



**City of Weatherford, Texas**

FY13 Adopted General City Budget

This budget will raise more total property taxes than last year's budget by \$198,773, or 4.03%. Of that amount, \$96,381 is tax revenue to be raised from new property added to the tax roll this year.

**City of Weatherford**  
**Office of Management & Budget**

For more information about the FY13 budget, visit  
<http://www.weatherfordtx.gov/budget>



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

**PRESENTED TO**  
City of Weatherford  
Texas

**For the Fiscal Year Beginning**

October 1, 2011

*Linda C. Davidson*

President

*Jeffrey L. Esser*

Executive Director

## City Council



**Mayor**  
Dennis Hooks



**Place 1**  
Jeff Robinson



**Place 3**  
Waymon Hamilton



**Place 2**  
Heidi Wilder



**Place 4**  
Craig Swancy

## City Administration/Appointed Officials

Jerry Blaisdell	City Manager
Sharon Hayes	Assistant City Manager
Diana Allen	Director, Human Resources
Steve Bates	Director, Municipal & Community Services
Craig Farmer	Director, Planning & Development
Danielle Felts	Director, Parks & Recreation
Dale Fleeger	Director, Library Services
Troy Garvin	Director, Information Technology
Terry Hughes	Director, Capital Transportation Projects
Chad Janicek	Director, Office of Management and Budget
Janina Jewell	Chief Financial Officer
Mike Manning	Chief of Police
Malinda Nowell	City Secretary
Paul Rust	Fire Chief
Brent Smith	Director, Special Projects

## 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 26.52 square miles and includes an estimated population of 25,300.

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 variety of items including a glossary, performance measures for city programs, and the city's financial policy statements, among others.

# 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: <i>Cartwright, Cherry, Holland Lake, Marshal, McGratton, Miller, Love Street, Soldier Springs</i>	
Trails: <i>Town Creek Hike &amp; Bike Trail</i>	

## Lake Weatherford

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

## Weather

Annual Rainfall (in)	34.7
Avg January Temperature	42° F
Avg July Temperature	84° F
Record High (Jun 1980)	119° F
Record Low (Dec 1989)	-10° F

## Demographic (2010 Census Bureau)

### Population Totals

2000	19,000
2005	23,050
2010	25,250
Change since 2000	32.9%

### By Sex

Male/Female	48.1%/51.9%
-------------	-------------

### By Race/Ethnicity

White, non-Hispanic	81.2%
Hispanic or Latino	13.6%
Black	2.4%
Other	2.8%

### Age Distribution (years)

0-4	7.5%
5-17	17.5%
18-64	59.8%
65+	15.2%

### Income

Median Household	\$45,227
Below Poverty Level	15.1%

### Other

Households	9,572
Persons per Household	2.39

## Education

### Weatherford ISD Enrollment

K-6	3,461
7-8	1,160
9-12	2,207

### Weatherford College Enrollment

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

### Educational Attainment (25 years and older)

High School Graduates (%)	81
Bachelor’s Degree or Higher (%)	23

## Employment

Civilian Labor Force	12,822
----------------------	--------

### Unemployment Rate

Average Annual (10 year)	5.4%
--------------------------	------

### Top Employers

Weatherford ISD	945
Weatherford Regional Medical Center	486
Parker County	485
Jerry’s Transportation Center	420
City of Weatherford	356
Wal-Mart	350
Weatherford College	298

## Economic

### Business & Retail (2007)

Number of firms	3,829
Women-owned firms	25%
Manufacturer Shipments (\$1000)	211,430
Merchant wholesaler sales (\$1000)	317,299
Retail Sales (\$1000)	1,031,970
Retail sales per capita	\$40,362

### Housing

Median value, owner-occupied home	\$128,500
New Single-Family Building Permits (October 2011-September 2012)	109
Additions/Remodel Permits (October 2011-September 2012)	194

### Tourism

Hotels and Beds & Breakfasts	23
Meeting/Event Spaces	8
Attractions: <i>Chandor Gardens, Clark Gardens, Greenwood Farm, Sheriff’s Posse Rodeo, Farmer’s Market, Doss Heritage &amp; Cultural Center, Greenwood Cemetery, Museum of the Americas, First Monday Grounds</i>	
Special Events: <i>Weatherford Blooms, Sheriff’s Posse Rodeo, Peach Festival, Hometown Heritage Stampede, Christmas on the Square</i>	

# Table of Contents

## Introduction

Changes from the Proposed Budget	1
City Manager's Message	3

## Budget Overview

Fund Structure	9
Organizational Structure	10
Combined Budget Summary	11
Weatherford Strategic Plan & Priorities	13
FY13 Budget Calendar	15
Budget Process & Methodology	17
Operational Impact of Capital Projects	21
Authorized Position Summary	22
Major FY13 Programs & Initiatives	23

## General Fund

Summary	27
Where Does the Money Come From?	29
Where Does the Money Go?	30
Historical General Fund Reserves	31
Ad Valorem Revenue Summary	33
Sales Tax Revenue Summary	37
Summary of Transfers & Other Sources	38
General Fund Five-Year Forecast	39
Departments	42
Animal Services	44
City Administration	47
City Attorney	49
City Council	50

**General Fund (cont.)**

Economic Development	51
Finance	52
Fire	60
Human Resources	65
Information Technology	67
Library Services	70
Municipal & Community Services	76
Non Departmental	82
Office of Management & Budget	83
Parks & Recreation	86
Planning & Development	94
Police	98
Special Projects	106
Transportation & Public Works	114
<b>Solid Waste Fund</b>	123
<b>Other Funds</b>	131
<b>Debt Service Schedules</b>	155
<b>Capital Projects Funds</b>	169
<b>Appendices</b>	
Performance Measurements	182
Glossary	196
Financial Management Policy Statement	201

## Changes from Proposed Budget

The City Manager's budget proposal was presented to the City Council on August 7, 2012. 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 a series of adjustments to the budget. These adjustments are summarized below:

### General Fund

#### Animal Services

Added

- \$90,000 for best practices recommended by an independent management audit.

Removed

- \$100,000 for a cat building.
- \$60,000 for a contractual outreach coordinator.
- \$6,516 for a remote kiosk.

#### Fire Department

Added

- \$495,000 for one-time capital purchase of fire apparatus.

Removed

- \$95,000 for lease/purchase funds for fire apparatus.
- \$33,000 for replacement of Crown Victoria.

#### Library

Removed

- \$95,968 for North Branch Library.

#### Non Departmental

Added

- \$55,000 in funding for non profit agencies.
- \$11,133 for additional service charges to the Parker County Appraisal District.

Removed

- \$418,000 for contributions to Other Post-Employment Benefits reserves.

- \$6,045 for reduction in pay-go costs for retiree insurance premiums.

#### Parks & Recreation

Additions

- \$785,000 for property acquisition near First Monday Trade Days.

Removed

- \$179,000 for parking lot construction at Cherry Park (Lee Street).

Adjustments

- The proposed budget replaced water service costs for refilling the Cherry Park Pool with additional funding for chemicals with the intent to keep the pool full during the offseason. The adopted budget returned this funding as it was determined the pool must be drained.
- Shifted funding from City Administration for partial funding of the Director of Parks & Recreation.

#### Special Projects

Removed

- \$21,000 for a cargo van for housekeeping staff.
- \$12,000 for roof repairs at Cherry Park (moved to Park Dedication Fund).

#### Transportation & Public Works

Removed

- \$10,000 for street roller rental based on the purchase of this equipment after the budget was proposed.
- \$20,000 for additional mowing cycles along the Interstate 20 corridor.

## **Fund-Wide**

Removed

- One-time merit compensation for employees with less than one-year of service.

## **Hotel Motel Tax Fund**

Added

- \$121,400 to the Weatherford Chamber of Commerce.
- \$35,000 transfer to the Chandor Gardens Fund.
- \$21,700 to the Doss Heritage & Cultural Center.
- \$2,500 increase for hotel tax collection auditing.

## **Park Dedication Fund**

Adjustments

- \$12,000 for roof repairs at Cherry Park reallocated from First Monday projects.

## **Chandor Gardens Fund**

Added

- \$30,000 for roof repairs.
- \$5,000 for additional advertising.

The aforementioned changes are reflected in the remainder of this document, with the exception of the City Manager's Message, which remains unchanged from its original form as submitted on August 6, 2012.

## City Manager's Message

August 2, 2012

**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 FY13 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, 2012, through September 30, 2013. 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 utility 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.

During the last several years, economic circumstances have necessitated difficult choices. Faced with declining revenues and increased operational needs, many urgent or important expenses were absorbed through the freezing of staff levels and pay and the scaling back of certain services. Although service levels have been maintained to the maximum extent possible, the organization you see today is in many ways radically different than the one I inherited. As we begin to see improvements in our local economy, the need to rebuild the organization in a strategic manner is all the more important.

### Budget Process Methodology

With this in mind, my staff was directed to develop this budget in a strategic way that focused on our city's long-term priorities. Adjustments were made to the budget process to ensure the maximum flexibility when allocating conservatively estimated revenue growth. 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.

During this process, Council's direction was provided with regard to the top priorities that should be addressed. A meeting was held on June 5, 2012, wherein the City Council recommended specific goals for each of our strategic focus areas, which are shown below:

- Ensure staffing consistency and excellence by providing a compensation package;
- Manage the growth of service levels through the use of contractual labor rather than new positions;
- Improve information sharing by proactively providing data to the citizens;
- Seek dedicated funding for drainage and street programs, focusing on preventive maintenance;
- Utilize fund balance to reduce our asset gap (infrastructure, vehicles, equipment, and buildings);
- Continue the construction projects at the First Monday Trade Days;
- Investigate the proposed wetlands project as it relates to assisting the Municipal Utility Fund in that endeavor.

The changes that were made to the budget process this year allowed staff to focus our attention on these critical areas.

## Budget Overview

Budgeted expenditures for all funds of the City of Weatherford for FY13 total \$37,759,239, and are allocated as follows:

Fund	Percentage
General	73.50%
General Debt Service	14.57%
Solid Waste	6.67%
Other Funds	5.26%

The General Fund, accounting for 73.5% 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 1.32%\*, appropriates funding for continued major transportation improvement projects under the pass-through financing agreement with the Texas Department of Transportation (TxDOT). 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 almost 15% of proposed expenditures. Operation of solid waste collections, Chandor Gardens, and various other funds make up the remaining 12% of the budget.

### General Fund

With this budget proposal, the General Fund will transition from an operating deficit in FY12 to an operating surplus in FY13, despite absorbing increases in the cost of providing primary services throughout the city's operations. This was accomplished with the aid of significant increases in sales

tax collections in FY12 and slight additions to the property tax roll for FY13. The total assessed value of taxable property increased by 1.2% to \$1,821,201,706, with \$34,770,190 still pending final Appraisal Review Board decisions. In addition to the increase in taxable values, our projected collection rate has increased from 96.8% to 97.5%, based on the last several years of collection data. The other major area of revenue growth is in sales tax, which is projected to end FY12 8.4% over budget. Despite the strong growth during this fiscal year, our projections for next year are a modest 1.5%, reflecting the volatility of this revenue source and the city's heavy reliance on it to fund primary functions.

Transfers from the city's utility system funds have increased this year as well, due to projected increases in consumption of water and electricity. Administrative service charges (fees paid by non-General Fund departments to cover the cost of administrative functions such as finance and human resources) have increased this year for two primary reasons:

- Lake Maintenance has been moved from the Water Department into Parks & Recreation, and the costs of this program will be moved from Water's operational budget to its administrative service charge;
- Information Technology has been moved entirely into the General Fund, and the administrative service charges have been increased in the three utilities to enable that transition.

These increases in revenue, combined with the structured budget request process, allowed reasoned decisions to be made for all funding requests. Council's aforementioned strategic priorities were considered at every turn, and each has been addressed.

### ***Ensure staffing consistency and excellence by providing a compensation package***

This budget proposal includes a 2% cost-of-living adjustment as well as a 2% one-time merit incentive for all departments.

\* Only new costs are budgeted for capital project funds in this document; unspent funds are rolled forward at the close of the fiscal year.

***Manage the growth of service levels through the use of contractual labor rather than new positions***

This budget proposal includes several requests for the augmentation of services by contracting out, including in the Animal Services, Special Projects, and Transportation/Public Works departments.

***Improve information sharing by proactively providing data to the Citizens***

This budget proposal includes requests for software packages intended to improve data distribution, increase transparency and cooperation with citizens, and hopefully reduce the need for formal public information requests which have demanded a significant amount of staff resources in the last few years.

***Seek dedicated funding for drainage and street programs, focusing on preventive maintenance***

Although this budget document does not include any action on it, Council has been briefed during this summer on the potential for a Stormwater Utility, and any future developments in that regard will be incorporated into this budget document in the future.

***Utilize fund balance to reduce our asset gap (infrastructure, vehicles, equipment, and buildings)***

This budget proposal includes several requests for one-time funding to purchase replacement equipment, and repair city buildings.

***Continue the construction projects at the First Monday Trade Days***

This budget proposal will transfer \$500,000 from landfill royalties into the General Capital Projects Fund, continuing Council's decision to utilize that revenue source for First Monday Trade Days projects.

***Investigate the proposed wetlands project as it relates to assisting the Municipal Utility Fund in that endeavor***

This request is now actively being discussed during budget deliberations with the Municipal Utility Board.

## Looking Forward

Although much has been (and will be) accomplished through this proposal, it marks a transition into a new way of doing business for Weatherford. We as a city have been forced to budget defensively since the Great Recession took hold. While local revenues are now picking up, our economy is still fragile, and economic uncertainty abounds throughout our nation and world.

Future budgets will need to continue the trend we have established of strategically allocating revenue growth in ways that provide the greatest flexibility to the city so that any downturn can be more rapidly absorbed. The city faces long-term challenges that cannot be addressed overnight, including the need to incorporate certain routine costs into our ongoing revenue, such as fleet replacement and Other Post Employment Benefit contributions, and a rapidly deteriorating street infrastructure that will only become more costly to maintain when the city assumes responsibility for state highways as well.

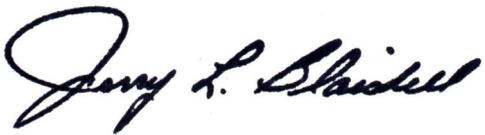
This budget is the beginning of a new conversation in Weatherford. As we begin to grow again, and start to rebuild the organization, we must continue to tackle these long-term items while still providing the highest levels of service to our citizens.

## Conclusion

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 Sharon Hayes, who provided invaluable assistance during this process. The Weatherford Municipal Utility has achieved great things during the current fiscal year. With the leadership of the Municipal Utility Board, each utility is now expected to be self-sufficient. The transfer of certain operational costs to the General Fund will allow the Utility Fund budget to be more easily understood and should ultimately provide additional opportunities for cost savings in

the future. These are significant steps in the right direction toward providing outstanding services at the best possible cost.

Respectfully submitted,

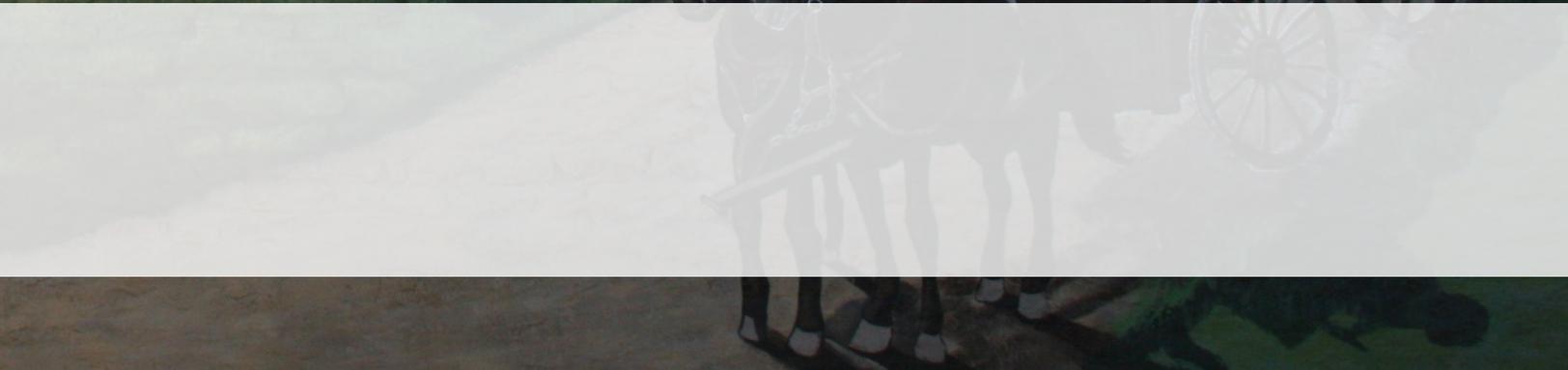
A handwritten signature in black ink, reading "Jerry L. Blaisdell". The signature is written in a cursive style with a large initial "J" and "B".

**Jerry Blaisdell**  
City Manager



# Budget Overview

**Commissioned by Tom Moncrief, this mural was painted by Brad Smith in the spring of 2011. It is located along Trinity Avenue in the northwest quadrant of the downtown square.**



# Fund Structure\*



\* The above are all appropriated funds.

# Organizational Structure

## Citizens of Weatherford

⋮

## City Council



City Manager



Assistant City Manager



Animal Services



Capital Transportation Projects



Information Technology



Parks & Recreation

*Chandor Gardens, First Monday, Main Street Program, Parks & Properties, Recreation*



Planning & Development



Public Library



Transportation & Public Works

*Field Services, Streets, Traffic Control*



Electric Utilities



Water & Wastewater



Chief Financial Officer



Accounting & Purchasing



Municipal Court



Customer Service



City Secretary



Fire



Human Resources



Municipal & Community Services

*Code Enforcement, Fleet Maintenance, Solid Waste*



Office of Management & Budget



Police



Special Projects

*Consumer Health, Facilities Maintenance*

# Combined Budget Summary—All Funds

	Estimated Undesignated Fund Balance	Estimated Revenues	Transfers from Other Funds
<b>General Fund</b>	10,874,094	20,177,709	5,089,934
<b>Special Revenue Funds</b>			
State Forfeiture	61,157	30,500	-
Federal Forfeiture	404,480	30,500	-
Weatherford Beautification	2,397	-	-
Park Special Revenue	27,217	32,000	10,000
Park Dedication	177,725	50,150	-
TCDP - W'ford Aerospace Grant	-	13,875	-
TCDP - SFX Grant	1,864	22,368	-
Municipal Court Technology	20,944	16,320	-
Municipal Court Building Security	28,558	14,050	-
Municipal Court Juvenile Case Mg	2,704	-	-
Hotel/Motel Tax	570,902	555,450	-
Chandor Gardens	98,067	193,753	160,359
Library Special Revenue	71,895	13,750	-
Animal Shelter Special Revenue	36,564	40	-
<b>General Debt Service Fund</b>	3,774,267	8,022,229	144,058
<b>Capital Projects Funds</b>			
General Capital Projects	4,075,956	154,000	500,000
Various TxDOT Project Funds*	-	-	-
<b>Solid Waste Enterprise Fund</b>	1,334,399	2,551,281	-
<b>Doss Permanent Library Fund</b>	50,145	100	-
	21,613,335	31,878,075	5,904,351

\* Only new costs are budgeted for capital project funds in this document; unspent funds are rolled forward at the close of the fiscal year.

Available Resources	Estimated Expenditures	Transfers to Other Funds	Estimated Undesignated Ending Fund Balance
36,141,737	27,677,803	75,753	8,388,181
91,657	15,000	-	76,657
434,980	250,000	-	184,980
2,397	2,397	-	-
69,217	42,000	-	27,217
227,875	150,000	-	77,875
13,875	13,875	-	-
24,232	22,368	-	1,864
37,264	16,300	-	20,964
42,608	13,500	-	29,108
2,704	2,704	-	-
1,126,352	247,530	303,914	574,908
452,179	358,231	-	93,948
85,645	13,750	-	71,895
36,604	6,000	-	30,604
11,940,554	5,500,852	-	6,439,702
4,729,956	500,000	-	4,229,956
-	-	-	-
3,885,680	1,704,673	846,608	1,334,399
50,245	100	-	50,145
<b>59,395,761</b>	<b>36,537,083</b>	<b>1,226,275</b>	<b>21,632,403</b>

# Weatherford Strategic Plan

## Mission

**The mission of the City of Weatherford is to recognize our role as a steward of the people's interest by delivering responsive, quality services.**

To accomplish this, we will:

- act in a professional, courteous and respectful manner;
- provide accurate information;
- be accountable to our community;
- proactively recognize and respond to issues in our community;
- be innovative in our approach to problem solving;
- provide services in a cost-effective manner;
- seek opportunities to exceed expectations.

## 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.

## Strategic Goals & Priorities

1. Maintaining a healthy fiscal position
2. Meeting citizens' 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

## 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. The current plan was implemented in 2008, and guided the city through recent economic challenges.

In June, 2012, the City Council identified one or two specific objectives to address in the FY13 budget for each strategic goal. The results of that prioritization process are detailed in the *City Manager's Message* as well as the *Budget Process & Methodology* sections of this document.

During FY13, the City Council will be revisiting the strategic plan. The process will include a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis and a survey of elected officials and management staff. A series of work sessions will then be held to identify the top priorities for the city over the next 2-5 years.

This document features details about each department, including a list of primary goals. Next to each goal is a series of one or more numbers, which correspond to the strategic goal that the objective is meant to achieve.

# FY13 Budget Calendar

1

## **Budget Kickoff**

Staff meeting to outline the budget process and methodology, provide target budgets, and distribute forms.

Mar.  
2012

2

## **Departmental Budget Submissions**

Department budget items submitted to Office of Management & Budget (OMB).

May  
2012

3

## **Budget Development**

Administration and staff begin discussing budget submissions and, incorporating City Council priorities, develop the proposed budget.

Jun.  
Jul.

4

## **City Council Budget Priorities Workshop**

Public workshop to discuss and set City Council priorities for the FY13 budget.

Jun.  
6

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.  
25

6

## **Presentation of FY13 City Manager's Proposed Budget**

The City Manager's FY13 Proposed Budget is presented to the City Council and made available for public inspection.

Aug.  
6

7

**Effective Tax Rate Published**

The effective and rollback tax rates are published pursuant to State Law.

Aug.  
10

8

**Budget Work Sessions Held**

Several public work sessions are held to discuss the proposed budget and incorporate any changes recommended by the City Council.

Aug.  
Sep.

9

**Public Hearing Held**

Following the required notices, a public hearing is held on the FY13 Proposed Budget.

Sep.  
11

10

**Council Adopts the FY13 Budget and Tax Rates**

Following extensive discussion in August and September, the City Council adopts the budget and tax rates for the following year.

Sep.  
25

11

**Adopted Budget Document Published**

Council changes are incorporated into the final budget document, which is published and made available to the public.

Dec.  
2012

# Budget Process & Methodology

This budget document serves as the annual operating plan for the City of Weatherford during the fiscal year beginning October 1, 2012, and ending September 30, 2013 (FY13).

The funding choices made for FY13 were the result of hundreds of hours of deliberation at various levels: from each individual department to the City Manager and his executive team to the City Council and the people. This budget reflects not just the specific financial controls, management information, and policy development information it contains. It is a reflection of the values and goals of the community of Weatherford, Texas. The process by which it was developed was designed to produce a forward-thinking, results-oriented plan for the coming year.

## Purpose of the Budget Process

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

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

The budget process establishes levels of control as well. Once approved, department staff have the ability to adjust their budgets by transferring funds from one line-item to another within appropriated levels by submitting a budget

transfer request, which is reviewed by the Office of Management & Budget (OMB) and the City Manager. However, any revisions which alter the total appropriation level for a department must be approved by the City Council.

## Objectives of All Budgets

While every year brings different goals and challenges, all budgets are developed with 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

As noted in the City Manager's Message, this budget represents a transition year for the City of Weatherford. In recent years, the decline of major revenue sources required defensive budgeting policies wherein cuts to services were made,

alternative one-time funding sources were utilized, wages were held flat, some benefits were reduced, and positions were held vacant. While difficult, these decisions helped to weather the storm brought on by the collapse of the national housing market.

While uncertainty still exists in the local, regional, and national economies, the conservative budgeting practices implemented by the City of Weatherford have resulted in a situation where new revenue capacity exists for FY13 despite continued caution in future growth projections.

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.

Due to the expectation of structural increases in revenue capacity, a concerted effort was made to design a strategic budget process for allocating those dollars to rebuilding services that had been reduced or held back during previous years. In June, the City Council discussed each of the city's strategic goals and identified key items to address in the FY13 budget. Those Focal Points were:

- Provide a compensation package for employees;
- Manage service growth, where possible, through contractual labor and outsourcing;
- Be proactive with information distribution and transparency efforts;
- Find dedicated funding sources for street repairs and drainage, with a focus on preventive maintenance;
- Utilize reserves that had been built up over prior years to reduce the city's asset gap and reduce operating costs; and
- Continue projects on the First Monday Grounds and the proposed Wetlands.

Staff budget preparation targeted each of these issues, and

each has been addressed in this budget with the exception of two: At the time of publication, dedicated drainage funding has been identified by the creation of a Stormwater Utility, which is expected to begin operations in 2013, and the Wetlands project's development and design are being undertaken by the Water/Wastewater Utility which is not a part of this budget document.

### FY13 Budget Process

The transitional nature of the FY13 budget is also based on an organizational restructuring related to budget development. In October 2011, the City Manager split the budget function out of the Finance Department by creating the Office of Management & Budget (OMB).

In January, with the help of an Assumption Review Team composed of key department staff, OMB began preparing a five-year financial forecast of the General Fund. The purpose of this exercise was to identify any major trends in revenues and expenditures that should be addressed in the short- or medium-term, and ensure that existing cost-structures remain systemically balanced.

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

Budget submissions were due from each department in 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. During this time, strategy sessions were held with the City Council to identify top priorities for the upcoming budget proposal.

## Budget Process & Methodology (cont.)

In July, final revenue projections were made and the budget book was prepared by OMB staff. Also during July, a work session was held with the City Council to walk through the budget for each department, explaining the major line-items, programs, and services. This meeting was a refresher for the Council in preparation for budget submission.

In early August, the City Manager's proposed budget was presented to the City Council. Over the next two months, several work sessions and a public hearing were held to discuss the various proposals included in the City Manager's budget. The City Council recommended several changes which were incorporated into the adoption ordinance approved on September 25, 2012.

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.

## Impact of Financial Policies on the Budget Process

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

- Revenue Estimates: Revenues have been conservatively estimated to ensure reliable, equitable, and sufficient amounts are available to support desired services. An analysis of probable economic changes has been considered for all revenue estimates, most notably sales taxes. In addition, the property tax collection rate has been revised upward to reflect historical trends.
- Use of Fund Balance: Approximately \$2.7 million of the city's general fund balance is being utilized in FY13 for one-time purchases. For more information, please see the *General Fund Summary*.
- Performance Measures: In order to ensure efficient and effective service delivery, each department has included a list of performance measures which are reviewed by staff and key stakeholders. For more information, please see the *Performance Measurements* section of the Appendix.
- Replacement of Capital Assets: This budget includes \$951,684 in vehicle replacement based on the city's fleet replacement schedule. An additional \$186,420 in one-time purchase related to other scheduled repairs, purchases, or upgrades on capital assets such as equipment and buildings.
- 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.

# Operational Impact of Capital Projects

This budget includes funding for several capital projects, including continued improvements to the First Monday Grounds and ongoing street projects. Note that only new dollars are appropriated for capital project funds on an annual basis, while funds that are previously budgeted but were unspent at the end of the fiscal year are rolled over into the new fiscal year.

## First Monday

Improvements to the First Monday Grounds are slated to continue in FY13, which are expected to have an operating impact on future budgets in the Parks & Recreation Department. With the purchase of additional property and completion of the Farm & Ranch building and restroom, the amount of staff time needed to prepare for and cleanup after trade events held on the weekend of the first Monday of each month will increase. Additional utility costs, and potentially new staff members, will be required for these properties as well.

## Town Creek Hike & Bike Trail

The Town Creek Hike & Bike Trail began construction in April 2011. Although nearly complete, it's progress was delayed while Parker County reconstructed the bridge and intersection at Santa Fe Drive and Fort Worth Highway. This project was paid for with an 80/20 match grant through the American Recovery & Reinvestment Act. At 3.2 miles in length, it will require significant staff resources in the Parks & Recreation Department particularly during the heavy mowing season.

## Transportation Projects

The only outstanding transportation projects are related to the Pass-Through Financing agreement implemented with the Texas Department of Transportation (TxDOT). While the majority of these construction projects have been completed, the expansion of South Main (SH51/US171) is ongoing and the construction of frontage roads along IH20 from Bethel to Bowie are expected to begin during FY13.

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

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.

## More Information

For more information on current capital projects, see the Capital Projects Funds section beginning on page 170.

# Authorized Position Summary

	FY 2011 Actual	FY 2012 Approved	FY 2012 Projected	FY 2013 Proposed
<b>General Fund</b>				
Animal Services	8.50	8.00	9.00	9.00
City Administration <sup>1</sup>	3.50	4.50	4.50	5.00
City Attorney	1.00	1.00	1.00	1.00
City Council	4.00	5.00	5.00	5.00
Economic Development	2.00	2.00	2.00	2.00
Finance <sup>2</sup>	11.50	11.50	12.00	12.00
Fire	53.00	57.00	57.00	57.00
Human Resources	3.00	3.00	3.00	3.00
Information Technology <sup>3</sup>	-	3.50	3.50	7.00
Library	16.00	16.00	16.00	16.00
Management & Budget <sup>4</sup>	-	-	2.00	2.00
Municipal & Community Services	4.50	4.50	4.50	4.50
Parks & Recreation <sup>5</sup>	21.00	21.00	24.50	25.00
Planning & Development	9.00	9.00	9.00	9.00
Police	77.75	80.75	80.75	80.75
Special Projects	7.50	8.50	8.50	8.50
Transportation & Public Works	18.00	20.50	19.50	19.50
<b>Subtotal</b>	<b>240.25</b>	<b>255.75</b>	<b>261.75</b>	<b>265.25</b>
<b>Solid Waste Enterprise</b>				
Sanitation	17.00	17.00	17.00	17.00
<b>Hotel Occupancy Tax Fund</b>				
Main Street	1.00	1.00	1.00	1.00
<b>Chandor Gardens Fund</b>				
Chandor Gardens	6.50	6.50	6.50	6.50
<b>Subtotal Other Funds</b>	<b>24.50</b>	<b>24.50</b>	<b>24.50</b>	<b>24.50</b>
<b>Total All Funds</b>	<b>264.75</b>	<b>280.25</b>	<b>286.25</b>	<b>289.75</b>

## Notes

This chart shows authorized positions by department. Staffing tables on department pages show full-time equivalent position totals. Often these numbers will be slightly different due to the existence of part-time and temporary positions.

1. .5 positions shifted from City Administration to Parks & Recreation in FY13
2. .5 positions added in Municipal Court during FY12
3. 3.5 positions transferred from Municipal Utility Fund in FY13
4. 2 positions created during FY12
5. .5 positions shifted from City Administration to Parks & Recreation in FY13

# Major FY13 Programs and Initiatives

This budget includes funding for new programs, reforms, and initiatives across several departments and functions. In most cases, these items were discussed extensively during the summer budget work sessions and deliberations. The following is a summary of those items.

## Animal Shelter Best Practices

This budget includes funding for reforms at the animal shelter as a result of a best-practices study conducted during the summer. Although the formal results of the study were not available at the time of budget adoption in September, preliminary results were presented to the City Council.

This budget includes \$90,000 for administrative implementation of certain recommendations, including the use of part-time contractual labor to supplement kennel staff, additional funds for advertising and promotion of adoptable animals, and the hiring of a contractual outreach coordinator tasked with improving coordination and communication between Animal Shelter staff, volunteers, donors, and rescue groups.

## New Fire Engine

The proposed budget included funds for leasing a new fire engine. After several discussions, City Council recommended converting this proposal into an outright purchase. As such, this budget includes \$495,000 for a new fire engine.

Beginning in October, Fire Department staff formed a search committee to review potential vendors and design a custom-built fire engine to meet the department's specific needs. The department expects to take possession of the new apparatus during the summer of 2013.

## Compensation Package

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.

With property values and sales tax revenue stabilizing, revenue capacity existed to provide a modest compensation package for city employees. This compensation package consists two parts: 1) a 2% cost-of-living-adjustment (COLA) intended to maintaining purchase-power equity relative to inflation; and 2) a 2% one-time merit distribution available for employees with at least one full year of service to the city, subject to merit evaluation.

## Open Data & Transparency

This budget includes funding for several new programs related to the improvement of public information distribution.

### Socrata Open Data Platform

Socrata is an open data platform used by numerous cities, states, and federal agencies. It provides convenient, reliable, and consistent access to public data in a variety of formats. During FY13, the Office of Management & Budget will be working closely with each department to identify data relevant to the public for distribution through this service. In addition to merely hosting data, this service will be utilized to develop an enhanced performance measurement program. For more information on the City of Weatherford's open data initiative, visit [www.weatherfordtx.gov/data](http://www.weatherfordtx.gov/data).

### Public Stuff

PublicStuff is a web-and-mobile-based Citizen Response Management (CRM) application. When fully implemented, it will functionally replace the existing service request form on the city Web site. It allows for enhanced collaboration and communication between staff and the public, and can

integrate with existing city software to streamline responses.

## Parks & Recreation

This budget introduces several big changes for the Parks & Recreation department, including additional responsibilities, personnel restructuring, and additions to the First Monday Grounds.

### Responsibilities & Personnel

Formerly an arm of the Water/Wastewater Utility, the Lake Maintenance division has been merged with the Parks & Properties division for FY13. Both of these operations perform similar functions with regard to mowing, landscaping, and general upkeep of city facilities. By consolidating them into one unit, it is expected that significant efficiency gains will be realized.

In order to accommodate this change, the Parks & Properties division has restructured its personnel schedule. These adjustments allow for a better use of the additional staff by reclassifying two groundskeeper positions into more specialized technician positions responsible for aquatic and athletic facilities and irrigation systems. This will allow the remaining staff members to focus on other aspects of park and lake property maintenance.

### First Monday

In FY12, project funds were used to construct the new Farm & Ranch center for animal sales and a new on-site restroom facility that can serve not only First Monday but the Town Creek Hike & Bike Trail as well.

This budget includes funding for continued revitalization projects at the First Monday Grounds as well as expansion of the facility. However, while these project costs were located in the General Fund in FY12 and in prior years, for FY13 and beyond these costs will be located in the General Capital Projects Fund.

## Street Maintenance

This budget includes funding to replace heavy equipment utilized for city street rehabilitation, as well as an update to the city's pavement condition survey.

In 2006, a pavement condition survey was conducted that provided valuable data to the Transportation & Public Works Department. These data are used to objectively identify the most critical areas of need in the city and to develop effective five-year planning cycles for road repairs. Unfortunately, over time these data have grown stale and less useful. Refreshing them will allow staff to verify the validity of models used to project street deterioration and improve the quality of the city's street repair planning process.

## Fleet Refreshment

This budget includes one-time funding to continue addressing the city's asset gap as it relates to fleet equipment. Aging equipment, particularly in the Parks & Recreation and Transportation & Public Works departments, continue to be a drain on productivity as maintenance costs and downtime rise each year. By replacing several pieces of equipment which have outlived their utility, city staff will be able to focus on providing quality services to the citizens instead of fixing broken equipment.

