,474
2027	2,700,000	200,000	184,089	188,359	3,272,448
2028	2,535,000	210,000	123,479	127,963	2,996,442
2029	480,000	215,000	64,098	68,688	827,785
2030	500,000	-	53,898	53,898	607,795
2031	520,000	-	43,148	43,148	606,295
2032	545,000	-	31,838	31,838	608,675
2033	570,000	-	19,575	19,575	609,150
2034	300,000	-	6,750	6,750	313,500
Total	**67,705,000**	**2,345,000**	**9,626,516**	**9,676,581**	**89,353,097**



Series 2006 Certificates of Obligation

General Obligation Debt

Certificates of Obligation - Series 2006

Fiscal Year	Principal Due 3/1/15	Principal Due 9/1/15	Interest Due 3/1/15	Interest Due 9/1/15	Total
2016	165,000	-	68,769	68,769	302,538
2017	215,000	-	65,469	65,469	345,938
2018	220,000	-	61,169	61,169	342,338
2019	235,000	-	56,631	56,631	348,263
2020	245,000	-	51,696	51,696	348,393
2021	250,000	-	46,490	46,490	342,980
2022	265,000	-	41,115	41,115	347,230
2023	280,000	-	35,285	35,285	350,570
2024	370,000	-	29,125	29,125	428,250
2025	390,000	-	19,875	19,875	429,750
2026	405,000	-	10,125	10,125	425,250
Total	**3,040,000**	**-**	**485,749**	**485,749**	**4,011,498**

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

Series 2008 General Obligation Bonds

Certificates of Obligation - Series 2008

Fiscal Year	Principal Due 3/1/15	Principal Due 9/1/15	Interest Due 3/1/15	Interest Due 9/1/15	Total
2016	-	125,000	47,397	50,066	222,463
2017	-	130,000	44,622	47,397	222,019
2018	-	135,000	41,739	44,622	221,361
2019	-	145,000	38,644	41,739	225,383
2020	-	150,000	35,441	38,644	224,085
2021	-	155,000	32,132	35,441	222,573
2022	-	160,000	28,716	32,132	220,848
2023	-	170,000	25,086	28,716	223,802
2024	-	175,000	21,350	25,086	221,436
2025	-	185,000	17,400	21,350	223,750
2026	-	190,000	13,344	17,400	220,744
2027	-	200,000	9,074	13,344	222,418
2028	-	210,000	4,590	9,074	223,664
2029	-	215,000	-	4,590	219,590
Total	**-**	**2,345,000**	**359,534**	**409,600**	**3,114,134**

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

Series 2010 General Obligation Refunding

General Obligation Refunding Bonds - Series 2010

Fiscal Year	Principal Due 3/1/15	Principal Due 9/1/15	Interest Due 3/1/15	Interest Due 9/1/15	Total
2016	85,000	-	495,378	495,378	1,075,756
2017	-	-	494,263	494,263	988,525
2018	-	-	494,263	494,263	988,525
2019	-	-	494,263	494,263	988,525
2020	-	-	494,263	494,263	988,525
2021	-	-	494,263	494,263	988,525
2022	2,545,000	-	494,263	494,263	3,533,525
2023	3,930,000	-	443,363	443,363	4,816,725
2024	4,330,000	-	364,763	364,763	5,059,525
2025	4,545,000	-	278,163	278,163	5,101,325
2026	5,320,000	-	187,263	187,263	5,694,525
2027	1,525,000	-	77,538	77,538	1,680,075
2028	2,075,000	-	45,131	45,131	2,165,263
Total	**24,355,000**	**-**	**4,857,172**	**4,857,172**	**34,069,344**

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

Series 2011 Certificates of Obligation

Certificates of Obligation - Series 2011

Fiscal Year	Principal Due 3/1/15	Principal Due 9/1/15	Interest Due 3/1/15	Interest Due 9/1/15	Total
2016	295,000	-	155,153	155,153	605,305
2017	300,000	-	150,728	150,728	601,455
2018	310,000	-	146,228	146,228	602,455
2019	315,000	-	141,578	141,578	598,155
2020	330,000	-	135,278	135,278	600,555
2021	345,000	-	128,678	128,678	602,355
2022	360,000	-	121,778	121,778	603,555
2023	375,000	-	114,578	114,578	604,155
2024	390,000	-	107,078	107,078	604,155
2025	405,000	-	99,278	99,278	603,555
2026	420,000	-	91,178	91,178	602,355
2027	440,000	-	82,778	82,778	605,555
2028	460,000	-	73,758	73,758	607,515
2029	480,000	-	64,098	64,098	608,195
2030	500,000	-	53,898	53,898	607,795
2031	520,000	-	43,148	43,148	606,295
2032	545,000	-	31,838	31,838	608,675
2033	570,000	-	19,575	19,575	609,150
2034	300,000	-	6,750	6,750	313,500
Total	**7,660,000**	**-**	**1,767,368**	**1,767,368**	**11,194,735**

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

Series 2012 General Obligation Refunding Bonds

General Obligation Refunding Bonds - Series 2012

Fiscal Year	Principal Due 3/1/15	Principal Due 9/1/15	Interest Due 3/1/15	Interest Due 9/1/15	Total
2016	2,755,000	-	307,575	307,575	3,370,150
2017	2,950,000	-	252,475	252,475	3,454,950
2018	3,190,000	-	193,475	193,475	3,576,950
2019	3,320,000	-	145,625	145,625	3,611,250
2020	3,450,000	-	93,750	93,750	3,637,500
2021	2,800,000	-	42,000	42,000	2,884,000
Total	**18,465,000**	**-**	**1,034,900**	**1,034,900**	**20,534,800**

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

Series 2014 General Obligation Refunding Bonds

General Obligation Refunding Bonds - Series 2014

Fiscal Year	Principal Due 3/1/15	Principal Due 9/1/15	Interest Due 3/1/15	Interest Due 9/1/15	Total
2016	515,000	-	118,200	118,200	751,400
2017	525,000	-	113,050	113,050	751,100
2018	535,000	-	107,800	107,800	750,600
2019	550,000	-	102,450	102,450	754,900
2020	565,000	-	96,950	96,950	758,900
2021	585,000	-	87,063	87,063	759,125
2022	605,000	-	76,825	76,825	758,650
2023	625,000	-	66,238	66,238	757,475
2024	650,000	-	55,300	55,300	760,600
2025	675,000	-	42,300	42,300	759,600
2026	705,000	-	28,800	28,800	762,600
2027	735,000	-	14,700	14,700	764,400
Total	**7,270,000**	**-**	**909,675**	**909,675**	**9,089,350**

Tax Notes—Series 2014

Tax Notes - Series 2014

Fiscal Year	Principal Due 3/1/15	Principal Due 9/1/15	Interest Due 3/1/15	Interest Due 9/1/15	Total
2016	135,000	-	8,500	8,500	152,000
2017	135,000	-	7,150	7,150	149,300
2018	140,000	-	5,800	5,800	151,600
2019	145,000	-	4,400	4,400	153,800
2020	145,000	-	2,950	2,950	150,900
2021	150,000	-	1,500	1,500	153,000
Total	**850,000**	**-**	**30,300**	**30,300**	**910,600**

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

Tax Notes—Series 2016

Tax Notes - Series 2016

Fiscal Year	Principal Due 3/1/15	Principal Due 9/1/15	Interest Due 3/1/15	Interest Due 9/1/15	Total
2017	795,000	-	62,721	62,721	920,442
2018	845,000	-	35,993	35,993	916,985
2019	860,000	-	29,663	29,663	919,326
2020	870,000	-	23,241	23,241	916,481
2021	885,000	-	16,725	16,725	918,450
Total	6,065,000	-	181,819	181,819	6,428,637

$6,050,000 General Obligation Tax Notes were issued in 2016 in order to provide for the building of infrastructure associated with the Tax Increment Reinvestment Zone.

