



City of Weatherford, Texas

FY14 Adopted General City Budget

This budget will raise more total property taxes than last year's budget by \$168,425, or 3.3%. Of that amount, \$99,759 is tax revenue to be raised from new property added to the tax roll this year.

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

For: Mayor—Dennis Hooks
Councilmember, Place 1—Jeff Robinson
Councilmember, Place 2—Heidi Wilder
Councilmember, Place 4—Craig Swancy

Against: None.

Present and not voting: None.

Absent: Councilmember, Place 3, Wayman Hamilton

Property Tax Rate Comparison

	<u>2013-2014</u>	<u>2012-2013</u>
Property Tax Rate	\$0.4636/100	\$0.4636/100
Effective Tax Rate	\$0.4456/100	\$0.4641/100
Effective Maintenance & Operations Tax		
Rate	\$0.2740/100	\$0.2925/100
Rollback Tax Rate	\$0.5015/100	\$0.5065/100
Debt Rate	\$0.1716/100	\$0.1716/100
Total debt obligation for City of Weatherford secured by property taxes	\$ 70,645,000	\$ 75,550,000

**City of Weatherford
Finance Office**

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, 2012

Christopher P. Morrell

President

Jeffrey R. Egan

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Weatherford, TX for its annual budget for the fiscal year beginning October 1, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

City Council



Mayor
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
David Croff	Chief Financial Officer
Mike Manning	Chief of Police
Malinda Nowell	City Secretary
Paul Rust	Fire Chief

Welcome to Weatherford, Texas

The City of Weatherford, incorporated in 1858, adopted its original charter and became a home-rule city in 1918. Located 25 miles west of Fort Worth, Weatherford serves as the seat of Parker County. Weatherford occupies a land area of 26.52 square miles and includes an estimated population of 26,385.

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

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

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

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

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

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

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

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

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

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

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

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

Weatherford Facts & Figures

City Government

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

Physiographic

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

Public Parkland

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

Trails: *Town Creek Hike & Bike Trail*

Lake Weatherford

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

Weather

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

Demographic (2010 Census Bureau)

Population Totals

2000	19,000
2005	23,050
2010	25,250
2012 (Est.)	26,385
Change since 2000	38.8%

By Sex

Male/Female	48.1%/51.9%
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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	\$46,718
Below Poverty Level	14.8%

Other

Households	9,924
Persons per Household	2.4

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	88%
Bachelor's Degree or Higher	23.7%

Employment

Civilian Labor Force	12,822
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Unemployment Rate

Average Annual (10 year)	5.4%
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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	\$131,700
Single-Family Building Permits (October 2012—September 2013)	206
Additions/Remodel Permits (October 2012—September 2013)	57

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 & 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>	

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Changes from Proposed Budget

The City Manager's budget proposal was presented to the City Council on August 6, 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

City Administration

Removed

- \$12,000 for part-time office assistant.
- \$22,500 for public relations.

Consumer Health

Added

- \$15,000 for ongoing mosquito testing.

Fire Department

Removed

- \$38,000 for Administrative Assistant position removal.

Information Technology

Removed

- \$9,840 for lower IT maintenance contracts and fees paid to the Parker County Appraisal District

Non Departmental

Added

- \$60,000 in funding for non profit agencies.
- \$3,529 for additional service charges to the Parker County Appraisal District.

Transportation & Public Works

Removed

- \$59,000 in street repair materials.
- \$6,000 in street maintenance services.

Fund-Wide

Removed

- Tax rate increase of 1.35 cents. For FY14, the City's tax rate will remain unchanged as \$0.4636/\$100 of assessed value.
- Decreased Utility Fund transfer revenue by \$164,000
- Increased Fines revenue budget by \$65,000
- Increased other revenue account budgets by \$55,000.

Hotel Motel Tax Fund

Added

- \$121,400 to the Weatherford Chamber of Commerce.
- \$21,700 to the Doss Heritage & Cultural Center.

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.

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City Manager's Message

August 6, 2013

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 FY14 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, 2013, through September 30, 2014. 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.

At this time last year, major revenue sources were beginning to return to peak 2008-2009 levels. Although decline in other revenue sources had offset some of the gains to sales and property taxes, the FY13 budget process offered staff and Council an opportunity to provide increased service levels at the Animal Shelter, a modest compensation package for city employees, and additional funds to keep budget levels in line with inflationary pressures, among other adjustments. Additionally, a planned drawdown of fund balance from 139 days plus \$500,000 down to 120 days allowed for the purchase of a variety of one-time capi-

tal items, including vehicle purchases such as a new fire engine, building and facility maintenance, and other items.

As we entered this budget process several months ago, the City Council had just adopted a new strategic plan. This planning process offered an opportunity to reevaluate the city's strategic position following years of budget cuts and chart a new course for Weatherford. With this in hand, staff has worked hard to incorporate as many of the Council's goals into our budget plan for the upcoming fiscal year.

Budget Process Methodology

With this in mind, my staff was directed to develop this The FY14 budget process remains largely unchanged from last year. Departments were directed to submit a line-item budget that held their costs at the same operational level that was adopted in the current budget and submit any requests above that amount individually, with justification, and ranked according to their priorities.

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

- Continue to place the highest priority on service to citizens;
- Maintain and expand revenue sources to further ensure Weatherford's overall fiscal well-being, as well as to provide sufficient annual funding of Weatherford's street system improvements;
- Proactively protect and further develop Weatherford's healthy economic climate.

The budget process this year allowed staff to focus our attention on these critical areas.

Budget Overview

The General Fund, accounting for 70% of the total budget, funds the primary operating departments of the city, including police, fire, street maintenance, parks and recreation, libraries, and various other community services and administrative offices. The Capital Projects funds, accounting for approximately 1%, appropriates funding for contin-

ued 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 17% of proposed expenditures. Oper-

Fund	Percentage
General	70%
General Debt Service	17%
Solid Waste	7%
Other Funds	6%

ation of solid waste collections, stormwater utility, Chandor Gardens, and various other funds make up the remaining 12% of the budget.

General Fund

With this budget proposal, the General Fund will maintain its transition from an operating deficit in FY12 to an operating surplus in FY13, despite reduced expectations for critical revenue sources including sales tax. Several structural changes were made to reduce costs in this fund, including the transfer of a portion of administrative charges to the new Stormwater Utility Fund, the elimination of the position of Special Projects Director which is to be vacated at the end of the current fiscal year, and restructuring both the Municipal & Community Services Department and the Economic Development Department, which is now a full-fledged city department.

In addition to these structural changes, this was accomplished with the aid of increases to the property tax roll for FY14. The total assessed value of taxable property increased by 4.8% to \$1,909,269,370.

Sales taxes were projected to increase by 1.5% over FY12 totals. Through June, year-to-date collections show a 1.6% increase. Although staff does expect sales tax to reach budget levels, it has been a bumpy road this year. Collections for December, historically the largest collection month, were down significantly from last year, and from month to month, collections have shown no consistent trajectory. As a result, this budget anticipates an even more modest 1% growth rate for sales tax next year, all of which is devoted to additional street maintenance funding. This allocation was chosen because street funding occurs at the end of the fiscal year, and projects can be delayed if this growth rate is not met during the first half of the year.

Continue to place the highest priority on service to citizens

This budget proposal includes several items to address this goal, including funding for a citizens' survey, implementation of the recently restored Citizens Capital Advisory Committee, and preliminary funding for a new comprehensive plan. All three of these items are specifically identified in the current Strategic Plan. Additionally, this budget includes funding increases to allow departments to maintain service levels in the face of inflationary pressures.

In addition to these items, this budget includes funding for 2 of the 5 frozen positions in the Parks & Properties Division, which is responsible for park maintenance. This will allow the Parks & Recreation Department to provide better, more timely service and keep our parks as attractive and inviting as possible.

Finally, this budget contains several proposals for organizational restructuring that will provide better service and greater operational oversight, and which result in tangible cost savings.

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

Maintain and expand revenue sources to further ensure Weatherford's overall fiscal well-being, as well as to provide sufficient annual funding of Weatherford's street system improvements

This budget maintains Weatherford's operations and maintenance property tax rate of \$0.2920 cents per \$100 of assessed valuation, while expanding the city's annual street maintenance funding over last fiscal year. During FY13, a study sanctioned by the city identified that the optimal annual amount needed to maintain Weatherford's road system at an acceptable level is approximately \$1.2 million. The city's FY14 budget increases this annual funding from \$780,000 to approximately \$980,000 in order to help close that gap. Addressing the remaining gap will be a priority in future budgets as well.

Also, this budget continues to fund improvements to the First Monday Grounds through the use of landfill royalties. The improvements made in the last two years are already resulting in additional revenue to the General Fund which is being used to address staffing and funding need for the operations of this event.

Proactively protect and further develop Weatherford's healthy economic climate

The improvements at First Monday are not just increasing revenue to pay for its operations, they are also increasing attendance to and satisfaction of the event, and the visibility of Weatherford as a destination. Out-of-town visitors to First Monday bring additional sales tax dollars to the city as they eat and shop in Weatherford.

In addition, this budget includes a restructuring of the Economic Development Department as a full-fledged city department which will provide improved coordination of economic development efforts.

In FY14, the Citizens Capital Advisory Committee will begin reviewing the new transportation plan, evaluating the various projects identified in the plan for improved traffic flow and potential for economic growth.

Finally, this budget includes two proposals related to our long-term ability to recruit and retain excellent employees. The first item is a 2% cost-of-living adjustment for employees beginning in January 2014. This proposal will continue to address the purchase power gap that developed during the last few years when compensation packages were not possible. During that time, inflation slowly ate away at our employees' ability to provide for their families. By attempting to keep their salaries as consistent with inflation as possible, the city can help ensure that it does not lose top talent to competing cities.

In contrast, the city's current retirement package includes automatic cost-of-living increases for all retirees. Over the last few years, the city's contributions to employee retirement have increased nearly 3 percentage points. Because this increase is automatic, it is included in the budget before any other considerations are made, and the contribution rate is expected to increase by another .25 percentage points in the coming years. This budget includes a proposal to reduce the automatic cost-of-living adjustment for retirees from 70% of inflation to 50%. This proposal does not result in a decrease in existing benefits, but rather a *slight reduction to the growth of future benefits*. By making this adjustment, the city's retirement contributions will stabilize at a rate nearly 2.5 percentage points lower than current levels, reducing our long term structural personnel costs while representing only a small decrease in the growth of future benefits.

Solid Waste

Although no major operational changes are proposed for the Solid Waste Fund, two items are worth noting. First, this budget includes funding for the replacement of two dump trucks. This will provide the Sanitation Department with better equipment while reducing maintenance costs and downtime. Funding for this item will come via the capital

equipment replacement reserve that has been built over the last few years.

Second, a campaign to increase recycling customers which began in January has resulted in a noticeable increase, which can be seen in the Solid Waste Fund section of this document. This has allowed the Sanitation Department to begin clearing its inventory of recycling bins, extend the length that the city can expect landfill royalties by reducing waste taken to the landfill, and improving our environment.

Looking Forward

Although much will be accomplished through this proposal, there is still much to be done. The increase in street funding will help build a more sustainable road system, but more is needed to get the city to its optimal funding point. Furthermore, while additional park maintenance employees will provide a better park system for our citizens, they do not fully restore the department from its pre-recession level. Restructuring of operations and personnel costs will help the city remain competitive in future years, but does not completely address personnel issues. Future compensation increases and restoring frozen positions will likely be challenges to be tackled for years to come, along with other major concerns such as fleet replacement.

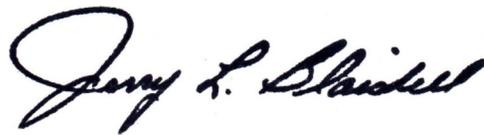
The help of a citizen survey will be invaluable for future budget processes. Understanding the opinion of our citizens with regard to service levels, programs the city provides, and overall satisfaction will help to better guide budget discussions next year and beyond.

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 City of Weatherford has achieved great things during the current fiscal year. With the leadership of the City Council, we will continue taking steps in the right direction toward providing outstanding services at the best possible cost.