*Welcome to*

*~*  
HISTORIC  
DOWNTOWN  
*~*

WEATHERFORD

**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

	<b>Actual FY10</b>	<b>Actual FY11</b>	<b>Adopted FY12</b>	<b>Projected FY12</b>	<b>Proposed FY13</b>
<b>Beginning Fund Balance</b>	<b>8,652,994</b>	<b>10,316,760</b>	<b>10,900,775</b>	<b>12,255,935</b>	<b>10,874,094</b>
<b>Revenues</b>					
Property Taxes	5,123,727	5,116,338	5,115,852	5,208,721	5,318,445
Sales Taxes	8,236,286	8,832,088	8,701,227	9,431,690	9,573,165
Other Taxes	639,388	677,645	643,000	663,000	656,000
Licenses	355,842	560,150	504,550	381,033	402,870
Intragovernmental Revenue	435,190	427,972	488,963	483,889	396,624
Service Charges	963,733	999,672	1,023,261	1,048,434	1,068,465
Fines & Forfeitures	668,048	715,401	728,500	540,149	564,600
Miscellaneous Revenue	245,519	92,755	151,000	124,012	228,000
Transfers & Other Sources	4,809,346	6,218,616	6,341,003	6,587,150	5,089,934
Intergovernmental Services	481,311	406,238	910,736	910,737	1,969,540
<b>Total Revenue</b>	<b>21,958,390</b>	<b>24,046,875</b>	<b>24,608,092</b>	<b>25,378,815</b>	<b>25,267,643</b>
<b>Available Resources</b>	<b>30,611,384</b>	<b>34,363,635</b>	<b>35,508,867</b>	<b>37,634,750</b>	<b>36,141,737</b>
<b>Expenditures</b>					
Animal Services	555,948	647,318	702,684	728,232	974,730
City Administration	617,484	586,551	706,278	698,067	644,861
City Attorney	81,889	94,419	141,490	141,490	151,490
City Council	42,829	44,403	89,350	80,073	74,550
Economic Development	173,880	181,262	181,602	180,739	188,614
Finance	723,677	771,632	841,428	836,844	835,748
Fire Services	4,636,068	4,805,005	5,044,176	5,030,192	5,540,996
Human Resources	269,226	312,468	326,918	324,086	331,362
Information Technology	(567)	11,593	1,190,911	1,201,737	1,583,433
Library	1,136,638	1,089,001	1,117,399	1,084,111	1,094,111
Management & Budget	-	-	204,733	204,090	239,981
Municipal & Community Services	335,573	340,429	356,960	360,273	368,251
Non Departmental	536,558	620,017	1,156,774	891,742	939,185
Parks & Recreation	1,292,008	1,939,353	1,734,363	2,020,932	2,671,627
Planning & Development	638,591	660,440	754,922	740,669	734,207
Police Services	6,339,596	6,743,970	7,438,755	7,348,298	7,448,057
Special Projects	740,397	598,867	1,816,976	1,806,232	753,389
Transportation & Public Works	1,613,276	2,163,553	2,902,745	2,786,781	3,104,811
<b>Total Expenditures</b>	<b>19,733,071</b>	<b>21,610,281</b>	<b>26,708,464</b>	<b>26,464,588</b>	<b>27,677,803</b>

	<b>Actual FY10</b>	<b>Actual FY11</b>	<b>Adopted FY12</b>	<b>Projected FY12</b>	<b>Proposed FY13</b>
<b>Total Revenue</b>	<b>21,958,390</b>	<b>24,046,875</b>	<b>24,608,092</b>	<b>25,378,815</b>	<b>25,267,643</b>
<b>Total Expenditures</b>	<b>19,733,071</b>	<b>21,610,281</b>	<b>26,708,464</b>	<b>26,464,588</b>	<b>27,677,803</b>
<b>Other Adjustments</b>					
Transfers to Other Funds	(121,862)	-	(296,068)	(296,068)	(75,753)
OPEB Contribution	(431,160)	(414,901)	(414,901)	-	-
Other Adjustments	(8,531)	(82,518)	-	-	-
<b>Ending Fund Balance</b>	<b>10,316,760</b>	<b>12,255,935</b>	<b>8,089,434</b>	<b>10,874,094</b>	<b>8,388,181</b>

One Time Costs	2,678,278
Ongoing Revenue	25,221,009
Ongoing Costs	25,075,278
Ongoing Over/(Under)	145,731
<b>Working Day Cost Calculation</b>	
Ongoing Costs	25,075,278
Other Non-Operational and Pass-Through Costs*	(338,614)
Total Operational Costs	24,736,664
Daily Cost	67,772
Available Balance	8,388,181
Available Days	123.8

For FY13, 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 more than 10% of expected beginning reserves as a result of this goal. By doing this, the General Fund is expected to end FY13 with 123 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.

\* Non-operational and pass-through costs include pass-through costs from street maintenance and in the Economic Development department.

## General Fund Summary (cont.)

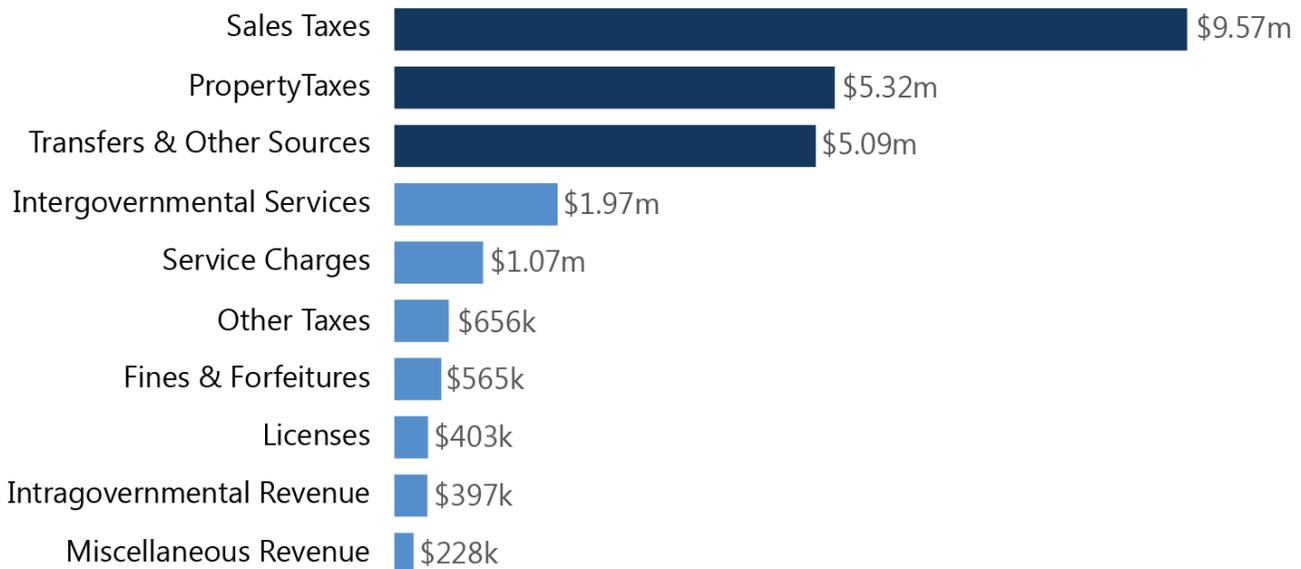
Revenues are comprised of general taxes (ad valorem, sales, and franchise), service charges, intergovernmental transfers and grants, fines, and transfers from other city funds.

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 79% of the total annual revenue.

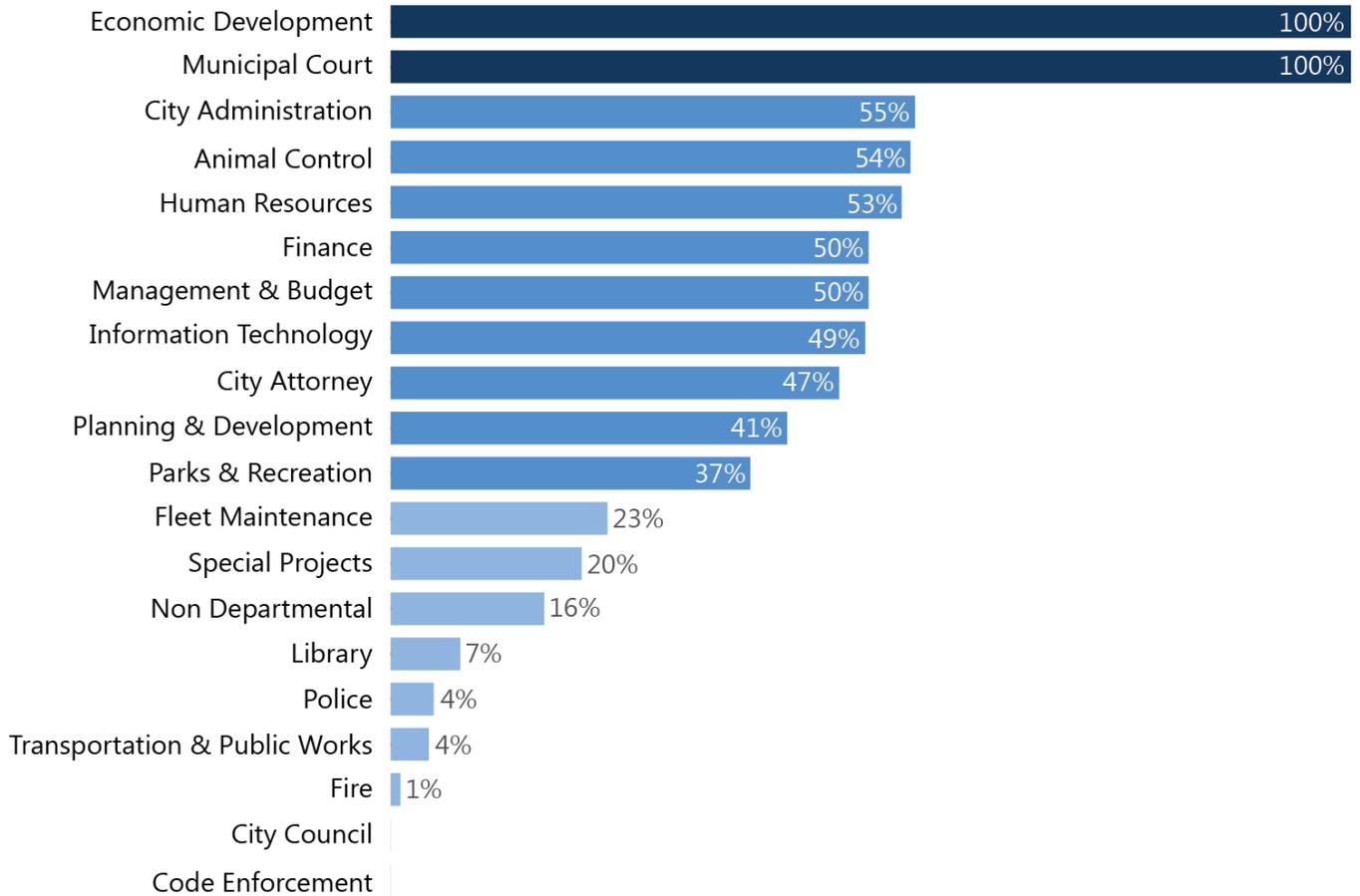
#### General Fund Revenue Sources by Category



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, they are a relatively small portion of the City of Weatherford's annual budget. Only \$5.3 million, or 23% of the city's operating revenue, is from taxes on property. In contrast, sales taxes generate nearly twice as much 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**



## Where does the money go?

General Fund departments are categorized into four primary service groups: Public Safety, Community, Infrastructure, and Government Services. The Non Departmental cost center is considered to be its own category, since it houses a variety of general, city-wide costs.

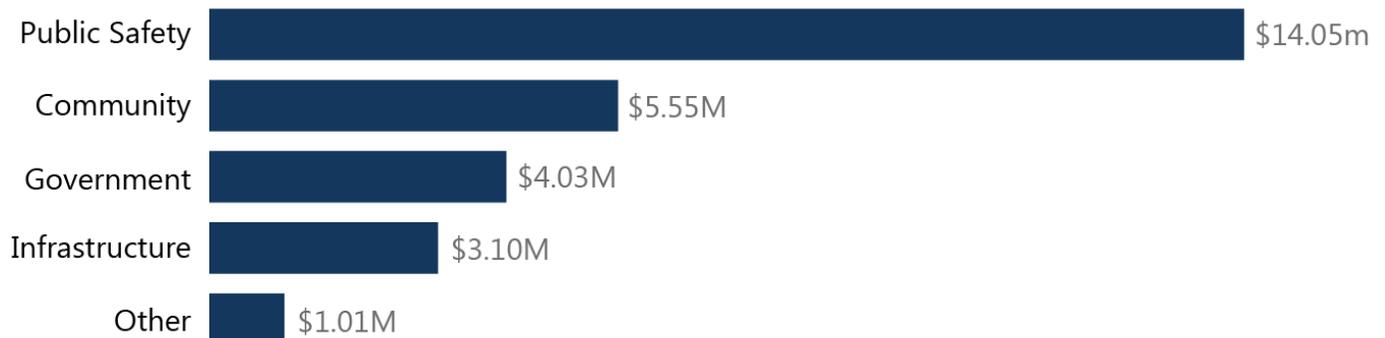
## General Fund Summary (cont.)

### General Fund Service Groups

<b>Public Safety</b>	Consumer Health, Fire, Police
<b>Community</b>	Animal Services, Economic Development, Library, Parks & Recreation, Planning & Development, Special Projects
<b>Infrastructure</b>	Transportation & Public Works (Streets, Traffic, Inspections)
<b>Government</b>	City Administration, City Attorney, Facilities Maintenance, Fleet Maintenance, Finance, Human Resources, Management & Budget
<b>Other</b>	Non Departmental

At 51% of the total budget, Public Safety is the largest service group in the General Fund. Community Services totals 20% of the budget, and includes programs for recreational and leisure activities as well as development and growth. Government Services includes all administrative support costs for the entire city, and are partially offset by transfers from other funds. Infrastructure Services includes the General Fund divisions of the Transportation & Public Works Department. Finally, Other includes city-wide expenditures made in the General Fund.

### General Fund Expenditures by Service Group

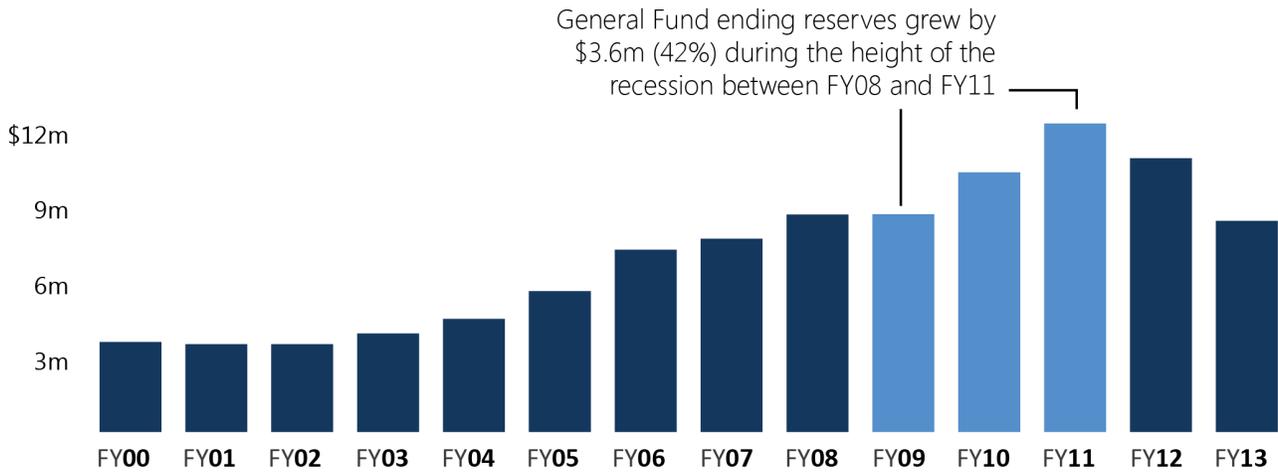


## Historical General Fund Reserves

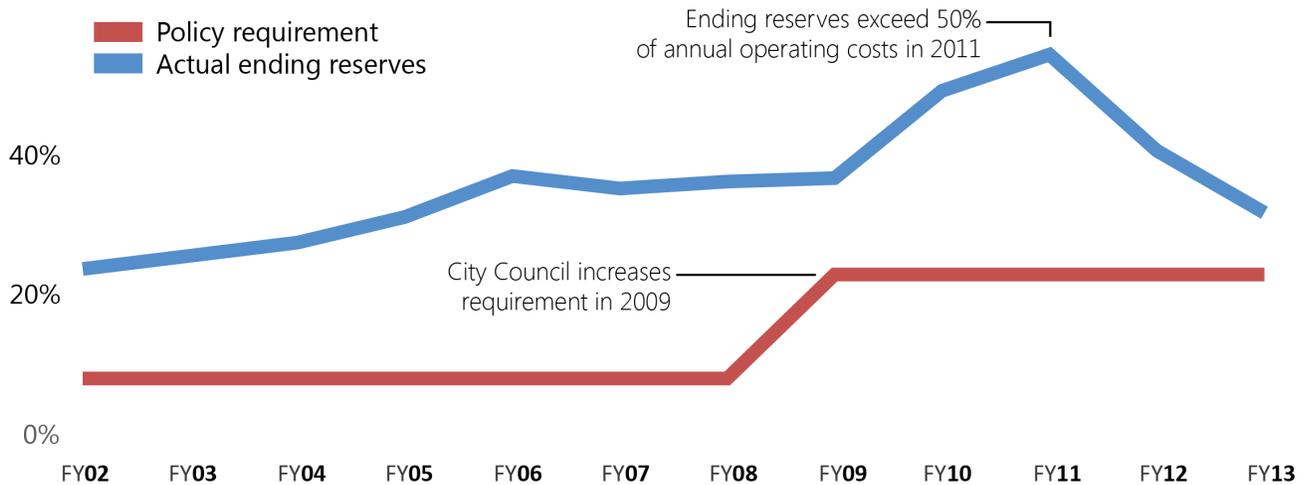
The City Council has set a target balance of 120 days of operations, for the General Fund in FY13. These reserves are set aside as a rainy day fund in the event of economic downturns, major natural disasters, or other unforeseen events. The cost-per-day is calculated by taking the total operating (ongoing) costs for the fund and dividing by 365, and for FY13

that total is \$67,772. To achieve 120 days of coverage, the General Fund would need \$8.13 million in reserves. This budget expects an ending balance of 123.8 days, or \$8.39 million.

**Historical Ending General Fund Reserve Balance**



Although the target balance for FY13 is 120 days, the city is only required to maintain 90 days, or about 25% of the annual operating costs, in reserve. The chart below shows the historical fund balance requirement compared to the actual ending reserves since 2000.



# Ad Valorem Revenue Summary

## Revenue Calculations

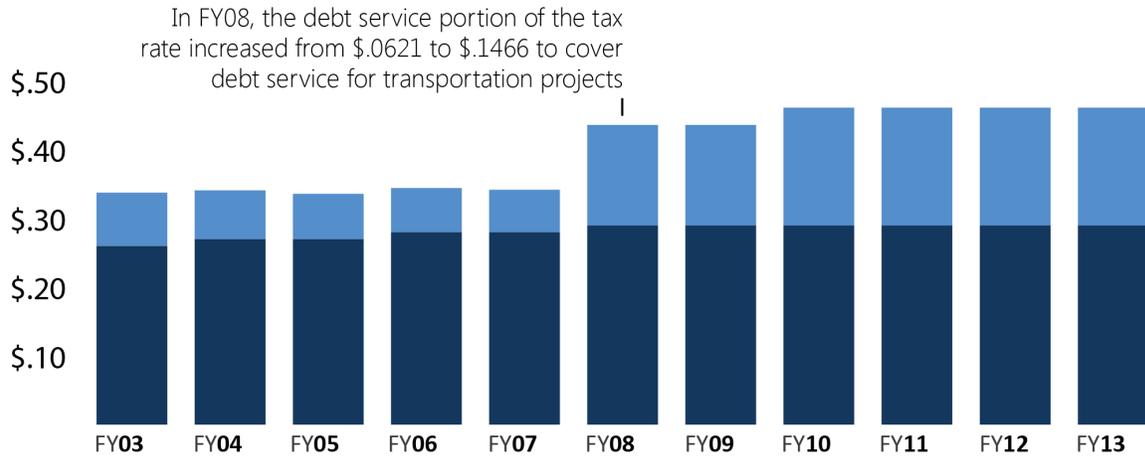
2012 Assessed Value	1,821,201,706
ARB Cases Under Protest (estimated 90%)	31,293,171
Less Value of Over 65/Disabled Homestead Exemptions	<u>(211,407,130)</u>
<b>Net Taxable Value</b>	<b>1,641,087,747</b>
Tax Rate per \$100	0.4636
Total Tax Levy	7,608,083
Estimated Collection Rate	97.5%
Estimated Collection	7,417,881
Plus Estimated Collections on Frozen Properties	<u>736,263</u>
<b>Total Estimated Collections</b>	<b><u>8,154,144</u></b>

## Distribution of Ad Valorem Collections

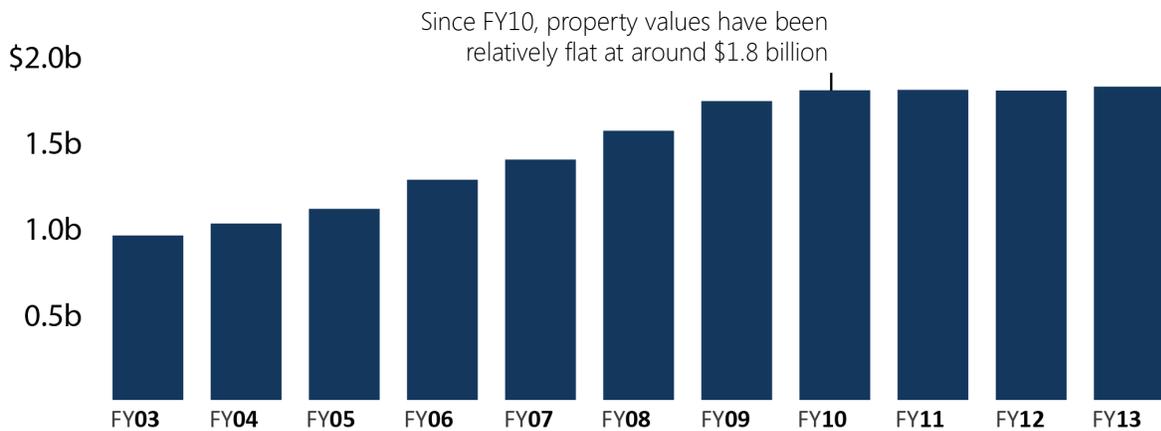
The property tax rate is split into two components: Operations & Maintenance (O&M) covers the general operational costs of the city, and Interest & Sinking (I&S) covers debt payments. For FY13, the distribution of property tax collections is expected to be as follows:

	Collections	Rate	Allocation %
Operations & Maintenance (O&M)	5,135,915	0.2920	62.99%
Interest & Sinking (I&S)	3,018,229	0.1716	37.01%
	<b><u>8,154,144</u></b>	<b><u>0.4636</u></b>	<b><u>100.00%</u></b>

## Historical Property Tax Rates (per \$100)



## Historical Assessed Property Values



# Ad Valorem Revenue Summary (cont.)

## 2012 TML Tax/Debt Survey

For Texas Cities, 20-000 to 35,000 in population, sorted by Tax Rate.

City	Population	Rate	GO Debt	CO Debt	Debt Per Capita
University Park	23,500	0.2785	-	-	-
Colleyville	24,974	0.3559	7,900,000	115,000	321
Lake Jackson	26,849	0.3900	18,046,472	12,278,528	1,129
Kyle	28,543	0.4254	30,892,951	35,810,000	2,337
Southlake	27,282	0.4620	41,524,955	52,540,000	3,448
<b>Weatherford*</b>	<b>25,530</b>	<b>0.4636</b>	<b>9,490,000</b>	<b>67,200,000</b>	<b>2,582</b>
<b>Weatherford</b>	<b>25,350</b>	<b>0.4636</b>	<b>9,490,000</b>	<b>19,128,575</b>	<b>738</b>
Schertz	32,000	0.4843	47,505,000	7,990,600	1,734
Rosenberg	33,962	0.5000	19,260,000	31,310,000	1,489
Seguin	26,842	0.5073	28,475,000	10,760,000	1,462
Paris	26,539	0.5200	4,633,120	7,285,000	449
Farmers Branch	31,300	0.5295	5,545,000	17,495,000	736
Kerrville	22,946	0.5625	4,565,700	17,607,275	966
Nacogdoches	33,173	0.5690	9,610,000	6,865,000	497
Plainview	22,194	0.5785	-	15,805,000	712
Watauga	24,350	0.5890	14,300,000	8,580,000	940
Average	27,319	0.5906	17,923,972	14,917,461	1,202
Corinth	20,981	0.5914	10,860,000	21,370,000	1,536
Denison	24,127	0.6534	6,455,000	11,805,000	757
Benbrook	21,400	0.6575	540,000	2,600,000	147
Little Elm	26,840	0.6650	30,679,400	25,350,600	2,088
Leander	27,650	0.6704	55,190,000	53,840,000	3,943
Harker Heights	26,700	0.6770	1,240,000	2,455,000	138
Greenville	27,200	0.6990	38,395,000	6,895,000	1,665
La Porte	34,261	0.7100	14,720,000	25,605,000	1,177
Deer Park	32,010	0.7200	29,200,000	7,965,000	1,161
Cleburne	30,400	0.7200	18,803,413	5,062,000	785
Copperas Cove	32,032	0.7639	17,445,058	6,340,000	743
Alvin	24,236	0.8436	11,476,175	8,637,434	830
Big Spring	27,282	0.9495	16,685,000	405,000	626

\* TxDOT reimbursement of transportation projects is set at a maximum dollar amount of \$52,443,521. This goes directly to reduce certificate of obligation debt issuance.

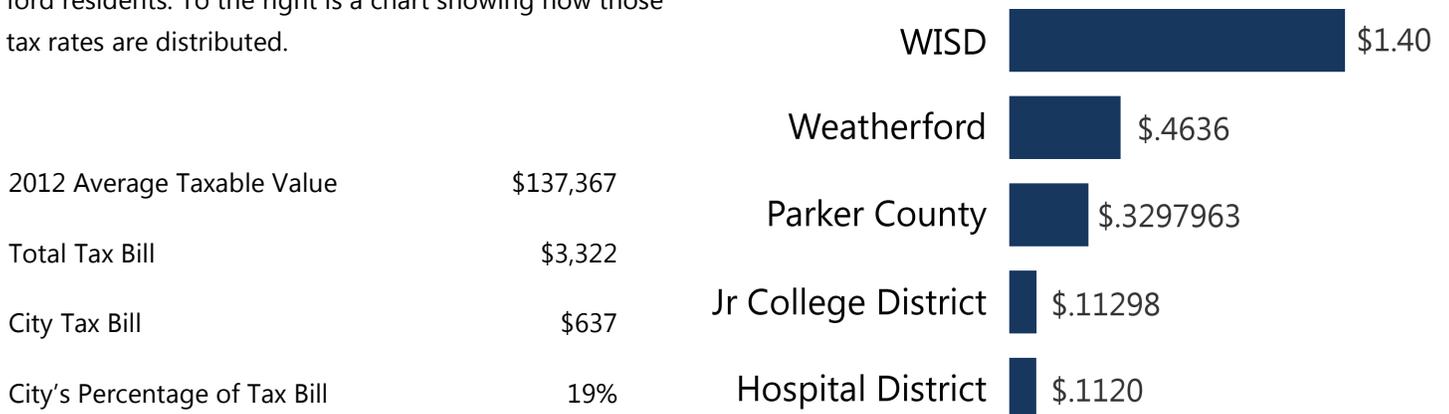
## Top Ten Taxpayers

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	61,814,730	3.4%
Weatherford Capital	Retail	20,565,060	1.1%
Wal-Mart Stores	Retail	19,253,140	1.1%
Weatherford I-20/Main St	Retail	19,102,540	1.0%
Power Service Products	Manufacturing	16,501,790	0.9%
Home Depot	Retail	12,519,560	0.7%
Target Corporation	Retail	11,771,950	0.6%
Lowe’s Home Center	Retail	11,429,700	0.6%
Holland Lake Partners	Apartments	10,916,520	0.6%
Brown Southgate Glen	Apartments	10,005,330	0.5%

## Overlapping Tax Rates

At \$.4636 per \$100 valuation, the city’s tax rate makes up approximately 19% of the total tax rate paid by Weatherford residents. To the right is a chart showing how those tax rates are distributed.



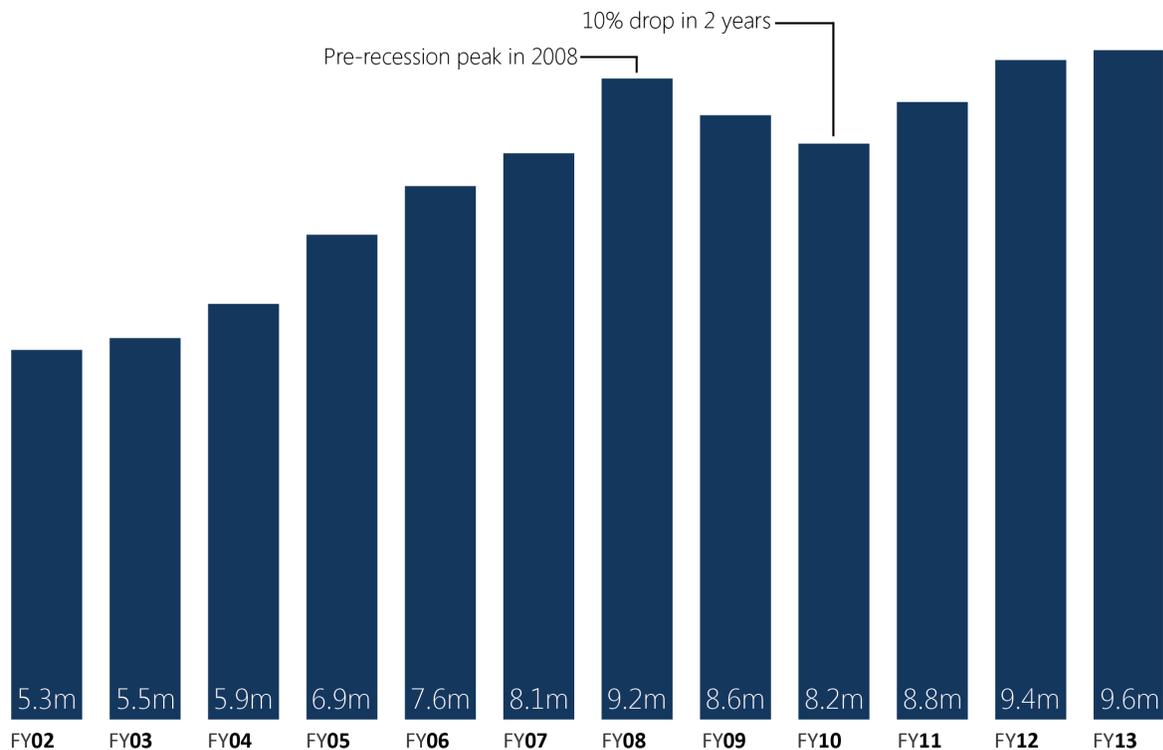
# Sales Tax Revenue Summary

## Revenue Calculations

Projected sales tax collections in FY12 exceeded budgeted expectations by 8.4%. Monthly collection totals saw double digit year-over-year growth in the early months of FY12 before slowing in the later months. While growth is projected to continue in FY13, a careful analysis tempered expectations to only 1.5%.

FY2012 Adopted	8,701,227
Estimated End of Year Actuals through May + 2% Growth Over Prior Year Less Estimated Agreements	9,431,690
FY13 Projected Growth	<u>1.5%</u>
FY13 Proposed	<u><u>9,573,165</u></u>

## Historical Sales Tax Collections



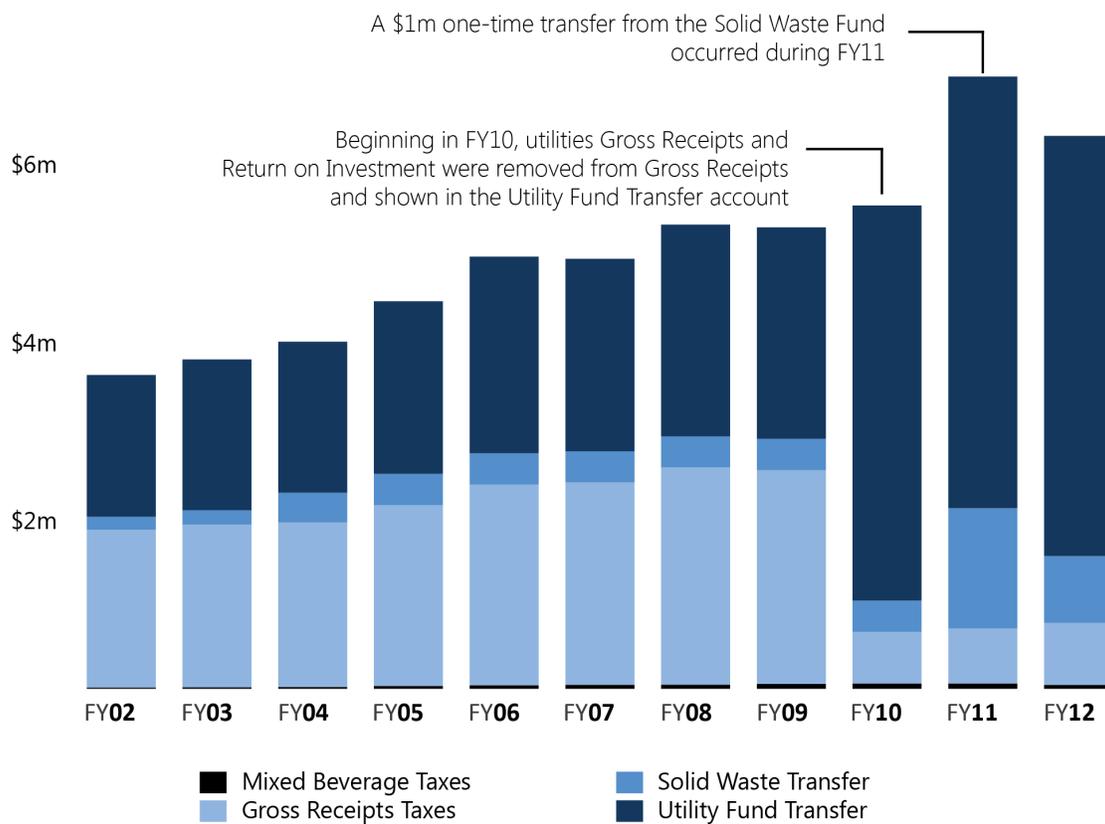
## Summary of Transfers & Other Sources

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



# General Fund Five-Year Forecast

In January 2012, the Office of Management & Budget (OMB) began developing a five-year forecast of General Fund revenues and expenditures. An Assumption Review Team, composed of staff members from various departments, was established to assist in the development of the underlying assumptions found in the forecast model.

## Forecast Assumptions

The 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, including property and sales taxes, and transfers from other funds. Property taxes were projected by evaluating each class of taxable property, incorporating any known 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 performed using the Detailed Confidential Report provided by the Texas Comptroller, which provides collection data for most sales taxpayers within the city. Other items were projected by evaluating historical trends.

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. 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.

## Summary of Findings

The forecast showed significant growth in sales tax revenue over budgeted amounts during FY12. Coupled with the baseline assumption that current service levels are maintained, this revenue growth provided the General Fund with additional revenue capacity heading into the FY13 budget process. Beyond FY13, growth expectations for revenue and expenditures closely mirrored each other, leaving little additional capacity for new programs or enhanced service levels.

The forecast model has been updated to reflect the decisions made during the FY13 budget process. As shown in the following table, the city remains in structural balance based on current service levels. However, the current level of services has been reduced since 2008, which the city began making adjustments to cope with the recession. Unless revenue growth exceeds projected levels, the restoration of, increase to, or addition of new programs will continue to present challenges.