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

Capital Project Funds

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

Operational Impact of Capital Projects

This budget includes funding for continued improvements to the First Monday Grounds, and a state partnership to extend the Weatherford Hike and Bike Trails. Any bond proceeds remaining from the city's TxDOT projects are encumbered for the final project (see Street Projects on this page).

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

First Monday

Improvements to the First Monday Grounds are slated to continue in FY17, which are expected to have an operating impact on future budgets in the Parks & Recreation Department.

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

The total estimated cost increase once the project is completed is:

Additional Part-Time Personnel (possible): $20,000

Miscellaneous Costs: $4,000

Total Projected Operational Impact: $24,000

At this time, approximately $8,000 in additional overtime costs has been realized in the Heritage Park budget, and $20,000 in utilities costs have been added to the Parks & Properties budget.

Street Projects

The majority of the bond proceeds outstanding are for transportation projects are related to the Pass-Through Financing agreement implemented with the Texas Department of Transportation (TxDOT). The City is currently in the process of closing out the final project, a frontage road between Bethel Highway and South Bowie Drive.

During their construction, the Transportation & Public Works (TPW) department is utilizing in-house staff for project management and inspections.

Operational Costs Incurred: Once completed, these assets will become the responsibility of TxDOT. As a result, the City does not expect to incur any additional operating costs once the projects are closed.

TIRZ Projects

Approximately $6 million in tax notes have been issued in conjunction with the new Tax Increment Reinvestment Zone. All of this will be used to fund infrastructure projects intended to attract development. During their construction, the Transportation & Public Works (TPW) department is utilizing in-house staff for project management and inspections.

Operational Costs Incurred: Once completed, these assets will need to be maintained by Transportation and Public Works. Any annual maintenance will be absorbed by the Streets Division. Lighting and two signals; some infrastructure.. However, due to the life of this infrastructure, maintenance is not anticipated to be necessary until 5-7 years out.

Storm Water

The newly created Storm Water Utility Fund issued debt during FY15 in order to fund long-term drainage rehabilitation projects for the City.

Operational Costs Incurred: This fund is an enterprise fund, and any debt service and rehabilitation projects will be paid for through an increase in the Storm Water Utility Fee. Debt service costs have increased a total of approximately $240,000 annually, and revenues from the storm water fees have increased $440,000 annually, since the fund was creat-

ed. Because these expenses represent rehabilitation of existing infrastructure, no increase in operational funding is anticipated.

Future Capital Plans

Like most growing cities, Weatherford has no shortage of large-scale capital projects it will need to fund. While no current plan is in place, and no additional debt service is anticipated, these costs are, nevertheless, on the horizon. Staff is taking this opportunity to begin a formal capital budgeting process during the first half of FY17. This will be an annual process that precedes the operating budget process for a few reasons:

1. Staff time during the summer budgeting months is taken up largely by the operating budget, and adding a full-scale capital budget process to that is not currently feasible, and
2. Identifying capital costs and their operational components will undoubtedly effect the operating budget. Going into the operating budget process with that information at hand will be extremely beneficial.

By the summer of 2017, Weatherford Finance staff hopes to have the first iteration of the comprehensive capital budget in place.

Summary of Capital Projects

Capital Projects Funds Summary

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

Series 2006 CO Fund - This fund was established to account for proceeds from the issuance of certificates of obligation for design of Holland Lake Park improvements and Causbie Road (Highway 171/51) improvements. Remaining funds are being used for TxDOT projects.

Series 2007 CO Fund - This fund was established to account for proceeds from the issuance of certificates of obligation for the TxDOT projects.

Series 2007 GO Fund - This fund was established to account for the issuance of a general obligation bond in 2007 for Fire Station No. 4 and street improvement projects. Remaining funds are being used for TxDOT projects.

Series 2008 CO Fund - This fund was established to account for proceeds from the issuance of certificates of obligation for transportation projects including BB Fielder East. Remaining funds are being used for TxDOT projects.

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

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

***As of FY15, all funds except for the General Capital Projects Fund were consolidated into Series 2011 CO Fund.**

General Capital Projects Fund (17)

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

	Actual FY14	Actual FY15	Budgeted FY16	Projected FY16	Adopted FY17
Beginning Fund Balance	**3,478,083**	**1,546,776**	**1,642,537**	**1,642,537**	**1,416,537**
Revenues					
320 - Grant Revenue	12,411	-	-	-	-
601 - Interest Income	1,520	872	4,000	4,000	1,000
605 - Royalties	116,112	58,373	150,000	40,000	40,000
833 - Transfer from Solid Waste	450,000	500,000	500,000	500,000	550,000
Total Revenues	**580,043**	**559,246**	**654,000**	**544,000**	**591,000**
Expenditures					
Transfer to Water/WW	639,484	-	-	-	-
General	1,420	-	-	-	-
TxDOT Projects	1,520,000	-	-	-	-
Hike and Bike Project	-		-	-	300,000
First Monday Projects	350,446	463,485	770,000	770,000	250,000
Total Expenditures	**2,511,350**	**463,485**	**770,000**	**770,000**	**550,000**
Over/(Under)	(1,931,307)	95,761	(116,000)	(226,000)	41,000
Ending Fund Balance	**1,546,776**	**1,642,537**	**1,526,537**	**1,416,537**	**1,457,537**
Gas Well Royalties Reserve	1,241,419	1,299,792	1,391,419	1,339,792	1,379,792
Estimated Remaining Balance (Less Gas Well Royalties)	305,357	342,745	135,118	76,745	77,745

Series 2006 CO Fund (39)

This fund was established to account for proceeds from the issuance of certificates of obligation for design of Holland Lake Park improvements and Causbie Road (Highway 171/51) improvements. Remaining funds have been transferred to fund 50 and are being used for TxDOT projects.