Respectfully submitted,

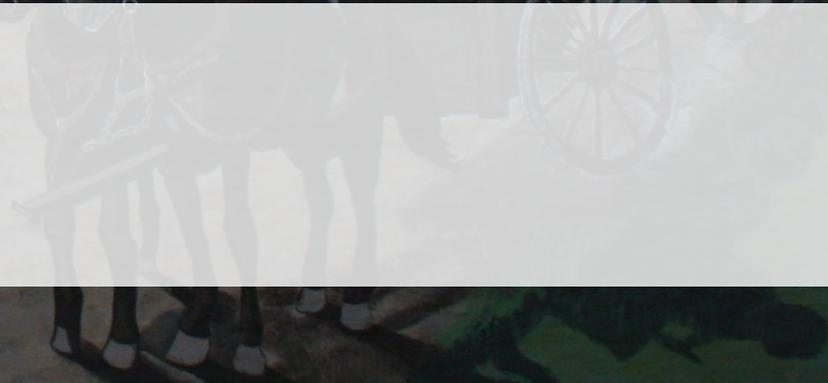
Jerry Blaisdell
City Manager



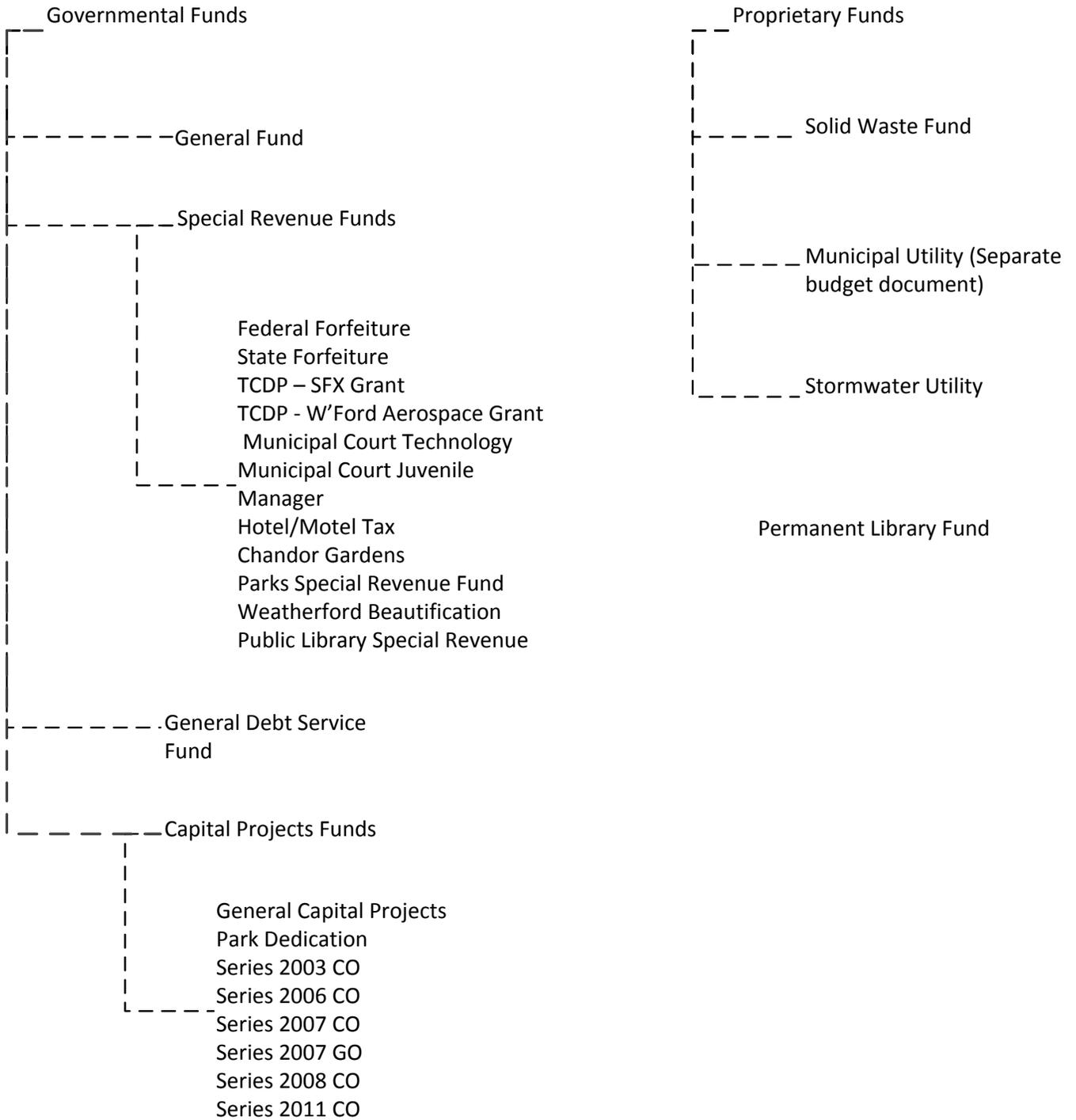


Budget Overview

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



Fund Descriptions

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

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

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

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

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

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

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

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

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

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

Municipal Court Juvenile Case Manager Fund - this fund was established by action of the City Council (Ordinance 46-2009-43), as authorized by Article 102-0174 of the Texas Code of Criminal Procedure, to account for a \$5.00 fee assessed on each misdemeanor conviction to finance the salary and benefits of a juvenile case manager employed by the City as defined under the Code of Criminal Procedure Article 45.0596. Due to new restrictions placed on these funds during the 2011 Texas Legislative Session, the city has discontinued use of this fund.

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

Chandor Gardens Fund - this fund is used to account for the maintenance and operations of Chandor Gardens. Operations are

* The above are all appropriated funds.

funded through facility rental and tour fees, as well as hotel/motel tax funds.

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

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

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

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

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

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

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

Fund Descriptions

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

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

Combined Budget Summary—All Funds

	Estimated Undesignated Fund Balance	Estimated Revenues	Transfers from Other Funds
General Fund	9,124,888	20,228,463	5,380,589
Special Revenue Funds			
State Forfeiture	60,319	5,060	-
Federal Forfeiture	419,833	30,500	-
Weatherford Beautification	2,401	-	-
Park Special Revenue	28,650	35,000	-
Park Dedication	255,829	50,200	-
TCDP - W'ford Aerospace Grant	-	13,875	-
TCDP - SFX Grant	-	22,368	-
Municipal Court Technology	32,291	13,020	-
Municipal Court Building Security	24,441	10,030	-
Municipal Court Juvenile Case Mg	3,213	-	-
Hotel/Motel Tax	706,606	620,500	-
Chandor Gardens	59,963	103,800	237,753
Library Special Revenue	73,722	13,675	-
Animal Shelter Special Revenue	48,396	50	-
General Debt Service Fund	3,060,623	7,264,763	-
Capital Projects Funds			
General Capital Projects	3,336,590	120,000	500,000
Various TxDOT Project Funds*	6,376,186	-	-
Solid Waste Enterprise Fund	1,593,149	2,534,000	-
Stormwater Utility Fund	188,011	780,000	-
Doss Permanent Library Fund	50,067	50	-
	19,068,992	31,845,354	6,118,342

* 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
34,783,940	26,489,009	35,753	8,209,178
65,379	15,000	-	50,379
450,333	240,000	-	210,333
2,401	2,401	-	-
63,650	40,862	-	22,788
306,029	98,439	-	207,590
13,875	13,875	-	-
22,368	22,368	-	-
45,311	16,500	-	28,811
34,471	13,500	-	20,971
3,213	,,213	-	-
1,327,106	285,868	334,632	706,606
401,516	317,141	-	84,375
87,397	70,141	-	17,256
48,446	6,000	-	42,446
10,325,386	6,292,795	-	4,032,591
3,956,590	500,000	-	3,456,590
-	-	-	6,376,186
4,127,149	1,843,775	992,000	1,291,374
968,011	473,000	307,000	188,011
50,117	100	-	50,017
57,082,688	36,740,774	1,669,385	18,619,316

Combined Budget Summary—All Funds

	General Fund	State For- feiture	Federal For- feiture	Weatherford Beautifica- tion	Park Spe- cial Reve- nue	Park Dedic- ation
Beginning Fund Balance	\$ 9,124,888	\$ 60,319	\$ 419,833	\$ 2,401	\$ 28,650	\$ 255,829
Major Revenues						
Property Taxes	5,486,340					
Sales Taxes	9,668,897					
Other Taxes	680,000					
Licenses	394,500					
Intragovernmental Revenue	276,279					
Service Charges	870,587				35,000	50,000
Fines & Forfeitures	495,000					
Miscellaneous Revenue	262,000	5,060	30,500			200
Transfers & Other Sources	5,380,589					
Intergovernmental Services	2,094,860					
Total Revenues	\$ 25,609,052	\$ 5,060	\$ 30,500	\$ -	\$ 35,000	\$ 50,200
Major Expenses						
Personnel	19,247,961					
Supplies/Maintenance	2,433,070		90,000	2,401	40,862	98,439
Contractual	4,228,200	15,000				
Capital Outlay	615,531		150,000			
Total Expenses	\$ 26,524,762	\$ 15,000	\$ 240,000	\$ 2,401	\$ 40,862	\$ 98,439
Surplus/(Deficit)	\$ (915,710)	\$ (9,940)	\$ (209,500)	\$ (2,401)	\$ (5,862)	\$ (48,239)
Ending Fund Balance	\$ 8,209,178	\$ 50,379	\$ 210,333	\$ -	\$ 22,788	\$ 207,590

TCDP - W'ford Aero-space	TCDP - SFX Grant	Municipal Court Technology	Municipal Court Building Security	Municipal Court Ju-venile Case Mg	Hotel/Motel Tax	Chandor Gardens	Library Special Revenue	Animal Shelter Special Revenue	General Debt Service Fund
\$ -	\$ -	\$ 32,291	\$ 24,441	\$ 3,213	\$ 706,606	\$ 59,963	\$ 73,722	\$ 48,396	\$ 3,060,623
									3,117,208
					620,000				
						103,500	10,500		
		13,000	10,000						
13,875	22,368	20	30		500	300	3,175	50	4,000
						237,753			143,555
									4,000,000
\$ 13,875	\$ 22,368	\$ 13,020	\$ 10,030	\$ -	\$ 620,500	\$ 341,553	\$ 13,675	\$ 50	\$ 7,264,763
				3,213	67,746	234,241			
13,875	22,368	16,500	12,000		13,950	23,550	70,141	6,000	6,292,795
			1,500		538,804	59,350			
\$ 13,875	\$ 22,368	\$ 16,500	\$ 13,500	\$ 3,213	\$ 620,500	\$ 317,141	\$ 70,141	\$ 6,000	\$ 6,292,795
\$ -	\$ -	\$ (3,480)	\$ (3,470)	\$ (3,213)	\$ -	\$ 24,412	\$ (56,466)	\$ (5,950)	\$ 971,968
\$ -	\$ -	\$ 28,811	\$ 20,971	\$ -	\$ 706,606	\$ 84,375	\$ 17,256	\$ 42,446	\$ 4,032,591

Combined Budget Summary—All Funds

	Capital Projects Funds	Solid Waste Enterprise Fund	Stormwater Utility Fund	Doss Permanent Library Fund
Beginning Fund Balance	\$ 9,712,776	\$ 1,593,149	\$ 188,011	\$ 50,067
Major Revenues				
Property Taxes				
Sales Taxes				
Other Taxes				
Licenses				
Intragovernmental Revenue		1,500		
Service Charges				
Fines & Forfeitures		2,080,500	780,000	
Miscellaneous Revenue				
Transfers & Other Sources	120,000	452,000		50
Intergovernmental Services	500,000			
Total Revenues	\$ 620,000	\$ 2,534,000	\$ 780,000	\$ 50
Major Expenses				
Personnel		783,486	70,000	
Supplies/ Maintenance		309,000	307,000	100
Contractual		1,433,289		
Capital Outlay	500,000	310,000	403,000	
Total Expenses	\$ 500,000	\$ 2,835,775	\$ 780,000	\$ 100
Surplus/(Deficit)	\$ 120,000	\$ (301,775)	\$ -	\$ (50)
Ending Fund Balance	\$ 9,832,776	\$ 1,291,374	\$ 188,011	\$ 50,017