	Proposed FY13	Projected FY14	Projected FY15	Projected FY16	Projected FY17	Projected FY18
<b>Beginning Fund Balance</b>	<b>10,874,094</b>	<b>8,388,181</b>	<b>8,396,061</b>	<b>8,500,597</b>	<b>8,669,294</b>	<b>8,864,381</b>
<b>Revenues</b>						
Property Taxes	5,318,445	5,413,171	5,502,995	5,650,658	5,783,715	5,919,906
Sales Taxes	9,573,165	9,761,922	9,944,260	10,063,591	10,184,355	10,306,567
Other Taxes	656,000	669,120	682,502	696,152	710,075	724,277
Licenses	402,870	410,927	419,146	427,529	436,079	444,801
Intragovernmental Revenue	396,624	159,168	162,351	165,598	168,910	172,288
Service Charges	1,068,465	1,081,908	1,095,619	1,109,605	1,123,870	1,138,319
Fines & Forfeitures	564,600	575,892	587,410	599,158	611,141	623,364
Miscellaneous Revenue	228,000	232,560	237,211	241,955	246,795	251,730
Transfers & Other Sources	5,089,934	5,191,733	5,295,567	5,401,479	5,509,508	5,619,698
Intergovernmental Services	1,969,540	1,961,364	2,000,591	2,040,603	2,081,415	2,123,044
<b>Total Revenue</b>	<b>25,267,643</b>	<b>25,457,765</b>	<b>25,927,653</b>	<b>26,396,329</b>	<b>26,855,864</b>	<b>27,323,994</b>
<b>Available Resources</b>	<b>36,141,737</b>	<b>33,845,946</b>	<b>34,323,714</b>	<b>34,896,925</b>	<b>35,525,158</b>	<b>36,188,375</b>
<b>Expenditures</b>						
Animal Services	974,730	907,996	923,670	940,198	958,394	976,943
City Administration	644,861	642,749	651,299	661,622	673,351	685,288
City Attorney	151,490	154,596	157,997	161,947	165,995	170,145
City Council	74,550	76,039	77,666	79,559	81,509	83,507
Economic Development	188,614	187,172	189,289	191,915	195,009	198,153
Finance	835,448	833,158	843,424	856,014	870,546	885,324
Fire Services	5,540,996	4,969,369	5,038,378	5,117,684	5,207,948	5,299,803
Human Resources	331,362	331,827	336,143	341,404	347,399	353,499
Information Technology	1,583,433	1,487,583	1,506,541	1,528,986	1,553,247	1,577,893
Library	1,094,111	1,106,254	1,122,835	1,141,586	1,162,593	1,183,987
Management & Budget	238,681	239,419	242,212	245,665	249,699	253,799
Municipal & Community Services	368,251	365,945	371,594	377,882	384,908	392,064
Non Departmental	939,185	738,776	745,074	752,388	759,885	767,457
Parks & Recreation	2,671,627	1,678,067	1,713,300	1,745,080	1,779,725	1,815,058
Planning & Development	734,207	735,506	744,723	755,840	768,663	781,704
Police Services	7,448,057	7,298,958	7,397,714	7,511,472	7,641,778	7,774,344
Special Projects	753,389	735,604	749,341	762,821	777,656	792,780
Transportation & Public Works	3,104,811	2,885,116	2,936,166	2,979,815	3,006,719	3,033,865
<b>Total Expenditures</b>	<b>27,677,803</b>	<b>25,374,132</b>	<b>25,747,365</b>	<b>26,151,878</b>	<b>26,585,024</b>	<b>27,025,613</b>
<b>Other Adjustments</b>						
Transfer to Other Funds	(75,753)	(75,753)	(75,753)	(75,753)	(75,753)	(75,753)
<b>Operating Surplus/(Deficit)</b>	<b>145,731</b>	<b>83,633</b>	<b>180,289</b>	<b>244,450</b>	<b>270,840</b>	<b>298,381</b>
<b>Ending Fund Balance</b>	<b>8,388,181</b>	<b>8,396,061</b>	<b>8,500,597</b>	<b>8,669,294</b>	<b>8,864,381</b>	<b>9,087,009</b>
<b>Daily Cost</b>	<b>67,772</b>	<b>69,518</b>	<b>70,541</b>	<b>71,649</b>	<b>72,836</b>	<b>74,043</b>
<b>Available Balance</b>	<b>8,388,181</b>	<b>8,396,061</b>	<b>8,500,597</b>	<b>8,669,294</b>	<b>8,864,381</b>	<b>9,087,009</b>
<b>Available Working Days</b>	<b>123.8</b>	<b>120.8</b>	<b>120.5</b>	<b>121.0</b>	<b>121.7</b>	<b>122.7</b>



### 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

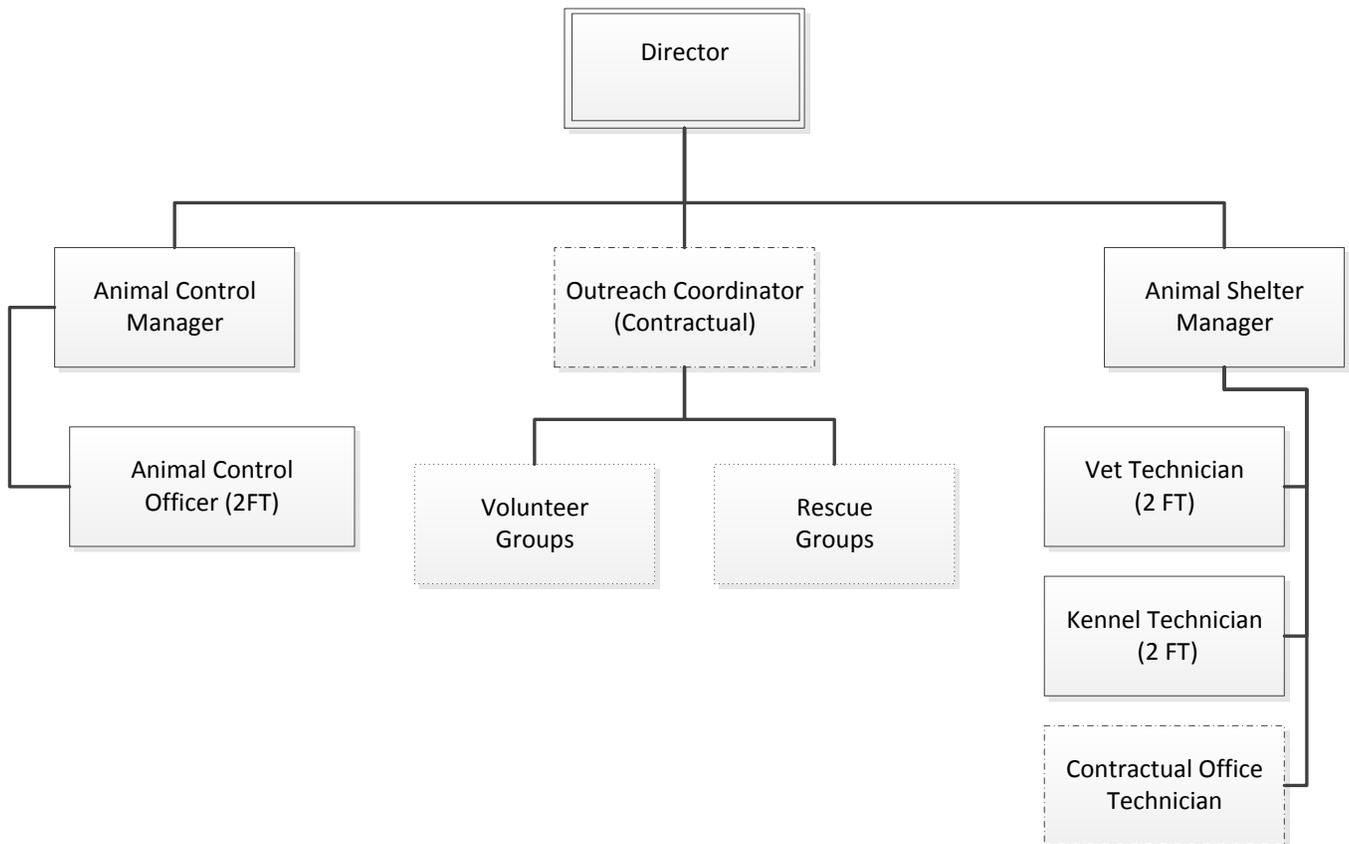
<b>Department</b>	<b>Proposed Budget</b>	<b>Proposed FTE</b>
Animal Services	974,730	9.00
City Administration	644,861	4.00
City Attorney	151,490	1.00
City Council	74,550	5.00
Economic Development	188,614	2.00
Finance	835,448	12.00
Fire	5,540,996	57.00
Human Resources	331,362	3.00
Information Technology	1,583,433	7.00
Library	1,094,111	16.00
Municipal & Community Services	368,251	4.50
Non-Departmental	1,014,938	-
Office of Management & Budget	238,681	2.00
Parks & Recreation	2,671,627	25.00
Planning & Development	734,207	9.00
Police	7,448,057	80.75
Special Projects	753,389	8.50
Transportation/Public Works	3,104,811	19.50
	<hr/>	
	27,753,556	266.75



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# Animal Services

Animal Services includes a variety of functions, such as animal control (in cooperation with Parker County officials) and operation of the Weatherford/Parker County Animal Shelter (WPCAS). The Director of Animal Services is responsible for coordinating both operations while working with Parker County officials, volunteer and rescue groups, and individuals and groups who donate to the Animal Shelter. During FY13, the WPCAS will focus on improving operations based on the results of an independent audit conducted during the summer of 2012.



# Animal Services

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.

## Major Division Goals Include

- Enhance adoption programs to increase animal adoptions and animals returned to their owners. (2)
- Improve & expand livestock areas by increasing fencing & stalls. (2)
- Improve security issues by installing cameras outside as well as inside offices and kennels. (2, 3)

## FY12 Accomplishments

- Implemented a new volunteer program.
- Created the WPCAS Advisory Board.

## FY13 Objectives

- Install new security system.
- Increase volunteer satisfaction and amount of donated goods through the use of a contractual outreach coordinator.
- Utilize additional funds in FY13 to implement best practices resulting from consulting study.
- Implement management dashboard utilizing data from Socrata and ShelterPro.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	476,403	515,832	500,483	589,331
Supplies	66,486	86,450	80,143	115,150
Contractual	104,429	136,965	147,606	275,005
Capital Outlay	-	-	-	45,244
<b>Total</b>	<b>647,318</b>	<b>739,247</b>	<b>728,232</b>	<b>974,730</b>

## Significant Budget Changes

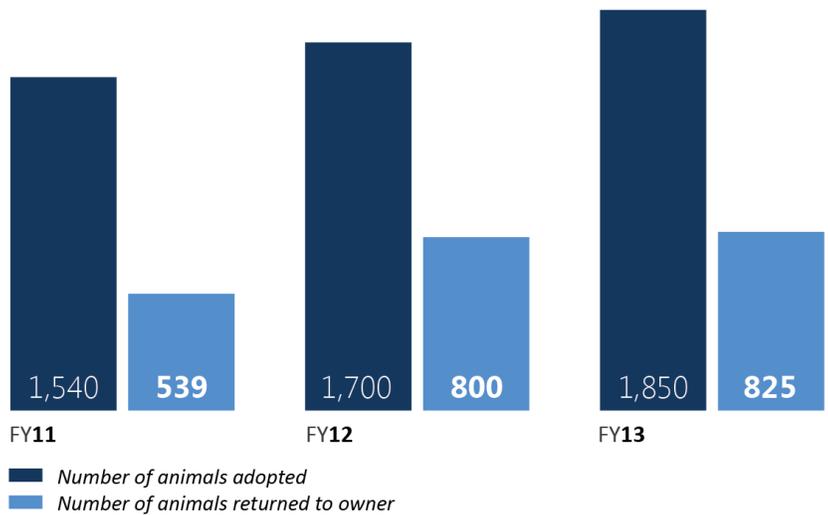
New funds to implement best practice recommendations: \$90,000; Security cameras: \$44,740; Conversion of contractual position to permanent: \$43,747; Enhanced veterinary services: \$37,000; Compensation package: \$16,912; Fence repairs: \$11,000; Additional funds for various supplies and materials including animal food, medical supplies, and animal control tools: \$18,200.

**Notable Budget Items**

- Contractual veterinary services for proper medical care of all animals under WPCAS supervision.
- Animal feed and supplies to supplement donated goods.

**Budgetary Issues**

Contractually limited increases in the reimbursement agreements between the city and other contracting agencies have steadily reduced the percentage of the shelter’s budget being covered by those contracts. As a result, the city’s net cost continues to rise.



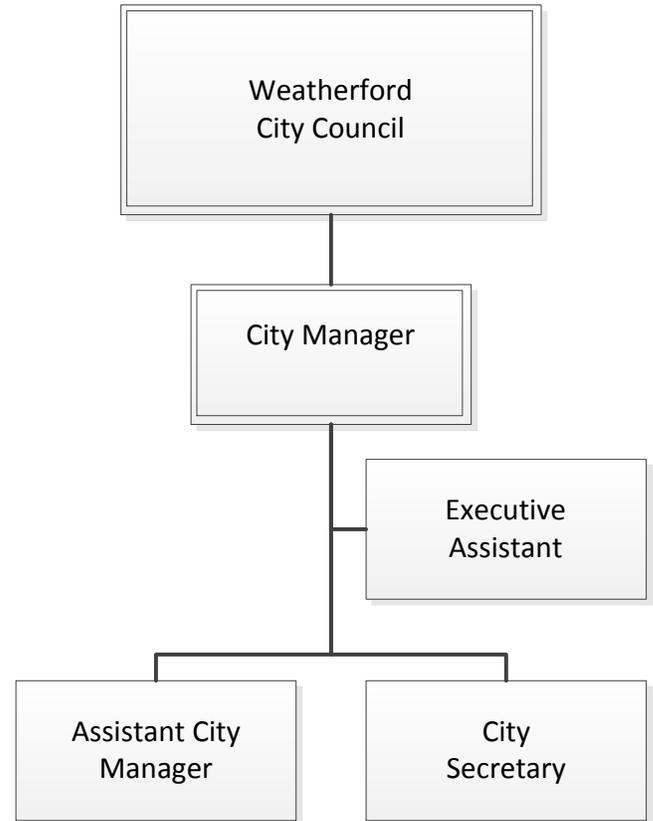
Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Director	36	-	-	1.00	1.00
Animal Control Manager	23	1.00	1.00	-	-
Animal Control Assistant Manager	19	1.00	1.00	-	-
Animal Control Manager	19	-	-	1.00	1.00
Animal Shelter Manager	19	-	-	1.00	1.00
Animal Control Officer	17	2.00	2.00	2.00	2.00
Vet Technician	14	2.00	2.00	2.00	2.00
Kennel Technician	12	2.50	2.00	2.00	2.00
<b>Total</b>		<b>8.50</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>

# City Administration

The City Manager serves at the direction of the City Council and is responsible for the administration of city operations. The City Manager also serves as the Director of Utilities. Administration is responsible for seeing that 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, and a City Secretary.

## Major Division Goals Include

- Provide advice and policy recommendations to the Council on issues, activities, and operations of the city. (1, 2, 3)
- Ensure the delivery of quality services through effective management and efficient administration. (2)
- Ensure the development and implementation of goals



Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	483,020	574,774	6561,374	516,261
Supplies	6,493	11,500	7,414	11,750
Contractual	97,083	116,850	115,582	116,850
Capital Outlay	-	15,000	13,697	-
<b>Total</b>	<b>586,551</b>	<b>718,124</b>	<b>698,067</b>	<b>644,861</b>

## Significant Budget Changes

Compensation package: \$20,547; Removal of retiree insurance: (\$11,610); Removal of partial funding for Community Relations Manager, transferred to Parks & Recreation: (\$46,000).

and objectives set forth by the City Council Strategic Plan. (2, 3)

**FY12 Accomplishments**

- Continued working towards completing all transportation projects on time with dollars allocated.
- Continued improvements at First Monday Trade Days.
- Maintained 139 day Fund Balance throughout FY.
- Continued acquiring property along Western Loop through voluntary annexations and deeds from Parker County.

**FY13 Objectives**

- Continue improvements at First Monday Trade Days.
- Maintain 120 day Fund Balance throughout FY.
- Complete Town Creek Project and all related financial obligations.

Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
City Manager	UC	1.00	1.00	1.00	1.00
Assistant City Manager	40	-	1.00	1.00	1.00
Community Relations Manager	32	0.50	0.50	0.50	-
City Secretary	28	1.00	1.00	1.00	1.00
Executive Assistant	16	1.00	1.00	1.00	1.00
<b>Total</b>		<b>3.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.00</b>

# City Attorney

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.

## Major Division Goals Include

- Provide of legal services to the city in a professional and responsive manner consistent with all ethical obligations to the client. (1, 2, 6)

## FY12 Accomplishments

- Provided the highest level of legal services and counsel in a timely and professional manner and to respond to any new requests for counsel or services which may be made.

## FY13 Objectives

- Continue to provide the highest level of legal services and counsel in a timely and professional manner and to respond to any new requests for counsel or services which may be made.

## Notable Budget Items

- Contractual dollars for outside legal services when necessary (\$55,000).

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	66,334	85,000	85,000	95,000
Supplies	-	-	-	-
Contractual	28,085	56,490	56,490	56,490
Capital Outlay	-	-	-	-
<b>Total</b>	<b>94,419</b>	<b>141,490</b>	<b>141,490</b>	<b>151,490</b>

Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
City Attorney	UC	1.00	1.00	1.00	1.00
<b>Total</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

# City Council

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.

### Major Division Goals Include

- 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. (1, 2)
- Provide necessary budgetary oversight. (1)
- Levy and assess taxes and fees that provide for pro-

gram development, implementation, and service delivery to meet the goals and objectives of the city. (1)

- Provide political leadership on issues and needs of the community. (3)

### FY12 Accomplishments

- Oversaw completion of Farm & Ranch and bathroom at First Monday Trade Days.

### FY13 Objectives

- Oversee continued improvements to First Monday Trade Days.
- Revisit and update city's Strategic Plan.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	16,884	33,010	33,012	34,210
Supplies	3,994	5,900	5,400	4,900
Contractual	23,525	50,440	41,661	35,440
Capital Outlay	-	-	-	-
<b>Total</b>	<b>44,403</b>	<b>89,350</b>	<b>80,073</b>	<b>74,550</b>

Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Mayor	UC	1.00	1.00	1.00	1.00
Council Member	UC	4.00	4.00	4.00	4.00
<b>Total</b>		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

## Economic Development

This division was established as a means for the city to administer the salary and benefits program for the Weatherford Economic Development Authority. As provided in the Economic Development Services Contract between the city and the Authority, the Director of Economic Development is employed by the city and assigned to report to the City Manager (contract revised 09/2009) & the Board of Directors of the Authority. Any administrative or clerical support personnel will also be employed by the city and assigned to report directly to the Executive Director of Economic Development. The Authority will reimburse the city for any and all expenses related to employment of the Director and administrative or clerical support personnel.

As a non-profit, 501(c) (6), the operating budget for WEDA is approved annually by its Board of Directors. The City of Weatherford's budget does not directly pay for any of the supplies, tools, materials, or other operating costs.

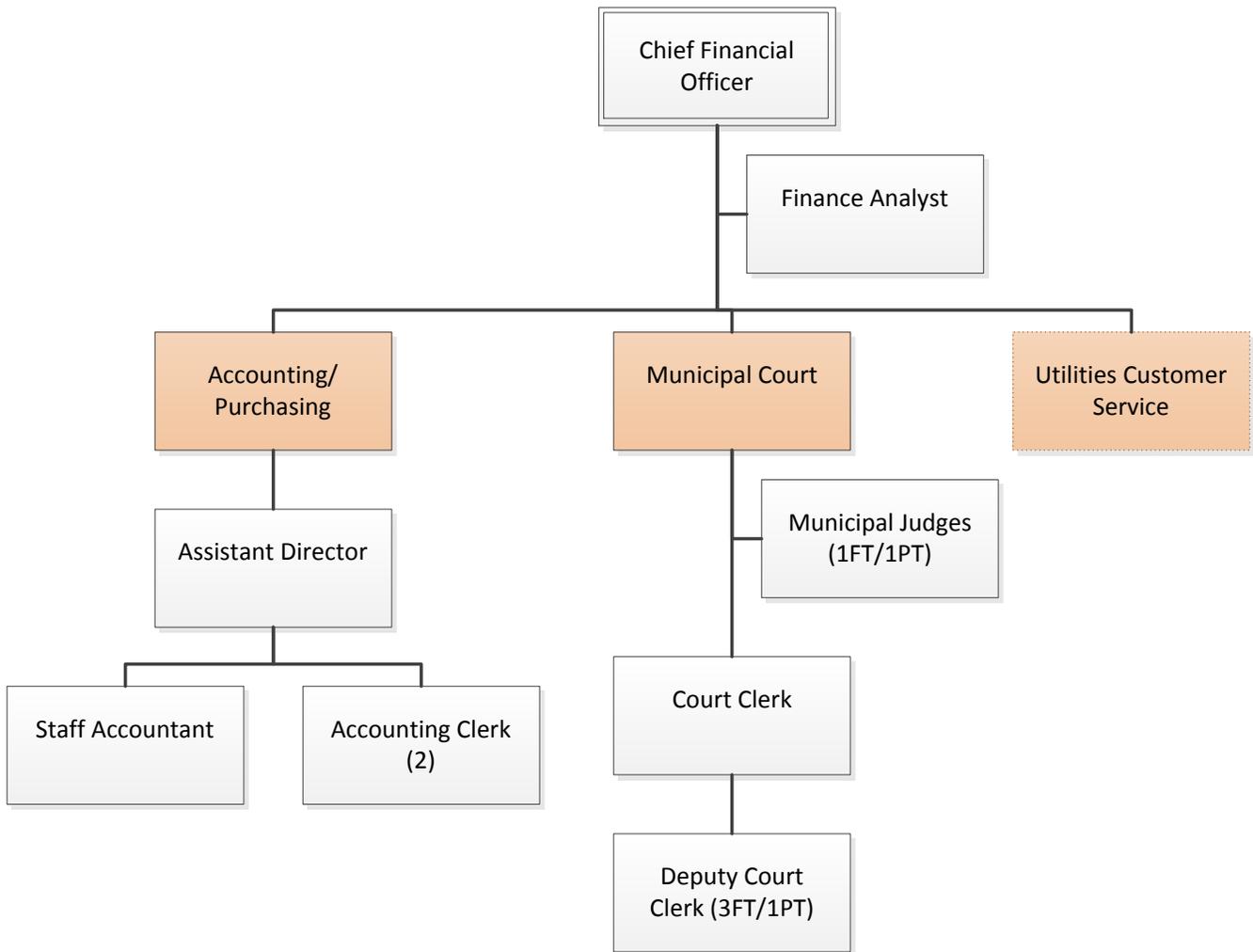
**For more information about the operating budget for the Weatherford Economic Development Authority, please visit [www.weatherfordtx.gov/WEDA](http://www.weatherfordtx.gov/WEDA).**

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	175,862	176,202	175,309	183,214
Supplies	-	-	-	-
Contractual	5,400	5,400	5,430	5,400
Capital Outlay	-	-	-	-
<b>Total</b>	<b>181,262</b>	<b>181,602</b>	<b>180,739</b>	<b>188,614</b>

Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Director	UC	1.00	1.00	1.00	1.00
Administrative Secretary	11	1.00	1.00	1.00	1.00
<b>Total</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

# Finance

Under the direction of the Chief Financial Officer (CFO), the Finance Department oversees the Administration, Accounting/Purchasing, and Municipal Court divisions. The Municipal Court Judges employed by the city are Council-appointed, and report directly to the City Council. Additionally, the CFO is responsible for managing the Utilities Customer Service division within the Weatherford Municipal Utility Fund. The Finance Department works to ensure that best practices are utilized for all financial transactions and accounting, and provides Comprehensive Annual Financial Reports to the City Council and citizens of Weatherford.



# Finance Administration

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, Customer Service, and administrative functions of the Municipal Court. Municipal Court Judges report directly to the City Council. Other responsibilities include 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.

## Major Division Goals Include

- Provide management, citizens, and other interested parties with accurate, complete, and responsive financial services and information. (1, 2, 3)
- Maintain professional development and certification for supervisory personnel through available training and educational opportunities. (2, 6)
- Maintain favorable contractual relationships for banking, financial advisory, brokerage, and audit services. (1, 2)
- Maintain established standards for fiscally responsible planning, accounting, and financial reporting. (1)

## FY12 Accomplishments

- Optimized return on investments of city funds only after protection and liquidity needs were satisfied.
- Updated financial management policy, purchasing policy, identity theft prevention policy, tax abatement policy, and investment policy of the city.
- Developed cash handling policy and customer service

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	202,568	196,266	196,262	204,409
Supplies	9,868	3,500	1,050	1,400
Contractual	11,890	32,733	30,769	30,427
Capital Outlay	-	16,950	23,450	-
<b>Total</b>	<b>224,326</b>	<b>249,449</b>	<b>241,531</b>	<b>236,236</b>

## Significant Budget Changes

Compensation package: \$7,346; Removal of records retention system: (\$23,450).

policy for city.

- Applied for and received city's first Certification of Investment Policy from the Government Treasurers' Organization of Texas.
- Applied for and received city's second Texas Comptroller Gold Leadership Circle award for financial transparency.
- Completed funding needs via lease purchase agreement for performance contracting and ball field lights as well as completed funding of State Infrastructure Bond loan.
- Completed bi-annual review of OPEB, SEC disclosure, and required arbitrage rebate reviews.

**FY13 Objectives**

- Create a Finance Department Strategic plan.
- Monitor market conditions and determine city feasibility of possible debt refunding or issuance for needs.

- Explore new internal controls over assets of the city.

**Budgetary Issues**

Work load on existing staff must be considered as city and regulatory mandates grow. Additional budgetary issues will be reviewed and investigated pending GASB pronouncements and actions of the 83rd Texas Legislative Session.

Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Chief Financial Officer	39	1.00	1.00	1.00	1.00
Finance Analyst	15	1.00	1.00	1.00	1.00
<b>Total</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

# Accounting/Purchasing

The Accounting/Purchasing 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. 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. The accounting portion of this division also works closely with the external auditors.

## Major Division Goals Include

- Continue timely preparation of Comprehensive Annual Financial Report (CAFR) consistent with standards to maintain annual Certificate of Achievement for Excel-

lence in Financial Reporting from GFOA. (1, 3)

- Maintain timely and accurate processing of accounts payable. (1)
- Monitor and enhance system of internal controls to safeguard city's liquid and fixed assets and to assure compliance with applicable grant requirements. (1)
- 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. (1, 2)
- Treat all customers, external and internal, with respect and in a timely manner. (2)

## FY12 Accomplishments

- Updated W-9 and Conflict-of-Interest Questionnaire information for all vendors.
- Implemented new purchasing card program that will streamline P-card processing and issuance through the use of the internet.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	238,583	233,647	233,646	237,382
Supplies	2,650	2,800	2,800	2,812
Contractual	5,839	8,840	7,949	8,778
Capital Outlay	-	-	-	-
<b>Total</b>	<b>247,072</b>	<b>245,287</b>	<b>244,395</b>	<b>248,972</b>

## Significant Budget Changes

Compensation package: \$8,120.

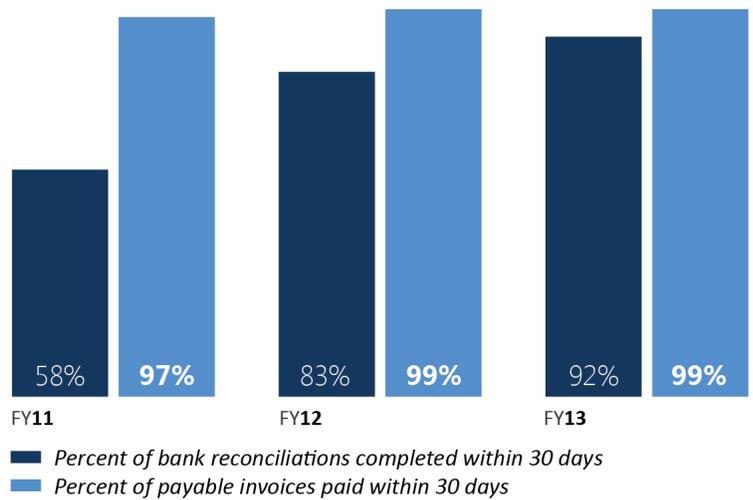
- Continue city training opportunity for new employees and managers concerning accounts payable procedures and purchasing requirements.
- Receipt of Certificates of Achievement for Excellence in Financial Reporting from GFOA.
- Continued closure of month end by the 15th of the following month and bank reconciliation by the 30th of the following month.
- Evaluation and follow-up of the new credit card processing system.

**Budgetary Issues**

Future budgetary issues will be investigated pending the results of GASB and the 83rd Texas Legislative Session actions.

**FY13 Objectives**

- Evaluation and follow-up of P-card program.
- Apply and receive Certificates of Achievement for Excellence in Financial Reporting from GFOA.
- Explore opportunities for faster payment and receipt processing through wires and automatic clearing house processes.
- Evaluate fixed asset records for accuracy and completeness.



Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Assistant Director	28	1.00	1.00	1.00	1.00
Staff Accountant	19	1.00	1.00	1.00	1.00
Accounting Clerk	9	2.00	2.00	2.00	2.00
<b>Total</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

# Municipal Court

Under the direct supervision of the CFO, 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, and issues warrants.

## Major Division Goals Include

- Conduct fair and impartial hearings. (2)
- Set proper fines and penalties that are commensurate with the offense. (1, 2)
- Review and process warrants as applicable. (2)
- Maintain formal training of Court personnel to assure knowledgeable performance of duties. (2, 6)
- Provide efficient and courteous service to all who appear before the Court. (2)
- Maintain internal collection efforts to close outstanding cases. (1, 2)
- Continue collection efforts utilizing external resources including MVBA and OmniBase services. (1, 2)

## FY12 Accomplishments

- Continued educational training for court staff in order to ensure proper procedures are adhered to, as well as to obtain information of changes in the laws.
- Software training to ensure the case management system is used efficiently and as intended.
- Created the Weatherford Municipal Court Policy and Procedure Manual.

## FY13 Objectives

- Continued education for court staff in order to maintain

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	278,696	318,279	315,371	322,254
Supplies	2,156	3,950	3,600	3,950
Contractual	19,382	23,750	21,947	24,336
Capital Outlay	-	-	-	-
<b>Total</b>	<b>300,234</b>	<b>345,979</b>	<b>340,918</b>	<b>350,240</b>

## Significant Budget Changes

Compensation package: \$10,994.

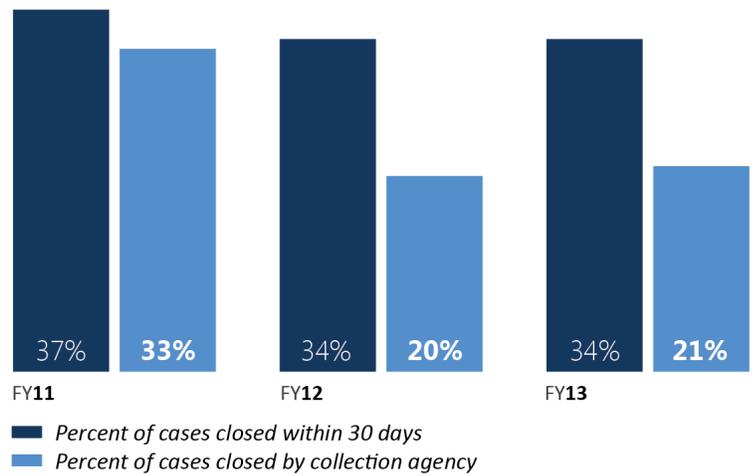
certifications and to ensure proper procedures are followed, as well as keeping up with changes in the laws.

- Computer replacement for department to ensure quick, updated service.
- Annual court management system training to ensure staff are utilizing the program efficiently and as intended.
- Active participation in annual Statewide Warrant Round-Up.
- Finalize and update as needed the Weatherford Municipal Court Policy and Procedure Manual.
- Keep abreast of the implications of the 83rd Texas Legislative Session on Municipal Court activities.

**Budgetary Issues**

TMCEC has increased training registration fees, increasing hotel costs, and charging for the statutes that they have been providing free to the courts.

TCCA and INCODE have had an increase in registration fees for user conferences. These trainings are very important to ensure that court staff are using the program as intended and as efficiently as possible and to ensure that proper court procedure is maintained to protect both defendants and the city. In addition, legislative changes can impact both fees collections and processes.



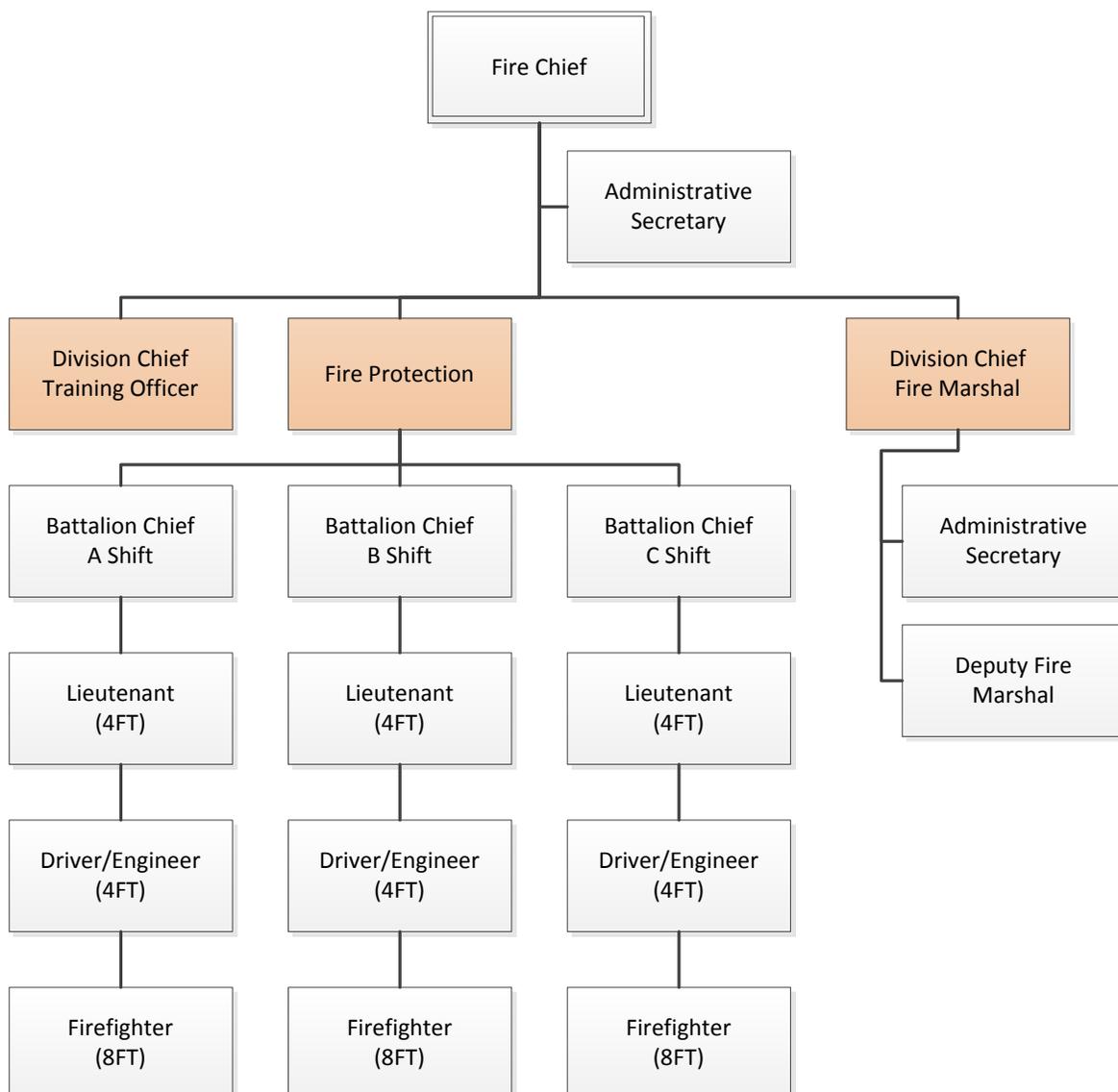
Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Municipal Judge	UC	1.00	1.00	1.00	1.00
PT Associate Judge	UC	0.50	0.50	0.50	0.50
Court Clerk	18	1.00	1.00	1.00	1.00
Sr Deputy Clerk	11	1.00	1.00	1.00	1.00
Deputy Court Clerk	9	2.00	200	2.50	2.50
<b>Total</b>		<b>5.50</b>	<b>5.50</b>	<b>6.00</b>	<b>6.00</b>



STATION

# Fire Services

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 Administrative Secretary, is responsible for providing overall direction of the department and for managing the department's resources. It provides policy and guidance to Fire Prevention, Operations, and Training. Fire Prevention is carried out by the Fire Marshal, Deputy Fire Marshal, and an Administrative Secretary under the supervision of the Fire Chief. 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, under the direction of the Fire Chief, 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. Operations, under the direction of the Fire Chief, is composed of firefighters who are each assigned to one of three 24-hour shifts at the city's four fire stations. Each shift is comprised of a Battalion Chief, four Lieutenants, four Driver Engineers, and eight Firefighters. This division responds to the needs of the citizenry by providing timely suppression, rescue, first responder (EMS) activities, hazardous materials mitigation, and pre-incident planning.