	Actual FY14	Actual FY15	Budget FY16	Proposed FY16	Adopted FY17
Beginning Fund Balance	**354,387**	**20**	**-**	**-**	**-**
Revenues					
Interest Income	105	-	-	-	-
Total Revenues	**105**	**-**	**-**	**-**	**-**
Expenditures					
TxDOT Projects	354,472	20	-	-	-
Total Expenditures	**354,472**	**20**	**-**	**-**	**-**
Over/(Under)	(354,367)	(20)	-	-	-
Ending Fund Balance	**20**	**-**	**-**	**-**	**-**

Note: The balance of these funds has been transferred to Fund 50 in order to finish off the outstanding TxDOT funded projects.

Pass Through Financing Projects

In 2005, the city entered into an agreement with the Texas Department of Transportation (TxDOT) under the Pass Through Financing program (PTF). PTF allows local governments to design, manage, and provide initial funding for projects along TxDOT controlled roadways (state highways, for example). Once completed, TxDOT reimburses the locality based on the usage of the newly constructed roadways, typically on a per-vehicle basis. Under the 2005 agreement, the city began working on the following projects:

Jack Borden Way (Completed): Construction of a four-lane concrete urban street from Fort Worth Highway to Santa Fe Drive. An asphalt roadway will continue south from Santa Fe Drive as a four lane section until it merges into Foster Drive. Project elements include a 650 foot bridge over Town Creek and the railroad and traffic signals at Fort Worth Highway and Santa Fe Drive.

SH171/51 to Causbie (Completed): Widening and reconstruction of the three lane rural type road from Interstate Highway 20 south through the intersection of Causbie Road. The new road will be a reinforced concrete urban roadway with curbing and a raised median. The new road width will accommodate two lanes of traffic in both north and south directions and have protected left turn bays with free right turn movements onto I-20 and the new BB Fielder Road.

Grouped IH20 Projects (Completed): Construction of a new three lane wide urban concrete reinforced frontage road for eastbound and westbound traffic between SH17/FM51 and FM 2552. Includes the addition of a new bridge over I-20 at Holland Lake, the widening of the bridge on SH 171/ FM 51 to a five lane bridge, elevated U-turns at the SH 171/ FM 51 bridge and at the FM 2554 bridge, the relocation of the existing on/off ramps and two new on/off ramps located near the Holland Lake bridge. The new frontage roads will be one-way roads.

SH171 from IH20 to 1884 (Ongoing): Widening and reconstruction of the existing three-lane rural type road to a four-lane urban road with a divided median and protected left turn bays at street intersections. Some reconfiguration elements include dual left turn bays at the intersections of Main and College Park Drive and Main and Martin Drive.

Frontage—1884 to Bowie (Ongoing): Construction of a new two lane wide urban type concrete reinforced frontage road for both eastbound and westbound traffic between S. Bowie Drive and FM 1884. The project will include the relocation of on/off ramps and traffic signals at S. Bowie Drive and I-20 and FM 1884 and I-20.

Reimbursements began with the completion of Jack Borden Way, and the total collected through FY13 has exceeded initial expectations. TxDOT will continue to reimburse the City of Weatherford until the contractually agreed upon amount has been reached.

Series 2007 CO Fund (42)

This fund was established to account for proceeds from the issuance of certificates of obligation for the TxDOT projects. Remaining funds have been transferred to fund 50 and are being used for TxDOT projects.

	Actual FY14	Actual FY15	Budget FY16	Projected FY16	Adopted FY17
Beginning Fund Balance	**3,645,976**	**11,948**	**11,948**	**11,948**	**-**
Revenues					
Interest Income	1,005	0.09	-	-	-
Debt Proceeds/Other	-		-	-	-
Total Revenues	**1,005**	**0.09**	**-**	**-**	**-**
Expenditures					
Jack Borden Way	-	-	-	-	-
SH171/51 to Causbie	-	-	-	-	-
Grouped IH20 Projects	-	-	-	-	-
WB Frontage - 1884 to Bowie	-	-	-	-	-
EB Frontage - 1884 to Bowie	-	-	-	-	-
SH171 from IH20 to 1884	-	-	-	-	-
TXDOT Projects	3,635,033	-	-	11,948	
General Costs	-	-	11,948	-	-
Transfer to General Debt Svc	-	-	-	-	-
Total Expenditures	**3,635,033**	**-**	**11,948**	**11,948**	**-**
Over/(Under)	(3,634,028)	0.09	(11,948)	(11,948)	-
Ending Fund Balance	**11,948**	**11,948**	**-**	**-**	**-**

Series 2007 GO Fund (43)

This fund was established to account for proceeds from the issuance of certificates of obligation for design of Holland Lake Park improvements and Causbie Road (Highway 171/51) improvements. Remaining funds are being used for TxDOT projects.

	Actual FY14	Actual FY15	Budget FY15	Actual FY16	Adopted FY17
Beginning Fund Balance	**1,619,924**	**85**	**-**	**-**	**-**
Revenues					
601 - Interest Income	483	-	-	-	-
807 - Debt Proceeds	-	-	-	-	-
Total Revenues	**483**	**-**	**-**	**-**	**-**
Expenditures					
BB Fielder West	-		-	-	-
TxDOT Projects	1,620,322	85	-	-	-
Total Expenditures	**1,620,322**	**85**	**-**	**-**	**-**
Over/(Under)	(1,619,839)	(85)	-	-	-
Ending Fund Balance	**85**	**-**	**-**	**-**	**-**

Series 2008 CO Fund (45)

This fund was established to account for proceeds from the issuance of certificates of obligation for transportation projects including BB Fielder East. Remaining funds are being used for TxDOT projects.

	Actual FY14	Actual FY15	Budget FY16	Projected FY16	Adopted FY17
Beginning Fund Balance	**820,204**	**-**	**-**	**-**	**-**
Revenues					
601 - Interest Income	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**
Expenditures					
Transportation Improvements	820,204	-	-	-	-
Total Expenditures	**820,204**	**-**	**-**	**-**	**-**
Over/(Under)	(820,204)	-	-	-	-
Ending Fund Balance	**-**	**-**	**-**	**-**	**-**

Series 2011 CO Fund (50)

This fund was established to account for proceeds from the issuance of certificates of obligation for the TxDOT projects.

	Adopted FY14	Actual FY15	Adopted FY16	Projected FY16	Adopted FY17
Beginning Fund Balance	**1,958,450**	**5,334,721**	**666,027**	**666,027**	**(175,470)**
Revenues					
601 - Interest Income	1,718	4,791	8,400	1,100	-
807 - Debt Proceeds	-	-	-	-	-
Interfund Transfers	7,510,867	-	-	11,948	175,470
Miscellaneous Income		-	1,604,593	1,604,593	-
Total Revenues	**7,512,585**	**4,791**	**1,612,993**	**1,617,641**	**175,470**
Expenditures					
Debt Issuance Costs	-	-	-	-	-
TxDOT Projects	4,136,314	4,673,486	1,888,925	2,459,138	
S Main IH20 to Bethel	-	-	-	-	-
Total Expenditures	**4,136,314**	**4,673,486**	**1,888,925**	**2,459,138**	**-**
Over/(Under)	3,376,271	(4,668,694)	(275,932)	(841,497)	175,470
Ending Fund Balance	**5,334,721**	**666,027**	**390,095**	**(175,470)**	**-**

Tax Increment Reinvestment Zone Fund (60)

This fund was established to manage infrastructure projects associated with the Tax Increment Reinvestment Zone. These projects are designed to attract quality development to the City.