Combined Budget Summary—All Funds

Total Budgeted Resources

	FY12 Actuals	FY13 Budget	FY13 Estimated	FY14 Budget
Beginning Fund Balance	\$ 36,041,279	\$ 35,928,633	\$ 35,928,633	\$ 25,445,178
Major Revenues				
Property Taxes	8,249,851	8,336,674	8,383,000	8,603,548
Sales Taxes	9,648,458	9,573,165	9,573,165	9,668,897
Other Taxes	1,357,755	1,211,000	1,397,746	1,300,000
Licenses	383,325	404,370	459,442	396,000
Intragovernmental Revenue	702,814	396,624	397,074	276,279
Service Charges	3,221,944	3,944,946	3,855,278	3,930,087
Fines & Forfeitures	518,859	594,958	503,915	518,000
Miscellaneous Revenue	1,830,945	980,694	28,381,547	914,128
Transfers & Other Sources	7,011,091	6,857,104	6,251,601	6,261,897
Intergovernmental Services	4,537,318	6,969,540	5,801,696	6,094,860
Total Revenues	\$ 37,462,360	\$ 39,269,075	\$ 65,004,464	\$ 37,963,696
Major Expenses				
Personnel	18,841,505	20,613,675	20,606,875	20,406,647
Supplies/Maintenance	2,330,279	2,615,494	2,574,676	9,752,051
Contractual	10,225,296	14,274,938	42,223,548	6,276,143
Capital Outlay	6,177,928	12,165,550	10,082,812	1,978,531
Total Expenses	\$ 37,575,009	\$ 49,669,657	\$ 75,487,912	\$38,413,369
Surplus/(Deficit)	\$ (112,648)	\$ (10,400,582)	\$ 10,483,448)	\$ (449,676)
Ending Fund Balance	\$ 35,928,631	\$ 25,528,051	\$ 25,445,185	\$ 24,995,502

Combined Budget Summary—All Funds

Explanation of Fund Balances

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".*

General Fund - For FY14, 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 slightly more than 10% of expected beginning reserves as a result of this goal. By doing this, the General Fund is expected to end FY14 with 120.24 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.

Solid Waste Fund - The Solid Waste Fund is the primary revenue source for First Monday improvements, which are highlighted in the City's strategic plan. The Fund will transfer \$450,000 in FY14 on a one-time basis to the City's General Capital Projects Fund to pay for First Monday improvements. The fund is still well above its fund balance requirement of 60 days operating reserves. This decision was made with the understanding that these funds will not be available for use in future budgets.

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

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

Parks Special Revenue Fund - This fund's sole purpose is to pay debt service on the Solider Springs ballfield lights. Currently, debt service payments are budgeted at more than anticipated revenues. There is currently no reserve requirement for this fund, although in future years the City will cease to rely on fund balance to make up for the shortfall of these payments.

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

Municipal Court Technology Fund - This fund is designated for municipal court technology expenses. All costs within this fund are thought of on a one-time basis, and are budgeted as long as there is fund balance or expected revenue to

Combined Budget Summary—All Funds

support them. As such, no reserves are required for this fund. This decision to draw down fund balance was made with the understanding that these funds will not be available for use in future budgets.

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

Chandor Gardens Fund - The reserve for this fund is set at 20% of operations, excluding approximately \$19,000 held in reserve for other post-employment benefits. The City needed to increase this fund's balance to meet its reserve requirements for FY14. Although its balance is increasing over 40%, all of this increase is in reserve and is unavailable for daily operations.

Library Special Revenue Fund - This fund is designated for non-operating library expenses. All costs within this fund are thought of on a one-time basis, and are budgeted as long as there is fund balance or expected revenue to support them. As such, no reserves are required for this fund. For FY14, the City is purchasing a major capital item from this fund. This item will yield minor increases in operational costs, which will be absorbed in the General Fund. This decision to draw down fund balance was made with the understanding that these funds will not be available for use in future budgets.

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

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

Weatherford Strategic Plan

Strategic Planning Process

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

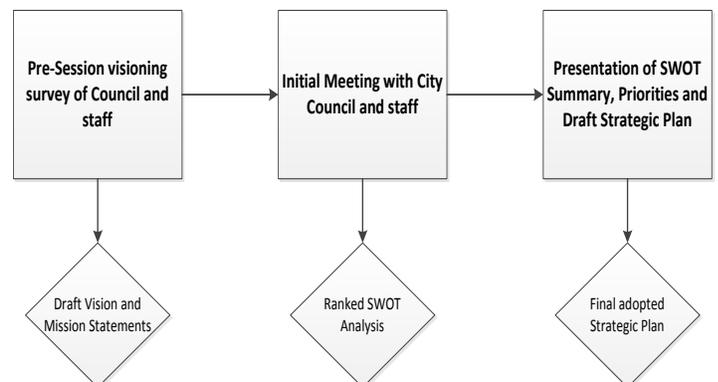
From time to time, the City Council goes through a detailed process to update its strategic plan. This is necessary to ensure that the document serves as a valid reflection of the community's goals and objectives.

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

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

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

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



Strengths

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

Weaknesses

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

Opportunities

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

Threats

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

Weatherford Strategic Plan

Mission Statement

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

Vision Statement

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

Values

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

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

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

Commitment - demonstrating through our actions that we can be counted on to consistently do what is necessary,

expected, and required, and when able, exceed expectations.

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

Strategic Goals and Objectives

As mentioned on the previous page, Council adopted this strategic plan in Spring of 2013, in time for FY14 budget discussions. This plan was created under the motto, *Growing with Tradition*, to reflect Weatherford's desire to efficiently refine its operations to adjust to the city's growth, while maintaining the "small town" feel that its citizens enjoy. The SWOT analysis described earlier gave Council and staff a few select areas to capitalize on as well as items to address in the coming years. While the current iteration of this plan is not as lengthy as previous versions, city staff and Council believe its goals address the biggest areas of opportunity and risk for Weatherford. The plan highlights three primary strategic goals and corresponding action items that the city will focus on throughout FY14. These items are as follows:

1

Continue to place the highest priority on service to citizens

This priority engages Weatherford's desire to look strategically at its service levels in order to focus its resources where they are most needed. First and foremost, this includes reaching out to citizens to determine service expectations and desires. Specific objectives for FY14 that address this are:

Engage a consultant and conduct a citizens' survey to best determine their desires and expectations (as well as to continue the City's communications with citizens.)

- ◇ Primary departments involved: Office of Management and Budget and City Manager's Office.
- ◇ Description: Weatherford has not engaged its population via survey in several years. In order for the city to plan strategically for the future as well as measure its overall progress, it must get citizen input on service level desires and expectations. In FY14, the city will work with a consultant to write the survey and administer it in a way that yields responses representative of Weatherford's total population within a 95% confidence interval.
- ◇ Timeline: In November-December, the Office of Management and Budget will generate a small list of possible consulting firms the city can utilize. After discussing with the City Manager's Office, one will be selected to *perform the survey*. It is expected that once a consultant is selected, it will take approximately three months to generate and administer the survey and receive the analyzed results.

Form a Citizens' Capital Committee to weigh, prioritize, and plan Capital Improvement Program projects and funding.

- ◇ Primary Departments Involved: Transportation and Public Works
- ◇ Description: Several months prior to this budget being published, the Weatherford City Council adopted a new Transportation Thoroughfare Plan. This was done with the help of Freese and Nichols Engineering Consultants, the Weatherford Transportation Advisory Board, the Texas Department of Transportation, the North Central Texas Council of Governments, and Parker County. A major component of the plan is a multi-year capital improvement program that outlines projects aimed at facilitating community accessibility and economic benefit. As the city assesses its capi-

Weatherford Strategic Plan

Strategic Goals and Objectives (continued)

tal priorities and the associated costs, it will reach out to citizens and form a Capital Advisory Committee, which will be tasked

- * to consider needs of the city from individual and collective perspectives members;
- * to develop a list of priorities to recommend to the City Council;
- * to identify specific capital improvement projects to address the priorities and the order of priority of those projects;
- * and to recommend potential funding possibilities to the City Council.

Several meetings will be required during a two-month period.

- ◇ Timeline: Transportation and Public Works will begin the initiative in the Fall of 2013. Meetings are expected to begin around January of 2014.

Prepare a new Comprehensive Plan

- ◇ Primary Departments Involved: Planning and Development
- ◇ Description: Weatherford will contract with a consultant to perform this service. Ultimately, the plan will determine community goals and aspirations in terms of community development and assess the city's housing. Doing so helps to plan for future growth and development, ensuring it is in line with the community's needs.
- ◇ Timeline: The Planning and Development Department will begin looking into a consultant to perform the service in the Fall of 2013.

Examine and evaluate staffing and funding levels to deliver dedicated services, particularly for non-residents or for services provided outside of Weatherford's city limits

- ◇ Primary Departments Involved: Parks and Recreation and Municipal and Community Services
- ◇ Description: Beginning in FY14, the city will realize two personnel modifications to help address service levels. The first is to add back 2 of 5 frozen positions in the Parks & Properties Division, which will allow for more timely service for park maintenance, keeping our parks as attractive as possible for all users. The second major personnel modification involves the dissolution of the Special Projects Department, and merging Facilities Maintenance and Consumer Health into the existing Municipal and Community Services Department. This move will result in more efficient management and oversight of the Facilities Maintenance and Consumer Health functions, ensuring better response to internal and external customers. Additionally, the removal of the Special Projects Director and Animal Shelter Manager positions and the addition of the Municipal and Community Services Assistant Director position nets out to a savings in the General Fund of approximately \$100,000.
- ◇ Timeline: These changes will go into effect on October 1, 2013.

Strategic Goals and Objectives (continued)

2

Maintain and expand revenue sources to further ensure Weatherford's overall fiscal well-being, as well as to provide sufficient annual funding of Weatherford's street system improvements

This priority centers around Weatherford's aging street system, as well as its overall fiscal health. Specific initiatives regarding this strategic priority are as follows:

Increase annual funding for street maintenance by using existing revenue growth and expenditure realignment

- ◇ Primary Departments Involved: Transportation and Public Works
- ◇ Description: The city was able to utilize existing growth in property tax and fine revenue to increase annual street maintenance funding by approximately \$200,000. While this is a much needed adjustment, Weatherford still has a ways to go before the road system meets its recommended \$1.2 million in annual funding level for road repairs. Addressing this will be a priority in future budgets.
- ◇ Timeline: The adjustment goes into effect on October 1, 2013. Transportation and Public Works will begin its street improvements in the summer of FY14.

Cast a new vision for Weatherford's Downtown, 1st Monday and York Avenue areas. Consider other uses, especially a concert venue, at the 1st Monday grounds.

- ◇ Primary Departments Involved: Parks and Recreation
- ◇ Description: In FY13 the city was able to construct new vendor areas, a new bathroom for patrons, a large livestock area, and purchase adjacent property for additional improvements. The improvements in FY14 will continue to renovate the grounds to make them more attractive for vendors and patrons, and more profitable for the city.
- ◇ Timeline: The improvements for First Monday are ongoing, and will continue through FY14.

3

Proactively protect and further develop Weatherford's healthy economic climate

This priority centers around Weatherford's aging street system, as well as its overall fiscal health. Specific initiatives regarding this strategic priority are as follows:

Protect and promote the many facets of Weatherford's unique identity, especially as it relates to the city's historic downtown

- ◇ Primary Departments Involved: Economic Development
- ◇ Description: During FY14, the city will lay the ground work in addressing these issues. Beginning in FY14, the city will restructure the Economic Development Department to be a full-fledged city Department, rather than one overseen by the Weatherford Economic Development Association. Doing so will provide improved coordination of economic

Weatherford Strategic Plan

Strategic Goals and Objectives (continued)

development efforts and allow for a greater depth of analysis on economic development initiatives (such as offering incentives.) Additionally this will provide coordination with other city personnel on marketing Weatherford for potential development.

- ◇ Timeline: The Economic Development Department adjustment goes into effect on October 1, 2013.

In addition to this adjustment, initiatives that were discussed earlier have a definite impact on this strategic priority as well. The Citizens Capital Advisory Committee will review transportation improvement projects that could help redirect traffic and create areas in the city that are prime for economic growth. Additionally, 1st Monday Improvements could help increase attendance to and satisfaction of the event, raising the visibility of Weatherford as a destination.