# Fire Department

## Major Division Goals Include

- Implement a continuous improvement plan that will improve our city's PPC rating to include planning, building, and staffing strategically located fire stations. (2, 7)
- Increase level of service that firefighters provide to citizens on medical incidents. (2, 6)
- Offer specialized response services to the citizens for hazardous materials incidents and technical water rescues. (2, 7)
- Champion fire and life safety education for all age levels and socio-economic groups. (2, 3, 7)
- Investigate causes of all fires and prosecute arson offenders. (2)
- Implement a vehicle replacement program. (1)

## FY12 Accomplishments

- Upgraded equipment and increased training for first responder medical response.
- Continued to build specialized programs to provide service for hazardous material response and technical water rescues.
- Developed a fire prevention program utilizing firefighters in a clown troupe and continued the National Fire Safety Council Program.
- Battalion Chiefs became certified as Fire Inspectors and Fire Investigators and provided additional support to the Fire Prevention Division.
- Completed fire hose testing and hydrant maintenance programs, along with adjustments in training, for the future betterment of our ISO PPC rating.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	4,394,257	4,530,931	4,520,601	4,580,329
Supplies	185,455	222,025	216,072	261,537
Contractual	157,853	183,403	176,070	194,330
Capital Outlay	44,594	148,650	116,523	504,800
<b>Total</b>	<b>4,782,159</b>	<b>5,085,009</b>	<b>5,029,266</b>	<b>5,540,996</b>

## Significant Budget Changes

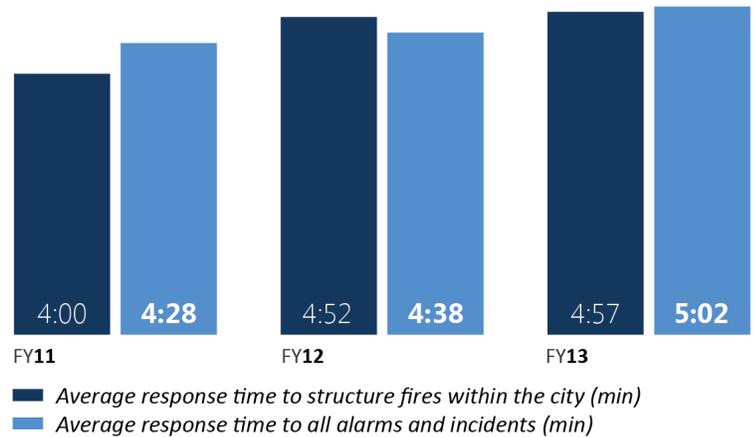
One time purchase of a new fire engine: \$495,000; Compensation package: \$157,264; Wheels-Off preventive vehicle maintenance: \$18,557; Personal protective equipment (PPE) replacement: \$18,457; PPE maintenance: \$11,460; SCBA fill tank: \$9,800; Dive safety gear: \$7,068; Fire hose replacement program: \$4,250; HazMat equipment replacement: \$3,480; Air monitoring equipment: \$3,200; Boat & marine gear: \$3,170; Training equipment replacement: \$2,536; Investigation supplies: \$1,650; Daily uniforms: \$1,569; Radio reprogramming: \$1,500; Certification pay: \$1,420.

**FY13 Objectives**

- Replace one well worn fire engine with a new, reliable unit.
- Fund a formal fire safety education program and deliver an annual program to all 1st-3rd students in Weatherford

**Budgetary Issues**

Texas Commission on Fire Protection has increased mandatory certification fees for firefighters from \$65/year to \$85/year per firefighter. This increase will impact the department's contractual services proportionally. Many accounts in the department's budget have not previously been funded to allow for the replacement of basic equipment and other needs. Some of the requests are to increase the funding in these accounts to allow for the gradual replacement of these needs. Protective clothing, uniforms and fire hose are some of these examples.



Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Fire Chief	37	1.00	1.00	1.00	1.00
Assistant Fire Chief	35	-	-	-	-
Division Chief/Fire Marshal	29	1.00	1.00	1.00	1.00
Division Chief/Training Officer	26	-	1.00	1.00	1.00
Battalion Chief	26	3.00	3.00	3.00	3.00
Fire Lieutenant/Company Officer	23	12.00	12.00	12.00	12.00
Deputy Fire Marshal	22	-	1.00	1.00	1.00
Driver/Engineer	22	-	12.00	12.00	12.00
Fire Fighter	20	34.00	24.00	24.00	24.00
Sr Administrative Secretary	15	1.00	1.00	2.00	2.00
Sr Office Assistant	9	1.00	1.00	-	-
<b>Total</b>		<b>53.00</b>	<b>57.00</b>	<b>57.00</b>	<b>57.00</b>

## LEOSE Fire Department Grant

The Law Enforcement Officer Standards and Education (LEOSE) Fire Department Grant is provided by the State Comptroller's Office and distributed to each law enforcement agency according to the number of employed officers. These funds are used for training purposes only. Any unspent funds are rolled over into the next year's budget. As of FY13, the State has temporarily put a hold on the distribution of funds through this grant program.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	-	-	-	-
Supplies	-	-	-	-
Contractual	618	900	926	-
Capital Outlay	-	-	-	-
<b>Total</b>	<b>648</b>	<b>900</b>	<b>926</b>	<b>-</b>

### Significant Budget Changes

None.

## FEMA Assistance Grant

The Assistance to Firefighters Grant is a matching grant provided by the Federal Emergency Management Agency. Eligible projects include, but are not limited to, vehicles, equipment, and wellness programs.

In FY10, the city matched 10% of the cost for laptop computers to be installed in fire engines. Typically, unspent funds will be rolled over into the next year's budget until all funds are expended.

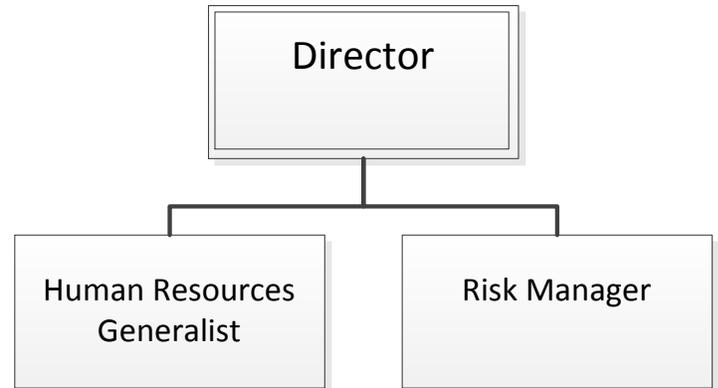
Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	-	-	-	-
Supplies	22,228	3,279	-	-
Contractual	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total</b>	<b>22,228</b>	<b>3,279</b>	-	-

### Significant Budget Changes

None.

# Human Resources

The Human Resource Department administers, develops, and directs employment and risk management policies for all departments within the city. Compensation and benefit programs, including bi-weekly payroll, deductions, and tax reporting are administered on a regular basis. 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.



### Major Division Goals Include

- Provide effective and timely recruitment, advertising, screening, and referral of qualified applicants for open positions. (6)
- Update, maintain, and implement an effective job position description/classification program to ensure internal equity and legal compliance; compensation/performance appraisal program that compensates em-

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	275,255	318,701	268,241	268,353
Supplies	6,297	5,250	5,250	5,250
Contractual	30,916	52,695	50,595	57,759
Capital Outlay	-	-	-	-
<b>Total</b>	<b>312,468</b>	<b>376,646</b>	<b>324,086</b>	<b>331,362</b>

### Significant Budget Changes

Compensation package: \$7,525; One-time funds for new safety equipment: \$2,000.

ployees for performing position responsibilities; recommend pay system changes based on market competitiveness and economic conditions. (1, 6)

- Develop, update, and administer competitive, responsive, and cost-effective employee benefit programs. (1, 6)
- Process payroll in an efficient manner free of errors. (1, 6)
- Provide management and employees with positive recognition and communication programs; assist management and employees with employee relations issues. (6)
- Provide effective safety and educational trainings through the Risk Manager. (6)

**FY12 Accomplishments**

- Provide training for supervisors and managers.
- Revise and update Personnel Policy.

- Review and update Employee Evaluation System.
- Continue Risk Management growth and development.

**FY13 Objectives**

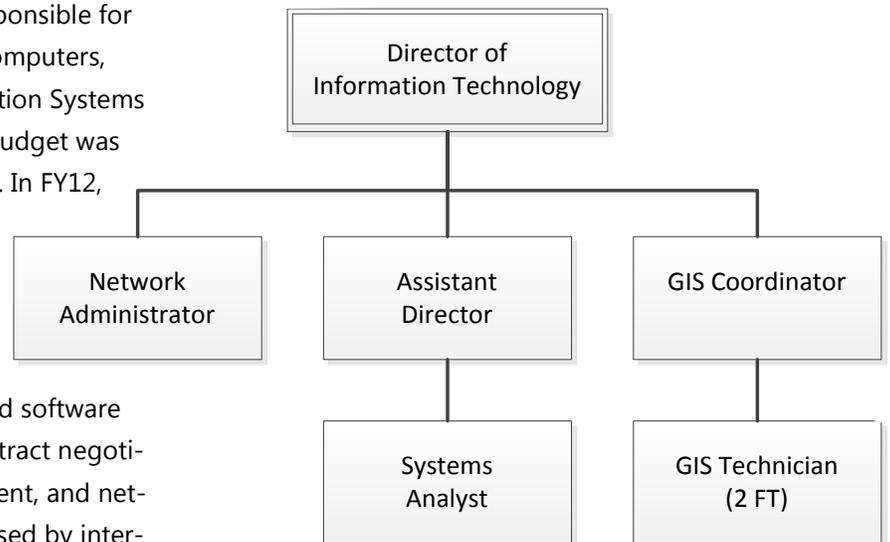
- Revise and update Personnel Policy.
- Expand Risk Management training program.
- Review and possibly revise payroll schedule.
- Identify star employees and develop succession plans.

Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Director	38	1.00	1.00	1.00	1.00
Risk Manager	27	1.00	1.00	1.00	1.00
HR Generalist	15	1.00	1.00	1.00	1.00
<b>Total</b>		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

# Information Technology

The Information Technology Department is responsible for ensuring the efficient operations of the city's computers, networking systems, and Geographical Information Systems (GIS). Prior to FY12, Information Technology's budget was located within the Municipal Utility Fund (MUF). In FY12, the budget was split between the MUF and General Fund. For FY13, it has been moved entirely within the General Fund.

This 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 GIS system is used by internal employees and outside consultants to make decisions and recommendations regarding infrastructure improvements and changes. HelpDesk/PC Support performs PC hardware and software troubleshooting, incident manage-



ment for all city staff, HelpDesk problem resolution for approximately 600 computers, thin clients, phones and mobile devices throughout the city.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	10,261	297,111	271,998	611,455
Supplies	1,247	129,772	129,772	157,671
Contractual	85	349,624	385,563	760,745
Capital Outlay	-	414,404	414,404	53,562
<b>Total</b>	<b>11,593</b>	<b>1,190,911</b>	<b>1,201,737</b>	<b>1,583,433</b>

## Significant Budget Changes

Maintenance agreements: \$59,353; Surveillance cameras: \$25,267; Compensation package: \$21,140; Socrata open data platform: \$18,000; Advanced fiber-optics: \$15,270; Fortigate Wi-Fi security upgrades: \$14,900; SCADA penetration testing: \$13,500; Service Center switch replacement: \$13,395; Tip411 crime reporting service: \$6,000.

**Major Division Goals Include**

- Implement and maintain technology solutions that improve the delivery of quality services to our citizens. (2)
- Ensuring responsive communication 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 GIS and web-based technologies. (3)

**FY12 Accomplishments**

- Completed virtualization of enterprise server hardware.
- Completed final phase of computer refresh program for all departments.
- Enterprise wide upgrades completed for GIS servers and clients computers.
- Upgraded core network infrastructure to enhance IT disaster recovery preparedness.
- Completed enhancements to council chambers audio and video systems.

**FY13 Objectives**

- Create and document formalized disaster recovery/ system security plan.
- Create Information Technology Governance plan.
- Deploy upgraded desktop hardware to public safety divisions.
- Complete upgrades to Incode system for enterprise use.
- Complete replacement of older city-wide Wi-Fi access points.

**Budgetary Issues**

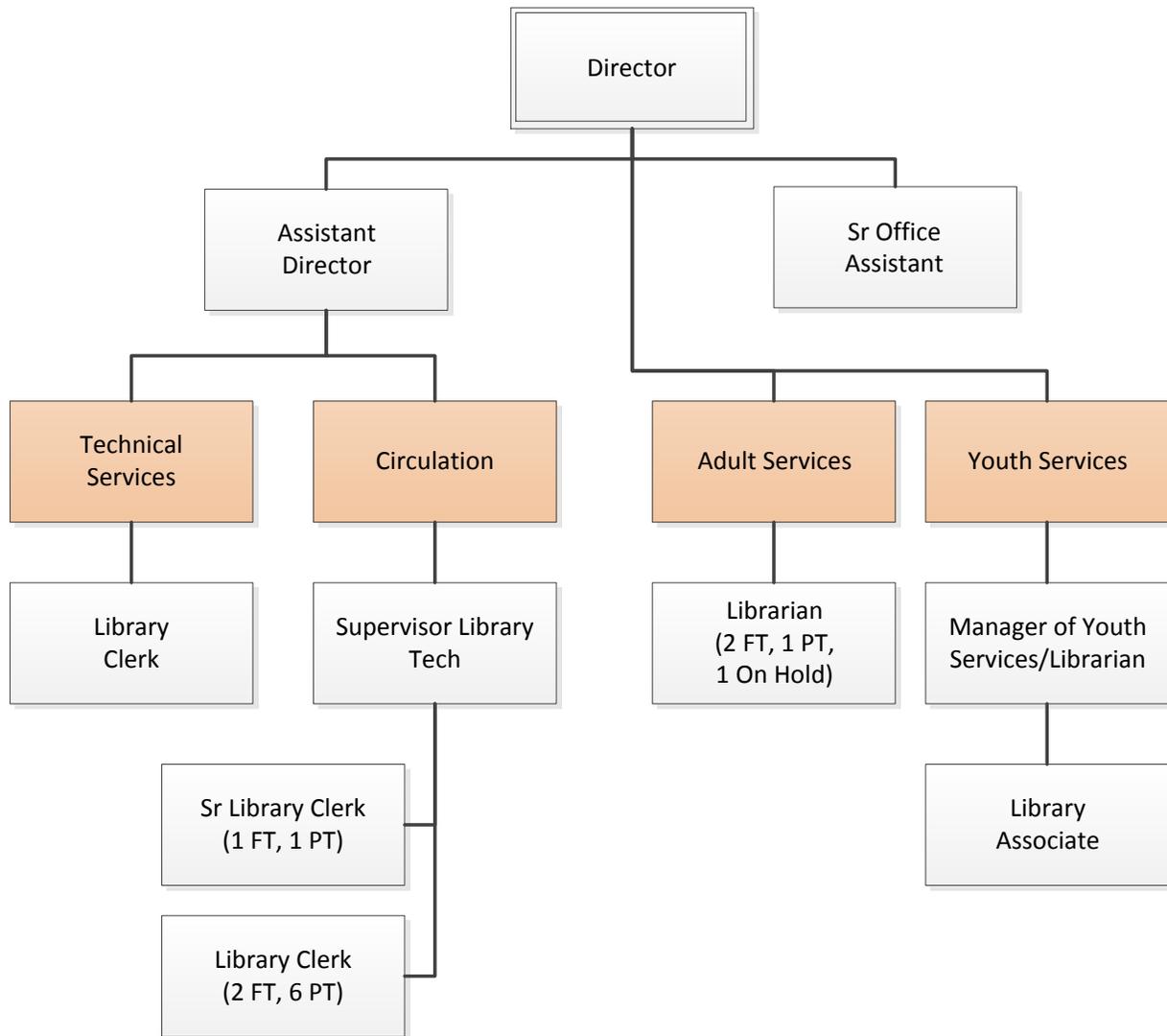
Due to increases in mission critical applications, the rapidly changing nature of information technology, and continued growth of the computer networking infrastructure, a cost of service increase will be required for annual service contracts.

Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Director	36	-	0.50	0.50	1.00
Assistant Director	28	-	0.50	0.50	1.00
Network Administrator	25	-	0.50	0.50	1.00
GIS Coordinator	24	-	0.50	0.50	1.00
System Analyst	23	-	0.50	0.50	1.00
GIS Technician	20	-	1.00	1.00	2.00
<b>Total</b>		-	<b>3.50</b>	<b>3.50</b>	<b>7.00</b>

WEATHERFORD PUBLIC LIBRARY

# Library Services

The Weatherford Public Library provides library services for the City of Weatherford and neighboring areas of Parker County. The Library is located on Charles Street in southwest Weatherford, and provides meeting space, book and media checkout, Internet services, genealogical research, and other services. In addition to the main library, the department manages various grant and donation funds.



## Public Library

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 programs that advance the growth of the individual; classifies city and county documents of historical, genealogical, or governmental interest; and serves as a referral source for other community services.

### Major Division Goals Include

- Provide staffing and hours of service that meet community needs. (2)
- Maintain a collection of resources that support the identified needs of the community. (2)
- Provide for the delivery of accurate and timely information and services that focus on satisfying the information and recreational needs of the community. (2, 3)
- Based on an understanding of the community, and using staff or through partnerships with other individuals or agencies, offer meaningful programs designed to meet the identified needs of the community. (2)
- Take advantage of all avenues to maintain community awareness of the library and the services available. (3)
- Continue to review all aspects of the library's operation to identify ways to improve current services and explore innovations that can be incorporated into services offered. (1, 2)

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	810,354	815,359	807,897	816,908
Supplies	134,464	135,700	135,600	138,850
Contractual	77,320	96,380	88,703	97,215
Capital Outlay	-	-	-	-
<b>Total</b>	<b>1,022,138</b>	<b>1,047,439</b>	<b>1,032,290</b>	<b>1,052,973</b>

### Significant Budget Changes

Compensation package: \$27,748; Increase in library materials budget: \$3,985; Removal of retiree health insurance: (\$26,199).

**FY12 Accomplishments**

- Held first ever county local history summit, as part of the PEACH Grant.
- Added Polaris Fusion digital repository to online catalog, as part of the PEACH Grant.
- Participated in Texas Library Association panel discussion on forming Texas consortia.
- Worked with Library Board to update several policy manual items.
- Participated in inaugural Digital Public Library of America discussions and follow up.
- Send regular reminders of programs and services.
- Using library staff and partner agencies, offer workshops that cover skills and topics such as resumes, job training, small business assistance, computer skills, literacy, etc.
- Systematically provide training for all levels of staff.

**FY13 Objectives**

- Create and distribute customer satisfaction surveys.
- Give informational presentations about library services to community organizations.
- Update web pages with new information.

Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Director	36	1.00	1.00	1.00	1.00
Assistant Director	25	1.00	1.00	1.00	1.00
Librarian	19	2.00	2.00	2.00	2.00
PT Librarian	19	0.50	0.50	0.50	0.50
Supervising Library Technician	15	1.00	1.00	1.00	1.00
Librarian Associate	15	1.00	1.00	1.00	1.00
Sr Library Clerk	12	1.00	1.00	1.00	1.00
PT Sr Library Clerk	12	0.50	0.50	0.50	0.50
Sr Office/Circulation Assistant	9	1.00	1.00	1.00	1.00
Library Clerk	7	3.00	3.00	3.00	3.00
PT Library Clerk	7	3.00	3.00	3.00	3.00
<b>Total</b>		<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>

# Library Telecommunications Grant

This division was utilized only in FY11 to account for the proceeds of the Library Telecommunications Grant. It was used for the purchase of digital circulation material.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	-	-	-	-
Supplies	14,383	-	-	-
Contractual	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total</b>	<b>14,383</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Significant Budget Changes

None.

# Library PEACH Grant

This funding comes from the Preserving and Expanding Access to Culture and History Grant. It has been used to build and expand the city’s historical collections as well as genealogy services.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	21,748	-	13,925	36,000
Supplies	2,793	-	2,306	2,500
Contractual	17,962	-	18,590	2,638
Capital Outlay	9,977	71,803	17,000	-
<b>Total</b>	<b>52,480</b>	<b>71,803</b>	<b>51,821</b>	<b>41,138</b>

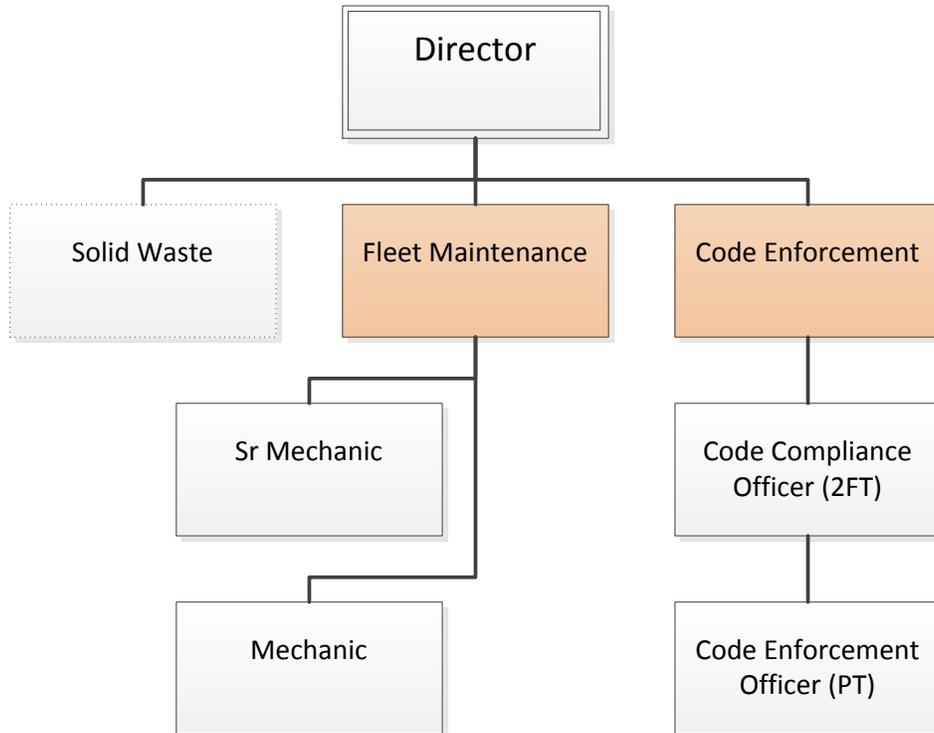
Staffing	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
PT Librarian	19	0.50	0.50	0.50
PT Library Clerk	7	0.50	0.50	0.50
<b>Total</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

**The bath house at the First Monday Grounds was completed in October 2012. It provides facilities during First Monday Trade Days, and for Town Creek Trail patrons as well.**



# Municipal & Community Services

Municipal & Community Services is responsible for providing a variety of services to internal and external customers, including city departments and residents of Weatherford. This department has three divisions: Code Enforcement, Fleet Maintenance, and Sanitation (which is located in the Solid Waste Fund).



# Code Enforcement

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 life, health, safety, and general welfare of the public.

## Major Division Goals Include

- Focus on complaint resolution, public safety issues, nuisance ordinances, property maintenance code, and property owner notification. (2, 3)

## FY12 Accomplishments

- Established a comprehensive code enforcement effort that fosters voluntary compliance, affects prompt correction of noted violations, and that is consistent, fair and equitable in its application.

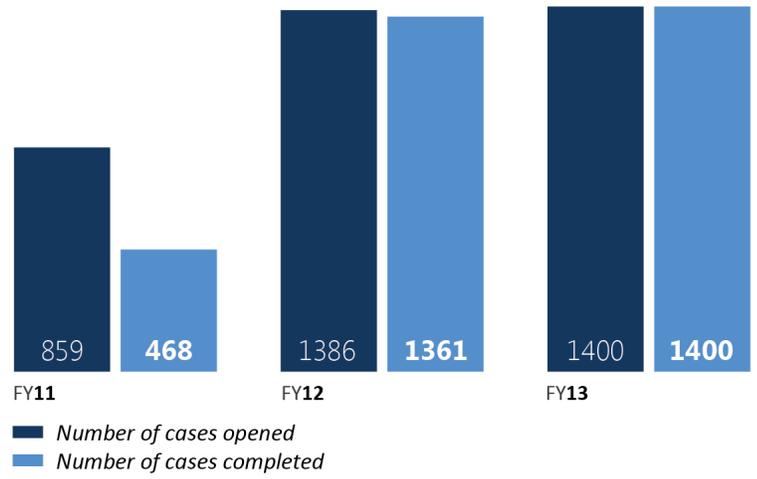
## FY13 Objectives

- Work with Planning and Development and the Fire Department to ensure city ordinances are brought up to date and meet the needs of this community.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	158,650	139,923	148,858	143,744
Supplies	6,626	10,650	9,650	10,400
Contractual	16,098	40,950	37,825	41,700
Capital Outlay	-	-	-	-
<b>Total</b>	<b>181,374</b>	<b>191,523</b>	<b>196,333</b>	<b>195,844</b>

## Significant Budget Changes

Compensation package: \$7,525; One-time funds for new safety equipment: \$2,000.



Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Code Enforcement Officer	23	0.50	0.50	0.50	0.50
Code Compliance Officer	15	2.00	2.00	2.00	2.00
<b>Total</b>		<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>

# Fleet Maintenance

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.

## Major Division Goals Include

- Provide a comprehensive maintenance program and assure that all city vehicles and equipment are serviced and maintained according to manufacturer specifications. (1, 2, 6, 7)

## FY12 Accomplishments

- Have fulfilled the demands of various departments with the comprehensive maintenance program in place.

- Have fulfilled most repair requests of various departments in General Fund & Solid Waste.

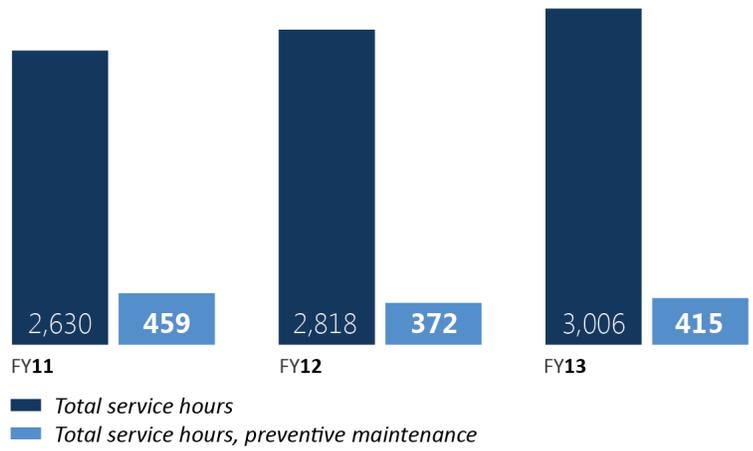
## FY13 Objectives

- Continue to fulfill demands of various departments.
- To improve Fleet Services ability to provide more detailed and accurate reports that will allow department heads to monitor costs of vehicle and equipment operations.

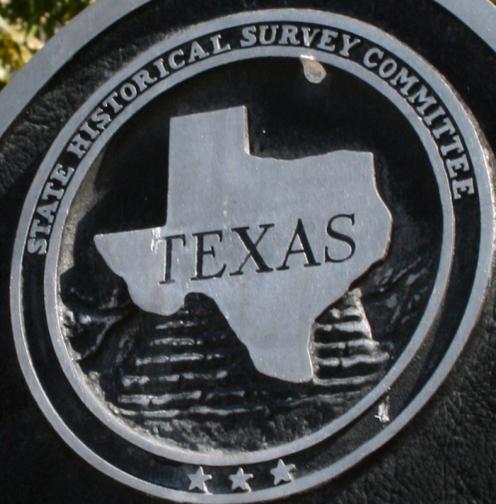
Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	130,418	128,864	126,594	131,778
Supplies	10,430	13,800	12,526	13,500
Contractual	18,207	25,829	24,820	27,129
Capital Outlay	-	-	-	-
<b>Total</b>	<b>159,055</b>	<b>168,493</b>	<b>163,940</b>	<b>172,407</b>

## Significant Budget Changes

Compensation package: \$7,525.



Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Sr Mechanic	16	1.00	1.00	1.00	1.00
Mechanic	13	1.00	1.00	1.00	1.00
<b>Total</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>



# WEATHERFORD

FOUNDED 1856. NAMED FOR JEFFERSON WEATHERS,  
STATE SENATOR AND A CONFEDERATE SOLDIER.

FRONTIER PEOPLE FOUND PROTECTION HERE  
CONSTANT INDIAN THREAT DURING CIVIL WAR.  
THE ONLY TOWN BETWEEN FORT WORTH AND EL PASO.

HOME OF CHANDOR GARDENS AND TEXAS RAILROAD  
MUSEUM. NEARBY IS DOUBLE LOG CABIN MUSEUM.

# Non Departmental

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

## Notable Items

- Employee terminal pay.
- Retiree insurance premium support.
- Tax appraisal fees.
- Annual audit fees.
- Contributions to non-profit agencies.
- Significant savings were realized in FY12 due to policy adjustments regarding reserves for Other Post-Employment Benefits. Expected contributions of \$414,900 were deferred in FY12.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	-	292,525	200,000	342,282
Supplies	-	-	-	-
Contractual	620,017	1,476,432	987,810	672,656
Capital Outlay	-	-	-	-
<b>Total</b>	<b>620,017</b>	<b>1,768,957</b>	<b>1,187,810</b>	<b>1,014,938</b>

## Significant Budget Changes

Transfer of retiree insurance premiums from individual departments to Non Departmental: \$191,955; Contributions to non-profit organizations: Parker County Committee on Aging at \$30,000, Freedom House at \$15,000, and Center of Hope at \$10,000; Increase for economic development services: \$11,032; Reduction in contingency funds: (\$150,000); Removal of contributions to Other Post Employment Benefits reserve: (\$414,900); Removal of vacation buy-back funds: (\$455,000).

# Office of Management & Budget

Management & Budget (OMB) is the city's budget, management analysis, and research arm. OMB 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. OMB also provides management analysis and assistance for all city departments. Finally, OMB is the chief data office of the city, coordinating public data collection and sharing to enhance transparency and performance measurements.

## Major Division Goals Include

- Prepare the annual budget. (1, 2, 3)
- Ensure budgetary compliance during the year, and provide early feedback on the status of various revenue sources. (1, 3)

- Ensure that budgeted programs and services are tied to board strategic goals, and that their performance is being measured accurately and reasonably. (1, 2, 3)

## FY12 Accomplishments

- Created the Office of Management & Budget
- Implemented a quarterly budget monitoring process.
- Initiated a five-year forecasting process for revenues and expenditures.
- Developed a series of Excel Training courses for Ccty staff.

## FY13 Objectives

- Revisit the city's Strategic Planning process.
- Define the city's budget in terms of the programs and services it funds, and the cost associated with each item.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	-	182,083	182,083	215,681
Supplies	-	9,650	9,068	4,050
Contractual	-	13,000	12,939	18,950
Capital Outlay	-	-	-	-
<b>Total</b>	-	<b>204,733</b>	<b>204,090</b>	<b>238,681</b>

## Significant Budget Changes

Compensation package: \$6,544; Additional funds for improving the process of creating the adopted budget books: \$4,000.

- Begin pilot program to enhance performance measures across the city, linking them directly with the city’s strategic goals.

**Notable Budget Items**

- Contractual services for creation of the adopted budget books.
- Contractual services for business intelligence software.



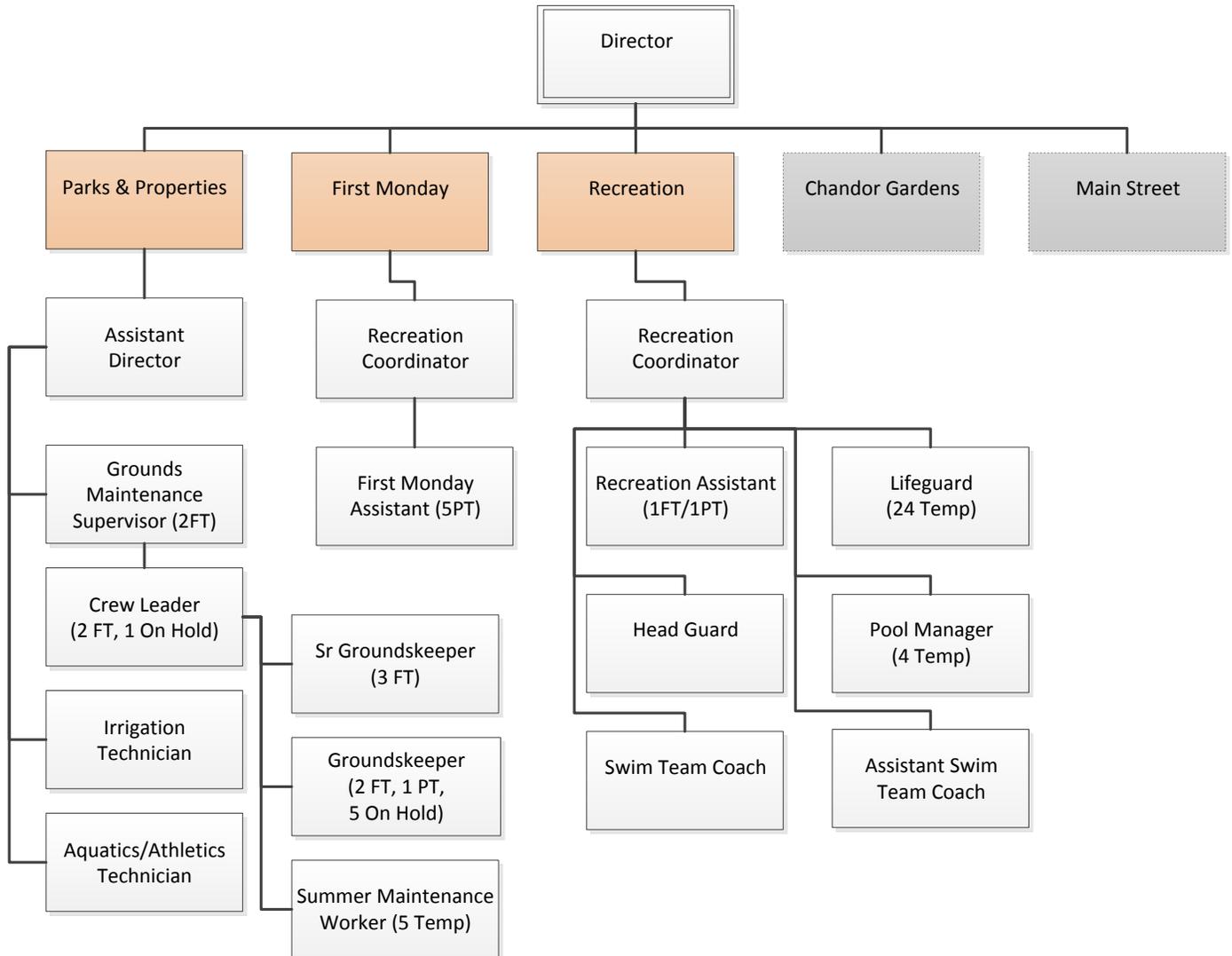
Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Director	38	-	-	1.00	1.00
Budget & Strategic Planning Manager	28	-	-	1.00	1.00
<b>Total</b>		-	-	<b>2.00</b>	<b>2.00</b>

**The Cherry Park Pool is the only public pool in the City of Weatherford. It typically operates from Memorial Day weekend until Labor Day.**



# 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.



# First Monday Trade Days

The First Monday Trade Days event is held the weekend before the first Monday of each month and is considered to be one of the oldest functioning markets of the community.

## Major Division Goals Include

- Promote the Trade Days event to attract more out-of-town visitors and vendors. (5)
- Maintain an event location and facilities that are safe, clean and attractive for patrons. (2, 7)
- Continually seek a variety of vendors and work to increase the number of vendors. (2, 5)
- Work to develop avenues to increase new visitor traffic and create the most satisfying experience so that visitors continue to return. (2)
- Promote monthly event and other special events to utilize grounds as a destination location, where visitors

can enjoy family activities and attractions. (5)

- Develop livestock area for sales, activities, attractions, and events. (2, 5)

## FY12 Accomplishments

- Assisted with continued construction and renovation at grounds to enhance appearance and efficiency of the area.
- Assisted in the completion of the Farm & Ranch area, and recruited livestock vendors to return to the event.
- Worked to create a safe and healthy environment for visitors of the Farm & Ranch area, as well as livestock vendors and buyers.
- Coordinated Grand Opening of the Farm and Ranch area for the March 2012 First Monday weekend.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	67,702	70,895	68,725	72,397
Supplies	7,155	10,600	9,755	10,600
Contractual	27,868	30,175	31,202	33,875
Capital Outlay	725,514	662,200	692,175	807,000
<b>Total</b>	<b>828,239</b>	<b>773,870</b>	<b>801,857</b>	<b>923,872</b>

## Significant Budget Changes

Property acquisition: \$785,000; Replacement of existing pickup truck: \$22,000; Additional funds for utility expenses related to new facilities: \$3,500; Compensation package: \$2,494.

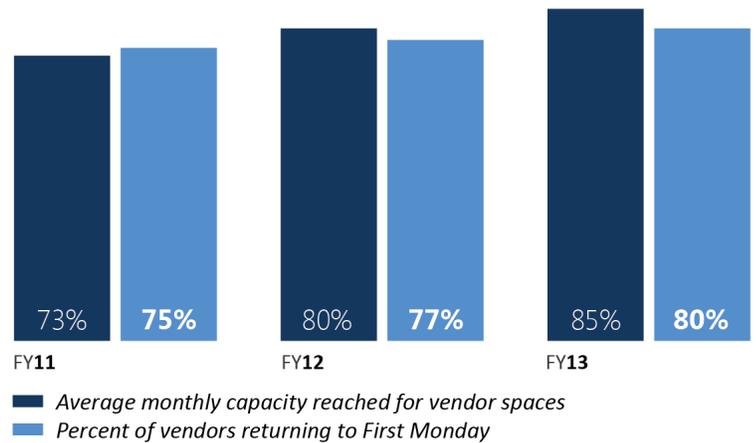
- Maintained a sound vendor and visitor showing during major construction phases.
- Created a successful marketing campaign, paying tribute to both the historic and the new aspects of the event.