	Adopted FY14	Actual FY15	Adopted FY16	Projected FY16	Adopted FY17
Beginning Fund Balance	**-**	**-**	**-**	**-**	**5,517,721**
Revenues					
601 - Interest Income	-	-	10,698	10,698	-
807 - Debt Proceeds	-	-	6,065,000	6,065,000	-
Interfund Transfers	-	-	-	-	-
Miscellaneous Income	-	-	-	-	-
Total Revenues	**-**	**-**	**6,075,698**	**6,075,698**	**-**
Expenditures					
Debt Issuance Costs	-	-	57,977	57,977	-
TIRZ Projects	-	-	6,017,721	500,000	5,517,721
Total Expenditures	**-**	**-**	**6,075,698**	**557,977**	**5,517,721**
Over/(Under)	-	-	-	5,517,721	(5,517,721)
Ending Fund Balance	**-**	**-**	**-**	**5,517,721**	**-**

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

Appendix

Glossary

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

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

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

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

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

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

Appropriation Ordinance: The official enactment by the legislative body by means of which appropriations are given legal effect. It is the method by which the expenditure side of the annual operating budget is enacted into law by the legislative body.

Assessed Valuation: A value that is established for real or personal property for use as a basis for levying property taxes. The Parker County Appraisal District establishes property values in Weatherford.

Assessment Ratio: The ratio at which tax rate is applied to tax base. State Law currently sets the assessment ratio at 100%.

Assets: Resources owned or held by the City, which have monetary value.

Balanced Budget: A budget where expenditures are equal to income or sometimes where expenditures are less than income. A balanced budget can include a planned draw down of fund balances within set guidelines.

Basis of Accounting: The timing of recognition, that is, when the effects of transactions or events should be recognized for financial reporting purposes.

Bond: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date in the future, call the maturity date, together with periodic interest at a specified rate. The most common types of bonds are general obligation and revenue bonds. There are most frequently used for construction of large capital projects, such as buildings, streets and bridges.

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.

Budget Calendar: The schedule of key dates or milestones, which the City departments follow in the preparation, adoption and administration of the budget.

Budget Document: The instrument used by the budget-making authority to present a , 271-27comprehensive financial plan of operations to the City Council.

Budgetary Control: The control or management of a governmental or enterprise fund in accordance with an approved budget to keep expenditures within the limitations of available appropriations of revenue.

Capital Budget: A plan for the financing and completion of designated capital projects, financed for the most part with proceeds from general obligation bond issues. The "capital improvements program" is similar multi-year plan, which includes the year covered by the "capital budget".

Capital Projects Fund: A fund created to account for financial resources to be used for the acquisitions or the construction of major capital facilities or equipment.

Capital Outlay: type of expenditure within the budget,

which results in the acquisition of an asset which has a value of at least $5,000 and a useful life of more than one year.

Certificate of Obligation: A type of municipal debt that is unconditionally backed that can be issued without voter approval, usually by a vote of the City Council. Often used for smaller projects.

City Charter: The document of a home rule City similar to a constitution, which established the City's government structure and provides for the distribution of powers and duties among the various branches of government.

City Council: The Mayor and four (4) Council members collectively acting as the legislative and policymaking body of the City.

Comprehensive Annual Financial Report (CAFR): This report is published to provide to the Council, the representatives of financial institutions, our citizens and other interested persons, detailed information concerning the financial condition of the City government.

Contractual Services: The cost related to services performed for the City by individuals, business, or utilities.

Current Refunding: A refunding transaction in which the proceeds of the refunding debt are applied immediately to redeem the debt to be refunded.

Current Taxes: Property taxes that are levied and due within one year.

Debt Service: The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

Debt Service Fund: A fund established to account for the accumulation of resources for the payment of principal and interest on long term debt. May also be called Interest and Sinking Fund.

Delinquent Taxes: Taxes that remain unpaid on and after the date which penalty for non-payment is attached.

Department: A major administrative organizational unit of the City, which indicates overall management responsibility for one or more divisions.

Depreciation: The portion of the cost of a fixed asset charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset. Through this process, the entire cost of the asset is ultimately charged off as an expense.

Division: A minor administrative organizational unit of the City, which indicates overall management responsibility for one or more activities.

Effectiveness: The degree to which an entity, program, or procedure is successful at achieving its goals and objectives.

Effective Tax Rate: State law in Texas prescribes a formula for calculating the effective tax rate for cities. The net effect of the formula is to produce a tax rate that decreases when property values rise because of inflation and vice versa. The intent is to generate a rate that produces approximately the same revenue as the year before. The formula does make adjustments for newly annexed property and newly constructed property for the effective tax rate calculation; however, for notice and hearing requirements, the benefit of new growth is excluded.

Efficiency: The degree to which an entity, program, or procedure is successful at achieving its goals and objectives with the least use of scarce resources.

Encumbrances: Obligations in the form of purchase orders and contracts, which are chargeable to an appropriation and for which a part of the appropriation is reserved because the goods or services have not been received. When paid, the encumbrance is liquidated.

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures.

Estimated Revenue: The amount of projected revenues to be collected during the fiscal year.

Expenditure: Decreases in net financial resources. Expenditures include current operating expenses require the present or future use of net current assets, debt service and capital outlay.

Expenses: This term refers to the outflows or other using up of assets or incurrence of liabilities from rendering services or carrying out other activities that constitute the City's major operations.

Fiduciary Fund: A fund used to report and record assets held in trust or as in an agency capacity for others.

Fiscal Management Policy Statements: Financial policies are used to enable the City to achieve a sound financial position. They are in writing and are periodically updated and endorsed.

Fiscal Year: The 12-month period covered by the budget. For the City of Weatherford, the fiscal year begins October 1 and ends September 30.

Fixed Assets: Assets of long-term character, which are intended to continue to be held or used, such as buildings, machinery and equipment.

Franchise Fee: A fee paid by public service utilities for use of public property in providing their services to the citizens of the community.

Fund: An accounting entity with a separate set of self-balancing accounts, which comprise its assets, liabilities, fund balances, revenues and expenditures.

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

Fund Type: In governmental accounting, all funds are classified into eight fund types: General, Special Revenue, Debt Service, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust and Agency.

GAAP: Generally accepted accounting principles as determined through common practice or as promulgated by the Governmental Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standard setting bodies.

General Fund: The General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, park and recreation, library, public works and general administration.

General Obligation Bonds: Bonds that finance a variety of public projects, which pledge the full faith and credit of the City.

Governmental Accounting Standards Board: The ultimate authoritative accounting and financial reporting standard – setting body for state and local governments.

Governmental Fund: A fund used to account for mainly tax-supported activities.

Impact Fees: Fees charged to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development.

Infrastructure: The underlying permanent foundation or basic framework.