Performance Evaluation

Because plans are meaningless without adequate progress evaluation, measuring performance is an integral part of the strategic planning process. This document includes performance evaluation metrics for each department. These measures speak to the heart of each department's operations, and offer a window into those operations for all of the city's stakeholders. To create greater understanding for the reader, these evaluations are divided into four main categories:

1. Inputs—measuring resources that are put into a process in order to achieve an output (i.e. materials, labor, etc.) Inputs could also be items such as call volume or service requests.
2. Outputs—measuring services produced (i.e. how productive was the department during the fiscal year?)

Inputs and outputs are effective at telling the reader how much a department has done. While this is an important consideration, there is very limited insight that can be gained from looking solely at these measures. Therefore, the city tries to incorporate some more analytical measures as well:

1. Efficiency Measures—these tell the reader the quantity of resources it took for the department to complete its work. These are usually framed in terms of time it took to complete a task or dollars spent (for instance, response times for the police and fire departments.)
2. Effectiveness Measures—this tells the reader how well the department did its job. These measures tend to be the most difficult to create, but the most valuable to have.

By measuring efficiency, departments can tell if they are maximizing their resources in producing their services. Over time, these measures help departments make adjustments to how services are produced. Conversely, effectiveness measures aren't as concerned with quickness as they are with how well the job was done. In some departments, these measures may be closely related, such as with emergency response times.

FY14 Items

It is important to remember that no one type of measure tells a complete story. If inputs and outputs show that a department has high productivity, that doesn't necessarily mean that the service that is being produced is quality. Similarly, if a department is very effective in performing its service, that doesn't necessarily mean that it utilizes a reasonable amount of resources in performing said service. Because of this fundamental principle of performance measurement, the city encourages departments to include a wide range of measurements that tell a more complete story.

Weatherford's performance measurement program is still relatively new, and some departments may only include one or two measures. It is the city's intent in the coming years to refine this process to help managers, Council, and citizens understand and evaluate department operations.

Other Major Budget Items

Outside of the more specific items that relate to Weatherford's strategic plan, the city has approved other decision packages to ensure the long-term sustainability of Weatherford. While these items may not correspond to a specific strategic planning initiative, they are integral to Weatherford's financial health.

Additionally, department-specific goals that correspond with the Strategic Plan are linked via a number that corresponds with the Strategic Priorities listed in this section. Those links are shown in department pages.

As mentioned in the City Manager's Message, two major personnel actions are included in the FY14 budget. While these actions are separate from one another, they are both related to Weatherford's ability to recruit and retain quality staff.

Compensation Package

- ◇ Primary Departments Involved: All
- ◇ Description: 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. FY13 marked the first across-the-board salary adjustments the city granted since 2008. Weatherford was able to continue to address the purchase power gap that employees experienced from FY08-FY12 during FY14. Employees will enjoy a modest, 2% cost-of-living increase beginning in January 2014 in order to catch them up to market, helping the city to attract top-level talent.
- ◇ Timeline: The cost-of-living adjustment will take place in January of 2014.

Long-Term Personnel Costs

- ◇ Primary Departments Involved: All

FY14 Items

Other Major Budget Items (continued)

- ◇ The biggest expense in the City of Weatherford has always been, and will always be, personnel costs. Personnel-related items amount to approximately 75% of the city's ongoing General Fund budget, and controlling the inflationary impact of those costs is integral to maintaining a sound financial structure. While employee salaries can be given discretionary cost-of-living increases, these increases are certainly not guaranteed year-after-year. One increase that has been guaranteed, however, is cost-of-living increases to retiree annuities. The Texas Municipal Retirement System contains a benefits provision whereby each retiree's annuity increases by a certain percent of inflation. This percent is defined by each particular employer, and throughout its existence, Weatherford has granted its retirees the maximum amount of this benefit: an increase of 70% of annual inflation. In order to help control costs, the city has decided to reduce this benefit increase to 50% of annual inflation. The importance of this action is that it reduces the cost of any future personnel actions by several percentage points, while only affecting the future growth of retiree benefits. In other words, retirees will not see a decrease in their annuity from this change, but rather a slightly slower increase in future annuities, while the city is able to better manage its largest expense category.
- ◇ Timeline: The cost-of-living adjustment will take place in January of 2014.

Fire Personnel Restructuring

- ◇ Primary Departments Involved: Fire
- ◇ Description: During FY14, the Fire Department will be making a few personnel changes to help streamline operations as well as costs. The department reduced one of its Administrative Assistant positions and allocated the workload to existing staff. Additionally, the department has hired a part-time Vehicle Mechanic to perform routine maintenance on vehicles and apparatus at a lower cost than outsourcing. The department could still see significant major repairs, as their fleet is aging, but this move will ensure that routine maintenance is incurred at a more affordable cost.
- ◇ Timeline: This change will take place on October 1, 2013.

Fleet Refreshment

- ◇ Primary Departments Involved: Information Technology, Transportation and Public Works, Police Department, and Parks and Maintenance
- ◇ Description: 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, Fire, 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. While the city will attempt to move toward a fully funded fleet re-

FY14 Items

Other Major Budget Items (continued)

placement cycle in the future, FY14 has enabled \$50,000 in fleet replacements to be ongoing. This is a small, but necessary step toward managing long-term asset costs. A complete breakdown of the authorized vehicle purchases for FY14 is as follows:

Dept	Item	Cost
Information Technology	Midsize Cargo Van	\$ 27,000
Transportation and Public Works	John Deere Backhoe	\$ 107,407
Transportation and Public Works	Ledwell 2000 Gallons Water Truck	\$ 106,520
Transportation and Public Works	Chevy Silverado	\$ 38,239
Parks and Maintenance	Truck	\$ 28,000
Parks and Maintenance	Boom Lift	\$ 25,000
Parks and Maintenance	Truck	\$ 28,000
Police Department	Full Size SUV	\$ 26,500
Police Department	Full Size SUV	\$ 13,200
Police Department	Full Size SUV	\$ 26,500
Police Department	Full Size SUV	\$ 13,200
Police Department	Full Size SUV	\$ 26,500
Police Department	Full Size SUV	\$ 13,200

◇ Timeline: All of these vehicles become authorized for purchase on October 1, 2013.

FY14 Budget Calendar

1

Budget Kickoff

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

Apr.
2013

2

Departmental Budget Submissions

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

Apr.
2013

3

Budget Development

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

May-
Jun.

4

City Council Budget Workshop

Budget sneak-peek presentation to discuss FY14

Jun.
11

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 FY14 City Manager's Proposed Budget

The City Manager's FY14 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. 11
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 on Tax Rate Following the required notices, a public hearing is held on the FY14 proposed tax rate.	Aug. 27
10	Public Hearing Held on Budget Following the required notices, a public hearing is held on the FY14 Proposed Budget.	Sep. 11
11	Council Adopts the FY14 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
12	Adopted Budget Document Published Council changes are incorporated into the final budget document, which is published and made available to the public.	Dec. 2013

Budget Process & Methodology

This budget document serves as the annual operating plan for the City of Weatherford during the fiscal year beginning October 1, 2013, and ending September 30, 2014 (FY14).

The funding choices made for FY14 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

This budget continues the city's transition into greater financial stability that FY13's budget began. After facing several years of economic distress, FY12 saw several major revenue sources reach pre-recession levels. Sales tax, in partic-

ular, grew to record high levels which were significantly above budgeted expectations. Similarly, property values held relatively constant while new properties were added to the tax roll.

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

- Provide a compensation package for employees;
- Inventory street system condition to determine optimal annual repair funding;
- Update the city's strategic plan;
- 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.

Additionally, FY13 restructured key areas of the city to better align organizational goals going forward. This included moving Lake Maintenance and Information Technology into the General Fund as well as creating a separate Storm Water Fund and accompanying fee.

With the city's organizational and financial structure becoming more sustainable, FY14 presents an opportunity to mitigate long-term risk areas and align costs with focus areas identified in the newly adopted Strategic Plan. To this goal, some items adopted in the budget are:

- Funding for a city-wide citizen survey;
- Funding for a new comprehensive plan to aid development within the city;
- Granting a modest cost-of-living adjustment of 2% to employees to address the purchase power gap that resulted from years of keeping salaries flat;

- Restoring two previously frozen positions to the Parks Department, responsible for park maintenance;
- Increasing street maintenance funding to get the annual total closer to its \$1.2 million target;
- Continue First Monday grounds improvements;
- And managing long-term personnel costs by slightly reducing the automatic cost-of-living increases for retiree annuities from 70% of CPI to 50% of CPI. This change will reduce the cost of any future personnel actions as well as future growth of retiree benefits, while still maintaining their existing benefits.

FY14 Budget Process

As mentioned earlier, the primary driving force of this budget is the city's new Strategic Plan that was adopted in April of 2013.

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

In April, 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 April through May. At this time, the data were reviewed by OMB and compiled and presented to the City Manager prior to departmental budget discussions.

Between late-May and early July, budget discussions were held with the City Manager wherein departments discussed

Budget Process & Methodology (cont.)

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.

In June, a workshop was held with City Council that gave them a sneak peek of the proposed budget. In this meeting, staff discussed how the budget addressed strategic plan priorities.

In July, final revenue projections were made and the proposed budget book was prepared by OMB staff.

In early August, the City Manager's proposed budget was presented to the City Council. Over the next two months, several work sessions and 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 26, 2013.

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 on 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.
- Use of Fund Balance: Approximately \$915,000 of the city's general fund balance is being utilized in FY14 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 department pages.
- Replacement of Capital Assets: This budget includes \$479,266 in vehicle replacement based on the city's fleet replacement schedule. Of that, \$429,266 are related to one-time purchases. An additional \$220,990 in one-time purchases 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.

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

First Monday

Improvements to the First Monday Grounds are slated to continue in FY14, which are expected to have an operating impact on future budgets in the Parks & Recreation Department.

Operational Costs Incurred: With the purchase of additional property and other upgrades, the amount of staff time needed to 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.

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

Additional Part-Time Personnel: \$5,000

Additional Utilities Costs: \$6,000

Total Projected Operational Impact: \$11,000

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 city will begin construction of a frontage road between Bethel Highway and South Bowie Drive during FY14. This construction project is expected to last two years.

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

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

More Information

For more information on current capital projects, see the Capital Projects Funds section beginning on page 220.

Non-Recurring Capital Expenses

Info Tech	
6,895	Color Plotter
35,000	Storage Expansion
13,395	Service Center Switch Replacement
27,000	Cargo Van
Transportation & Public Works	
17,975	School Flashers
107,407	Backhoe
106,520	Water Truck
38,239	Chevy Silverado
Parks & Recreation	
63,000	Plaster Resurfacing for Cherry Park Pool
28,000	Truck
25,000	Boom Lift
28,000	Truck
Police	
119,100	3 SUV's
General Fund Total	615,531
Solid Waste	
310,000	Garbage Truck

All of the above capital expenditures can be found in the operating budgets detailed in this document. These expenditures are nonrecurring, and contribute to the long-term health of Weatherford by ensuring the city keeps low-maintenance, working vehicles and other assets on hand to assist in daily operations. To qualify as a capital expenditure in this regard, the item must cost over \$5,000 and have a clearly defined expected lifespan of greater than one year. The expenditures detailed above will not increase the city's operating costs beyond current levels, as all of these assets are replacements for aging assets.