**FY13 Objectives**

- Work to connect and utilize newly acquired properties during construction phase.
- Recruit new vendors and maintain current vendors through best marketing practices.
- Successfully market the area for special events outside of the First Monday Trade Days.
- Continue to assist with completion of construction projects in Farm and Ranch area; South Lot and Middle Lot and all adjacent city properties for best utilization of the area 365 days a year.

**Budgetary Pressures**

While under construction, it is somewhat difficult to rent spaces due to the disconnect of the property, ultimately resulting in not capturing typical revenues. In addition, special events other than First Monday require more man-hours to best manage events than are currently budgeted.



Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Recreation Coordinator	16	1.00	1.00	1.00	1.00
First Monday Assistant (PT)	6	2.00	2.00	2.00	2.00
<b>Total</b>		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

## Parks & Properties

The program's strategic focus will be a continuous process for implementing new business practices that create efficiencies and cost savings while maintaining a superior park system for citizens of Weatherford. Park maintenance maintains an estimated 677.86 acres of land within Weatherford, 14.04 acres of athletic fields, and all public city buildings. Mowing of public cemeteries is performed by an outside contractor. Maintenance duties include mowing, irrigation, herbicide/pesticide application, litter control, playground repairs and inspections, park construction, recreation program support, and other projects.

### Major Division Goals Include

- Provide safe, well-maintained facilities and park amenities for our citizens. (2, 7)
- Work to identify highest priority of field upgrades and/or facility enhancements. (2)

- To investigate innovative technology and equipment that will increase the efficiency and effectiveness of field maintenance. (1, 2)
- To conduct facility/equipment inspections on a routine and consistent basis per established standards. (2, 7)
- Promote high quality of life for citizens by providing a high standard of customer service. (2)

### FY12 Accomplishments

- Enhanced ParkMan application to provide better business analytics to increase efficiency of the department.
- Increased and diversified the number of employees holding certifications and licenses.
- Coordinated and carried out the renovation of the City Hall Court Yard.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	477,643	511,093	494,297	712,294
Supplies	120,944	125,550	140,130	171,632
Contractual	166,967	225,350	222,581	253,750
Capital Outlay	35,505	8,000	9,724	188,498
<b>Total</b>	<b>801,059</b>	<b>869,993</b>	<b>866,732</b>	<b>1,326,174</b>

### Significant Budget Changes

Addition of Utilities Lake Maintenance Division: \$274,925; Two replacement tractors: \$67,000; Two replacement trucks: \$65,000; Replacement of Lake Maintenance equipment: \$46,364; Compensation package: \$23,474; Personnel restructuring: \$13,000; Skate Park maintenance: \$6,500; Additions for various materials and supplies: \$7,800.

- Coordinated, constructed and installed steel railing and faux-wood decking on the pier at Love Street Park.
- Designed, coordinated and conducted the landscaping and irrigation for the Heritage Park Farm & Ranch lot.
- Integrated Lake Maintenance into Parks & Recreation Department mid-year.

**Budgetary Pressures**

Staffing levels are still down from 2008 levels, which strains the department's ability to maintain new and existing parks and facilities.

**FY13 Objectives**

- Begin utilizing Park Dedication Funds once again towards implementation of the 2004 Parks, Recreation, and Open Space Master Plan.
- Reorganize structure of the division to focus on specific areas of need.
- Gather an inventory of trees in need of removal at all city properties.
- Create new partnerships with community organizations.
- Begin City Tree Farm.

Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Assistant Director	26	-	-	-	1.00
Park Supervisor	22	1.00	1.00	1.00	-
Grounds Maintenance Supervisor	18	-	-	-	2.00
Crew Leader	14	3.00	3.00	3.00	2.00
Irrigation Technician	10	-	-	-	1.00
Aquatics/Athletic Technician	10	-	-	-	1.00
Sr Groundskeeper	8	2.00	2.00	3.00	3.00
Groundskeeper	6	4.50	4.50	6.00	2.50
Temporary Groundskeeper	6	1.00	1.00	2.00	2.50
<b>Total</b>		<b>11.50</b>	<b>11.50</b>	<b>15.00</b>	<b>15.00</b>

# Recreation

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 and ball field rentals, and coordinates recreation, athletic, and special events. The division also provides support services for various special events, First Monday Trade Days, Main Street, Chandor Gardens, and the Chamber of Commerce. Recreation division also offers and organizes staff development activities for COW employees.

## Major Division Goals Include

- Maintain quantity and quality in all program areas through fiscally responsible service. (1, 2)
- Provide programming that meets the needs of the

community as a whole, for both youth and adults. (2)

- Ensure the safety of all participants while maintaining programs and properties. (2)
- Provide competition and leisure in a safe, sportsman-like atmosphere. (2)
- Increase program participation within current facilities and budget. (1, 2)
- Properly manage and maintain current facilities while planning for future growth. (1, 2)

## FY12 Accomplishments

- Assisted with a long-term plan for the log cabins at Holland Lake Park and the Girl Scout Camp.
- Increased public awareness of the special events process.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	229,448	246,941	247,939	310,428
Supplies	30,872	50,196	49,497	53,171
Contractual	49,735	55,495	54,907	57,982
Capital Outlay	-	-	-	-
<b>Total</b>	<b>310,055</b>	<b>352,632</b>	<b>352,343</b>	<b>421,581</b>

## Significant Budget Changes

Transfer of partial funding for director from City Administration to Parks & Recreation: \$46,000; Compensation package: \$7,525; Additional Automated External Defibrillators: \$2,900; USSSA registration for softball umpires: \$1,500; Cellular data charges: \$312.

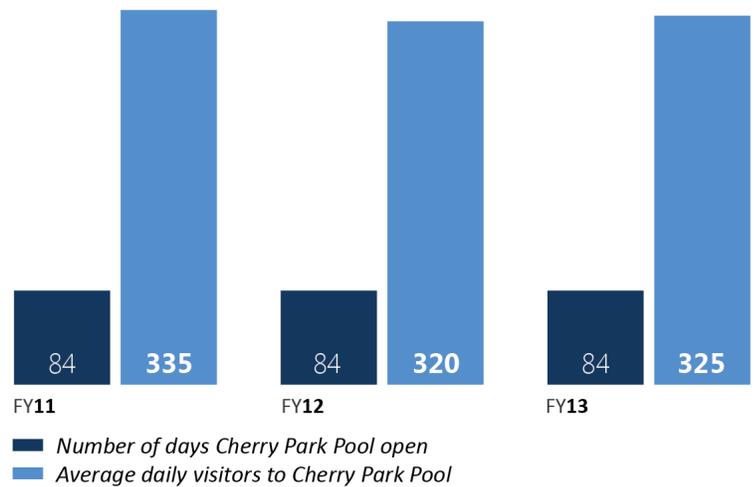
- Implemented one unique winter activity that would appeal to youth and adults which would encourage family participation.
- Worked with City Attorney to modify ordinances that would increase appeal for tournament awards. Re-develop expiring contracts allowing for additional community partnerships and in-turn increase tourism.

**Budgetary Pressures**

For the convenience of the community, registration for activities and programs is held after hours; therefore, in accordance with personnel policies, employees are no longer available to volunteer their time to assist. Overtime monies are required for compensation.

**FY13 Objectives**

- Enhance softball umpiring program.



Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Director	36	0.50	0.50	0.50	1.00
Recreation Coordinator	16	1.00	1.00	1.00	1.00
Recreation Assistant	11	1.00	1.00	1.00	1.00
Pool Manager/Learn-To-Swim	Tmp	0.25	0.25	0.25	0.25
Pool Manager/Staff	Tmp	3/8	3/8	3/8	3/8
Head Guard	Tmp	1/8	1/8	1/8	1/8
Lifeguard/Swim Instructor	Tmp	3.00	3.00	3.00	3.00
Swim Team Coach	Tmp	1/8	1/8	1/8	1/8
Assistant Swim Teach Coach	Tmp	1/8	1/8	1/8	1/8
Recreation Assistant	11	-	-	-	-
<b>Total</b>		<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>7.00</b>

CITY HALL

"Old" CITY HALL

First Monday  
Reservations

Planning &  
Development

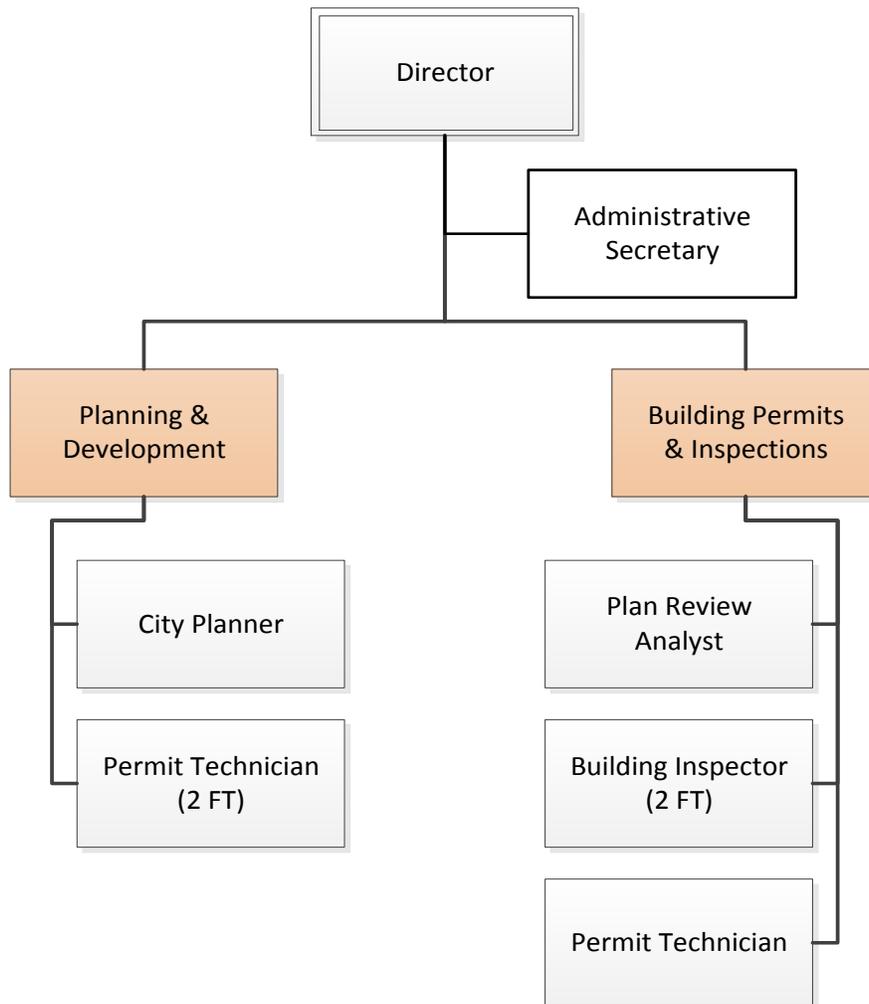
PARKS &  
RECREATION

Inspection  
Services



# Planning & Development

The Planning and Development Department facilitates building and development processes, with a focus on advocating economic vitality, safe, livable neighborhoods, and preservation of Weatherford's unique cultural and historic character; advises developers, builders, and the general public regarding city ordinances and regulations; serves as a liaison for individual developers and builders to various city departments and state agencies and provides review and evaluation of development plans. Current services offered by the department can be categorized into two divisions: Planning and Building Permits & Inspections.



# Planning & Development

Planning and Development Services oversees two 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.

## Major Division Goals Include

- Set goals and objectives for the city that address the needs and values of the community. (2, 5)

- Provide regulatory authority for the community through ordinances and resolutions. (2, 3)
- Levy and assess fees that provide for program development, implementation, and service delivery to meet the city's goals and objectives. (1, 2)
- Provide political leadership on planning and development issues in the community. (3, 5)

## FY12 Accomplishments

- Provide accurate, professional, and timely responses to requested information on zoning changes, subdivision and plat submittal, city code interpretation, and building plan review and inspections.
- Develop processes that are fair and cooperative in a partnership with the community and with other departments of the city.
- Continued transforming processes and procedures so that all citizens, contractors, developers, and builders

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	619,820	618,379	619,717	656,147
Supplies	10,272	22,700	21,669	19,500
Contractual	30,348	113,843	99,283	58,560
Capital Outlay	-	-	-	-
<b>Total</b>	<b>660,440</b>	<b>754,922</b>	<b>740,669</b>	<b>734,207</b>

## Significant Budget Changes

Compensation package: \$20,339; Conversion of Assistant Director position to Plan Review Analyst and Permit Technician: \$0; Removal of one-time contractual inspection services: (\$XXXX).

have a positive customer service experience.

- Review and propose amendments to outdated ordinances to increase efficiency, both internally and externally.

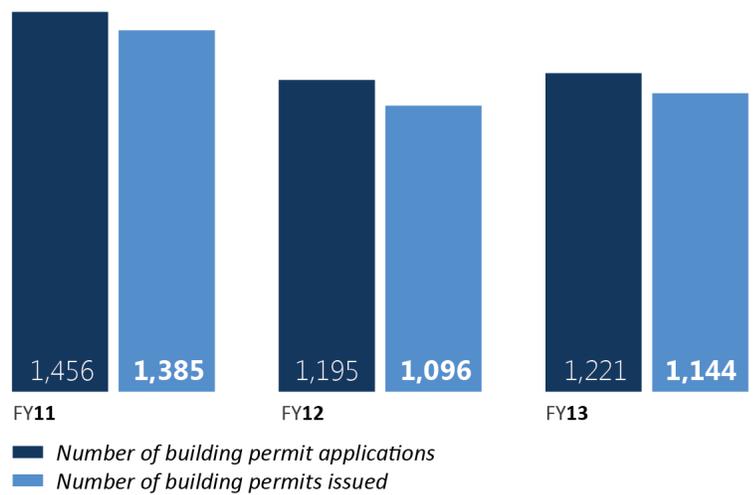
**FY13 Objectives**

- Continual training for new and existing certifications.
- Continue with the Comprehensive Plan, including a rewrite of the Subdivision Regulations.
- Provide exceptional customer service that meets the demands of the department's increasing workload.
- Procure the most current technology available that works with our existing tracking system to ensure that customers are provided with timely information regarding application submittals, plan review, inspections, and staff/board action.

**Budgetary Pressures**

At times, the International Code Council updates requirements that must be observed. The City of Weatherford currently falls under the requirements of

the 2003 International Code Council, as amended. Adoption of new codes is expected, however, this will require coordination with the Fire Department and Code Enforcement goals, to ensure consistency throughout the city.



Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Director	37	1.00	1.00	1.00	1.00
Assistant Director	28	1.00	1.00	1.00	-
Building Official	27	1.00	1.00	1.00	1.00
City Planner	23	1.00	1.00	1.00	1.00
Plan Review Analyst	21	-	-	-	1.00
Building Inspector II/Plans Examiner	18	1.00	1.00	1.00	-
Building Inspector	17	2.00	2.00	2.00	2.00
Administrative Secretary	9	1.00	1.00	1.00	1.00
Permit Technician	9	1.00	1.00	1.00	2.00
<b>Total</b>		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>10.00</b>



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**W POLICE**  
**WEATHERFORD**



# Police

The Weatherford Police Department is organized in two operational divisions: Uniformed Services and Special Services. Uniform Services consist of Patrol, Traffic Unit, and Court Bailiff. The Special Services division consist of Criminal Investigations, Communications, Records, Property, and School Resource. The Special Crimes Unit, Financial Specialist, Special Services Planner and the FAST Unit are assigned under the direction of the Deputy Chief's Office.

## Major Division Goals Include

- 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. (2, 7)
- Criminal Investigations: to become more proficient with computer forensics and digital evidence. (2, 3)
- Criminal Investigations: to focus on proactive measures to reduce crime. (2)
- 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. (2, 6)
- Property Division: to increase the ability to restore property to its rightful owner or legally disposing of the property in a timely manner. (2)
- Communication Division: to become more progressive in order to provide a better service to the community. (3)

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	6,067,148	6,668,243	6,529,024	6,674,865
Supplies	269,042	325,620	340,544	331,684
Contractual	263,142	321,814	314,056	334,353
Capital Outlay	116,782	171,265	156,265	100,000
<b>Total</b>	<b>6,716,114</b>	<b>7,486,942</b>	<b>7,339,889</b>	<b>7,440,902</b>

## Significant Budget Changes

Compensation package: \$223,896; One-time vehicle purchases: \$100,000; Property storage cabinets: \$17,153; Removal of motorcycle leases: (\$18,000); Removal of retiree insurance costs: (\$29,078); Removal of one-time capital equipment purchases: (\$171,265).

**FY12 Accomplishments**

- Increased staffing levels in the Investigation Division by one investigator.
- Violent Part I UCR Crime was down 42%, and Part I UCR property crime was up only 3.5%. Overall Part I UCR was down five offense below 2010 levels 782 (2010) to 777 (2011).
- Implemented new Records Management, Computer Aided Dispatch, and In-Vehicle Records Management System.
- Increased the Sergeant rank by three to decrease supervisor to subordinate ratio.
- The Department experienced a high officer turnover rate due to retirements in 2011 and was still able to hold even the crime rate.

**FY13 Objectives**

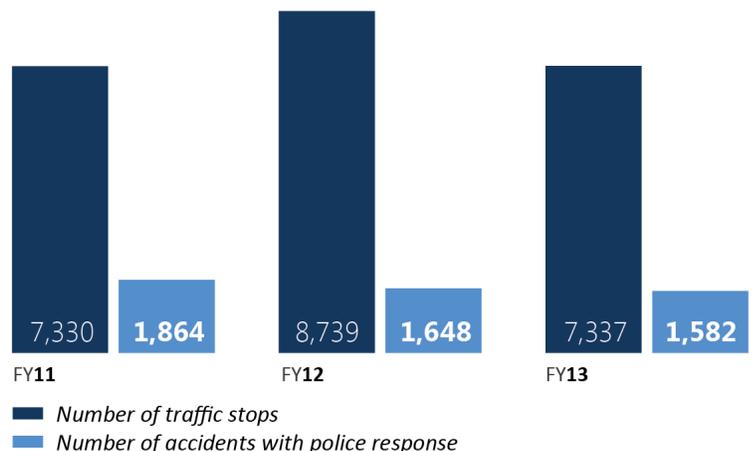
- Continue to do citizen surveys to learn what the community priorities are.
- Focus our patrol efforts on identifying and arresting repeat offenders, specifically targeting our two largest crime categories: theft and burglary.
- Continue to identify specific areas of the city where there are a high number of accidents and focus enforcement in those areas.
- Update electronic tools already in use by the Police Department.
- Persons Crime Detective should begin monitor-

ing social media sites to seek out predators, conduct surveillance on parks and other public areas where unsuspecting victims of Sex Crimes congregate.

- Acquire dispositions from District and County Courts.
- Implement innovative customer service ideas to maintain a welcoming atmosphere for the general public as well as to improve interdepartmental relations.
- Providing more frequent in-service training.

**Budgetary Pressures**

The department budget constraints continue to restrict the ability to replace an aging fleet. Personnel have not observed pay increases over the last couple of years. Public demands and expectations continue to increase..



# Police

Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Chief of Police	38	1.00	1.00	1.00	1.00
Deputy Chief	37	1.00	1.00	1.00	1.00
Captain	31	2.00	2.00	2.00	2.00
Lieutenant	29	3.00	3.00	3.00	3.00
Sergeant	26	5.00	7.00	7.00	9.00
Detective/Corporal	23	13.00	11.00	11.00	14.00
Officer	21	33.50	35.50	35.50	30.50
Bailiff	19	1.00	1.00	1.00	1.00
Special Services Planner	17	1.00	1.00	1.00	1.00
Sr Telecommunicator	15	1.00	1.00	1.00	1.00
Lead Telecommunicator	14	1.00	1.00	1.00	1.00
Telecommunicator	13	9.75	10.75	10.75	10.75
Sr Records Clerk	11	-	-	-	-
Finance Specialist	11	1.00	1.00	1.00	1.00
Property & Evidence Tech	10	2.00	2.00	2.00	2.00
Records Clerk	9	1.00	1.00	1.00	1.00
Office Assistant	7	1.50	1.50	1.50	1.50
<b>Total</b>		<b>77.75</b>	<b>80.75</b>	<b>80.75</b>	<b>80.75</b>

## Federal Stimulus Grant

Originally received in 2010, these funds have been used to purchase equipment including wireless microphones, night vision goggles, throat microphones, and laptop computers. Remaining funding will be used to pay monthly wireless card charges until depleted.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	-	-	-	-
Supplies	-	-	-	-
Contractual	1,409	4,439	1,409	3,030
Capital Outlay	-	-	-	-
<b>Total</b>	<b>1,409</b>	<b>4,439</b>	<b>1,409</b>	<b>3,030</b>

### Significant Budget Changes

None

## LEOSE Police Department

The Law Enforcement Officer Standards and Education (LEOSE) fund is money allocated as a result of the Texas Occupation Code to provide funding for a full-time officer's continuing education requirements. This money is strictly for law enforcement training and education. In 2010, the Texas Legislature ended this funding source. Remaining funds will be used for authorized purposes until depleted.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	-	-	-	-
Supplies	-	-	-	-
Contractual	149	4,000	4,000	-
Capital Outlay	-	-	-	-
<b>Total</b>	<b>149</b>	<b>4,000</b>	<b>4,000</b>	<b>-</b>

## Tobacco Compliance Grant

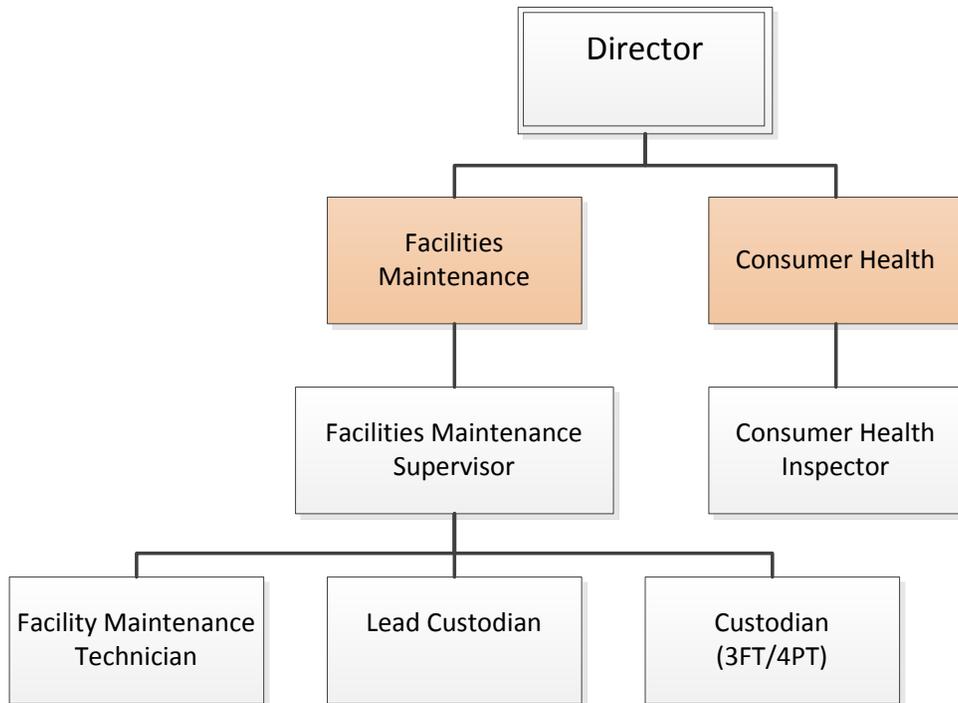
This funding is utilized to pay overtime salaries for officers in order to conduct tobacco compliance inspections and investigations utilizing minor decoys. Funding may also be utilized for tobacco purchases when conducting investigations and to provide lunches/snacks for the minor decoys.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	2,716	-	-	-
Supplies	91	3,000	3,000	4,125
Contractual	108	-	-	-
Capital Outlay	-	-	-	-
<b>Total</b>	<b>2,915</b>	<b>3,000</b>	<b>3,000</b>	<b>4,125</b>



# Special Projects

The Special Projects department serves as a focal point for major miscellaneous projects around the city, many of which involve numerous departments. Divisions include Administration, Consumer Health, and Facilities Maintenance.



# Special Projects Administration

The Special Projects Department provides supervision of, management guidance for, and administrative support for Consumer Health, Facilities Maintenance, and Construction Projects.

## Major Division Goals Include

- Promote a positive perception of the department through the efficient and professional handling of customer requests for services and information. (2, 3)
- Communicate accurate information regarding departmental programs and activities to citizens and other interested parties. (3)
- Provide supervision and support to staff in order to enhance the delivery of services to the public. (2)

## FY12 Accomplishments

- Began Phase 2 of the First Monday Improvement Project, acquiring seven properties.

- Unclassified excavation, paving, sidewalks, storm drain with inlets and headwalls, livestock pavilion pad, and building erection including, offices, bathroom, kitchen, two horse stables with pens, bird sanctuary, pipe fencing, and rock planters.
- Demolition of five buildings.

## FY13 Objectives

- Provide assistance, if needed, for next phase of First Monday.
- Provide construction ideas for improvements at Holland Lake Cabins, Girl Scout Camp, Brick Pump house off Jack Borden Way.

## Budgetary Pressures

Changes in ADA rules will make construction practices more tedious requiring more supervision and adding to cost.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	131,301	128,688	124,432	122,290
Supplies	1,460	6,200	4,069	4,000
Contractual	2,345	9,800	8,201	4,700
Capital Outlay	-	-	-	-
<b>Total</b>	<b>135,106</b>	<b>144,688</b>	<b>136,702</b>	<b>130,990</b>

Staffing	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Director	36	1.00	1.00	1.00
<b>Total</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## Public Market

In FY13, costs for this program were absorbed into Facilities Maintenance.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	-	-	-	-
Supplies	46	550	550	-
Contractual	1,682	2,850	2,779	-
Capital Outlay	-	-	-	-
<b>Total</b>	<b>1,728</b>	<b>3,400</b>	<b>3,329</b>	<b>-</b>

# Consumer Health

The Consumer Health Division conducts inspections of restaurants, daycares, public schools, hospitals, nursing homes, mobile food units, convenience stores, retail stores, and commercial swimming pools. Also, the division provides education in food safety by teaching food handler courses.

## Major Division Goals Include

- Ensure that food is safe within the City of Weatherford. (2)
- Maintain and develop soundly based inspections based on appropriate laws, policies, and programs. (2)
- To provide education in food safety measures to establishments/employees through inspections and Food Handler Education Classes. (3, 7)

## FY12 Accomplishments

- Received accreditation from Texas Department of Health Services for City of Weatherford Food Handler Program.
- Implemented mobile software for health inspections.
- Revised the City of Weatherford Health & Sanitation Ordinance for temporary events, mobile units, seasonal vendors, and ice cream trucks.

## FY13 Objectives

- Complete implementation of mobile software for all types of inspections.
- Revise the City of Weatherford Health & Sanitation Ordinance for Public Swimming Pools & Spas.

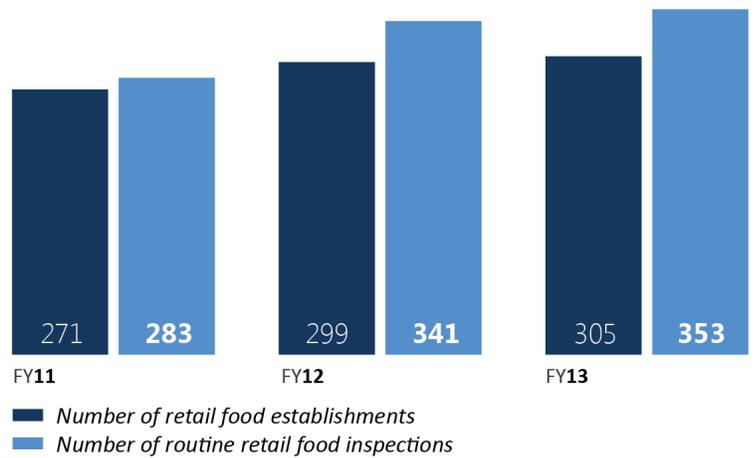
Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	-	62,349	61,441	57,573
Supplies	-	3,500	3,501	3,500
Contractual	-	27,350	26,740	27,350
Capital Outlay	-	-	-	-
<b>Total</b>	-	<b>93,199</b>	<b>91,682</b>	<b>88,423</b>

## Significant Budget Changes

Contractual inspection services: \$15,000; Compensation package: \$1,940.

**Budgetary Pressures**

Due to the rising number of businesses that are serving the public, the Consumer Health Division will need to have budgeted contract health inspection services to help fill the gap between personnel available and personnel needed to conduct inspections.



Staffing	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Health Inspector	17	-	1.00	1.00
<b>Total</b>		-	<b>1.00</b>	<b>1.00</b>

# Facilities Maintenance

The Facilities Maintenance division responsibilities include: janitorial, electrical, plumbing, painting, structural, mechanical, alterations, and or remodels through in-house staff or contract services.

## Major Division Goals Include

- Maintain and sustain the integrity of all city-owned building and facilities. (1, 6, 7)
- Standardize building materials and equipment throughout city buildings. (1)
- Conduct a thorough assessment of city buildings and structures to identify needs, assess costs, and evaluate priorities. (1, 7)

## FY12 Accomplishments

- Coordinated with Johnson Controls on the lighting/AC upgrades throughout the city.

- Replaced air conditioning units at Old City Hall.
- Replaced rotting wood at Chandor Gardens.
- Re-painted the interior walls of offices located in City Hall.

## FY13 Objectives

- Continue to complete requested work orders in a timely manner.
- Perform energy savings test.
- Obtain AC Maintenance Contract.
- Install new roof system on Chandor Gardens and Cherry Park.
- Repair exterior concrete at City Hall.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	300,149	313,526	304,720	287,226
Supplies	39,457	48,400	44,700	32,400
Contractual	118,722	196,951	211,299	214,350
Capital Outlay	3,705	1,111,196	1,013,800	-
<b>Total</b>	<b>462,033</b>	<b>1,670,073</b>	<b>1,574,519</b>	<b>533,976</b>

## Significant Budget Changes

Contract custodial labor: \$25,800; Mechanical equipment maintenance: \$15,200; Energy Savings Test: \$12,200; Compensation package: \$9,760; Exterior repairs to City Hall: \$7,700; Electric service panel upgrades: \$2,000; Public Market maintenance: \$650; Removal of Johnson Controls performance contract: (\$1,095,803).

**Budgetary Pressures**

Due to the volume of janitorial services requested for each building on a daily basis, the Facilities Maintenance division will need to have budgeted contract custodial services to fill the gap between man hours available and man hours required. To maintain the integrity and life of certain city-owned structures, certain items will need to be budgeted for the FY13.

<b>Staffing</b>		<b>Actual FY11</b>	<b>Budget FY12</b>	<b>Projected FY12</b>	<b>Adopted FY13</b>
Facilities Maintenance Supervisor	15	1.00	1.00	1.00	1.00
Facilities Maintenance Technician	8	1.00	1.00	1.00	1.00
Lead Custodian	7	1.00	1.00	1.00	1.00
Custodian	6	2.00	2.00	2.00	2.00
PT Custodian	6	1.50	1.50	1.50	1.50
<b>Total</b>		<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>



462

CITY OF WEATHERFORD



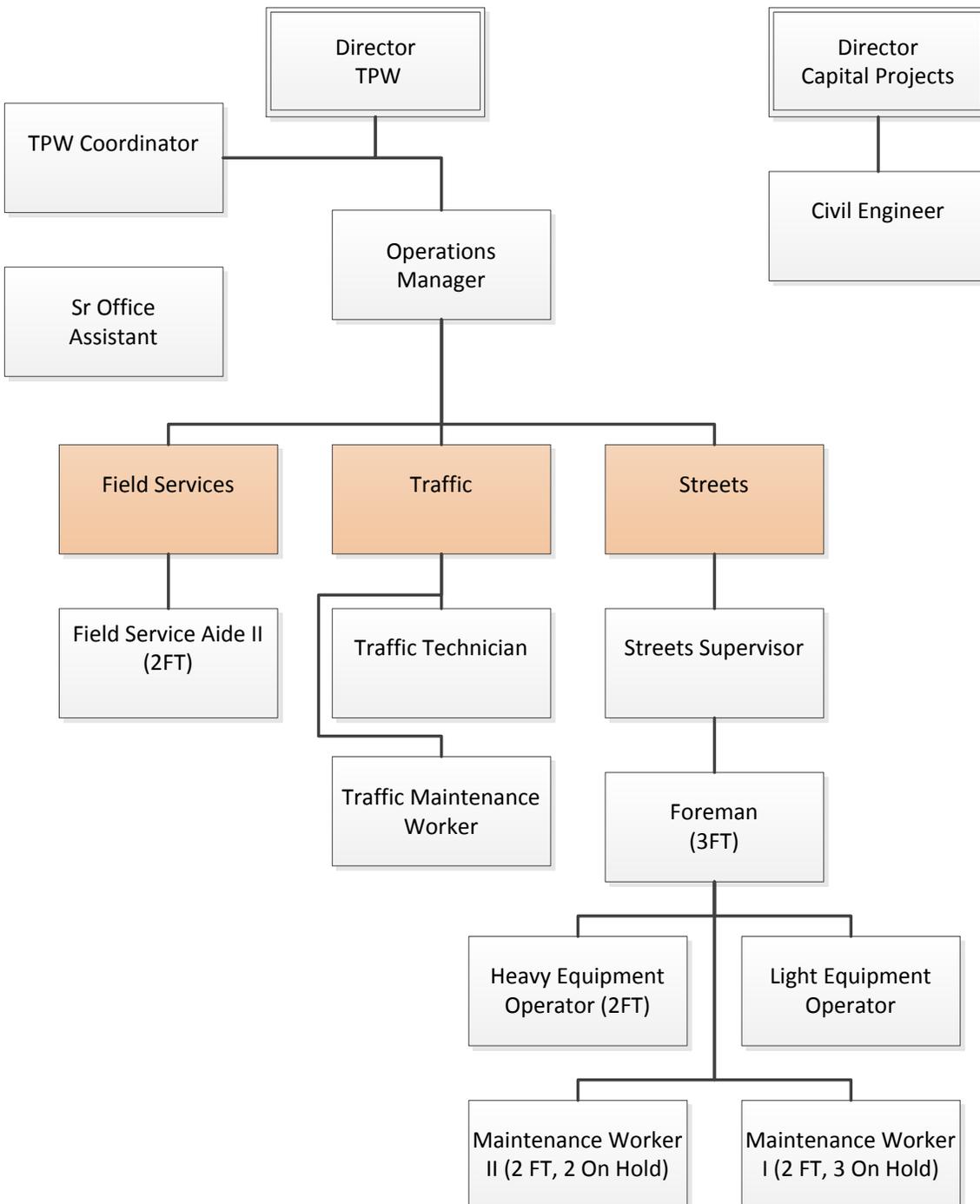
STREETS

STREETS

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# Transportation & Public Works

Transportation & 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.



# TPW Administration

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.

## Major Division Goals Include

- Develop a strategy for promoting and directing growth to correlate with the city's comprehensive thoroughfare plan. (4)
- Coordinate development of a transportation capital improvement program. (4)

## FY12 Accomplishments

- Continue utilizing Pavement Management System.
- Continue developing a strategic preventive maintenance program.

## FY13 Objectives

- Streamline work orders through pavement view and sign view software.
- Continue utilizing Pavement Management System to strategically evaluate the city's street system in order to spend funds appropriately.
- Create a 5-10 year street rehabilitation plan.
- Create a 5-10 year street preventative rehabilitation plan.

## Budgetary Pressures

In order to effectively utilize Pavement Management System program and Cartegraph software, additional staff is needed for data entry. Current staff workload is at its peak.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	304,415	392,331	382,233	402,162
Supplies	4,528	11,900	7,098	7,950
Contractual	28,405	40,225	43,819	48,312
Capital Outlay	-	-	-	-
<b>Total</b>	<b>337,348</b>	<b>444,456</b>	<b>433,150</b>	<b>458,424</b>

## Significant Budget Changes

Compensation package: \$14,084; Dues and memberships increase for NCTCOG: \$3,537.

Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Director, TPW	37	-	1.00	1.00	1.00
Director, Capital Transportation Projects	36	-	1.00	1.00	1.00
Civil Engineer	35	0.50	0.50	0.50	0.50
Operations Manager	26	1.00	1.00	-	-
TPW Coordinator	12	1.00	1.00	1.00	1.00
Sr Office Assistant	9	0.50	1.00	1.00	1.00
<b>Total</b>		<b>3.00</b>	<b>5.50</b>	<b>4.50</b>	<b>4.50</b>

## Field Services

Field Services provides survey services for design needs of construction projects within the city's rights-of-way. It also provides inspection and testing services on right-of-way excavation construction and capital road projects.