Interest and Sinking Fund: See Debt Service Fund.

Interest Earnings: The earnings from available funds invested during the year in investments authorized by the City of Weatherford Investment Policy.

Interfund Transfer: Amounts transferred from one fund to another.

Internal Service Fund: A fund used to account for the financing of goods or services provided by one department to another on a cost reimbursement basis.

Investments: Securities, bonds and real property (land or buildings) held for the production of revenues in the form

of interest, dividends, rentals or lease payments. The term does not include fixed assets used in the normal course of governmental operations.

Levy: To impose taxes, special assessments, or service charges for the support of the City services.

Liabilities: Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed or refunded at some future date.

Long-term Debt: Debt with a maturity of more than one year after the date earmarked for its retirement.

Maintenance & Operations (M&O): Represents the portion of taxes assessed for the maintenance and operations of the General Fund Services.

Materials and Supplies: Expendable materials and operating supplies necessary to conduct departmental activity.

Modified Accrual Accounting: A basis of accounting in which revenues are recognized in the accounting period when they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred.

Net Bonded Debt: Gross bonded debt less any cash or other assets available and earmarked for its retirement.

Non-Departmental Expense: Expenses that benefit the fund as a whole rather than a particular department within the fund.

Operating Budget: A financial plan outlining estimated revenues and expenditures and other information for a specified period (usually a fiscal year). The "proposed budget" is the financial plan presented by the City Manager for consideration by the City Council, and the "adopted budget" is the financial plan ultimately approved and authorized by the City Council.

Ordinance: A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a State statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances. Ordinances and other legislation are not passed until the plans for and costs of endorsements are known.

Overlapping Debt: Proportionate share that property within a government must bear of the debts of other local governments located wholly or in part within the geographic boundaries of the reporting government.

Paying (Fiscal) Agent Fee: Fee paid to the financial institution that receives and disburses bond payments made on the City's debt obligations.

Per Capita Costs: The cost of service per person. Per capital costs are based on the population estimates provided by the North Texas Council of Governments.

Performance Measures: Specific quantitative measures of work performed within a City department.

Personnel Services: The costs associated with compensating employees for their labor. This includes salaries and fringe benefits.

Proprietary Fund: A fund to account for activities that focus on operating income and cash flows. Such activities are often business like whether internal or external in operations to the organization.

Refunding: The issuance of new debt whose proceeds are used to repay previously issued debt.

Reserve: An account used to indicate that a portion of a fund balance is restricted for a specific purpose.

Revenues: All amounts of money earned or received by the City from external sources.

Revenue Bonds: Bonds usually sold for constructing a project that will produce revenue for the governmental entity. All or part of the produced revenue is used to pay the

principle and interest of the bond.

SCADA: Supervisory Control and Data Acquisition is an automated system that is the normal daily means of water system operation. This automated system records flow data, operates pumps and valves.

Special Revenue Fund: A governmental fund, which is used to account for activities in which a specific revenue source is legally restricted for a specific activity.

Tap Fees: Fees charged to join or to extend an existing utility system.

Tax Anticipation Notes: Short-term, interest bearing note issued by a government in anticipation of tax revenues to be received at a later date.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. The term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

Tax Levy: The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Tax Rate: An amount applied to the taxable value of assessed property, expressed as so many cents per $100 of assessed property.

Tax Roll: The official list of taxable property for a given tax year and the amount of taxes levied against each taxpayer.

Texas Municipal Retirement System (T.M.R.S.): An agent multiple-employer public retirement system. Weatherford provides pension benefits for all permanent employees through a joint contributory plan in the state wide Texas Municipal Retirement System.

Utility Franchise Tax: A tax paid by the utilities for a special privilege granted by the Weatherford City Council, permitting the continued use of public property, such as city streets, and usually involving the elements of monopoly and regulation.

Warrants: A legal writ authorizing an officer to make an arrest, seizure, or search.

Financial Management Policy Statement

These policy statements were prepared to provide a framework for fiscal decision-making to ensure that financial resources are available to meet the present and future needs of the citizens of Weatherford.

The benefits of a financial policy are:

Improve and streamline the decision-making process by allowing elected officials and staff to consider approaches to financial management from a long-term perspective.

Enhanced credibility with the public, investors, and bond rating agencies.

Provide a sense of continuity as changes occur in elected officials and staff.

Provide a means for dealing with fiscal emergencies.

Financial policies should be reviewed periodically by the City Council and revised and updated as necessary.

The following are the fiscal objectives of this policy:

Revenues: Design, maintain, and administer revenues that will ensure reliable, equitable, and sufficient amounts to support desired services.

A. Balance and Diversify Revenue Sources: Maintain a balanced and diversified revenue system to avoid fluctuations in any one source due to changes in economic conditions that adversely impact that source.

B. Property Tax Revenues: Strive to reduce reliance on property tax revenues by implementation of user fees, economic development, and revenue diversification.

C. User fees: Establish and collect fees to recover the costs for services that benefit specific users. When feasible, the City shall recover full direct and indirect costs. These fees should be reviewed on a regular basis to calculate full cost recovery levels, compare them with current structures, and recommend adjustments when necessary.

D. Utility/Enterprise Fund Service Fees: Utility rates shall be set at sufficient levels to recover operating expenditures, meet debt obligations, provide funding for capital improvements, and provide an adequate level of working capital.

E. Administrative Service Charges: An annual administrative service charges due to or from the General Fund from enterprise and special revenue funds for overhead and staff support shall be established.

F. Revenue Estimates for Budgeting: A conservative, objective, and analytical approach shall be used when preparing revenue estimates. This should include an analysis of probable economic changes, historical collection rates, and trends in revenues. This should maintain a stable level of services, and reduce the probability of actual revenues being short of budget estimates.

G. Revenue Collection: The revenue system should be as simple as possible in order to expedite payments. Since a revenue should exceed the cost of producing it, administrative costs should be controlled and reduced as much as possible. The City shall pursue to the full extent allowed by law all delinquent taxpayers and others overdue in their payments to the City.

H. One-Time and/or Unpredictable Revenues: One-time and/or unpredictable revenues shall only be used for non-recurring capital equipment purchases or retained in fund balance or working capital balances. At no time may the funds be used for recurring costs (salaries, dues, etc…), except for cases of emergency as defined by City Council.

Expenditures: Prioritize services, establish appropriate levels of service, and administer the resources to ensure that fiscal stability is attained and that services are delivered in an effective, efficient manner.

A. Current Funding Basis: Expenditures shall be budgeted and controlled to not exceed current revenues plus the planned use of fund balance accumulated through prior year saving. (Use of fund balance discussed in another section).

B. Operating Deficits: Immediate corrective action should be taken if at any time during a fiscal year expenditures are projected to be greater than projected revenues at year-end. Corrective actions could include, but are not limited to expenditure reductions, fee increases, or use of fund balances. Short-term loans, use of one-time revenue sources, or expenditure deferral to the following fiscal year should be avoided.