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

Authorized Position Summary

	FY 2012 Actual	FY 2013 Approved	FY 2013 Projected	FY 2014 Proposed
General Fund				
Animal Services	8.00	9.00	11.00	0.00
City Administration	3.50	4.50	4.50	4.50
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	1.00
Finance ¹	11.50	11.50	12.00	12.00
Fire ²	53.00	57.00	57.00	56.50
Human Resources	3.00	3.00	3.00	3.00
Information Technology	3.50	7.00	7.00	7.00
Library	16.00	16.00	16.00	16.00
Management & Budget	2.00	2.00	2.00	2.00
Municipal & Community Services ³	3.50	4.50	5.50	24.50
Parks & Recreation ⁴	21.00	26.00	26.00	28.00
Planning & Development	9.00	9.00	9.00	9.00
Police	77.75	80.75	80.75	80.75
Special Projects	8.50	8.50	8.50	0.00
Transportation & Public Works	18.00	20.50	19.50	19.00
Subtotal	243.25	267.25	269.75	269.25
Solid Waste Enterprise				
Sanitation	17.00	17.00	17.00	16.50
Hotel Occupancy Tax Fund				
Main Street	1.00	1.00	1.00	1.00
Chandor Gardens Fund				
Chandor Gardens	6.50	6.50	6.50	6.50
Subtotal Other Funds	24.50	24.50	24.50	24.00
Total All Funds	267.79	291.75	294.25	293.25

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. Half of a position was added in the Municipal Court during FY13 (Part-Time Deputy Clerk)
2. One Administrative Assistant was reduced and one Part-Time Vehicle Mechanic was added in Fire during FY14
3. Special Projects and Animal Services were restructured under Municipal and Community Services during FY14
4. 5 full-time equivalent positions were added to Parks and Properties from Lake Maintenance (previously located in the Utility Fund)
2 positions that were previously on hold were added to Parks and Properties in FY14

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Major Revenue Summary

Ad Valorem Tax

Revenue Calculations

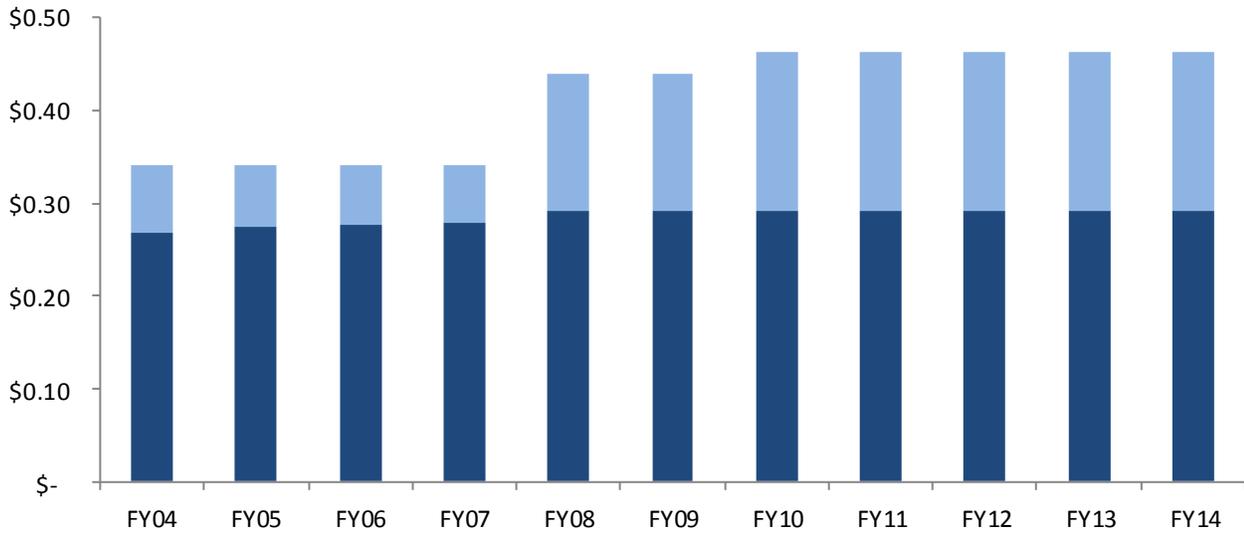
2013 Assessed Value	1,909,269,370
ARB Cases Under Protest (estimated 90%)	-
Less Value of Over 65/Disabled Homestead Exemptions	<u>(219,342,582)</u>
Net Taxable Value	1,689,926,788
Tax Rate per \$100	0.4636
Total Tax Levy	7,834,501
Estimated Collection Rate	97.5%
Estimated Collection	7,638,638
Plus Estimated Collections on Frozen Properties	<u>782,910</u>
Total Estimated Collections	<u>8,421,548</u>

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 FY14, the distribution of property tax collections is expected to be as follows:

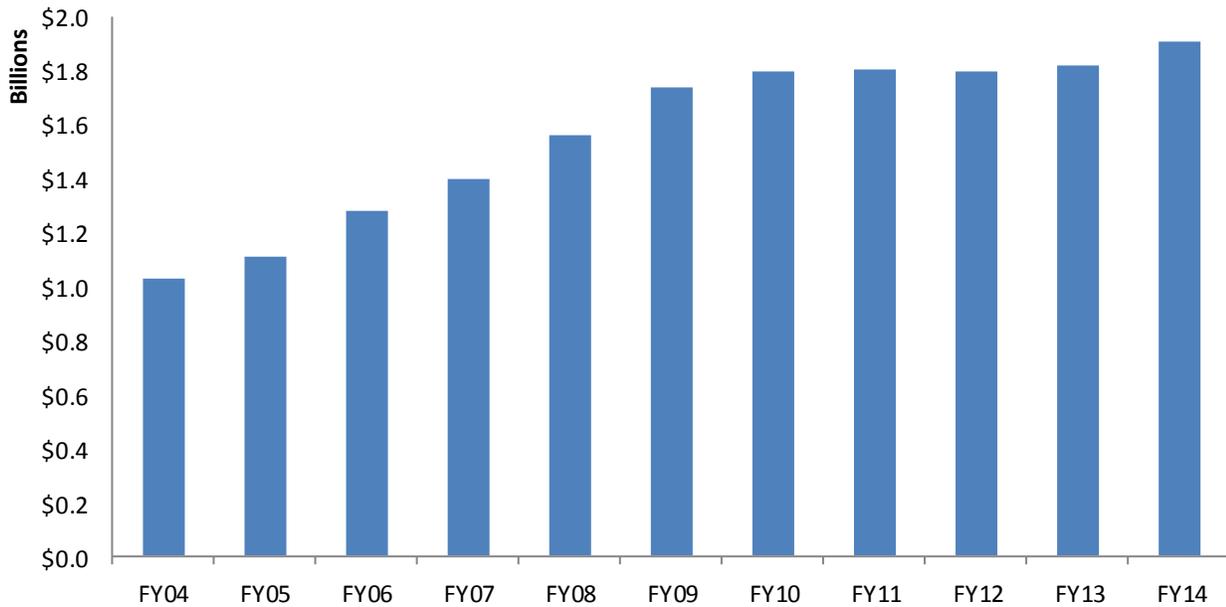
	Collections	Rate	Allocation %
Operations & Maintenance (O&M)	5,304,340	0.2920	62.99%
Interest & Sinking (I&S)	<u>3,117,208</u>	0.1716	37.01%
	<u>8,421,548</u>	0.4636	100.00%

Historical Property Tax Rates (per \$100)



*In FY08, Weatherford increased its debt service tax rate to \$0.1466 to cover transportation projects.

Historical Assessed Property Values



Major Revenue Summary

2013 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
Alvin	24,774	0.8436000	17,370,000	6,080,000	947
Kingsville	26,322	0.8422900	2,675,000	23,635,000	1,000
Sachse	20,860	0.7708190	38,455,000	1,870,000	1,933
Copperas Cove	32,522	0.7639000	37,825,000	46,510,000	2,593
Cleburne	30,400	0.7407430	33,198,413	2,297,000	1,168
Deer Park	32,706	0.7200000	27,750,000	12,960,000	1,245
La Porte	34,537	0.7100000	18,670,000	21,200,000	1,154
Greenville	27,200	0.6990000	37,290,000	7,715,000	1,655
Waxahachie	31,100	0.6800000	46,405,000	97,135,000	4,615
Harker Heights	27,479	0.6770000	26,572,466	48,120,000	2,718
Leander	30,605	0.6704200	69,090,000	36,270,000	3,443
Little Elm	28,230	0.6649710	62,940,000	38,970,000	3,610
Benbrook	21,715	0.6600000	9,055,000	3,695,000	587
Denison	22,784	0.6533770	6,005,000	17,975,000	1,052
Corsicana	23,926	0.6272000	17,800,000	25,075,000	1,792
Average	27,054	0.609493	23,299,098	22,058,517	1,635
Corinth	20,981	0.6048900	9,630,000	20,370,000	1,430
Watauga	24,350	0.5912160	13,085,000	15,120,000	1,158
Plainview	22,343	0.5785000	-	14,965,000	670
Kerrville	22,946	0.5625000	10,200,000	35,425,000	1,988
Nacogdoches	33,405	0.5620000	8,710,000	225,000	267
Farmers Branch	31,300	0.5295000	5,140,000	8,355,000	431
Paris	26,539	0.5110700	11,880,000	6,635,000	698
Rosenberg	31,754	0.5100000	16,890,000	38,435,000	1,742
Schertz	32,478	0.4999000	69,575,000	9,320,000	2,429
Kyle	29,293	0.4845000	30,472,951	34,375,000	2,214
Weatherford*	25,557	0.4636000	9,075,000	66,475,000	2,956
Weatherford	25,557	0.4636000	9,075,000	22,235,731	1,225
Cibolo	20,000	0.4327000	29,940,000	490,000	1,522
Colleyville	24,974	0.3559000	9,975,000	-	399
University Park	23,500	0.2657000	-	-	-

* 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.

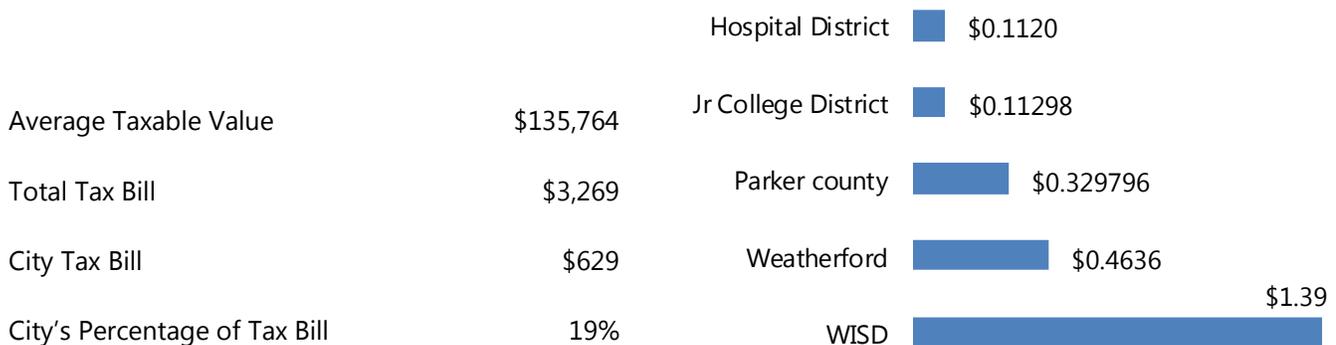
Top Ten Taxpayers

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	61,144,180	3.6%
Weatherford I-20 Main	Retail	24,642,700	1.5%
Weatherford Capital	Retail	19,132,240	1.1%
Wal-Mart Stores	Retail	18,596,900	1.1%
Power Service Products	Manufacturing	15,169,780	0.9%
Holland Lake Partners	Apartment	10,917,410	0.6%
Weatherford Regional Medical	Medical	10,514,050	0.6%
Target Corporation	Retail	11,121,530	0.7%
Lowe's Home Center	Retail	10,769,820	0.6%
Home Depot	Retail	10,183,740	0.6%
TOTAL		192,192,350	11%

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.