### Major Division Goals Include

- Provide surveying and engineering services for construction activities within rights-of-way. (4)
- Ensure all construction within rights-of-way meets minimum development standards. (2, 4)
- Minimize damage to existing city assets by increased inspection of construction within streets using "Street Cut Policy" ordinance and standards. (2, 4)

### FY12 Accomplishments

- Provided timely inspections on remaining Pass Through Financing projects slated to begin in FY12.

### FY13 Objectives

- Continue providing timely inspections on remaining Pass Through Financing projects.
- Provide quality control and surveying assistance to Street Rehabilitation projects.

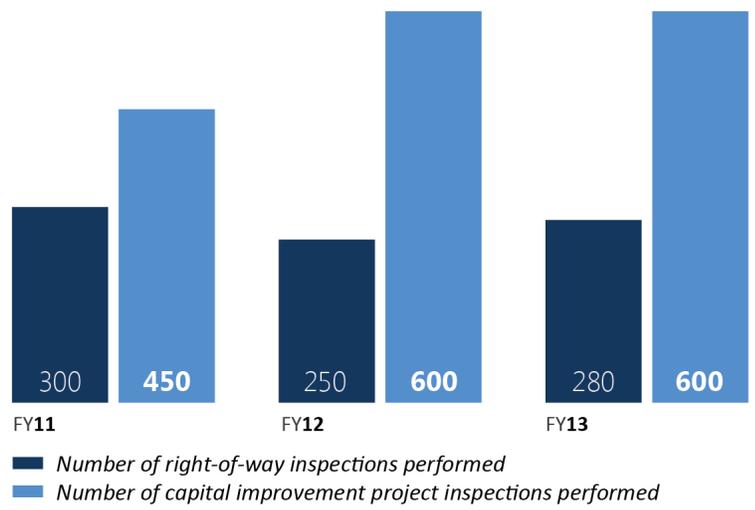
### Budgetary Pressures

With both inspectors fully occupied on Pass Through Financing projects, regular inspection duties will become more and more difficult to complete. In the future, additional staff would be beneficial for this department.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	98,745	96,865	96,154	100,883
Supplies	10,513	10,950	12,985	11,450
Contractual	6,617	5,620	5,309	9,620
Capital Outlay	-	26,113	24,780	-
<b>Total</b>	<b>115,875</b>	<b>139,548</b>	<b>139,228</b>	<b>121,953</b>

### Significant Budget Changes

Compensation package: \$3,332; TCEQ permit: \$3,000; Removal of one-time vehicle purchase: (\$26,113).



Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Field Service Aide II	16	2.00	2.00	2.00	2.00
<b>Total</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

# Traffic

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.

## Major Division Goals Include

- Implement a traffic control program. (4)
- Develop guidelines for assessment of traffic impacts. (4)
- Implement level of service rating for all city streets. (4)
- Upgrade city traffic signs to meet Federal and State regulations. (4)

## FY12 Accomplishments

- Successfully upgraded 25% of the city's street name signs to meet MUTCD Compliance program.

## FY13 Objectives

- Continue implementing 5-year MUTCD Compliance program.
- Implement a sign retroreflectivity program per MUTCD rules and regulations.
- Create and implement digital work order and daily log systems.
- Stream line work orders by utilizing new SignView software technology.

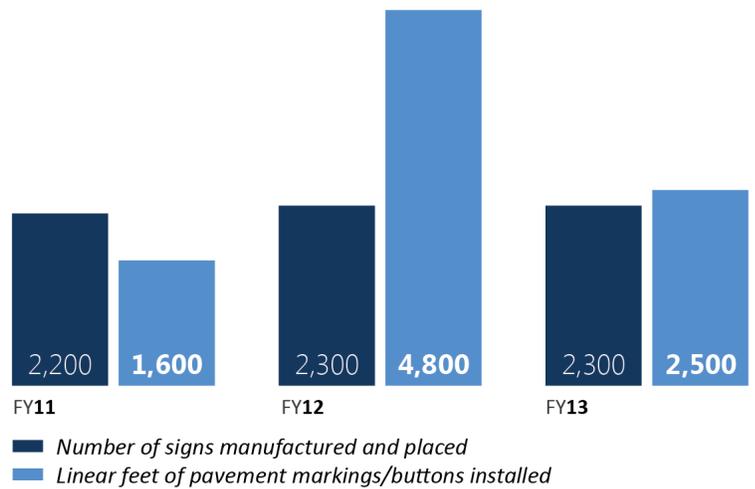
Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	94,584	97,401	88,988	93,069
Supplies	58,855	59,950	69,235	82,900
Contractual	6,865	17,075	7,616	4,475
Capital Outlay	-	10,500	10,500	-
<b>Total</b>	<b>160,304</b>	<b>184,926</b>	<b>176,339</b>	<b>180,444</b>

## Significant Budget Changes

Compensation package: \$2,940.

**Budgetary Pressures**

As more streets are rehabilitated, additional funding is needed for pavement markings. Additional staff would be beneficial since more work orders are placed and MUTCD guidelines continue to change requiring additional changes.



Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Traffic Technician	9	1.00	1.00	1.00	1.00
Traffic Maintenance Worker	8	1.00	1.00	1.00	1.00
<b>Total</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

# Streets

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.

## Major Division Goals Include

- Protect the investment in public streets through adequate repair to assure maximum street life of 20 years for asphalt streets. (1, 2, 4)
- Ensure public safety for all who drive on city streets. (2, 4)
- Provide assistance to departments and divisions in an

as needed capacity for sawing, parking lot construction, grading, and bomaging. (4)

- Reconstruct estate type roads to meet city standards and reconstruct city urban roads through recycling or complete rebuilding. (2, 4)
- Assist the public with special projects, such as the Peach Festival, Sheriff's Posse Rodeo Parade, Christmas Parade, Cancer Walk-a-thon, miscellaneous street closures for merchants and neighborhoods. (2, 4)

## FY12 Accomplishments

- Rehabilitated approximately 3.2 miles of city streets through department Neighborhood Rehabilitation Program.
- Streamlined pot hole repairs more efficiently and effectively with newly acquired equipment "Dura Patcher".

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	628,924	666,853	648,180	675,212
Supplies	553,070	598,616	607,846	699,250
Contractual	353,192	718,337	620,142	812,368
Capital Outlay	14,840	164,679	161,896	157,160
<b>Total</b>	<b>1,550,026</b>	<b>2,148,485</b>	<b>2,038,064</b>	<b>2,343,990</b>

## Significant Budget Changes

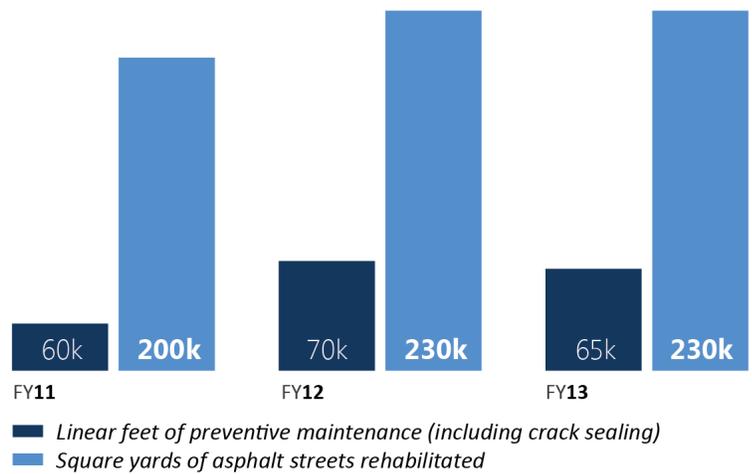
Wheel Loader: \$147,320; Pavement management survey: \$65,840; Compensation package: \$21,634; Asphalt storage removal: \$15,000; Zero-turn lawnmower: \$9,000; Radio system upgrade: \$5,000; Removal of one-time capital purchase (Dura-Patcher): (\$121,000).

**FY13 Objectives**

- Continue Five Year Street Rehabilitation Program.
- Continue utilizing pavement management system to better prioritize and plan work tasks.
- Continue preventive maintenance program by utilizing "microsurfacing" paving method.

**Budgetary Pressures**

As the workload continues to escalate and with several positions still on hold, this limits the effectiveness and productivity of the department. The city's street systems continue to deteriorate at a much faster rate each year. More funding is needed to keep up with this rate.



Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Street Supervisor	22	1.00	1.00	1.00	1.00
Foreman	14	3.00	3.00	3.00	3.00
Heavy Equipment Operator	12	2.00	2.00	2.00	2.00
Light Equipment Operator	11	1.00	1.00	1.00	1.00
Maintenance Worker II	9	2.00	2.00	2.00	2.00
Maintenance Worker I	7	2.00	2.00	2.00	2.00
<b>Total</b>		<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>

There are currently 5 positions on hold in this division: Light Equipment Operator (1), Maintenance Worker II (2), and Maintenance Worker I (2). While these remain authorized positions, there is no funding in this budget for them.



# Solid Waste Fund



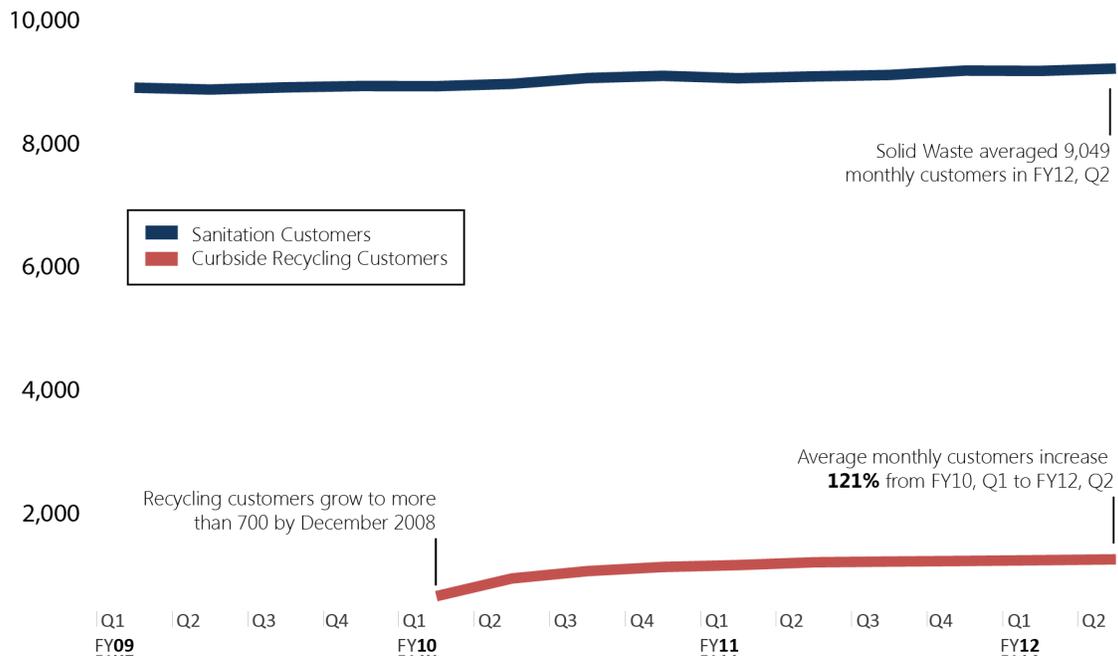
**The Solid Waste Fund is an enterprise fund used to account for the business-type activity of sanitation collection. This fund is accounted for on the modified-accrual basis of accounting. Revenues are recorded when available and measurable, and expenses are recorded when the liability is incurred.**

# Solid Waste Fund

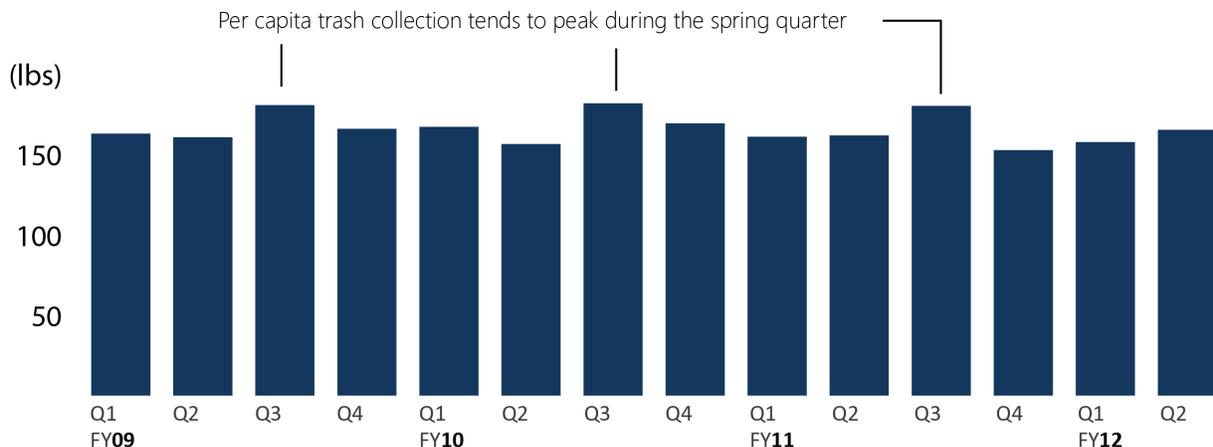
	<b>Actual FY10</b>	<b>Actual FY11</b>	<b>Adopted FY12</b>	<b>Projected FY12</b>	<b>Proposed FY13</b>
<b>Beginning Fund Balance</b>	1,652,161	2,473,617	1,434,340	1,434,340	1,334,399
<b>Revenues</b>					
Licenses & Permits	1,500	1,500	1,500	1,500	1,500
Charges for Services	1,963,657	2,122,203	2,004,806	2,127,140	2,047,281
Miscellaneous Revenue	600,294	515,752	422,500	501,769	502,500
<b>Total Revenue</b>	<b>2,565,451</b>	<b>2,639,455</b>	<b>2,428,806</b>	<b>2,630,409</b>	<b>2,551,281</b>
<b>Available Resources</b>	4,217,612	5,113,072	3,863,146	4,064,749	3,885,680
<b>Expenditures</b>					
Sanitation	1,120,605	1,134,182	1,500,709	1,477,211	1,208,084
Non-Departmental	801,577	2,310,266	1,253,089	1,253,139	1,343,197
<b>Total Expenditures</b>	1,922,182	3,444,448	2,753,798	2,730,350	2,551,281
<b>Net Operating Balance</b>	643,269	(804,993)	(324,992)	(99,941)	-
<b>Non-Budgetary</b>					
<b>Working Capital Adjustments</b>	178,187	(234,284)	-	-	-
<b>Ending Fund Balance</b>	<b>2,473,617</b>	<b>1,434,340</b>	<b>1,109,348</b>	<b>1,334,399</b>	<b>1,334,399</b>
				Reserve for Capital Equipment Replacement	480,814
				Target Fund Balance (90 days operations)	505,800
				<b>Total Available</b>	<b>347,785</b>

# Historical Sanitation/Recycling 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 4.8% during this time period, growing from 8,730 in October 2008 to 9,158 in June 2012. In FY10, the city began offering curbside recycling services. Within three months, more than 700 customers had signed up. In June 2012, that number had grown to 1,116, or about 12% of the sanitation customer base.

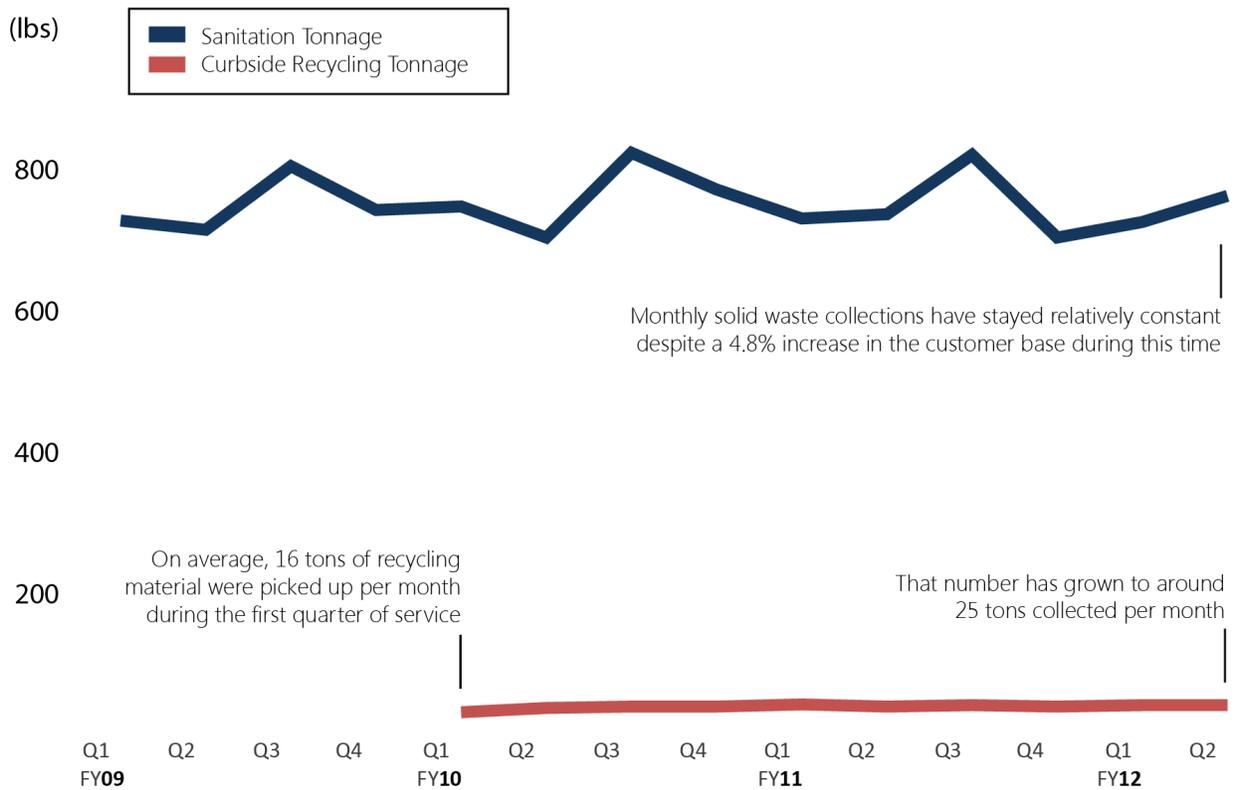


# Average Monthly Collection Per Capita (lbs)



# Historical Tonnage Collected (Sanitation)

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 nearly 5% over this period, the 12-month rolling average of solid waste collection increased by less than 1%.



# Sanitation Non Departmental

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

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	-	-	-	-
Supplies	-	-	-	-
Contractual	2,310,265	1,253,089	1,253,139	1,343,197
Capital Outlay	-	-	-	-
<b>Total</b>	<b>2,310,265</b>	<b>1,253,089</b>	<b>1,253,139</b>	<b>1,343,197</b>

## Significant Budget Changes

Transfer of landfill royalties to other funds for First Monday projects: \$80,000.

# Sanitation Collection

Solid Waste provides curbside collection twice weekly for each resident, and on an as-needed pickup service for commercial entities to ensure a clean and healthy environment for the City of Weatherford. This department supports various organizations within the city and outside the city, including the Peach Festival, carnivals, phonebook recycling, etc. Brush Collection consists of one crew that collects brush on a four-week schedule, and supports events such as Citywide Cleanup, Christmas in April, Arbor Day, etc.

## Major Division Goals Include

- Provide curbside solid waste collection services to the residents and commercial firms of Weatherford to ensure a clean and healthy environment. (7)
- Contribute to the cleanliness of the city and enhance community awareness. (2, 3, 7)
- Encourage waste minimization and recycling of solid

waste. (7)

## FY12 Accomplishments

- Successfully increase the residential curbside recycling program for at least 12.8% of the citizens of Weatherford..
- Reduced cost for recycling efforts of this community.
- Utilized the blackboard communication system to inform customers of holidays and other scheduling issues that pertains to Solid Waste.

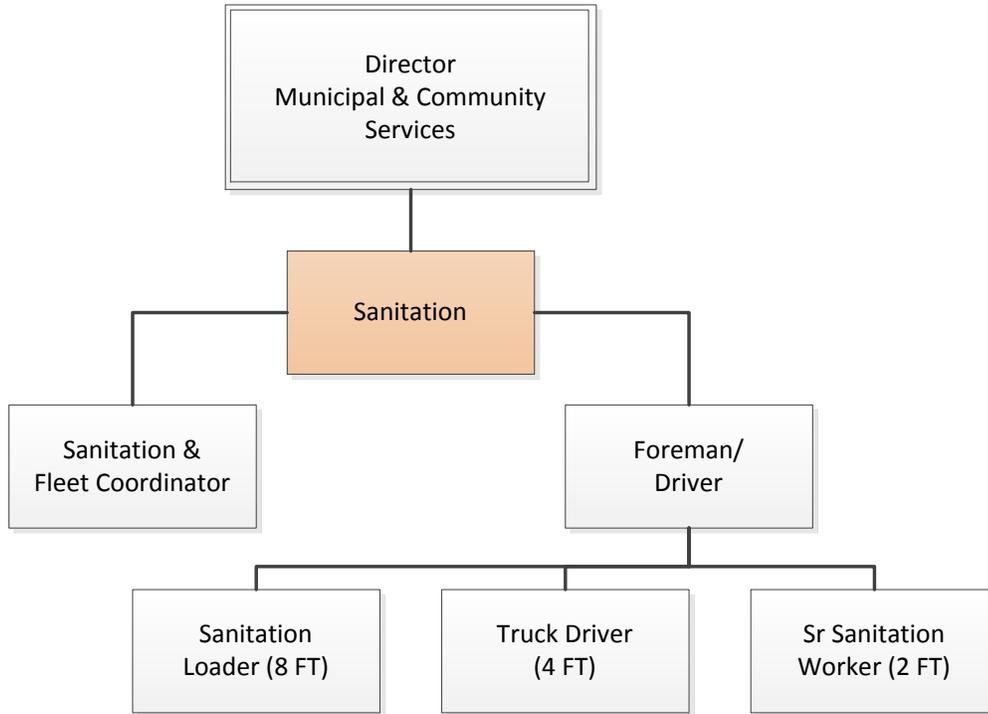
## FY13 Objectives

- Improve communications with the community of various solid waste information.
- Strive to reach an outstanding level of customer service by improving staffs interactions with the city residents.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	866,615	881,771	879,757	856,779
Supplies	243,800	289,505	290,356	305,505
Contractual	23,769	45,800	35,394	45,800
Capital Outlay	-	283,633	271,704	-
<b>Total</b>	<b>1,134,183</b>	<b>1,500,709</b>	<b>1,477,211</b>	<b>1,208,084</b>

## Significant Budget Changes

Compensation package: \$13,446; Removal of vacation buy-back: (\$34,243); Removal of one-time capital equipment purchase: (\$283,633).



Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Director	36	1.00	1.00	1.00	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 Wrker	6	8.00	8.00	8.00	8.00
<b>Total</b>		<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>

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



# Other Funds



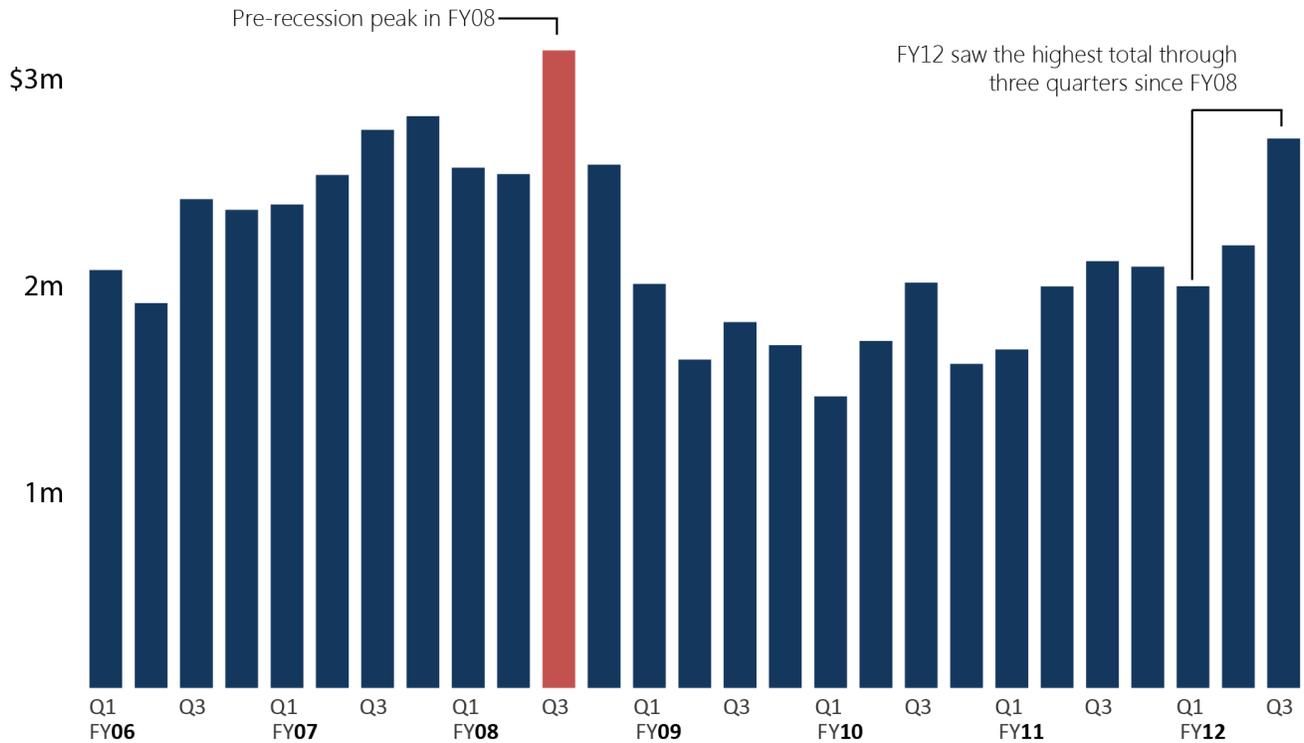
**Special revenue funds are used to account for specific revenues that are legally restricted to expenditures for particular purposes. These funds are accounted for on the modified-accrual basis of accounting. Revenues are recorded when available and measurable, and expenditures are recorded when the 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 FY10	Actual FY11	Approved FY12	Projected FY12	Proposed FY13
<b>Beginning Fund Balance</b>	<b>566,537</b>	<b>459,557</b>	<b>518,905</b>	<b>518,905</b>	<b>570,902</b>
<u>Revenues</u>					
113 - Hotel/Motel Tax	474,607	588,225	455,000	550,000	555,000
601 - Interest Income	619	430	300	300	450
Other	554	-	-	-	-
<b>Total Revenues</b>	<b>475,780</b>	<b>588,655</b>	<b>455,300</b>	<b>550,300</b>	<b>555,450</b>
<u>Expenditures</u>					
Main Street Program	118,739	66,074	91,199	88,780	92,330
Professional Services	26,940	26,697	9,600	9,600	12,100
Chamber of Commerce	121,400	121,400	121,400	121,400	121,400
Theatre off the Square	32,000	-	-	-	-
Doss Historical & Cultural Center	30,000	63,000	30,000	30,000	21,700
Transfer to Chandor Gardens	105,913	103,905	104,968	104,968	125,359
Chandor Gardens Debt Service	147,768	148,230	143,555	143,555	178,555
<b>Total Expenditures</b>	<b>582,760</b>	<b>529,307</b>	<b>500,722</b>	<b>498,303</b>	<b>551,444</b>
Over/(Under)	(106,980)	59,348	(45,422)	51,997	4,006
<b>Ending Fund Balance</b>	<b>459,557</b>	<b>518,905</b>	<b>473,483</b>	<b>570,902</b>	<b>574,908</b>
				Target Fund Balance (20% Operations)	74,578
				Reserved for OPEB	9,612
				Available	490,718

# Historical Quarterly Taxable Hotel Receipts



# Historical Quarterly Taxable Receipts Crosstabs

	Q1	Q2	Q3	Q4
<b>FY 2006</b>	2,019,248	1,859,382	2,361,609	2,310,358
<b>FY 2007</b>	2,335,411	2,478,673	2,696,148	2,762,462
<b>FY 2008</b>	2,513,431	2,482,627	3,079,860	2,528,474
<b>FY 2009</b>	1,952,047	1,585,726	1,767,697	1,655,780
<b>FY 2010</b>	1,408,442	1,676,431	1,958,115	1,565,222
<b>FY 2011</b>	1,635,147	1,940,193	2,061,745	2,035,536
<b>FY 2012</b>	1,941,071	2,138,607	2,654,571	-

# Main Street Program

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.

## Major Division Goals Include

- 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. (5)
- Create a mix of uses downtown that will allow the center of Weatherford to be revitalized. (5)
- Support historic preservation within the downtown

area. (5)

- Create residential opportunities downtown. Implement more activity and special events downtown to encourage growth and tourism. (5)

## FY12 Accomplishments

- Attracted thousands of people for Weatherford Blooms Home & Garden Fest, a large festival held in the spring in Historic Downtown Weatherford.
- Secured membership in the Texas Downtown Association to enhance networking with Texas Communities, private entities and consultants, in addition to expanding Tourism knowledge.
- Formed partnerships with nearby communities to expand future tourism opportunities and began brainstorming avenues to dual-promote events and

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	66,075	67,099	64,880	66,630
Supplies	2,741	3,950	3,950	3,950
Contractual	12,534	20,150	19,950	21,750
Capital Outlay	-	-	-	-
<b>Total</b>	<b>81,350</b>	<b>91,199</b>	<b>88,780</b>	<b>92,330</b>

## Significant Budget Changes

Compensation package: \$2,358; Additional required training expenses: \$1,600; Removal of vacation buy-back: (\$2,014).

attractions (Granbury, Bridgeport, Bowie, etc.).

- Implemented a successful Downtown Trick-or-Treat event to entice the public into retail stores.
- Attended and participated in several Chamber of Commerce Ribbon Cuttings for downtown businesses to enhance the partnership with the Chamber, and to increase the city's presence from a public relations standpoint .
- Received National Accreditation from the National Trust for Historic Preservation for the second consecutive year recognizing our use of the Main Street 4-Point Approach.
- Implement one large special event in the fall, such as an art walk or cowboy gathering, which would allow for a significant event in the downtown district every quarter of the year.
- Enhance dual-promotion of Weatherford and Granbury to significantly increase the number of visitors and overnight guests for special events and attractions in each community.
- Assisted the Historic Preservation Commission in moving forward with their proposed Historic Overlay Ordinance, encouraging future incentive and preservation.

**FY13 Objectives**

- Partner with the Parker County Preservation Society to implement a Building Placard Program; metal "markers" with building and proprietor information to be placed on downtown buildings and eventually historic homes in the area.

Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Main Street Coordinator	16	1.00	1.00	1.00	1.00
<b>Total</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

**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 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 FY10	Actual FY11	Approved FY12	Projected FY12	Proposed FY13
<b>Beginning Fund Balance</b>	<b>171,585</b>	<b>176,698</b>	<b>131,008</b>	<b>131,008</b>	<b>98,067</b>
<u>Revenues</u>					
412 - Facility Rental Fees	134,360	100,166	150,000	140,000	150,000
414 - Labor Use Fees	1,750	1,650	1,200	1,250	1,200
435 - Garden Tour Fees	6,083	5,523	6,000	6,100	6,000
437 - Sale of Goods	1,176	475	500	336	500
601 - Interest Income	394	258	300	283	300
608 - Contributions	2,275	320	-	320	-
651 - Miscellaneous	1,378	-	35,753	35,753	35,753
825 - Transfer from HOT Fund	105,913	103,905	104,968	103,905	160,359
<b>Total Revenues</b>	<b>253,329</b>	<b>212,297</b>	<b>298,721</b>	<b>287,947</b>	<b>354,112</b>
<u>Expenditures</u>					
Chandor Gardens	248,216	257,987	320,888	320,888	358,231
<b>Total Expenditures</b>	<b>248,216</b>	<b>257,987</b>	<b>320,888</b>	<b>320,888</b>	<b>358,231</b>
Over/(Under)	5,113	(45,690)	(22,167)	(32,941)	(4,119)
<b>Ending Fund Balance</b>	<b>176,698</b>	<b>131,008</b>	<b>108,841</b>	<b>98,067</b>	<b>93,948</b>
				Target Fund Balance (20% Operations)	71,646
				Reserved for OPEB	19,224
				Available	3,078

# Chandor Gardens

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.

## Major Division Goals Include

- Offer quality tours, events, and weddings. (2, 5)
- Local and regional promotion of Chandor Gardens through first-class marketing materials, trade shows and print and broadcast media. (3, 5)
- Maintain the grounds and residence to ensure a quality and excellent care of the state recognized historic property. (2)
- Recruit and maintain volunteers from the community to assist with private tours and botanical projects. (2, 6)
- Develop and participate in community partnerships and education programs. (2)

## FY12 Accomplishments

- Encouraged more participation from the Friends of the Garden and work with the Friends to receive non-profit status.
- Increased educational activities with staff horticulturists within the gardens.
- of people for Weatherford Blooms Home & Garden Fest, a large festival held in the spring in Historic Downtown Weatherford.
- Created a new patron-friendly entrance into the Garden.
- Received Texas State Historic Register designation.
- Submitted to receive National Historic Register designation.

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	198,348	244,182	243,442	244,725
Supplies	17,680	20,150	21,612	24,250
Contractual	36,654	56,556	52,737	59,256
Capital Outlay	5,306	-	-	30,000
<b>Total</b>	<b>257,988</b>	<b>320,888</b>	<b>317,791</b>	<b>358,231</b>

## Significant Budget Changes

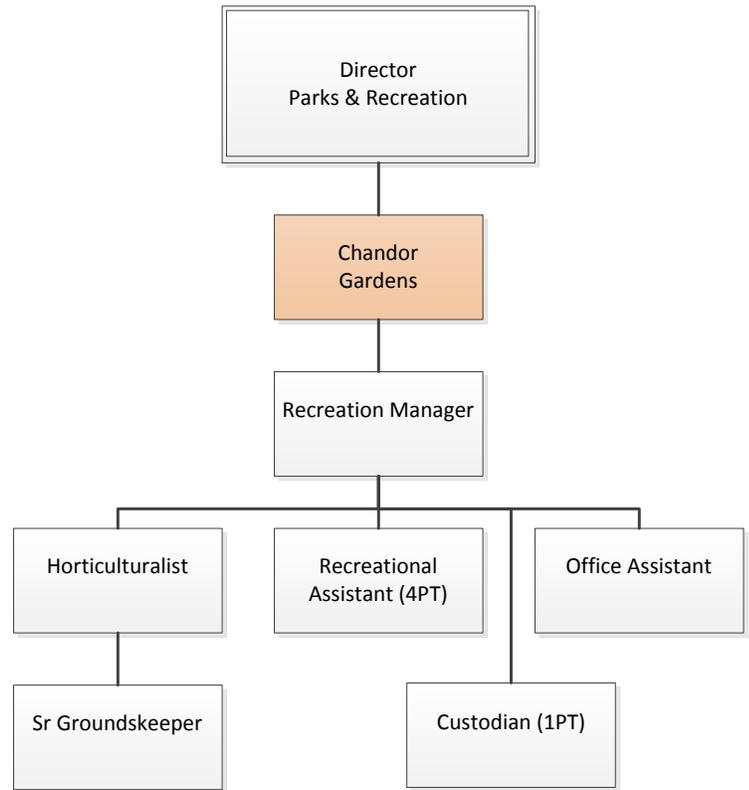
Roof repairs: \$30,000; Compensation package: \$8,308; Removal of vacation buy-back: (8,057).

**FY13 Objectives**

- Bring the garden's irrigation system back to 100% operation.
- Install the Texas State Historic Marker.
- Gain approval for National Historic Register designation.
- Apply for 100% grant funding opportunities with the Parker County Heritage Society for reconstruction of the trellis structure and rock walkway .
- Host Texas Historical Commission National Register Board Meeting .

**Budgetary Issues**

Chandor is still operating on a budget that was drastically reduced during FY08; line items cut during that time all directly impact the promotion of the garden.



Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Recreation Manager	18	1.00	1.00	1.00	1.00
Horticulturalist	17	1.00	1.00	1.00	1.00
Facility Coordinator	16	1.00	-	-	-
Sr Groundskeeper	8	1.00	1.00	1.00	1.00
Office Assistant	7	-	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
<b>Total</b>		<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>

## Federal Forfeiture Fund (46)

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

	Actual FY10	Actual FY11	Approved FY12	Projected FY12	Proposed FY13
<b>Beginning Fund Balance</b>	<b>176,872</b>	<b>347,713</b>	<b>423,970</b>	<b>423,970</b>	<b>404,480</b>
<u>Revenues</u>					
601 - Interest Income	584	529	500	510	500
651 - Forfeited Funds	195,474	142,205	30,000	50,000	30,000
<b>Total Revenues</b>	<b>196,058</b>	<b>142,734</b>	<b>30,500</b>	<b>50,510</b>	<b>30,500</b>
<u>Expenditures</u>					
Police Personnel Services	-	-	-	-	-
Police Supplies & Equipment	17,220	50,663	-	-	-
Informants & Investigations & Services	-	-	-	-	-
Capital	7,997	15,815	250,000	70,000	250,000
Transfer to Debt Service Fund					
<b>Total Expenditures</b>	<b>25,217</b>	<b>66,477</b>	<b>250,000</b>	<b>70,000</b>	<b>250,000</b>
Over/(Under)	170,841	76,257	(219,500)	(19,490)	(219,500)
<b>Ending Fund Balance</b>	<b>347,713</b>	<b>423,970</b>	<b>204,470</b>	<b>404,480</b>	<b>184,980</b>

## State Forfeiture Fund (06)

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

	Actual FY10	Actual FY11	Approved FY12	Projected FY12	Proposed FY13
<b>Beginning Fund Balance</b>	<b>53,208</b>	<b>47,911</b>	<b>49,092</b>	<b>49,092</b>	<b>61,157</b>
<u>Revenues</u>					
601 - Interest Income	104	65	80	65	500
604 - Sale of Fixed Assets	1,528	3,609	-	-	-
651 - Forfeited Funds	11,333	4,658	50,000	15,000	30,000
<b>Total Revenues</b>	<b>12,965</b>	<b>8,333</b>	<b>50,080</b>	<b>15,065</b>	<b>30,500</b>
<u>Expenditures</u>					
Police Supplies & Equipment	2,265	-	-	-	-
Contractual Services	15,997	7,152	15,000	3,000	15,000
Capital	-	-	-	-	-
<b>Total Expenditures</b>	<b>18,262</b>	<b>7,152</b>	<b>15,000</b>	<b>3,000</b>	<b>15,000</b>
Over/(Under)	(5,297)	1,181	35,080	12,065	15,500
<b>Ending Fund Balance</b>	<b>47,911</b>	<b>49,092</b>	<b>84,172</b>	<b>61,157</b>	<b>76,657</b>

## TCDP—SFX Grant Fund (20)

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

	Actual FY10	Actual FY11	Approved FY12	Projected FY12	Proposed FY13
<b>Beginning Fund Balance</b>	-	-	1,864	1,864	1,864
<u>Revenues</u>					
620 - Rent Income	22,368	22,368	22,368	22,368	22,368
<b>Total Revenues</b>	<b>22,368</b>	<b>22,368</b>	<b>22,368</b>	<b>22,368</b>	<b>22,368</b>
<u>Expenditures</u>					
Rent Expense	22,368	20,504	22,368	22,368	22,368
<b>Total Expenditures</b>	<b>22,368</b>	<b>20,504</b>	<b>22,368</b>	<b>22,368</b>	<b>22,368</b>
Over/(Under)	-	1,864	-	-	-
<b>Ending Fund Balance</b>	<b>-</b>	<b>1,864</b>	<b>1,864</b>	<b>1,864</b>	<b>1,864</b>

# 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.

	<b>Actual FY10</b>	<b>Actual FY11</b>	<b>Approved FY12</b>	<b>Projected FY12</b>	<b>Proposed FY13</b>
<b>Beginning Fund Balance</b>	-	-	-	-	-
<u>Revenues</u>					
620 - Rent Income	13,875	13,875	13,875	13,875	13,875
<b>Total Revenues</b>	<b>13,875</b>	<b>13,875</b>	<b>13,875</b>	<b>13,875</b>	<b>13,875</b>
<u>Expenditures</u>					
Rent Expense	13,875	13,875	13,875	13,875	13,875
<b>Total Expenditures</b>	<b>13,875</b>	<b>13,875</b>	<b>13,875</b>	<b>13,875</b>	<b>13,875</b>
Over/(Under)	-	-	-	-	-
<b>Ending Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Municipal Court Technology Fund (32)

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

	Actual FY10	Actual FY11	Approved FY12	Projected FY12	Proposed FY13
<b>Beginning Fund Balance</b>	<b>5,270</b>	<b>20,185</b>	<b>10,924</b>	<b>10,924</b>	<b>20,944</b>
<u>Revenues</u>					
501 - Municipal Court Fees	19,102	19,348	19,380	13,000	16,300
601 - Interest Income	24	30	20	20	20
<b>Total Revenues</b>	<b>19,126</b>	<b>19,378</b>	<b>19,400</b>	<b>13,020</b>	<b>16,320</b>
<u>Expenditures</u>					
Computer Equipment	1,217	-	1,300	-	1,300
Small Tools & Equipment	-	-	-	-	-
Other Professional Services	-	-	-	-	7,000
R&M Office Equipment	2,994	1,975	8,000	3,000	8,000
Office Equipment	-	26,664	-	-	-
<b>Total Expenditures</b>	<b>4,211</b>	<b>28,639</b>	<b>9,300</b>	<b>3,000</b>	<b>16,300</b>
Over/(Under)	14,915	(9,261)	10,100	10,020	20
<b>Ending Fund Balance</b>	<b>20,185</b>	<b>10,924</b>	<b>21,024</b>	<b>20,944</b>	<b>20,964</b>

## Municipal Court Building Security Fund (44)

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

	Actual FY10	Actual FY11	Approved FY12	Projected FY12	Proposed FY13
<b>Beginning Fund Balance</b>	<b>20,495</b>	<b>33,797</b>	<b>18,528</b>	<b>18,528</b>	<b>28,558</b>
<u>Revenues</u>					
501 - Municipal Court Fees	13,915	14,254	14,058	10,000	14,000
601 - Interest Income	54	45	50	30	50
<b>Total Revenues</b>	<b>13,969</b>	<b>14,299</b>	<b>14,108</b>	<b>10,030</b>	<b>14,050</b>
<u>Expenditures</u>					
Personnel Services	-	-	-	-	-
Supplies	-	28,913	12,000	-	12,000
Contractual Services	667	655	1,500	-	1,500
<b>Total Expenditures</b>	<b>667</b>	<b>29,568</b>	<b>13,500</b>	<b>-</b>	<b>13,500</b>
Over/(Under)	13,302	(15,269)	608	10,030	550
<b>Ending Fund Balance</b>	<b>33,797</b>	<b>18,528</b>	<b>19,136</b>	<b>28,558</b>	<b>29,108</b>

# Municipal Court Juvenile Case Manager Fund

This fund was established by action of the City Council (Ordinance 462-2009-43), as authorized by Article 102-0174 of the Texas Code of Criminal Procedure, to account for a \$5.00 fee on each misdemeanor conviction to finance the salary and benefits of a juvenile case manager employed by the City as defined under the Code of Criminal Procedure Article 45.0596. Due to new restrictions placed on these funds during the 2011 Texas Legislative Session, the city may terminate this fund.

	<b>Actual FY10</b>	<b>Actual FY11</b>	<b>Approved FY12</b>	<b>Projected FY12</b>	<b>Proposed FY13</b>
<b>Beginning Fund Balance</b>	-	-	<b>668</b>	<b>668</b>	<b>2,704</b>
<u>Revenues</u>					
501 - Municipal Court Fees	14,801	21,681	-	2,036	-
601 - Interest Income	8	5	-	-	-
<b>Total Revenues</b>	<b>14,809</b>	<b>21,686</b>	-	<b>2,036</b>	-
<u>Expenditures</u>					
Personnel Services	14,809	21,018	-	-	-
Supplies	-	-	-	-	2,704
<b>Total Expenditures</b>	<b>14,809</b>	<b>21,018</b>	-	-	<b>2,704</b>
Over/(Under)	-	668	-	2,036	(2,704)
<b>Ending Fund Balance</b>	-	<b>668</b>	<b>668</b>	<b>2,704</b>	-

## Library Special Revenue Fund (14)

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

	Actual FY10	Actual FY11	Approved FY12	Projected FY12	Proposed FY13
<b>Beginning Fund Balance</b>	<b>66,128</b>	<b>79,290</b>	<b>81,610</b>	<b>81,610</b>	<b>71,895</b>
<u>Revenues</u>					
407 - Charges for Services	12,302	10,743	10,686	10,000	10,500
601 - Interest Income	138	106	150	85	150
608 - Contributions	8,790	1,287	1,000	3,100	3,000
828 - Incomes from Trust	1,899	457	100	100	100
<b>Total Revenues</b>	<b>23,129</b>	<b>12,593</b>	<b>11,936</b>	<b>13,285</b>	<b>13,750</b>
<u>Expenditures</u>					
Supplies	1,810	-	-	-	-
Services	8,157	10,273	8,000	8,000	13,750
Capital	-	-	10,000	15,000	-
<b>Total Expenditures</b>	<b>9,967</b>	<b>10,273</b>	<b>18,000</b>	<b>23,000</b>	<b>13,750</b>
Over/(Under)	13,162	2,320	(6,064)	(9,715)	-
<b>Ending Fund Balance</b>	<b>79,290</b>	<b>81,610</b>	<b>75,546</b>	<b>71,895</b>	<b>71,895</b>

## Permanent Library Fund\* (15)

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

	Actual FY10	Actual FY11	Approved FY12	Projected FY12	Proposed FY13
<b>Beginning Fund Balance</b>	<b>52,357</b>	<b>50,558</b>	<b>50,165</b>	<b>50,165</b>	<b>50,145</b>
<u>Revenues</u>					
601 - Interest Income	100	64	100	80	100
<b>Total Revenues</b>	<b>100</b>	<b>64</b>	<b>100</b>	<b>80</b>	<b>100</b>
<u>Expenditures</u>					
Equipment, Supplies, Materials	-	-	-	-	-
Transfer to Library Special Revenue Fund	1,899	457	100	100	100
<b>Total Expenditures</b>	<b>1,899</b>	<b>457</b>	<b>100</b>	<b>100</b>	<b>100</b>
Over/(Under)	(1,799)	(393)	-	(20)	-
<b>Ending Fund Balance</b>	<b>50,558</b>	<b>50,165</b>	<b>50,165</b>	<b>50,145</b>	<b>50,145</b>

\* This fund should have a permanent minimum balance of \$50,000.

## Animal Shelter Fund (38)

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

	Actual FY10	Actual FY11	Approved FY12	Projected FY12	Proposed FY13
<b>Beginning Fund Balance</b>	<b>26,767</b>	<b>19,857</b>	<b>16,809</b>	<b>16,809</b>	<b>36,564</b>
<u>Revenues</u>					
601 - Interest Income	50	33	40	40	40
608 - Contributions	23,481	20,737	-	22,500	-
652 - Miscellaneous	-	698	-	215	-
<b>Total Revenues</b>	<b>23,531</b>	<b>21,468</b>	<b>40</b>	<b>22,755</b>	<b>40</b>
<u>Expenditures</u>					
Improvements to Shelter	30,441	24,516	6,000	3,000	6,000
<b>Total Expenditures</b>	<b>30,441</b>	<b>24,516</b>	<b>6,000</b>	<b>3,000</b>	<b>6,000</b>
Over/(Under)	(6,910)	(3,048)	(5,960)	19,755	(5,960)
<b>Ending Fund Balance</b>	<b>19,857</b>	<b>16,809</b>	<b>10,849</b>	<b>36,564</b>	<b>30,604</b>

## 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 FY10	Actual FY11	Approved FY12	Projected FY12	Proposed FY13
<b>Beginning Fund Balance</b>	2,386	2,391	2,395	2,395	2,398
<u>Revenues</u>					
601 - Interest Income	5	4	-	3	-
<b>Total Revenues</b>	<b>5</b>	<b>4</b>	<b>-</b>	<b>3</b>	<b>-</b>
<u>Expenditures</u>					
Botanical Supplies	-	-	2,396	-	2,398
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>2,396</b>	<b>-</b>	<b>2,398</b>
Over/(Under)	5	4	(2,396)	3	(2,398)
<b>Ending Fund Balance</b>	<b>2,391</b>	<b>2,395</b>	<b>(1)</b>	<b>2,398</b>	<b>-</b>

## Park Special Revenue Fund (26)

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

	Actual FY10	Actual FY11	Approved FY12	Projected FY12	Proposed FY13
<b>Beginning Fund Balance</b>	-	-	-	-	<b>27,217</b>
<u>Revenues</u>					
440 - Ball Field User Fee	-	-	-	20,655	32,000
601 - Interest Income	-	-	-	(62)	-
604 - Sale of Fixed Assets	-	-	-	6,624	-
608 - Contributions	-	-	-	94,750	-
819 - Other Non Revenue	-	-	-	195,387	-
822 - Transfer from General Fund	-	-	-	100,000	10,000
<b>Total Revenues</b>	-	-	-	<b>417,354</b>	<b>42,000</b>
<u>Expenditures</u>					
Debt Service	-	-	-	-	42,000
Other Improvements	-	-	-	390,137	-
<b>Total Expenditures</b>	-	-	-	<b>390,137</b>	<b>42,000</b>
Over/(Under)	-	-	-	27,217	-
<b>Ending Fund Balance</b>	-	-	-	<b>27,217</b>	<b>27,217</b>

## Park Dedication Fund (28)

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

	Actual FY10	Actual FY11	Approved FY12	Projected FY12	Proposed FY13
<b>Beginning Fund Balance</b>	<b>55,735</b>	<b>87,402</b>	<b>192,485</b>	<b>192,485</b>	<b>177,725</b>
<u>Revenues</u>					
Interest Income	167	183	150	240	150
Park Dedication Fees	58,800	121,704	50,000	50,000	50,000
<b>Total Revenues</b>	<b>58,967</b>	<b>121,887</b>	<b>50,150</b>	<b>50,240</b>	<b>50,150</b>
<u>Expenditures</u>					
Other	-	-	-	20,000	-
Heritage Master Plan	27,300	16,804	15,000	45,000	150,000
<b>Total Expenditures</b>	<b>27,300</b>	<b>16,804</b>	<b>15,000</b>	<b>65,000</b>	<b>150,000</b>
Over/(Under)	31,667	105,083	35,150	(14,760)	(99,850)
<b>Ending Fund Balance</b>	<b>87,402</b>	<b>192,485</b>	<b>227,635</b>	<b>177,725</b>	<b>77,875</b>



**This windmill adds a decorative element to the Weatherford/  
Parker County Animal Shelter off of Hickory Lane.**

**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.

During FY09, the City's General Obligation Bonds and Certificates of Obligation were reviewed by Standard & Poor's and upgraded from an "A" to an "AA-" rating while affirming the stable outlook. In December, 2010, S&P reaffirmed the City's "AA-" long-term rating and stable outlook for a refunding issue in 2010 and new issue in 2011.

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 conducted in the spring of 2012, the city expects to receive \$5 million in FY13.

The City does not plan to issue new debt for General Debt Service during FY13.

<b>Description</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Series 2002 Certificates of Obligation	90,000	54,058	144,058
Series 2003 Certificates of Obligation	180,000	103,308	283,308
Series 2006 Certificates of Obligation	135,000	151,838	286,838
Series 2007 G.O. Bonds	435,000	384,071	819,071
Series 2007 Certificates of Obligation	1,180,000	1,035,138	2,215,138
Series 2008 G.O. Bonds	115,000	110,166	225,166
Series 2010 G.O. Refunding Bonds	155,000	998,894	1,153,894
Series 2011 C.O. Bonds	45,000	328,380	373,380
<i>Total Bonded Requirements</i>	<i>2,335,000</i>	<i>3,165,851</i>	<i>5,500,851</i>
<b>Current Lease Requirements</b>			
None	-	-	-
<i>Total Lease Requirements</i>	<i>-</i>	<i>-</i>	<i>-</i>
<b>Total General Debt</b>	<b>2,335,000</b>	<b>3,165,851</b>	<b>5,500,851</b>

## General Debt Service Fund (03)

	<b>Actual FY11</b>	<b>Approved FY12</b>	<b>Projected FY12</b>	<b>Proposed FY13</b>
<b>Beginning Fund Balance</b>	<b>1,397,564</b>	<b>2,032,596</b>	<b>2,032,596</b>	<b>3,774,267</b>
<b>Revenue Summary</b>				
Current Taxes	3,008,682	2,900,836	2,982,406	3,018,229
Interest Income	30,482	4,000	4,000	4,000
Miscellaneous Income	2,053	-	-	-
Proceeds from 2010 Refunding Issuance	25,239,852	-	-	-
Transfer from General Fund	-	160,315	160,315	-
Transfer from Law Enforcement Fund	-	-	-	-
Transfer from Hotel/Motel Fund	148,230	143,555	143,555	144,058
Transfer from 2007 C.O. Fund	505,442	-	-	-
Reimbursement from TxDOT	745,514	1,700,000	3,626,581	5,000,000
	<hr/> 29,680,255	<hr/> 4,908,706	<hr/> 6,916,857	<hr/> 8,166,287
<b>Expenditure Summary</b>				
Interest	2,628,247	3,341,435	3,341,435	3,165,851
Fiscal Agent Fees	448,044	5,500	5,500	-
Lease Purchase	-	95,751	95,751	-
2010 Refunding GO Issue	24,793,931	-	-	-
Principle Retirement	1,175,000	1,732,500	1,732,500	2,335,000
	<hr/> 29,045,222	<hr/> 5,175,186	<hr/> 5,175,186	<hr/> 5,500,851
Revenues Over (Under) Expenditures	635,032	(266,480)	1,741,671	2,665,435
Ending Fund Balance	<hr/> <b>2,032,596</b>	<hr/> <b>1,766,116</b>	<hr/> <b>3,774,267</b>	<hr/> <b>6,439,703</b>

## Annual Debt Service Requirements - By Issue

<b>Fiscal</b>	<b>CO</b>	<b>CO</b>	<b>CO</b>	<b>GO</b>
<b>Year</b>	<b>SER. 2002</b>	<b>SER.2003</b>	<b>SER. 2006</b>	<b>SER. 2007</b>
2013	144,058	283,308	286,838	819,071
2014	144,618	281,188	286,338	821,696
2015	144,913	283,588	290,538	823,071
2016	144,941	285,331	299,238	820,846
2017	144,645	281,513	341,638	820,246
2018	144,020	282,210	337,800	818,846
2019	143,145	282,310	343,328	821,190
2020	141,958	281,850	343,186	822,162
2021	140,455	285,713	337,605	821,870
2022	143,570	283,847	341,400	820,144
2023	-	281,359	344,410	821,672
2024	-	-	419,000	821,484
2025	-	-	420,000	819,984
2026	-	-	415,125	822,063
2027	-	-	-	822,609
2028	-	-	-	-
2029	-	-	-	-
2030	-	-	-	-
2031	-	-	-	-
2032	-	-	-	-
2033	-	-	-	-
2034	-	-	-	-
	<b>1,436,321</b>	<b>3,112,215</b>	<b>4,806,441</b>	<b>12,316,956</b>

<b>CO</b>	<b>CO</b>	<b>GO</b>	<b>CO</b>	
<b>SER. 2007</b>	<b>SER. 2008</b>	<b>SER. 2010</b>	<b>SER. 2011</b>	<b>Total</b>
2,215,138	225,166	1,153,894	373,380	5,500,851
2,941,138	225,256	1,150,794	613,355	6,464,381
2,969,263	225,132	1,147,500	604,655	6,488,658
3,178,788	224,794	1,074,641	600,880	6,629,458
3,265,563	224,243	988,525	596,955	6,663,327
3,400,863	228,479	988,525	597,805	6,798,547
3,428,113	227,287	988,525	591,855	6,825,752
3,457,938	225,882	988,525	593,955	6,855,455
3,489,219	224,264	988,525	595,455	6,883,105
1,021,250	227,432	3,482,625	596,355	6,916,622
-	225,173	4,738,125	596,655	7,007,394
-	227,700	4,972,925	596,355	7,037,464
-	224,801	5,010,425	595,455	7,070,665
-	226,688	5,584,800	593,955	7,642,630
-	228,148	1,647,669	596,535	3,294,961
-	224,181	2,120,131	597,855	2,942,167
-	-	-	597,995	597,995
-	-	-	597,045	597,045
-	-	-	594,985	594,985
-	-	-	596,413	596,413
-	-	-	596,325	596,325
-	-	-	306,750	306,750
<b>29,367,269</b>	<b>3,614,621</b>	<b>37,026,153</b>	<b>12,630,973</b>	<b>104,310,949</b>

# Principal & Interest Requirements

Fiscal Year	Principal Due 3/01	Principal Due 9/01	Interest Due 3/01	Interest Due 9/01	Total
2013	2,175,000	160,000	1,608,366	1,557,486	5,500,851
2014	3,010,000	410,000	1,555,030	1,489,350	6,464,380
2015	3,180,000	415,000	1,486,788	1,406,870	6,488,658
2016	3,470,000	425,000	1,404,201	1,330,258	6,629,459
2017	3,665,000	435,000	1,327,482	1,235,845	6,663,327
2018	3,970,000	455,000	1,232,962	1,140,585	6,798,547
2019	4,185,000	465,000	1,137,489	1,038,263	6,825,752
2020	4,405,000	485,000	1,035,060	930,395	6,855,455
2021	4,630,000	505,000	927,086	821,019	6,883,105
2022	4,860,000	530,000	817,603	709,019	6,916,622
2023	5,160,000	550,000	705,389	592,004	7,007,393
2024	5,405,000	575,000	588,268	469,196	7,037,464
2025	5,670,000	595,000	465,247	340,418	7,070,665
2026	6,495,000	620,000	336,362	191,268	7,642,630
2027	2,330,000	650,000	186,998	127,963	3,294,961
2028	2,075,000	675,000	123,479	68,688	2,942,167
2029	-	480,000	64,098	53,898	597,996
2030	-	500,000	53,898	43,148	597,046
2031	-	520,000	43,148	31,838	594,986
2032	-	545,000	31,838	19,575	596,413
2033	-	570,000	19,575	6,750	596,325
2034	-	300,000	6,750	-	306,750
	<b>64,685,000</b>	<b>10,865,000</b>	<b>15,157,117</b>	<b>13,603,836</b>	<b>104,310,952</b>

## Series 2002 Certificates of Obligation

Fiscal Year	Principal Due 3/01	Principal Due 9/01	Interest Due 3/01	Interest Due 9/01	Total
2013	90,000	-	28,109	25,949	144,058
2014	95,000	-	25,949	23,669	144,618
2015	100,000	-	23,669	21,244	144,913
2016	105,000	-	21,244	18,698	144,941
2017	110,000	-	18,698	15,948	144,645
2018	115,000	-	15,948	13,073	144,020
2019	120,000	-	13,073	10,073	143,145
2020	125,000	-	10,073	6,885	141,958
2021	130,000	-	6,885	3,570	140,455
2022	140,000	-	3,570	-	143,570
	<b>1,130,000</b>	-	<b>167,215</b>	<b>139,106</b>	<b>1,436,321</b>

\*Note: \$1,800,000 2002 Certificates of Obligation, to acquire and improve property for a convention center, due in annual installments through March 1, 2022, 4.80% - 5.50%.

## Series 2003 Certificates of Obligation

Fiscal Year	Principal Due 3/01	Principal Due 9/01	Interest Due 3/01	Interest Due 9/01	Total
2013	180,000	-	53,364	49,944	283,308
2014	185,000	-	49,944	46,244	281,188
2015	195,000	-	46,244	42,344	283,588
2016	205,000	-	42,344	37,988	285,331
2017	210,000	-	37,988	33,525	281,513
2018	220,000	-	33,525	28,685	282,210
2019	230,000	-	28,685	23,625	282,310
2020	240,000	-	23,625	18,225	281,850
2021	255,000	-	18,225	12,488	285,713
2022	265,000	-	12,488	6,359	283,847
2023	275,000	-	6,359	-	281,359
	<b>2,460,000</b>	-	<b>352,789</b>	<b>299,426</b>	<b>3,112,215</b>

\*Note: \$3,500,000 2003 Certificates of Obligation, for street improvement projects, due in annual installments through March 1, 2023, 2.50% - 4.625%.

## Series 2006 Certificates of Obligation

Fiscal Year	Principal Due 3/01	Principal Due 9/01	Interest Due 3/01	Interest Due 9/01	Total
2013	135,000	-	77,269	74,569	286,838
2014	140,000	-	74,569	71,769	286,338
2015	150,000	-	71,769	68,769	290,538
2016	165,000	-	68,769	65,469	299,238
2017	215,000	-	65,469	61,169	341,638
2018	220,000	-	61,169	56,631	337,800
2019	235,000	-	56,631	51,696	343,328
2020	245,000	-	51,696	46,490	343,186
2021	250,000	-	46,490	41,115	337,605
2022	265,000	-	41,115	35,285	341,400
2023	280,000	-	35,285	29,125	344,410
2024	370,000	-	29,125	19,875	419,000
2025	390,000	-	19,875	10,125	420,000
2026	405,000	-	10,125	-	415,125
	<b>3,465,000</b>	-	<b>709,355</b>	<b>632,086</b>	<b>4,806,441</b>

\*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 2007 General Obligation Bonds

Fiscal Year	Principal Due 3/01	Principal Due 9/01	Interest Due 3/01	Interest Due 9/01	Total
2013	435,000	-	197,473	186,598	819,071
2014	460,000	-	186,598	175,098	821,696
2015	485,000	-	175,098	162,973	823,071
2016	505,000	-	162,973	152,873	820,846
2017	525,000	-	152,873	142,373	820,246
2018	545,000	-	142,373	131,473	818,846
2019	570,000	-	131,473	119,717	821,190
2020	595,000	-	119,717	107,445	822,162
2021	620,000	-	107,445	94,425	821,870
2022	645,000	-	94,425	80,719	820,144
2023	675,000	-	80,719	65,953	821,672
2024	705,000	-	65,953	50,531	821,484
2025	735,000	-	50,531	34,453	819,984
2026	770,000	-	34,453	17,609	822,063
2027	805,000	-	17,609	-	822,609
	<b>9,075,000</b>	<b>-</b>	<b>1,719,714</b>	<b>1,522,241</b>	<b>12,316,956</b>

\*Note: \$10,800,000 2007 General Obligation Bonds, for constructing and equipping Fire Station 4 and street improvements, due in annual installments through March 1, 2027, 4.00% - 5.00%.

## Series 2007 Certificates of Obligation

Fiscal Year	Principal Due 3/01	Principal Due 9/01	Interest Due 3/01	Interest Due 9/01	Total
2013	1,180,000	-	532,319	502,819	2,215,138
2014	1,975,000	-	502,819	463,319	2,941,138
2015	2,095,000	-	463,319	410,944	2,969,263
2016	2,405,000	-	410,944	362,844	3,178,788
2017	2,605,000	-	362,844	297,719	3,265,563
2018	2,870,000	-	297,719	233,144	3,400,863
2019	3,030,000	-	233,144	164,969	3,428,113
2020	3,200,000	-	164,969	92,969	3,457,938
2021	3,375,000	-	92,969	21,250	3,489,219
2022	1,000,000	-	21,250	-	1,021,250
	<b>23,735,000</b>	-	<b>3,082,294</b>	<b>2,549,975</b>	<b>29,367,269</b>

\*Note: \$46,490,000 2007 Certificates of Obligation, for street construction and improvements, due in annual installments through March 1, 2022, 4.00% - 5.00%.

## Series 2008 Certificates of Obligation

Fiscal Year	Principal Due 3/01	Principal Due 9/01	Interest Due 3/01	Interest Due 9/01	Total
2013	-	115,000	55,083	55,083	225,166
2014	-	120,000	52,628	52,628	225,256
2015	-	125,000	50,066	50,066	225,132
2016	-	130,000	47,397	47,397	224,794
2017	-	135,000	44,622	44,622	224,243
2018	-	145,000	41,739	41,739	228,479
2019	-	150,000	38,644	38,644	227,287
2020	-	155,000	35,441	35,441	225,882
2021	-	160,000	32,132	32,132	224,264
2022	-	170,000	28,716	28,716	227,432
2023	-	175,000	25,086	25,086	225,173
2024	-	185,000	21,350	21,350	227,700
2025	-	190,000	17,400	17,400	224,801
2026	-	200,000	13,344	13,344	226,688
2027	-	210,000	9,074	9,074	228,148
2028	-	215,000	4,590	4,590	224,181
	-	<b>2,580,000</b>	<b>517,311</b>	<b>517,311</b>	<b>3,614,621</b>

\*Note: \$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 Bonds

Fiscal Year	Principal Due 3/01	Principal Due 9/01	Interest Due 3/01	Interest Due 9/01	Total
2013	155,000	-	500,222	498,672	1,153,894
2014	155,000	-	498,672	497,122	1,150,794
2015	155,000	-	497,122	495,378	1,147,500
2016	85,000	-	495,378	494,263	1,074,641
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	443,363	3,482,625
2023	3,930,000	-	443,363	364,763	4,738,125
2024	4,330,000	-	364,763	278,163	4,972,925
2025	4,545,000	-	278,163	187,263	5,010,425
2026	5,320,000	-	187,263	77,538	5,584,800
2027	1,525,000	-	77,538	45,131	1,647,669
2028	2,075,000	-	45,131	-	2,120,131
	<b>24,820,000</b>	<b>-</b>	<b>6,353,188</b>	<b>5,852,966</b>	<b>37,026,153</b>

\*Note: \$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

Fiscal Year	Principal Due 3/01	Principal Due 9/01	Interest Due 3/01	Interest Due 9/01	Total
2013	-	45,000	164,528	163,853	373,380
2014	-	290,000	163,853	159,503	613,355
2015	-	290,000	159,503	155,153	604,655
2016	-	295,000	155,153	150,728	600,880
2017	-	300,000	150,728	146,228	596,955
2018	-	310,000	146,228	141,578	597,805
2019	-	315,000	141,578	135,278	591,855
2020	-	330,000	135,278	128,678	593,955
2021	-	345,000	128,678	121,778	595,455
2022	-	360,000	121,778	114,578	596,355
2023	-	375,000	114,578	107,078	596,655
2024	-	390,000	107,078	99,278	596,355
2025	-	405,000	99,278	91,178	595,455
2026	-	420,000	91,178	82,778	593,955
2027	-	440,000	82,778	73,758	596,535
2028	-	460,000	73,758	64,098	597,855
2029	-	480,000	64,098	53,898	597,995
2030	-	500,000	53,898	43,148	597,045
2031	-	520,000	43,148	31,838	594,985
2032	-	545,000	31,838	19,575	596,413
2033	-	570,000	19,575	6,750	596,325
2034	-	300,000	6,750	-	306,750
	-	<b>8,285,000</b>	<b>2,255,250</b>	<b>2,090,723</b>	<b>12,630,973</b>

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

**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.**

## Summary of Capital Projects

A capital project is an individual project, typically involving construction of a capital asset such as a building, park, or road, that is typically funded by issuing debt or with other one-time sources. This differs significantly from the city's normal operating programs, such as police and fire, which carry ongoing costs.

As such, the process of budgeting for one-time capital projects differs from the process of budgeting for operating programs. Capital project budgets are prepared by estimating the total cost of the project, including such things as architectural or engineering design, construction costs, inspection and testing, and on occasion administrative or project management costs. When cost estimates are ready, the total project budget is approved by the City Council.

During the normal budget process, if additional projected costs are expected above the original budget, they will be approved. Existing project costs that may be unspent by the close of the fiscal year are not budgeted in the normal budget process. Instead, they are rolled over into the budget once the new fiscal year has begun.

As an example, consider the budget setting process for a street construction project expected to cost \$1 million.

	<b>Initial (Year 1)</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Totals</b>
Appropriated	\$1,000,000	\$0	\$100,000	\$0	<b>\$1,100,000</b>
Spent During Year	\$0	\$350,000	\$300,000	\$450,000	<b>\$1,100,000</b>
Spent Project-to-Date	\$0	\$350,000	\$650,000	\$1,100,000	-
Remaining Available Funds	\$1,000,000	\$650,000	\$450,000	\$0	<b>\$0</b>

The "Appropriated" row is what is approved during the annual budget process. Once the initial budget was set, the only time an appropriation is set is when new costs are added to the projects. As project funds are spent, the remaining available resources are reduced until the project is completed.

In this example, a change order was approved for Year 3 which added \$100,000 to the project.

## General Capital Projects Fund (17)

This fund is used to account for capital asset acquisition and construction from general government services.

	Actual FY10	Actual FY11	Approved FY12	Projected FY12	Proposed FY13
<b>Beginning Fund Balance</b>	<b>4,713,179</b>	<b>3,591,362</b>	<b>3,385,729</b>	<b>3,385,729</b>	<b>4,075,956</b>
<u>Revenues</u>					
320 - Grant Revenue	342,076	1,473,239	880,927	880,927	-
601 - Interest Income	8,244	3,949	4,000	4,000	4,000
651 - Miscellaneous	154,766	364,489	150,000	150,000	150,000
822 - Transfer from General Fund	-	-	-	300	-
833 - Transfer from Solid Waste	-	500,000	-	-	500,000
<b>Total Revenues</b>	<b>505,086</b>	<b>2,341,677</b>	<b>1,034,927</b>	<b>1,035,227</b>	<b>654,000</b>
<u>Expenditures</u>					
Town Creek Trail Project	356,675	1,973,446	235,000	235,000	-
Washington Drive	571,313	568,859	-	-	-
Signal at Texas & Washington General	467,778	-	110,000	110,000	-
TxDOT Projects	-	-	1,120,315	-	-
Public Works Service Center	231,137	5,005	-	-	-
First Monday Projects	-	-	-	-	500,000
<b>Total Expenditures</b>	<b>1,626,903</b>	<b>2,547,310</b>	<b>1,465,315</b>	<b>345,000</b>	<b>500,000</b>
Over/(Under)	(1,121,817)	(205,633)	(430,388)	690,227	154,000
<b>Ending Fund Balance</b>	<b>3,591,362</b>	<b>3,385,729</b>	<b>2,955,341</b>	<b>4,075,956</b>	<b>4,229,956</b>

Reserved for TxDOT Projects 1,608,430

Estimated Remaining Balance 2,621,526

## 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 are being used for TxDOT projects.

	Actual FY10	Actual FY11	Approved FY12	Projected FY12	Proposed FY13
<b>Beginning Fund Balance</b>	<b>352,054</b>	<b>352,682</b>	<b>353,651</b>	<b>353,651</b>	<b>353,651</b>
<u>Revenues</u>					
Interest Income	628	969	-	-	-
<b>Total Revenues</b>	<b>628</b>	<b>969</b>	<b>-</b>	<b>-</b>	<b>-</b>
<u>Expenditures</u>					
TxDOT Projects	-	-	-	-	-
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Over/(Under)	628	969	-	-	-
<b>Ending Fund Balance</b>	<b>352,682</b>	<b>353,651</b>	<b>353,651</b>	<b>353,651</b>	<b>353,651</b>
				Reserved for TxDOT Projects	353,651
				Estimated Remaining Balance	-

# 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 FY12 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.

	Actual FY10	Actual FY11	Approved FY12	Projected FY12	Proposed FY13
<b>Beginning Fund Balance</b>	<b>28,201,251</b>	<b>12,242,448</b>	<b>4,898,581</b>	<b>4,898,581</b>	<b>2,869,859</b>
<u>Revenues</u>					
Interest Income	720,402	13,275	-	4,384	-
Debt Proceeds/Other	51,600	12,276	-	-	-
<b>Total Revenues</b>	<b>772,002</b>	<b>25,551</b>	<b>-</b>	<b>4,384</b>	<b>-</b>
<u>Expenditures</u>					
Jack Borden Way	2,408,059	12,582	1,006	1,006	-
SH171/51 to Causbie	2,335,033	24,161	4,165	4,165	-
Grouped IH20 Projects	9,712,053	6,023,610	1,352,683	1,352,683	-
WB Frontage - 1884 to Bowie	156,387	185,278	156,057	156,057	-
EB Frontage - 1884 to Bowie	144,336	126,836	156,057	156,057	-
SH171 from IH20 to 1884	73,399	229,939	31,950	31,950	-
General Costs	244,720	767,012	331,189	331,189	-
Transfer to General Debt Svc	1,656,818	-	-	-	-
<b>Total Expenditures</b>	<b>16,730,805</b>	<b>7,369,418</b>	<b>2,033,107</b>	<b>2,033,106</b>	<b>-</b>
Over/(Under)	(15,958,803)	(7,343,867)	(2,033,107)	(2,028,722)	-
<b>Ending Fund Balance</b>	<b>12,242,448</b>	<b>4,898,581</b>	<b>2,865,474</b>	<b>2,869,859</b>	<b>2,869,859</b>
<u>Available Funding Sources</u>					
2006 CO's	353,651	Estimated Cost for Projects Yet to Begin Construction			
2007 CO's	2,869,859	Frontage—1884 to Bowie			
2007 GO's	1,616,422	7,200,000			
2008 CO's	818,443	<b>Summary of Project Funding</b>			
2011 CO's	785,966	Estimated Available Funding			
General Capital Projects	1,608,430	8,052,771			
<b>Subtotal</b>	<b>8,052,771</b>	Estimated Remaining Costs			
		7,200,000			
		Estimated Over/(Under)			
		852,771			

## 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 FY10	Actual FY11	Approved FY12	Projected FY12	Proposed FY13
<b>Beginning Fund Balance</b>	<b>4,851,338</b>	<b>2,522,255</b>	<b>1,616,422</b>	<b>1,616,422</b>	<b>1,616,422</b>
<u>Revenues</u>					
601 - Interest Income	8,225	2,280	-	-	-
807 - Debt Proceeds	-	-	-	-	-
<b>Total Revenues</b>	<b>8,225</b>	<b>2,280</b>	<b>-</b>	<b>-</b>	<b>-</b>
<u>Expenditures</u>					
BB Fielder West	2,279,438	908,113	-	-	-
Spring Street Extension	-	-	-	-	-
Franklin Street Bridge	57,870	-	-	-	-
TxDOT Projects	-	-	-	-	-
<b>Total Expenditures</b>	<b>2,337,308</b>	<b>908,113</b>	<b>-</b>	<b>-</b>	<b>-</b>
Over/(Under)	(2,329,083)	(905,833)	-	-	-
<b>Ending Fund Balance</b>	<b>2,522,255</b>	<b>1,616,422</b>	<b>1,616,422</b>	<b>1,616,422</b>	<b>1,616,422</b>

Reserved for TxDOT Projects 1,616,422

Estimated Remaining Balance -

## 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 FY10	Actual FY11	Approved FY12	Projected FY12	Proposed FY13
<b>Beginning Fund Balance</b>	<b>1,555,883</b>	<b>817,382</b>	<b>818,443</b>	<b>818,443</b>	<b>818,443</b>
<u>Revenues</u>					
601 - Interest Income	1,806	1,061	-	-	-
<b>Total Revenues</b>	<b>1,806</b>	<b>1,061</b>	<b>-</b>	<b>-</b>	<b>-</b>
<u>Expenditures</u>					
Transportation Improvements	740,307	-	-	-	-
<b>Total Expenditures</b>	<b>740,307</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Over/(Under)	(738,501)	1,061	-	-	-
<b>Ending Fund Balance</b>	<b>817,382</b>	<b>818,443</b>	<b>818,443</b>	<b>818,443</b>	<b>818,443</b>
				Reserved for TxDOT Projects	818,443
				Estimated Remaining 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.