C. Capital Asset Maintenance: As resources are available each year, capital assets and infrastructure should be maintained at sufficient levels to minimize future replacement and repair costs, to continue prescribed service levels and to protect the City's investment in the assets. Capitalization of capital asset shall only occur with assets that have a useful life of at least two years following the date of acquisition, are applied to individual items purchased only and only grouped like assets if it is a material portion of total capital assets, and is not less than $5,000 for any individual item. Assets shall be reasonably safeguarded, properly accounted for, and prudently insured.

D. Program Reviews: Periodic staff and third-party reviews of programs should be made to ensure efficiency and effectiveness. Privatization and contracting with other governmental agencies should be considered as alternative approaches for service delivery. Programs that are determined to be inefficient or ineffective should be eliminated.

E. Purchasing: Every effort should be made to maximize discounts offered by vendors. Competitive bidding should be used to receive the most advantageous prices on good and services. All State and local purchasing policies and laws shall be followed. See City of Weatherford Purchasing Procedures under a separate cover. The use of co-ops and/or interlocal agreements that have already been competitively bid may be used and are even preferred methods of procurement at times.

Fund Balances/Working Capital: Maintain fund balances/working capital in the various funds at sufficient levels to protect the creditworthiness of the City, mitigate current and future risks, and to ensure stable rates.

A. Governmental Fund's Fund Balance Categories: City fund balances are divided and designated into various categories based on the extent to which the City is bound to honor constraints on the specific purposes for which amounts in a fund can be spent.

1. Non-Spendable Fund Balance are amounts of the City's fund balance that are:
   i. not in a spendable form including inventory and prepaid items,
   ii. cannot be converted to cash within the current period including long-term portion of loans receivable and non-financial assets held for resale, or
   iii. are required to be maintained intact pursuant to legal or contractual requirements including an endowment or permanent fund.

The City has various amounts of non-spendable monies in various funds but only has one permanent fund and it is the Permanent Library Fund.

2. Restricted Fund Balance are amounts of the City's fund balance that reflect resources that are subject to externally enforceable legal restrictions including those imposed by:
   i. creditors (through debt covenants),
   ii. grantors,
   iii. contributors, and
   iv. other government's legislation or regulations.

City Special Revenue Funds that fall in this category shall maintain a positive restricted fund balance and those same funds that pay any personnel services shall maintain a target twenty percent (20%) of operating budget in restricted fund balance. This

twenty percent (20%) fund balance should only be used in emergency situations where mid-year unanticipated budgetary shortfalls in excess of ten percent (10%) of fund revenues arise. Should the use reduce the balance below the appropriate level of unassigned funds, recommendations will be made on how to restore the balance to its appropriate level in a timely manner. The balance must be restored to its appropriate level within one fiscal year. Restricted special revenue funds of the City include State/Federal Forfeiture Funds, Hotel/Motel Tax Fund, Municipal Court Technology Fund, Municipal Court Building Security Fund, Juvenile Case Manager Fund, SFX Grant Fund, and Weatherford Aerospace Grant Fund. Other restricted funds include all capital bond issuance funds and the General Debt Service Fund.

3. Committed Fund Balance are the amounts of the City's fund balance that represent resources whose use is constrained by limitations of the City Council and that remain binding unless removed, modified, or rescinded by the City Council prior to the last day of the fiscal year for which the commitment is made.
   i. Stabilization Arrangement for General Fund: It is the goal of the City to achieve and maintain a minimum of committed fund balance in the general fund of 90 days of the operating budget for that fiscal year. This amount is annually and formally, through this policy, set aside for use in emergency situations where mid-year unanticipated budgetary shortfalls in excess of ten percent (10%) of fund revenues arise or an unforeseen event occurs that costs the City more than five percent (5%) of budget appropriations. Should the use reduce the balance below the appropriate level of committed funds, recommendations will be made on how to restore the balance to its appropriate level in a timely manner. The balance must be restored to its appropriate level within one fiscal year.
   ii. Other Post Employee Benefit Committed Fund Balance: This amount is annually and formally, through this policy, set aside by the amount appropriated through the budget ordinance, for each fund applicable for use to pay current and/or future other post employee benefits.
   iii. Other Fund Committed Fund Balances: Funds created by the City for a specific service or purpose shall retain in each of those specific funds its remaining fund balance for use only in compliance with original purpose of the fund and/or revenue source. Any special revenue funds that pay any personnel services shall maintain a target twenty percent (20%) operating budget committed fund balance. This twenty percent (20%) fund balance should only be used in emergency situations where mid-year unanticipated budgetary shortfalls in excess of ten percent (10%) of fund revenues arise. Should the use reduce the balance below the appropriate level of committed funds, recommendations will be made on how to restore the balance to its appropriate level in a timely manner. The balance must be restored to its appropriate level within one fiscal year. Committed funds include Weatherford Beautification Fund, Chandor Gardens Fund, Library Fund, Animal Shelter Fund, General Capital Projects Fund, Park Development Fund, and Park Special Revenue Fund.
4. Assigned Fund Balance are those amounts of the City's fund balance that reflect the government's intended use of resources. This would include any future appropriation amounts of fund balance. The City Council has authorized the City Manager as the official authorized to assign fund balance to a specific purpose but retains the power of final appropriation of those funds.

5. Unassigned Fund Balance are those amounts of the City's fund balance that are excess of what can properly be classified in one of the previous four categories. These funds are available for any purpose. Unassigned fund balance shall be held to mitigate financial risk that can occur from unforeseen revenues fluctuations and unanticipated expenditures, and provide cash flow for the City's general operations. Annual amounts may vary pending tolerable risk associated with volatility of the economy or exposure to natural risks. Fund unassigned balance should be used only for emergencies, major capital purchases or non-recurring expenditures that cannot be provided by savings in the current year.

B. Order of Expenditure of Fund Balance: When multiple categories of fund balance are available for expenditure, the City will start with the most restricted category and spend those funds first before moving to the next category with available funds.

C. If amounts in a non-spendable form would someday convert into a spendable form and those funds would then be restricted by one of the fund balance categories listed in this policy, those assets should always be classified into that category.

D. Working Capital of Proprietary Funds: Positive working capital shall be maintained in enterprise operating funds in order to ensure that sufficient reserves are available for emergencies and revenue shortfalls. In the Municipal Utility Fund an operating reserve will be established and maintained at 60 days of the fiscal year's budget established for operations and maintenance (total budget less debt service and capital project expenditures). Consideration shall be made in the future to increase the number of days in the Utility Fund once rate structure is fully implemented. In the Solid Waste Enterprise Fund an operating reserve will be established and maintained at 90 days for the fiscal year's budget established for maintenance and operations. This reserve should only be used in emergency situations where mid-year unanticipated budgetary shortfalls in excess of ten percent (10%) of fund revenues arise or an unforeseen event occurs that costs the City more than five percent (5%) of budget appropriations. Should the reserve fall below the acceptable level, recommendations will be made on how to restore the reserve to its appropriate level in a timely manner. The reserve must be restored to its appropriate level within one fiscal year.