Average Taxable Value	\$135,764
Total Tax Bill	\$3,269
City Tax Bill	\$629
City's Percentage of Tax Bill	19%

Major Revenue Summary

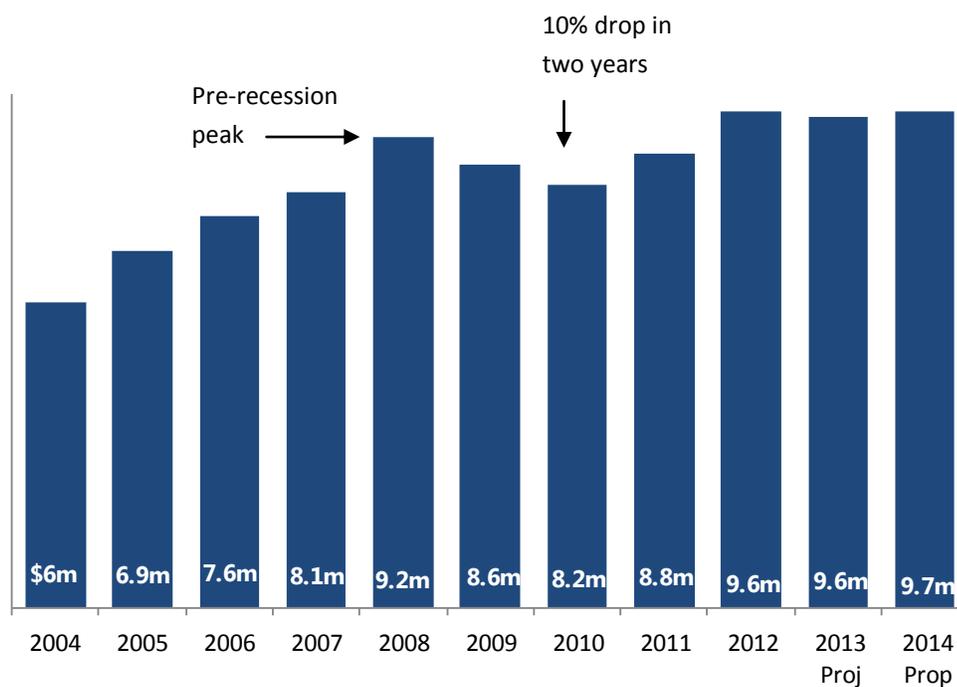
Sales Tax

Revenue Calculations

Year-to-date sales tax collections in FY13 have been somewhat erratic. Therefore, Weatherford has conservatively projected collections to meet FY13 budget. While growth is projected in FY14, a careful analysis tempered expectations to only 1.0%.

FY2013 Adopted	9,573,165
Estimated End of Year	9,793,185
Less Estimated Agreements	(220,020)
Net End of Year Revenue	9,573,165
FY14 Projected Growth	<u>1.0%</u>
FY14 Proposed	<u>9,668,897</u>

Historical Sales Tax Collections

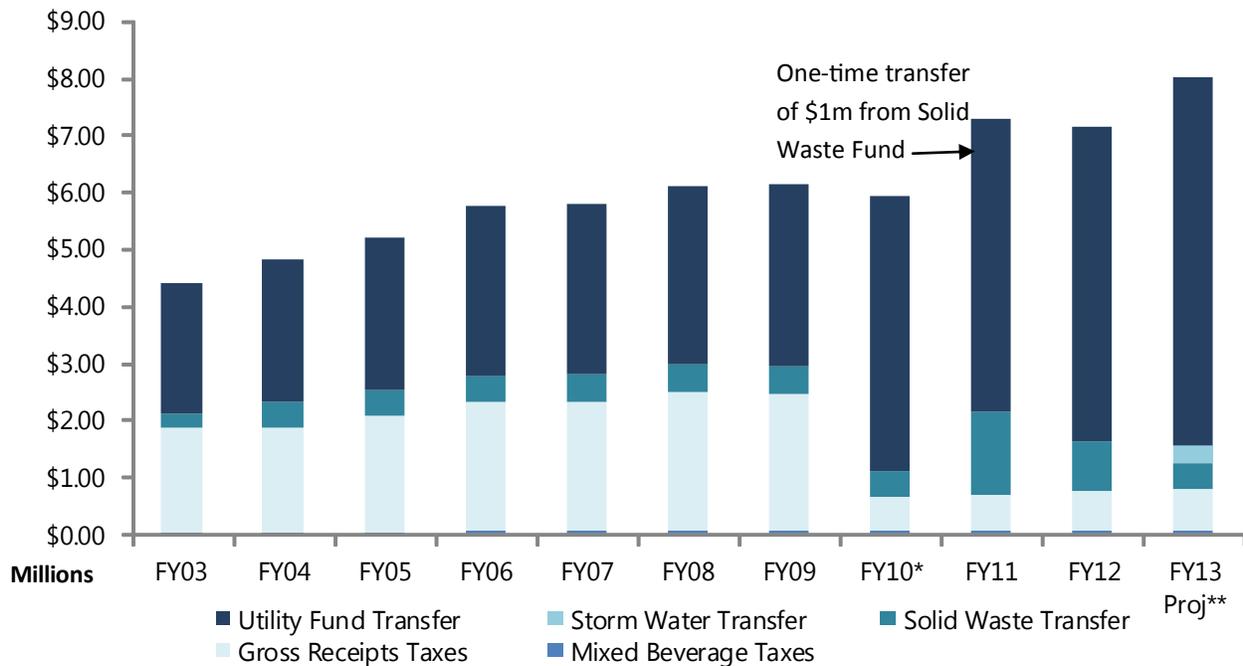


Transfers & Other Sources (General Fund)

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

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

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



Historical Gross Receipts and Transfer Revenue

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

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

Major Revenue Summary

Hotel Occupancy Tax

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

Because of the extremely unpredictable nature of this revenue stream, Weatherford budgets for it close to the previous year's second quarter projection. For FY14, the revenue projected breaks down as follows:

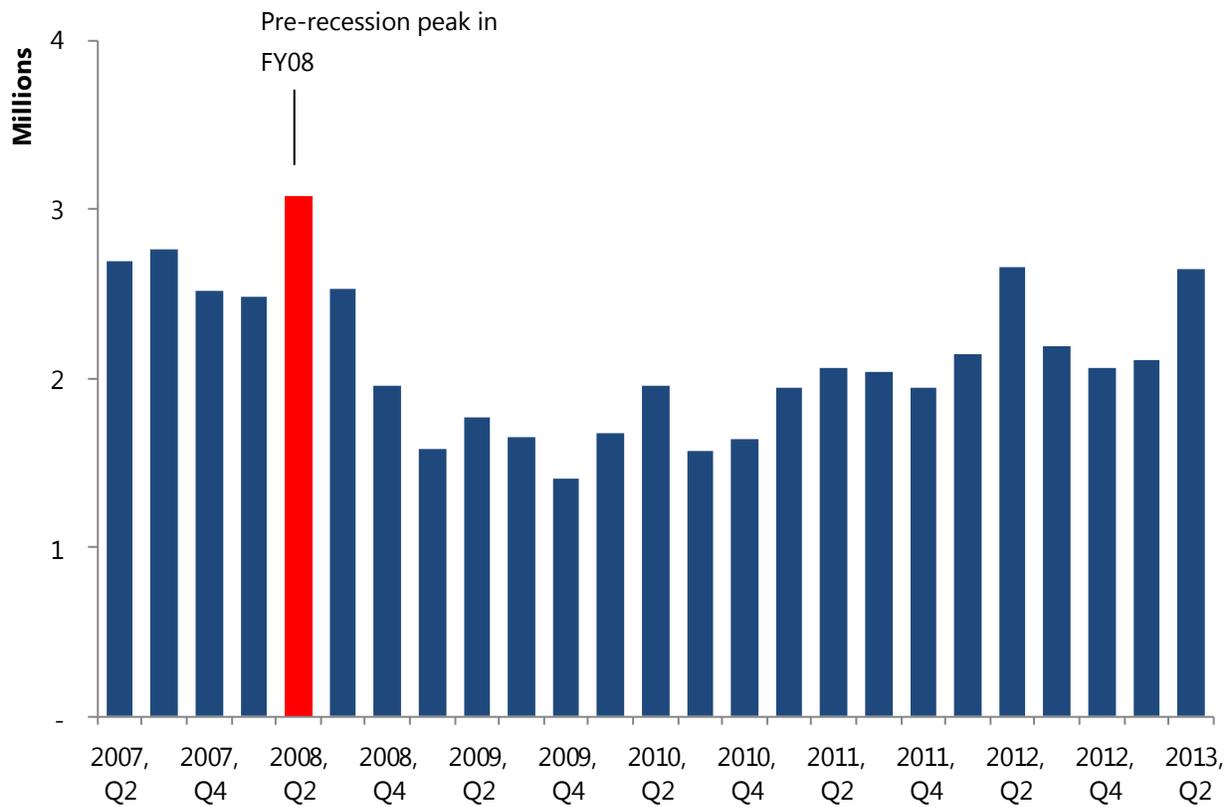
FY13 Budget	\$	555,000
FY13 2nd Quarter Projection	\$	625,000
FY14 Budget	\$	620,000

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

FY 2014

Taxable Receipts	\$	2,146,656	\$	2,480,963	\$	2,221,765	\$	2,007,759
Taxes	\$	150,266	\$	173,667	\$	155,524	\$	140,543

Historical Quarterly Taxable Hotel Receipts



Historical Quarterly Taxable Receipts Crosstabs

	Q1	Q2	Q3	Q4
FY 2007	2,478,673	2,696,148	2,762,462	2,513,431
FY 2008	2,482,627	3,079,860	2,528,474	1,952,047
FY 2009	1,585,726	1,767,697	1,655,780	1,408,442
FY 2010	1,676,431	1,958,115	1,565,222	1,635,147
FY 2011	1,940,193	2,061,745	2,035,536	1,941,071
FY 2012	2,138,607	2,654,571	2,185,228	2,056,119
FY 2013	2,101,577	2,647,222		

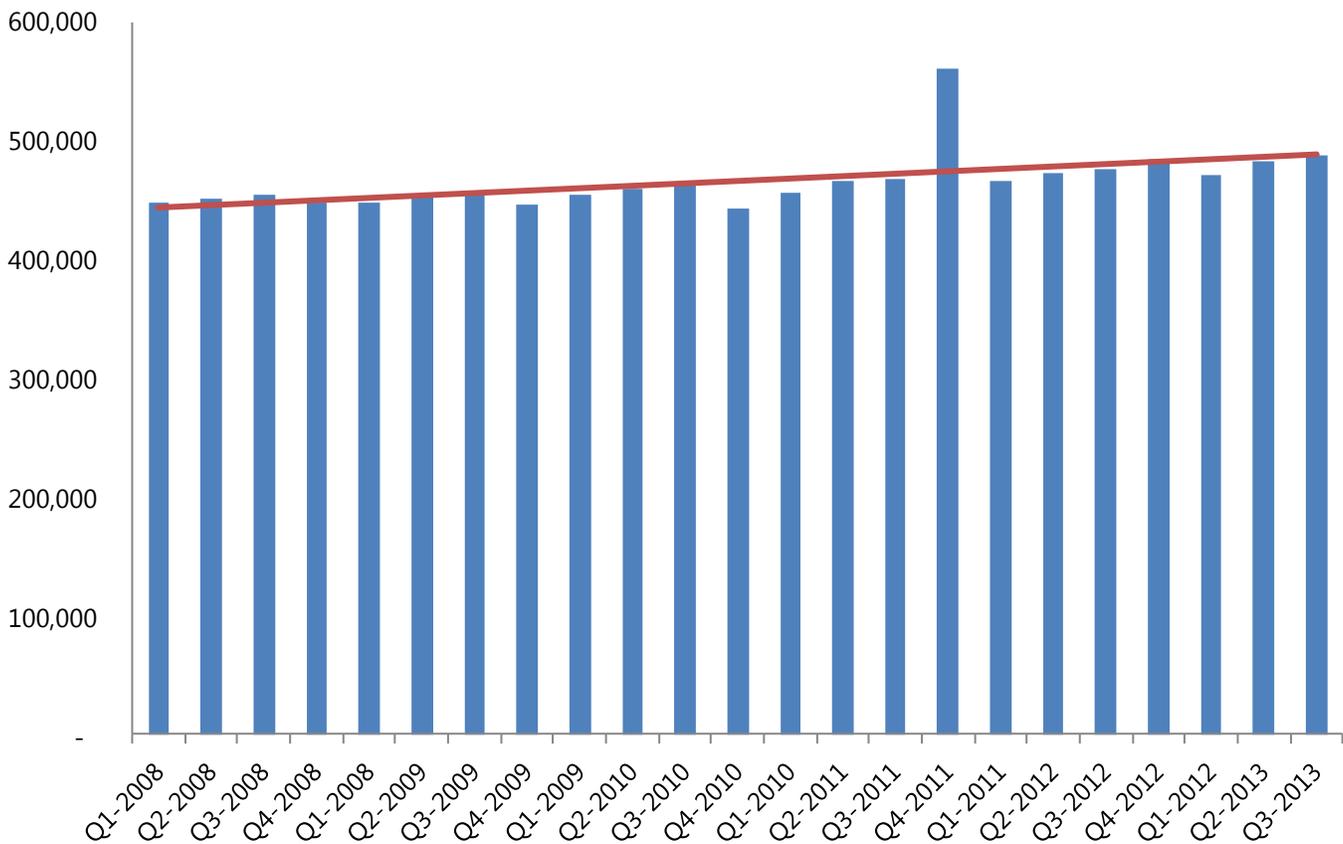
Major Revenue Summary

Garbage Fees

Revenue Calculations

Because sanitation revenue tends to stay true to historical collections, it is extremely stable and predictable. For FY14, The City of Weatherford has budgeted a 4% increase over FY13 budgeted revenue collections, or approximately \$1.96 million in Garbage Fees collected.