	Actual FY10	Actual FY11	Approved FY12	Projected FY12	Proposed FY13
<b>Beginning Fund Balance</b>	-	-	<b>8,311,078</b>	<b>8,311,078</b>	<b>777,566</b>
<u>Revenues</u>					
601 - Interest Income	-	5,760	8,400	8,400	8,400
807 - Debt Proceeds	-	8,345,000	-	-	-
Miscellaneous Income	-	145,842	-	-	-
<b>Total Revenues</b>	-	<b>8,496,602</b>	<b>8,400</b>	<b>8,400</b>	<b>8,400</b>
<u>Expenditures</u>					
Debt Issuance Costs	-	185,524	-	-	-
TxDOT Projects	-	-	8,298,622	-	-
S Main IH20 to Bethel	-	-	-	7,541,912	-
<b>Total Expenditures</b>	-	<b>185,524</b>	<b>8,298,622</b>	<b>7,541,912</b>	-
Over/(Under)	-	8,311,078	(8,290,222)	(7,533,512)	8,400
<b>Ending Fund Balance</b>	-	<b>8,311,078</b>	<b>20,856</b>	<b>777,566</b>	<b>785,966</b>
				Reserved for TxDOT Projects	785,966
				Estimated Remaining Balance	-

**Construction crews work on the bridge at Jack Borden Way, part of the Pass-Through Financing. The Town Creek Trail passes underneath this bridge en route to Holland Lake Park.**



# Appendix





IN HONOR  
OF THE  
UNITED CONFEDERATE  
VETERANS  
OF  
PARKER COUNTY



1861-1865

# Performance Measurements\*

## Animal Services

Input		Strategic Plan	FY11	FY12	FY13
1	Calls for Service	N/A	2416	3500	3500
2	Animal Intake				
	Dogs/Cats	N/A	3,525	4,000	4,200
	Other	N/A	360	450	475
Output					
1	Adoptions	1.2	1,540	1,700	1,850
2	Returned to Owner	1.2	539	800	825
3	Euthanized or Deceased	1.2	1,806	1,950	2,000
Efficiency					
1	Live Release Rate	1.2	54%	56%	57%
2	Average Time Until Adoption (Days)	1.2			New
Effectiveness					
1	Customer Satisfaction	1.2	65%	80%	85%

## City Administration

Input		Strategic Plan	FY11	FY12	FY13
1	Population		25,000	25,350	25,500
2	Number of Boards and Commissions		42	43	43
Output					
1	Internal Policy Revisions	2.2	3	3	2
2	Community/Stakeholder Meetings	3.2	460	460	460
Efficiency					
1	CRM Complaints Completed On Time	1.2	91%	91%	92%
2	Projects completed On Time	1.2	90%	90%	90%
Effectiveness					
1	Employee Satisfaction	2.1	90%	90%	90%
2	Citizen Satisfaction	1.2	90%	90%	90%

\* All metrics shown are measured during the course of a fiscal year. Most metrics for FY12 are estimates as at the time of publication final numbers may not be available. All metrics for FY13 are estimates based on historical trends and expectations.

## City Attorney

Output	Strategic Plan	FY11	FY12	FY13
1 Council/Board Meetings		36	36	36
2 Municipal Court Cases		1,200	1,805	2,000
Efficiency				
1 Retrials	1	0%	0%	0%
Effectiveness				
1 Successful Legal Issues	1	100%	100%	100%

## City Attorney

Input	Strategic Plan	FY11	FY12	FY13
1 Population	N/A	25,000	25,350	25,500
Output				
1 Meetings & Public Hearings	3.2	90	90	90
2 Ordinances Adopted	1.2	57	62	65
3 Resolution Adopted	1.2	20	48	48

## Finance (Administration)

Input/Demand	FY11	FY12	FY13
1 Lake Lot Licenses	399	399	399
2 Invoices Received	650	648	610
Output/Workload			
1 Lake Lot Billings	399	399	399
2 Accounts Receivables Billed	640	648	607
3 Timely Filing of SEC Disclosure Statements	2	2	2
Efficiency			
1 M&O Budget per Capita	8.88	9.98	8.98
2 Number of Lake Lots Billed By July 31st	98%	98%	99%
3 Number of Accounts Receivables Billed within 15 Days	99%	99%	99%
Effectiveness			
1 Certification of Investment Policy GTOT	N/A	Yes	N/A
2 Gold Leadership Award	No	Yes	Yes
3 Moody's Bond Rating GO / Utility	Aa3 / A1	Aa3 / A1	Aa3 / A1
4 S&P Bond Rating GO / Utility	AA- / A	AA- / A	AA- / A
5 9/30 Portfolio Yield / 90 Day T-Bill	0.11% / 0.02%		

## Finance (Accounting/Purchasing)

Input		<b>FY11</b>	<b>FY12</b>	<b>FY13</b>
1	Number of Invoices Received	6,919	6,172	6,550
<b>Output</b>				
1	Number of Purchase Orders Issued	426	535	500
2	Number of Accounts Payable Checks Issued	3,667	3,533	3,600
3	Number of Wire Transfers Processed and Issued	49	48	48
4	Number of Sealed Bids Processed	14	20	20
5	Number of Journal Entries Processed	758	750	750
<b>Efficiency</b>				
1	Percent of Purchase Orders Issued within 3 Working Days	100%	100%	100%
2	Accounts Payable Invoices Paid within 30 Days	97%	99%	99%
3	Bids / Proposals Awarded / Rejected within 45 Days	1	1	1
4	Percent of Months Closed within 15 Days	58%	83%	92%
5	Percent Bank Reconciliations Completed within 30 Days	58%	83%	92%
6	M&O Budget per Capita	10	10	10
7	Vendor Checks Voided due to Accounting Division Error	17	3	2
<b>Effectiveness</b>				
1	Number of Auditor Requested Journal Entries	8	5	3
2	Certificate of Achievement for Financial Reporting GFOA	1	1	1
3	CAFR Review Comments	3	2	2
4	Favorable Audit Opinion	1	1	1
5	Successful GASB Implementations	1	0	0

## Finance (Municipal Court)

Input		<b>FY11</b>	<b>FY12</b>	<b>FY13</b>
1	Citations filed	6,703	5,644	5,644
<b>Output</b>				
1	Number of cases disposed	7,483	6,118	6,118
2	Number of Pre-Trials	961	686	686
3	Number of Bench/Jury Trials	39	22	22
4	Number of warrants Issued	1,752	1,494	1,494
<b>Efficiency</b>				
1	Average cost per case per FY	40.12	55.72	57.25
<b>Effectiveness</b>				
1	Percentage of cases closed within 30 days	37%	34%	34%
2	Percentage of cases closed within 90 days	26%	21%	21%
3	Percentage of cases closed within 180 days	19%	17%	17%
4	Percentage of cases closed 180 or more	18%	28%	28%
5	Percentage of cases closed by collection agency	33%	20%	21%

## Fire

	FY11	FY12	FY13
<b>Input</b>			
1 Total calls for service	3,985	4,574	4,660
2 Overlapping Calls	715	985	830
3 Automatic/Mutual Aid Received (Assistance Provided by Other			
4 Fire Agencies Within the City Limits)	19	36	26
5 Suspected Arson Incidents	5	7	7
6 Fires	209	301	358
7 Over Pressure, Rupture, Explosion (no fire)	9	19	7
8 Rescues and Emergency Medical Services	2,123	2,610	2,381
9 Hazardous Conditions (no fire)	540	419	691
10 Service Calls (Ex: Water, Smoke or Odor Removal; Animal Rescue;			
Assist PD; Assist Invalid; Unauthorized Burning, etc.)	621	758	653
11 Good Intent Calls (Ex: Call Cancelled En Route; Wrong Location;			
No Incident Found; etc.)	182	212	250
12 Severe Weather and Natural Disasters	12	3	22
13 Special Incident Types (Undetermined Incident Types; Citizen			
Complaint)	10	19	5
14 False Alarms/False Calls	279	233	294
<b>Output</b>			
1 Automatic/Mutual Aid Given (Responses to Assist Other Agencies			
2 in Jurisdictions Outside the City Limits)	369	405	296
3 Total Department Training Hours per Year	2,393	5,369	6,691
4 Arson Cases Closed	0	2	1
5 Total man hours hours spent on alarms and incidents	6,625	8,224	7,659
6 Man hours spent on Auto Alarms and False Alarms	505.00	399.00	270.00
7 Man hours Motor Vehicle Accidents	1,291.00	1,407.00	1,185.00
8 Man hours spent on Fires	1,496.00	2,107.00	1,538.00
9 Man hours spent on Hazardous Conditions	430	326	316
10 Man hours spent on Investigations	358.00	513.00	334.00
11 Man hours spent on Rescues and Emergency Medical Services	1,940	2,697	3,268
12 Other/Unclassified	605	775	748
13 Total fire inspections performed	198	483	373
14 Total Fire Safety Education presentations	15	11	23
<b>Efficiency</b>			
1 Structure Fires With Response Time Less than 5 Minutes	73%	61%	61%
2 Average Response Time to City Structure Fires (minutes)	4:00	4:52	4:57
3 Inspections Performed Per Day	0.83	2.01	1.55
<b>Effectiveness</b>			
1 Average Response Time to All Alarms and Incidents (minutes)	4:28	4:38	5:02
2 Fire Deaths	0.00	1.00	1.00
3 Fire Safety Education (Adults/Children)	1793/2085	1828/3265	662/2230
4 ISO PPC Rating	3	3	1

## Human Resources

		<b>FY11</b>	<b>FY12</b>	<b>FY13</b>
Input				
1	City Employees	413	430	430
Output				
1	Employees Hired	40	60	60
2	Applications Processed	1,800	2,500	2,500
3	Payroll Checks Issued	11,000	11,300	11,300
Efficiency				
1	Payroll Errors	1%	1%	1%
Effectiveness				
1	Turnover Rate	8%	6%	6%

## Information Technology

		<b>FY11</b>	<b>FY12</b>	<b>FY13</b>
Input				
1	Software Accounts Managed	530	724	900
2	Electronic Devices Maintained	585	618	625
3	Networked Fiber/Wireless Sites	24	27	27
4	Networked VPN/Mobile	121	168	200
5	Service Requests	1452	1525	1600
6	GIS Map/Copy requests	3200	2883	3000
Output				
1	Support Issues Completed	1450	1518	1600
2	GIS Map/Copy requests completed	3200	2883	3000
Efficiency				
1	Average Time to Complete Request	55 Minutes	51 Minutes	51 Minutes
2	Gigabyte (GB) data stored	7200	200743	55800
Effectiveness				
1	Employee Satisfaction Survey (5 = the highest score)	4.7	4.8	4.8
2	GIS Website Hits	5000	6935	7100
3	GIS Layers Maintained	230	234	234

## Library

Input		FY11	FY12	FY13
1	Service Population as defined by the State			73,000
2	Number of volunteer hours			3,200
3	Number of internet sessions (total)			30,000
4	Number of total internet session hours			35,000
Output				
1	Presentations to community groups			12
2	Number of website edits			150
3	Number of Notify Me email messages			50
4	Workshops for the public			12
5	Workshops/training per employee			2
6	Customer satisfaction surveys administered			2
7	Items Circulated			
Effectiveness				
1	Cardholders that have used their card in the past 2 years			New
2	Cardholders that have used their card in the past 3 years			New
3	Customer satisfaction surveys administered			New

## Municipal & Community Services (Code Enforcement)

Input		FY11	FY12	FY13
1	Population-Code	N/A	25,000	25,350
Output				
1	Cases Opened - Code	N/A	859	1,386
2	Citations Issued - Code	N/A	41	70
3	Oral Communications - Code	N/A	87	658
4	Public Notifications-Code	N/A	445	847
Efficiency				
1	Officers per 1,000 Population	1.3	0.08	0.08
2	Cases Completed - Code	N/A	468	1,361
Effectiveness				
1	Violations Brought Into Compliance	1.2	54%	99%
2	Court Summons	1.2	124	53
3	Court Hearings	1.2	13	34

## Municipal & Community Services (Fleet Maintenance)

Input		FY11	FY12	FY13
1	All Service Requests	1,915	1,185	1,752
	Preventive Maintenance	298	230	264
	Schedule Maintenance			New
	Unscheduled Maintenance			New
	Other			New
2	# of equipment maintained	275	279	279
3	Requests for fabrication			New
<b>Output</b>				
1	Total Service Hours	2,630	2,818	3,006
	Preventive Maintenance	459	372	415
	Schedule Maintenance			New
	Unscheduled Maintenance			New
	Other			New
2	Fabrication Projects Completed			New
<b>Efficiency</b>				
1	Average labor hours/service request			New
2	Average total cost/service request			New
3	Average time waiting for parts			New
<b>Effectiveness</b>				
1	% of vehicles with on-time PM			New
2	Avg downtime for unscheduled repairs			New
3	% of service requests that are unscheduled			New

## Municipal & Community Services (Sanitation)

Input	Strategic Plan	FY11	FY12	FY13	
1	Requests for bulk pickup	N/A	2,860	2,889	2,900
2	Programmed residential pickups	N/A	8,937	8,937	8,937
3	Programmed recycling pickups	N/A	1,054	1,100	1,100
<b>Output</b>					
1	Citizen service requests completed	N/A	2,860	2,889	2,900
2	Pounds of garbage collected	1.3	17,240,000	17,412,400	17,420,000
3	Pounds of bulk debris picked up	1.3	3,302,400	3,335,424	3,400,000
<b>Efficiency</b>					
1	Pickup completed on schedule	1.3	98%	98%	96%
2	Bulk pickup completed on schedule	1.3	100%	100%	100%
<b>Effectiveness</b>					
1	Citizen satisfaction	1.2	96%	96%	96%

## Office of Management & Budget

Efficiency		FY11	FY12	FY13 Goal
1	Percentage of Quarterly projections presented within 30 days of the closing of the fiscal quarter	1.1	New	100%
2	Average time saved per month by finding efficiencies and/or automating processes (City-wide)		New	30 hours
Effectiveness				
1	Average deviation between quarterly projections of major revenue sources to actuals	1.1	New	5%
2	Customer satisfaction (departmental opinion of OMB customer service)		New	95%
3	Customer satisfaction (Excel Training)		New	95%

## Parks & Recreation (Chandor Gardens)

Output		FY11	FY12	FY13 Goal
1	Facility Rentals	85	85	85
2	Garden Tours	50	55	50
3	Maintained Acreage	3.5	3.5	3.5
Efficiency				
1	Facility Rental Revenues	150,000	140,000	150,000
2	Garden Tour Revenues	7,000	7,000	7,000
3	Volunteer Hours	570	575	575
Effectiveness				
1	Repeat Visits & Events	15%	15%	15%
2	Referrals	25%	25%	25%

## Parks & Recreation (First Monday)

Input	Strategic Plan	FY11	FY12	FY13
1 Available Rental Spaces		309	325	380
<b>Output</b>				
1 Number of Rented Spaces	1.2	2,707	3,120	3,876
<b>Efficiency</b>				
1 Average Monthly Capacity Reached	5.1	73%	80%	85%
<b>Effectiveness</b>				
1 % of Vendors Returning	1.2	75%	77%	80%
2 Average Monthly Attendance	1.2	4,000	5,500	6,800

## Parks & Recreation (Parks & Properties)

Input	FY11	FY12	FY13
1 Number of Facilities/Properties/ROW	89	89	162
2 Mowing Acreage			
<b>Output</b>			
1 Maintenance Inspections Completed*		New	5,595
2 Mowing Work Orders Completed		New	542
3 Work Orders Completed		939	1,146
<b>Efficiency</b>			
1 Avg Duration of Maintenance Cycle (min)		New	12.4
2 Acreage per Employee			
Landscaped		New	42.0
Undeveloped		New	14.0
<b>Effectiveness</b>			
1 Citizen Satisfaction	90%	90%	90%

## Parks & Recreation (Recreation)

Input	FY11	FY12	FY13
1 City Population	25,000	25,350	25,500
<b>Output</b>			
1 Special Events Offered	6	6	6
2 Recreation Classes Offered	0	2	2
3 Cherry Park Pool Days Open	84	84	84
<b>Effectiveness</b>			
1 Special Events Attendance			New
2 Cherry Park Pool Daily Visitors	335	325	330

## Planning & Development

	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>
<b>Input</b>			
1 Building Permit Applications	1483		
2 Customer Surveys			
3 Online Certification Training for Each Staff Member			
<b>Output</b>			
1 Permits Issued	1483		
2 Monthly website report			
3 Attend Testing Center for Certifications			
<b>Efficiency</b>			
1 Avg. Number of Days for Review Process			
2 Percentage of Positive Responses			
3 Two Certifications per Year per Staff Member			
<b>Effectiveness</b>			
1 Increase in Customer Satisfaction			

## Police Department

	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>
<b>Input</b>			
1 Population	25,000	25,350	25,500
2 Calls for Service	30,058	29,323	27,829
3 Number of 9-1-1 calls	15,779	14,723	14,550
4 Administrative Calls into Dispatch	116,841	95,234	86,252
<b>Output</b>			
1 Traffic Stops	7,330	8,739	7,337
2 Accidents with Police Response	1,864	1,648	1,582
3 Citations Issued	11,130	11,837	9,082
<b>Efficiency</b>			
1 Sworn Officers per 1000 Population	2.2	2.4	2.4
<b>Effectiveness</b>			
1 2011 Adult Arrest	1,625	1,387	972
2 2011 Juvenile Arrest	193	132	133
3 Part I UCR Violent Crime	43	72	42
4 Part I UCR Property Crime	844	710	735

## Special Projects (Administration)

Input		FY11	FY12	FY13
1	Projects Requested	3	3	3
2	Properties to Acquire	3	3	3
3	Properties to Demolish	2	2	3
Output				
1	Special Projects Completed	10	3	3
2	Acquired Properties	6	3	3
3	Demolition of Properties	5	1	3
4	Service Projects Completed	3	3	3%
Efficiency				
1	Service Projects Completed	100%		
2	Projects Completed within Schedule	80%		

## Special Projects (Facilities Maintenance)

Input		FY11	FY12	FY13
1	Work Orders Completed	321	360	320

## Special Projects (Consumer Health)

Input		FY11	FY12	FY13
1	Total # of Retail Food Establishments	271	299	305
2	Total # of Day Care Centers	16	16	16
3	Total # of Commercial Pools	30	31	32
Output				
1	Routine Retail Food Inspections	283	341	353
2	Retail Food Re-Inspections	13	27	30
3	Day Care Inspections	16	16	16
4	Commercial Pool Inspections	30	44	40
5	Food Handler Classes	18	12	15
Effectiveness				
1	Complaints	18	19	18

## Transportation & Public Works (Administration)

Input		FY11	FY12	FY13
1	CRM requests entered	188	197	201
2	Permits entered	300	286	290
3	Work orders entered	1,082	1,390	1,500
Output				
1	CRM requests closed	183	196	220
2	Permits issued	289	276	280
3	Work orders closed	1,076	1,360	1,490
Efficiency				
1	Requests answered within 5 days	98%	99%	99%
2	Permit reviews	90%	98%	100%
3	Cartegraph data entry	85%	90%	99%
Effectiveness				
1	Requests resolved	97%	98%	99%
2	Payables quality control	97%	99%	99%

## Transportation & Public Works (Field Services)

Input	Strategic Plan	FY11	FY12	FY13	
1	Employees	N/A	2	2	
2	Inspection Requests	N/A	850	900	
3	Survey Requests	N/A	175	150	
Output					
1	Construction - # of Private Developments	N/A	100	50	70
2	Construction - # of CIP Inspections	N/A	450	600	600
3	Construction- # of City R.O.W. Inspections	N/A	300	250	280
4	# of surveys & CAD requests/ performed	N/A	175	200	200
5	# of traffic study reports completed	N/A	13	28	30
Efficiency					
1	Inspections Completed within 24 hours	1.2	100%	100%	100%
2	Surveys Completed on schedule	1.2	100%	100%	100%
Effectiveness					
1	Inspections Completed to allow work to continue	7	100%	100%	100%
2	Survey completed to allow construction starts	7	100%	100%	100%

## Transportation & Public Works (Traffic)

Input	FY11	FY12	FY13
1 Employees	2	2	2
2 CRM's for sign maintenance	68	57	65
3 Traffic control requests	115	90	100
<b>Output</b>			
1 Sign manufacture/placement	2,200	2,300	2,300
3 Pavement markings/buttons installed (ft.)	1,600	4,800	2,500
4 Traffic counts collected	13	28	30
5 Traffic control (hours)	145	73	85
<b>Efficiency</b>			
1 Operations cost per sign manufacture/placement	N/A	55	58
2 Operations cost per foot for pavement markings	N/A	55%	57%
3 Citizen satisfaction	100%	100%	100%
<b>Effectiveness</b>			
1 % of CRM issues completed within 36 hours	95%	95%	95%
2 % of signs replaced on schedule	95%	95%	95%
3 % of pavement markings placed on schedule	100%	100%	100%
4 % of traffic counts placed on schedule	99%	95%	100%
5 % of traffic control placed on schedule	100%	100%	100%

## Transportation & Public Works (Streets)

Input	FY11	FY12	FY13
1 Citizen service requests	N/A	N/A	121
<b>Output</b>			
1 Square yards of HMAC streets rehabilitated	200,000	230,000	230,000
2 Number of asphalt failures (including pot holes) repaired	2,500	6,480	6,500
3 Linear feet of preventive maintenance (including crack sealing)	60,000	70,000	65,000
4 Total acres R.O.W. mowing	80	190	250
5 Lane miles of streets swept/brush cleared	600	3,600	3,900
6 Linear feet of storm drainage improvements	N/A	360	500
<b>Efficiency</b>			
1 Average cost per square yard of street rehabilitation	30	32	35
2 Average cost per location to repair asphalt failures	New	9.08	10
3 Average cost for preventive maintenance per linear feet	New	0.16	0.18
<b>Effectiveness</b>			
1 % of street rehabilitated on schedule	100%	100%	100%
2 % of asphalt failures repaired within 36hrs from notice	90%	90%	90%
3 % # of citizen satisfaction	95%	95%	99%
4 % of R.O.W. mowed on schedule	95%	95%	95%



# Glossary

**Accrual Accounting:** A basis of accounting in which revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period in which they are incurred.

**Ad Valorem Tax:** A tax assess against property (land, improvements, and personal property) for the purpose of financing general operations of the City and debt service requirements.

**Advanced Refunding:** A transaction in which new debt is issued to provide monies to pay interest on old, outstanding debt as it becomes due, and to pay the principal on the old debt either as it matures or at an earlier call date.

**Allocation:** A part of a lump-sum appropriation, which is designed for expenditures by specific organization units and/or for special purposes, activities, or objects.

**Appraised Value:** The market value of real and personal property located in the City as of January 1 each year, determined by the Parker County Appraisal District.

**Appropriation:** The maximum level of spending for each fund and for each department as authorized annually by the City Council.

**Appropriation Ordinance:** The official enactment by the legislative body by means of which appropriations are given legal effect. It is the method by which the expenditure side of the annual operating budget is enacted into law by the legislative body.

**Assessed Valuation:** A value that is established for real or personal property for use as a basis for levying property taxes. The Parker County Appraisal District establishes property values in Weatherford.

**Assessment Ratio:** The ratio at which tax rate is applied to tax base. State Law currently sets the assessment ratio at 100%.

**Assets:** Resources owned or held by the City, which have monetary value.

**Balanced Budget:** A budget where expenditures are equal

to income or sometimes where expenditures are less than income. A balanced budget can include a planned draw down of fund balances within set guidelines.

**Basis of Accounting:** The timing of recognition, that is, when the effects of transactions or events should be recognized for financial reporting purposes.

**Bond:** A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date in the future, call the maturity date, together with periodic interest at a specified rate. The most common types of bonds are general obligation and revenue bonds. There are most frequently used for construction of large capital projects, such as buildings, streets and bridges.

**Budget:** A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.

**Budget Calendar:** The schedule of key dates or milestones, which the City departments follow in the preparation, adoption and administration of the budget.

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

**Budgetary Control:** The control or management of a governmental or enterprise fund in accordance with an approved budget to keep expenditures within the limitations of available appropriations of revenue.

**Capital Budget:** A plan for the financing and completion of designated capital projects, financed for the most part with proceeds from general obligation bond issues. The "capital improvements program" is similar multi-year plan, which includes the year covered by the "capital budget".

**Capital Projects Fund:** A fund created to account for financial resources to be used for the acquisitions or the construction of major capital facilities or equipment.

**Capital Outlay:** type of expenditure within the budget,

which results in the acquisition of an asset which has a value of at least \$5,000 and a useful life of more than one year.

**Certificate of Obligation:** A type of municipal debt that is unconditionally backed that can be issued without voter approval, usually by a vote of the City Council. Often used for smaller projects.

**City Charter:** The document of a home rule City similar to a constitution, which established the City's government structure and provides for the distribution of powers and duties among the various branches of government.

**City Council:** The Mayor and four (4) Council members collectively acting as the legislative and policymaking body of the City.

**Comprehensive Annual Financial Report (CAFR):** This report is published to provide to the Council, the representatives of financial institutions, our citizens and other interested persons, detailed information concerning the financial condition of the City government.

**Contractual Services:** The cost related to services performed for the City by individuals, business, or utilities.

**Current Refunding:** A refunding transaction in which the proceeds of the refunding debt are applied immediately to redeem the debt to be refunded.

**Current Taxes:** Property taxes that are levied and due within one year.

**Debt Service:** The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**Debt Service Fund:** A fund established to account for the accumulation of resources for the payment of principal and interest on long term debt. May also be called Interest and Sinking Fund.

**Delinquent Taxes:** Taxes that remain unpaid on and after the date which penalty for non-payment is attached.

**Department:** A major administrative organizational unit of

the City, which indicates overall management responsibility for one or more divisions.

**Depreciation:** The portion of the cost of a fixed asset charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset. Through this process, the entire cost of the asset is ultimately charged off as an expense.

**Division:** A minor administrative organizational unit of the City, which indicates overall management responsibility for one or more activities.

**Effectiveness:** The degree to which an entity, program, or procedure is successful at achieving its goals and objectives.

**Effective Tax Rate:** State law in Texas prescribes a formula for calculating the effective tax rate for cities. The net effect of the formula is to produce a tax rate that decreases when property values rise because of inflation and vice versa. The intent is to generate a rate that produces approximately the same revenue as the year before. The formula does make adjustments for newly annexed property and newly constructed property for the effective tax rate calculation; however, for notice and hearing requirements, the benefit of new growth is excluded.

**Efficiency:** The degree to which an entity, program, or procedure is successful at achieving its goals and objectives with the least use of scarce resources.

**Encumbrances:** Obligations in the form of purchase orders and contracts, which are chargeable to an appropriation and for which a part of the appropriation is reserved because the goods or services have not been received. When paid, the encumbrance is liquidated.

**Enterprise Fund:** A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures.

**Estimated Revenue:** The amount of projected revenues to be collected during the fiscal year.

**Expenditure:** Decreases in net financial resources. Expenditures include current operating expenses require the present or future use of net current assets, debt service and capital outlay.

**Expenses:** This term refers to the outflows or other using up of assets or incurrence of liabilities from rendering services or carrying out other activities that constitute the City's major operations.

**Fiduciary Fund:** A fund used to report and record assets held in trust or as in an agency capacity for others.

**Fiscal Management Policy Statements:** Financial policies are used to enable the City to achieve a sound financial position. They are in writing and are periodically updated and endorsed.

**Fiscal Year:** The 12-month period covered by the budget. For the City of Weatherford, the fiscal year begins October 1 and ends September 30.

**Fixed Assets:** Assets of long-term character, which are intended to continue to be held or used, such as buildings, machinery and equipment.

**Franchise Fee:** A fee paid by public service utilities for use of public property in providing their services to the citizens of the community.

**Fund:** An accounting entity with a separate set of self-balancing accounts, which comprise its assets, liabilities, fund balances, revenues and expenditures.

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

**Fund Type:** In governmental accounting, all funds are classified into eight fund types: General, Special Revenue, Debt Service, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust and Agency.

**GAAP:** Generally accepted accounting principles as determined through common practice or as promulgated by the Governmental Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standard setting bodies.

**General Fund:** The General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, park and recreation, library, public works and general administration.

**General Obligation Bonds:** Bonds that finance a variety of public projects, which pledge the full faith and credit of the City.

**Governmental Accounting Standards Board:** The ultimate authoritative accounting and financial reporting standard – setting body for state and local governments.

**Governmental Fund:** A fund used to account for mainly tax-supported activities.

**Impact Fees:** Fees charged to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development.

**Infrastructure:** The underlying permanent foundation or basic framework.

**Interest and Sinking Fund:** See Debt Service Fund.

**Interest Earnings:** The earnings from available funds invested during the year in investments authorized by the City of Weatherford Investment Policy.

**Interfund Transfer:** Amounts transferred from one fund to another.

**Internal Service Fund:** A fund used to account for the financing of goods or services provided by one department to another on a cost reimbursement basis.

**Investments:** Securities, bonds and real property (land or buildings) held for the production of revenues in the form

of interest, dividends, rentals or lease payments. The term does not include fixed assets used in the normal course of governmental operations.

**Levy:** To impose taxes, special assessments, or service charges for the support of the City services.

**Liabilities:** Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed or refunded at some future date.

**Long-term Debt:** Debt with a maturity of more than one year after the date earmarked for its retirement.

**Maintenance & Operations (M&O):** Represents the portion of taxes assessed for the maintenance and operations of the General Fund Services.

**Materials and Supplies:** Expendable materials and operating supplies necessary to conduct departmental activity.

**Modified Accrual Accounting:** A basis of accounting in which revenues are recognized in the accounting period when they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred.

**Net Bonded Debt:** Gross bonded debt less any cash or other assets available and earmarked for its retirement.

**Non-Departmental Expense:** Expenses that benefit the fund as a whole rather than a particular department within the fund.

**Operating Budget:** A financial plan outlining estimated revenues and expenditures and other information for a specified period (usually a fiscal year). The "proposed budget" is the financial plan presented by the City Manager for consideration by the City Council, and the "adopted budget" is the financial plan ultimately approved and authorized by the City Council.

**Ordinance:** A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a State statute or constitutional provision, it has the full force and effect of law within the

boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances. Ordinances and other legislation are not passed until the plans for and costs of endorsements are known.

**Overlapping Debt:** Proportionate share that property within a government must bear of the debts of other local governments located wholly or in part within the geographic boundaries of the reporting government.

**Paying (Fiscal) Agent Fee:** Fee paid to the financial institution that receives and disburses bond payments made on the City's debt obligations.

**Per Capita Costs:** The cost of service per person. Per capita costs are based on the population estimates provided by the North Texas Council of Governments.

**Performance Measures:** Specific quantitative measures of work performed within a City department.

**Personnel Services:** The costs associated with compensating employees for their labor. This includes salaries and fringe benefits.

**Proprietary Fund:** A fund to account for activities that focus on operating income and cash flows. Such activities are often business like whether internal or external in operations to the organization.

**Refunding:** The issuance of new debt whose proceeds are used to repay previously issued debt.

**Reserve:** An account used to indicate that a portion of a fund balance is restricted for a specific purpose.

**Revenues:** All amounts of money earned or received by the City from external sources.

**Revenue Bonds:** Bonds usually sold for constructing a project that will produce revenue for the governmental entity. All or part of the produced revenue is used to pay the

principle and interest of the bond.

**SCADA:** Supervisory Control and Data Acquisition is an automated system that is the normal daily means of water system operation. This automated system records flow data, operates pumps and valves.

**Special Revenue Fund:** A governmental fund, which is used to account for activities in which a specific revenue source is legally restricted for a specific activity.

**Tap Fees:** Fees charged to join or to extend an existing utility system.

**Tax Anticipation Notes:** Short-term, interest bearing note issued by a government in anticipation of tax revenues to be received at a later date.

**Taxes:** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. The term does not include specific charges made against particular persons or property for current or 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 in excess of what can properly be classified in one of the previous four categories. These funds are available for any purpose. Unassigned fund balance shall be held to mitigate financial risk that can occur from unforeseen revenues fluctuations and unanticipated expenditures, and provide cash flow for the City's general operations. Annual amounts may vary pending tolerable risk associated with volatility of the economy or exposure to natural risks. Fund unassigned balance should be used only for emergencies, major capital purchases or non-recurring expenditures that cannot be provided by savings in the current year.
- B. Order of Expenditure of Fund Balance: When multiple categories of fund balance are available for expenditure, the City will start with the most restricted category and spend those funds first before moving to the next category with available funds.
- C. If amounts in a non-spendable form would someday convert into a spendable form and those funds would then be restricted by one of the fund balance categories listed in this policy, those assets should always be classified into that category.
- D. Working Capital of Proprietary Funds: Positive working capital shall be maintained in enterprise operating funds in order to ensure that sufficient reserves are available for emergencies and revenue shortfalls. In the Municipal Utility Fund an operating reserve will be established and maintained at 60 days of the fiscal year's budget established for operations and maintenance (total budget less debt service and capital project expenditures). Consideration shall be made in the future to increase the number of days in the Utility Fund once rate structure is fully implemented. In the Solid Waste Enterprise Fund an operating reserve will be established and maintained at 90 days for the fiscal year's budget established for maintenance and operations. This reserve should only be used in emergency situations where mid-year unanticipated budgetary shortfalls in excess of ten percent (10%) of fund revenues arise or an unforeseen event occurs that costs the City more than five percent (5%) of budget appropriations. Should the reserve fall below the acceptable level, recommendations will be made on how to restore the reserve to its appropriate level in a timely manner. The reserve must be restored to its appropriate level within one fiscal year.
- Capital Expenditures and Improvements:** Review and monitor the condition of capital equipment and infrastructure, establish priorities for replacement and repair based on needs and availability of resources.
- A. Capital Improvement Planning Program: An annual review of the need for capital 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 environ-

ment conducive to good internal controls. Each Department Manager is responsible to ensure that good internal controls are followed throughout his/her department, that any and all guidelines on accounting and internal controls are implemented, and that all auditor recommendations are addressed. These policy statements were prepared to provide a framework for fiscal decision-making to ensure that financial resources are available to meet the present and future needs of the citizens of Weatherford.

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