Capital Expenditures and Improvements: Review and monitor the condition of capital equipment and infrastructure, establish priorities for replacement and repair based on needs and availability of resources.

A. Capital Improvement Planning Program: An annual review of the need for capital improvements and equipment should be conducted to evaluate the current status of the infrastructure, replacement and repair and any potential new projects. All projects, both ongoing and proposed, shall be prioritized based on an analysis of current needs and resource availability. All operations, maintenance, and replacement costs should be listed for every capital project.

B. Scheduled Replacement of Capital Assets: An annual schedule should be prepared for the replacement of non-infrastructure capital assets. As resources are available, these assets shall be replaced according to the schedule.

C. Capital Expenditure Financing: There are three methods of financing capital requirements:

1. Budget funds from current revenues.
2. Use funds from fund balance/working capital as allowed.
3. Borrow money through debt.

Debt financing includes general obligations bonds, revenue bonds, certificates of obligation, tax notes, and lease/purchase agreements. Guidelines for assuming debt are established in the Debt Policy Statements.

D. Capital Projects Reserve Fund: A fund can be established and maintained to accumulate proceeds from the sale of real property, and transfers from the General Fund unassigned fund balance. This fund should be used to pay for capital improvements and equipment with an expected life of greater than 10 years.

Debt: Establish guidelines for debt financing that will provide capital equipment and infrastructure improvements while minimizing the impact of principal and interest payments on current revenues.

A. Use of Debt Financing: Debt financing, including general obligation bonds, revenue bonds, certificates of obligation, tax notes, and lease/purchase agreements shall be used only when capital assets cannot be financed from current revenues or when the useful life of the asset or project exceeds the payout schedule of any debt.

B. Assumption of Additional Debt: Additional tax supported debt should not be assumed without conducting an analysis to determine the community's ability to support additional debt service payments.

C. Affordability Targets: An objective analytical approach should be used to determine whether or not new general-purpose debt can be assumed beyond what is retired each year. Generally accepted standards of affordability should be used in the analysis. These include debt per capita, debt as a percent of taxable value or revenue source, debt service payments as a percent of current revenues and current expenditures, and the level of overlapping net debt of all local taxing jurisdictions. The direct costs and benefits of the proposed expenditures should be examined. The decision to assume new debt should be based on the costs and benefits plus the ability to assume the new debt without detriment to the City or its citizens.

D. Debt Structure: Debt payments should be structured to ensure level repayment. Level payment schedules improve budget planning and financial management.

E. Bond Coverage Ratios and Reserves: Bond covenant requirements shall be followed completely.

F. Competitive v. Negotiated: The City will analyze on a per issue and market basis the desire to utilize competitive versus negotiated sale of bonds.

Budget: An annual strategic planning session at the start of the budget process in the early spring should occur. The City Manager shall prepare and submit to the governing body, prior to the beginning of each fiscal year, a budget of estimated income and proposed expenditures for the ensuing year, showing in as much detail as practicable the estimated amount required for the efficient operation of each department of the city government under his/her supervision and the reason for such estimated expenditures and be responsible for its administration after adoption. The submitted budget shall be a balanced budget with operating current revenues, exclusive of beginning resources, greater than or equal to operating expense / expenditures with consideration of previously stated use of one-time / unpredictable revenues, use of available fund balances, and the inclusion of sufficient fund balances as stated.

Investments: Invest the City's operating cash to ensure its safety, provide for necessary liquidity, insure public trust, and optimize yield.

Funds of the City should be invested in accordance with the City of Weatherford Investment Policy, which is under a separate cover, so as to ensure the absolute safety of principal and interest, to meet the liquidity needs of the City, insure public trust, and to optimize yield. Interest earned from investments shall be distributed to the operating and other City funds from which the money was provided.

Fiscal Monitoring: Prepare and present regular reports that analyze, evaluate, and forecast the City's

financial performance and economic condition.

A. Financial Status and Performance Reports: Monthly reports showing the cumulative income and expenditures of each department for the preceding months, and a comparison of such monthly expenditures by department with the monthly allowances made for such departments in the annual budget and outlining any remedial actions necessary to maintain the City's financial position shall be prepared for review by the City Manager and the City Council.

Financial Consultants: With available resources, employ the assistance of qualified financial advisors and consultants, as needed, in the management and administration of the City's financial functions.

These areas include but are not limited to investments, debt administration, financial accounting systems, program evaluations and financial impact modeling. Advisors should be selected on a competitive basis using objective questionnaires and requests for proposals based on the scope of the work to be performed.

Accounting, Auditing and Financial Reporting: Comply with prevailing federal, state and local regulations. Conform to generally accepted accounting principles as prescribed by the Governmental Accounting Standards Board (GASB), the American Institute of Certified Public Accountants (AICPA), and the Government Finance Officers Association (GFOA).

A. External auditor rotation is not required but the City should circulate requests for proposals for audit services at least every five years.

B. Internal auditing should be performed as necessary, as risks warrant, and expanded as resources permit.

Internal Controls: Provide reasonable assurance that assets are safeguarded against loss from unauthorized use or disposition. At all times the City shall maintain an environment conducive to good internal controls. Each Department Manager is responsible to ensure that good internal controls are followed throughout his/her department, that any and all guidelines on accounting and internal controls are implemented, and that all auditor recommendations are addressed. These policy statements were prepared to provide a framework for fiscal decision-making to ensure that financial resources are available to meet the present and future needs of the citizens of Weatherford.

Decision Packages

General Fund

Animal Shelter

Division	Desc/Title	Total Request	One-Time	Ongoing
Animal Shelter	General Compensation Package	22,924	8,290	14,635

City Administration

City Manager's Office	General Compensation Package	14,020	3,711	10,308
Public Relations	General Compensation Package	2,493	532	1,961
Emergency Management	General Compensation Package	1,971	540	1,431
		18,484	**4,784**	**13,700**

City Council

City Council	General Compensation Package	1,694	1,694	-

Economic Development

Economic Development	General Compensation Package	4,664	1,081	3,584

Finance

Administration	Travel & Training	9,350	-	9,350
Municipal Court	General Compensation Package	7,963	2,705	5,258
Accounting/Purchasing	General Compensation Package	6,305	2,273	4,032
Administration	General Compensation Package	5,448	1,081	4,368
Budget & Purchasing	General Compensation Package	4,399	1,116	3,283
		33,465	**7,174**	**26,291**

Fire Department

Fire Department	General Compensation Package	132,291	36,849	95,442
Fire Department	Command Vehicle Replacement (2016 Chevy Tahoe)	72,000	72,000	-
Fire Department	Radio Replacement Program	39,125	39,125	-
Fire Department	Thermal Imager Replacement	13,100	13,100	-
Fire Department	Heart Monitor Replacement	9,500	9,500	-
Fire Department	WFD TIFMAS Program	5,536	536	5,000
Fire Department	Rope Rescue Equipment	5,220	5,220	-
Fire Department	Training Facility Improvement	5,000	5,000	-
Fire Department	Driver Engineer Skills Training	1,500	1,500	-
Fire Department	Secondary Notification On Incidents (Active911)	675	-	675
		283,947	**182,830**	**101,117**

General Fund (cont.)