Historical Collections

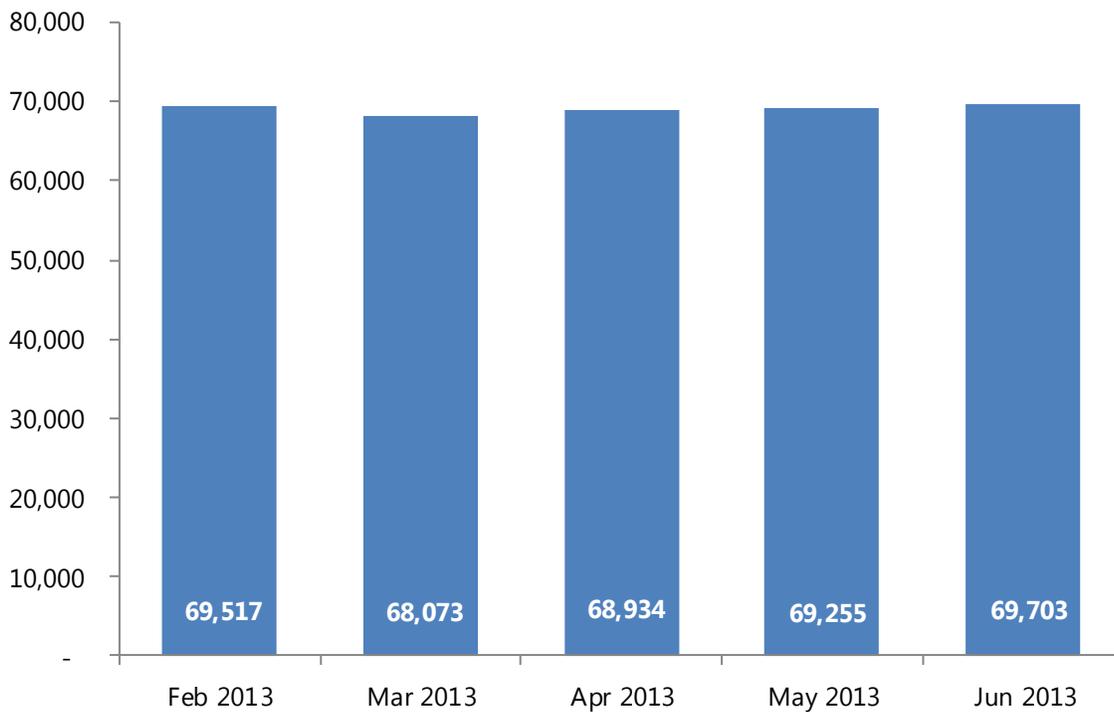


Stormwater Fees

Revenue Calculations

The Weatherford City Council approved the city’s first stormwater fee in January of 2013. Budget for FY14 breaks down to \$65,000 in stormwater revenue per month. Based on the initial several months of this service, this projection is reasonable.

Historical Collections



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

	Actual FY11	Actual FY12	Adopted FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	10,316,760	12,255,935	12,289,882	12,289,882	9,124,888
Revenues					
Property Taxes	5,116,338	5,199,545	5,318,445	5,353,000	5,486,340
Sales Taxes	8,832,088	9,648,458	9,573,165	9,573,165	9,668,897
Other Taxes	677,645	755,499	656,000	772,746	680,000
Licenses	560,150	380,825	402,870	457,942	394,500
Intragovernmental Revenue	427,972	702,814	396,624	397,074	276,279
Service Charges	999,672	1,012,499	1,068,465	1,102,211	870,587
Fines & Forfeitures	715,401	494,797	564,600	480,500	495,000
Miscellaneous Revenue	92,755	213,174	240,026	219,436	262,000
Transfers & Other Sources	6,218,616	6,562,251	5,706,934	5,326,934	5,380,589
Intergovernmental Services	406,238	910,737	1,969,540	1,969,540	2,094,860
Total Revenue	24,046,875	25,880,599	25,896,669	25,652,548	25,609,052
Available Resources	30,611,384	34,363,635	35,508,867	37,634,750	36,141,737
Expenditures					
City Administration	586,551	660,244	689,861	666,491	637,228
City Attorney	94,419	65,574	151,490	151,085	151,490
City Council	44,403	55,447	74,550	74,550	74,000
Economic Development	181,262	170,795	188,614	182,865	185,254
Finance	771,632	804,936	835,448	833,611	824,419
Fire Services	4,805,005	5,047,513	5,541,338	5,522,354	4,903,188
Human Resources	312,468	410,850	331,362	331,278	335,360
Information Technology	11,593	835,835	1,864,183	1,862,636	1,714,274
Library	1,089,001	1,084,922	1,094,111	1,084,427	1,124,597
Management & Budget	-	201,171	238,681	234,853	263,102
Municipal & Community Services	1,586,614	2,883,643	2,120,225	2,113,597	2,071,181
Non Departmental	620,017	957,628	1,430,909	1,430,341	763,396
Parks & Recreation	1,939,353	2,034,344	2,671,627	2,693,553	1,967,170
Planning & Development	660,440	717,002	734,207	723,039	801,201
Police Services	6,743,970	6,804,267	7,512,782	7,506,716	7,373,838
Transportation & Public Works	2,163,553	2,665,688	3,423,837	3,406,146	3,335,064
Total Expenditures	21,610,281	25,399,859	28,903,225	28,817,542	26,524,762

	Actual FY11	Actual FY12	Adopted FY13	Projected FY13	Proposed FY14
Total Revenue	24,046,875	25,880,599	25,896,669	25,652,548	25,609,052
Total Expenditures	21,610,281	25,399,859	28,903,225	28,817,542	26,524,762
Other Adjustments					
Transfers to Other Funds		-	-	-	-
OPEB Contribution	(414,901)	(414,901)	-	-	-
Other Adjustments	(82,518)	(31,892)	-	-	-
Ending Fund Balance	12,255,935	12,289,882	9,283,326	9,124,888	8,209,178

For FY14, 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 slightly more than 10% of expected beginning reserves as a result of this goal. By doing this, the General Fund is expected to end FY14 with 120.24 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.

One Time Costs	1,267,710
One-Time Revenue	352,000
Ongoing Revenue	25,257,052
Ongoing Costs	25,257,052
Ongoing Over/(Under)	-
Working Day Cost Calculation	
Ongoing Costs	25,257,052
Direct Revenue Offsets	
Library Grants	(59,971)
Vehicle Purchases	
Utility Patching	(150,000)
School Resource Officers	(126,475)
Subtotal Offsets	(336,446)
Total Working Cost	24,920,606
Daily Cost	68,275.63
Available Balance	8,209,178
Available Days	120.24

General Fund Summary (cont.)

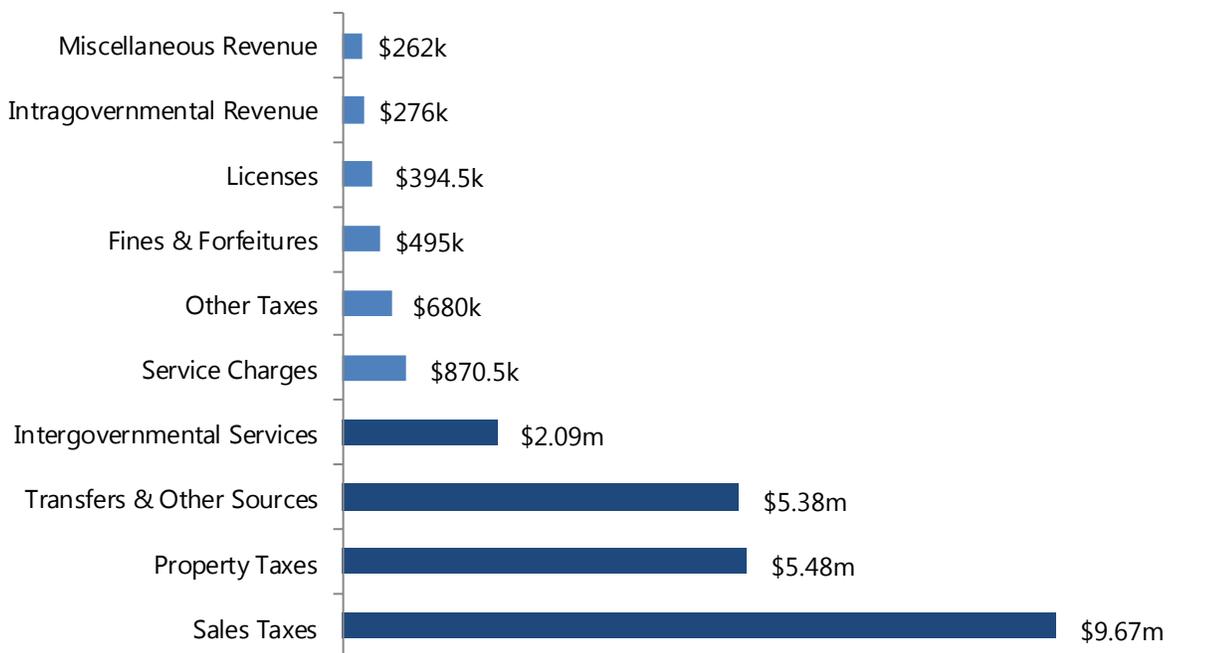
Revenues are comprised of general taxes (ad valorem, sales, and franchise), service charges, intergovernmental transfers and grants, fines, and transfers from other city funds.

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 80% of the total annual revenue.

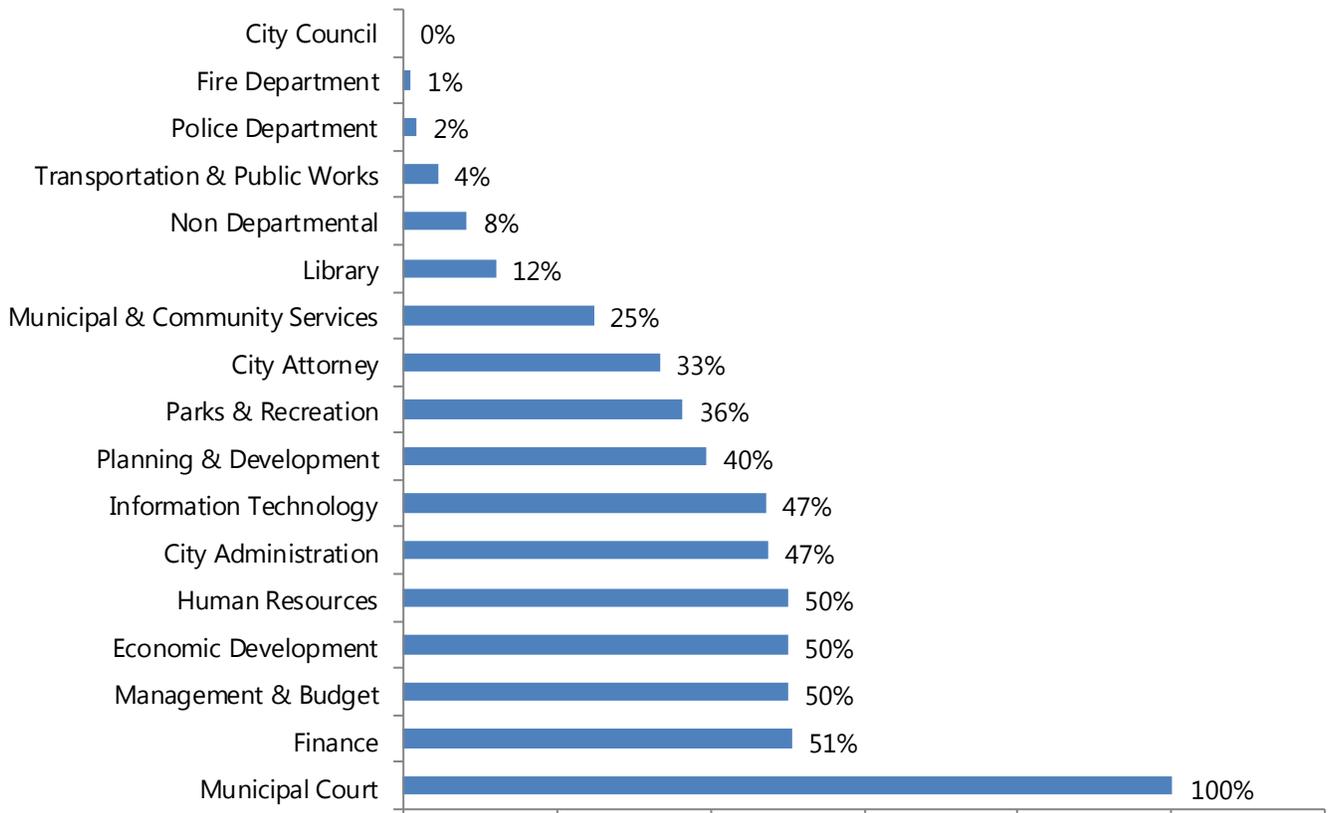
General Fund Revenue Sources by Category



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 \$5.48million, or 21% 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.