Human Resources

Division	Desc/Title	Total Request	One-Time	Ongoing
Human Resources	John Stigliano Training	25,000	-	25,000
Human Resources	General Compensation Package	7,576	1,621	5,956
Human Resources	Counseling for First Responders	5,000	-	5,000
Human Resources	Awards And Recognition	4,500	-	4,500
Human Resources	R&M Safety Equipment	2,000	-	2,000
		44,076	**1,621**	**42,456**

Information Technology

Information Technology	Add Assistant Systems/Network Administrator	82,761	-	82,761
Information Technology	Cisco Contact Call Center	40,605	39,380	1,225
Information Technology	Support Contracts	33,472	-	33,472
Information Technology	Multi-Function Printer/Copier	18,000	-	18,000
Information Technology	General Compensation Package	17,140	4,958	12,182
Information Technology	Assistant Systems/Network Administrator	1,432	1,000	432
		193,410	**45,338**	**148,072**

Library

Library	General Compensation Package	23,376	8,642	14,733
Library	Salary Adjustment	8,096	-	8,096
Library	Software Maintenance	994	-	994
Library	Library Electronic Database Fees	748	-	748
		33,214	**8,642**	**24,571**

Municipal & Community Services

Facilities Maintenance	Old City Hall Elevator	180,000	180,000	-
Facilities Maintenance	Library Air Conditioning	45,000	45,000	-
Facilities Maintenance	TPW Gate	15,000	15,000	-
Facilities Maintenance	TPW Security	10,000	10,000	-
Facilities Maintenance	General Compensation Package	9,391	3,945	5,447
Facilities Maintenance	Facilities Storage/Shop	8,000	8,000	-
Facilities Maintenance	Police Property Room A/C	6,000	6,000	-
Fleet Services	General Compensation Package	3,930	1,631	2,299
		277,322	**269,576**	**7,746**

Decision Packages (cont.)

General Fund (cont.)

Non-Departmental

Division	Desc/Title	Total Request	One-Time	Ongoing
Non-Departmental	Land Purchase	500,000	500,000	-
Non-Departmental	Transfer to Fleet Rotation Fund	596,560	596,560	-
Non-Departmental	CMO Contingency	75,000	75,000	-
Non-Departmental	Outside Agencies	38,350	38,350	-
Non-Departmental	Sales Tax Audit	15,000	15,000	-
		1,224,910	**1,224,910**	**-**

Parks & Recreation

Parks & Properties	General Compensation Package	23,918	9,857	14,062
Recreation	General Compensation Package	9,626	2,702	6,924
Recreation	Building & Grounds Maintenance Supplies for Parks	4,000	-	4,000
Parks & Properties	Overtime Increase	2,500	-	2,500
Parks & Properties	Travel Expense	2,000	-	2,000
Recreation	Vehicle Fuel & Oil	1,000	-	1,000
Recreation	Vehicle Parts & Labor	1,000	-	1,000
Recreation	Office Equipment Rental	850	-	850
		44,894	**12,558**	**32,336**

Planning & Development

Code Enforcement	2017 Dodge Ram Fleet Pickup	40,000	40,000	-
Planning & Development	General Compensation Package	20,377	5,512	14,865
Consumer Health	Health Inspection Application	8,000	-	8,000
Code Enforcement	General Compensation Package	4,048	1,621	2,427
Consumer Health	Contract Health Inspections	2,500	2,500	-
Consumer Health	General Compensation Package	2,141	540	1,601
		77,066	**50,173**	**26,893**

Police Department

Police Department	General Compensation Package	169,120	47,458	121,661
Police Department	Special Operations Group Assignment Pay	15,893	-	15,893
Police Department	Duty Handgun Replacement Program	9,360	-	9,360
Police Department	Replace Ballistic Vehicle Glass In Swat Vehicle	3,218	-	3,218
		197,591	**47,458**	**150,132**

General Fund (cont.)
Transportation & Public Works

Division	Desc/Title	Total Request	One-Time	Ongoing
Street Maintenance	Street Maintenance Service - Cost Increase	121,000	-	121,000
Street Maintenance	General Compensation Package	19,894	7,151	12,744
Administration	General Compensation Package	10,839	2,814	8,024
Administration	Update Technical Construction Standards And Specifications Manual	10,000	10,000	-
Administration	AutoCAD Software License	8,503	8,503	-
Traffic	Salary Adjustment	6,425	-	6,425
Field Services	Salary Adjustment	6,308	-	6,308
Traffic	General Compensation Package	3,462	1,081	2,382
Field Services	General Compensation Package	1,603	550	1,052
		188,034	**30,099**	**157,935**

General Fund Total

	2,645,695	**1,896,228**	**749,467**

Decision Packages (cont.)

Solid Waste Fund

Municipal & Community Services

Division	Desc/Title	Total Request	One-Time	Ongoing
Sanitation	General Compensation Package	15,200	-	15,200

Hotel Occupancy Tax Fund

Parks & Recreation

Division	Desc/Title	Total Request	One-Time	Ongoing
Non-Departmental	Transfer to Debt Service Fund	550,000	550,000	-
Non-Departmental	Increase Chandor Fund Balance	22,745	22,745	-
Special Events	Building/Grounds Maintenance	500	-	500
		573,245	**572,745**	**500**

Planning & Development

Main Street	PR Position: Part-time to Full-time	40,000	-	40,000
Main Street	Telecomms Setup for Deb.	10,000	10,000	-
Main Street	General Compensation Package	1,000	1,000	-
		51,000	**11,000**	**40,000**

Hotel Fund Total

	624,245	**583,745**	**40,500**

Heritage Park Revolving Fund

Parks & Recreation

Division	Desc/Title	Total Request	One-Time	Ongoing
Heritage Park	General Compensation Package	2,250	-	2,250

Chandor Gardens Fund

Parks & Recreation

Chandor Gardens	Ice Maker	5,000	5,000	-
Chandor Gardens	General Compensation Package	4,800	-	4,800
Chandor Gardens	Increase in Professional Svcs	3,000	-	3,000
Chandor Gardens	Volunteer Food	2,000	-	2,000
Chandor Gardens	Laundry & Sanitation Services	1,277	-	1,277
Chandor Gardens	Postage	500	-	500
		16,577	**5,000**	**11,577**

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Major Revenue Summary

Hotel Occupancy Tax

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

This revenue can be just as unpredictable as sales tax, if not more so. During FY16, staff noticed that collections were looking significantly lower than in the previous fiscal year. As a result, projections leading into the FY17 budget were tempered conservatively.

FY16 Budget	$	689,935
FY16 2nd Quarter Projection	$	619,935
FY16 Budget	**$**	**645,000**

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

FY 2017

Taxable Receipts	2,134,753	2,113,900	2,667,661	2,297,972
Taxes	149,433	147,973	186,736	160,858