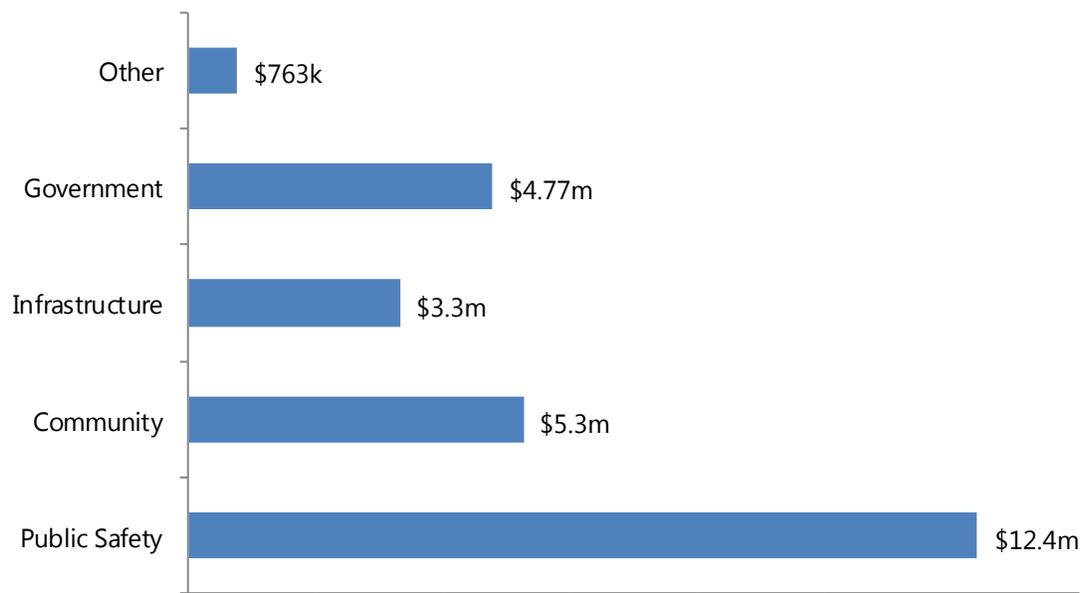
General Fund Summary (cont.)

General Fund Service Groups

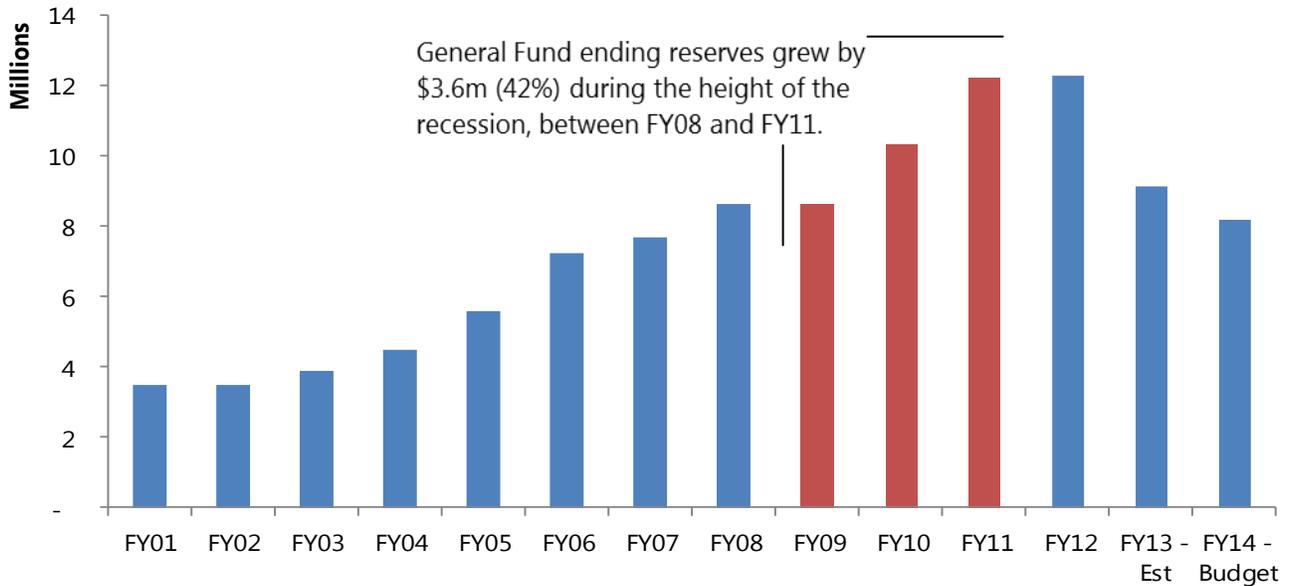
Public Safety	Consumer Health, Fire, Police
Community	Animal Services, Economic Development, Library, Parks & Recreation, Planning & Development, Municipal & Community Services Administration
Infrastructure	Transportation & Public Works (Streets, Traffic, Inspections)
Government	City Administration,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

At 47% 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

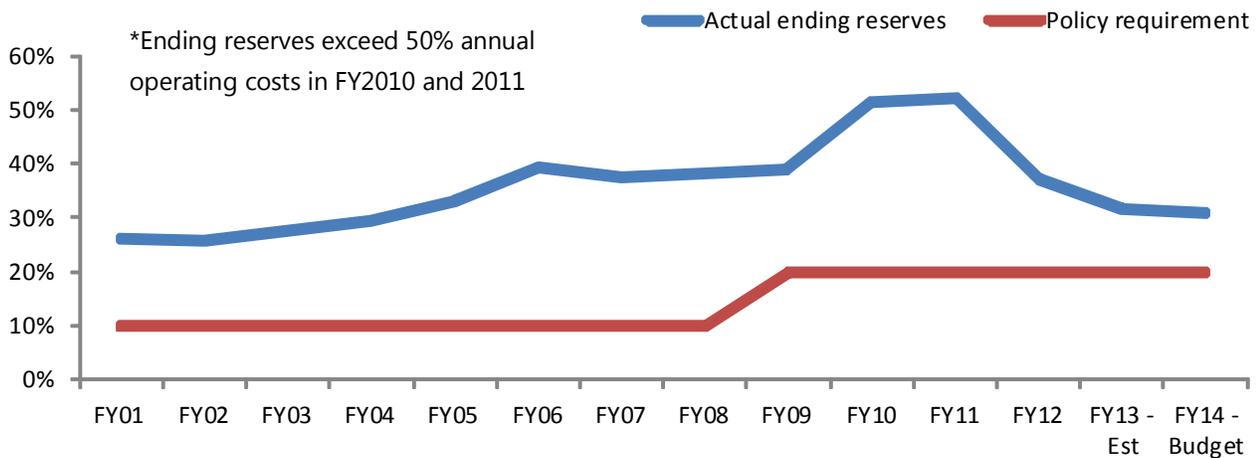


Historical General Fund Reserves



The City Council has set a target balance of 120 days of operations, for the General Fund in FY14. 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 FY14 that total is \$68,276. To achieve 120 days of coverage, the General Fund would need \$8.2 million in reserves. This budget expects to meet that ending balance.

Historical Ending General Fund Reserve Balance



General Fund Five-Year Forecast

The Office of Management and Budget updates its General Fund five-year forecast annually in conjunction with the budget process. The initial year of the forecast is the budget year, which then extends four years out.

Baseline Assumptions

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

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

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

Summary of Findings

The forecast shows total sales tax growth and property tax growth of approximately 2% per year. Coupled with the baseline assumption that current service levels are maintained, this revenue growth provides the General Fund additional capacity beyond FY14. This capacity grows slightly every year throughout the forecast.

However, bear in mind that this is a baseline forecast which keeps all service levels (salaries included) at FY14 levels. There are several risk areas that Weatherford will need to face on the horizon which will eat up any capacity beyond this baseline forecast. A summary of some of those risk areas and their affect on the forecast is as follows.

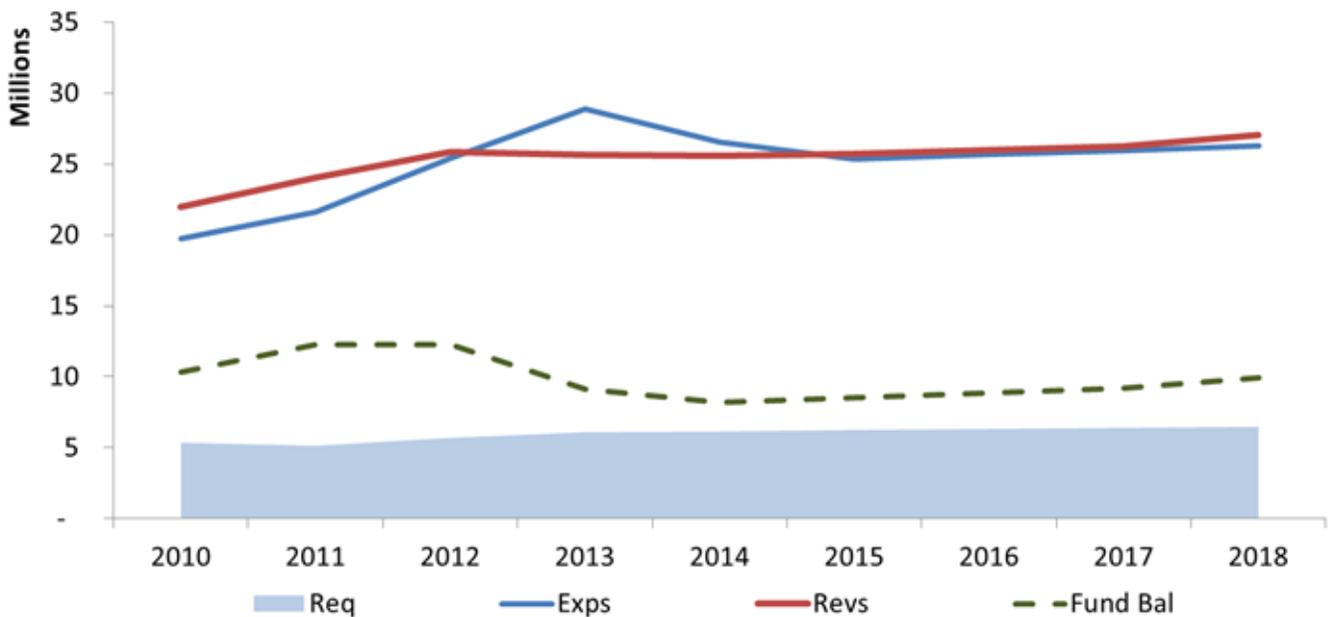
	FY14	FY15	FY16	FY17	FY18
Beginning FB	9,124,888	8,209,178	8,552,364	8,884,005	9,187,147
Revenues					
Property Tax Total	\$ 5,486,340	\$ 5,596,067	\$ 5,707,988	\$ 5,822,148	\$ 5,938,591
Sales Tax Total	\$ 9,668,897	\$ 9,842,937	\$ 9,941,367	\$ 9,941,367	\$ 10,438,435
Other Taxes Total	\$ 680,000	\$ 724,600	\$ 765,628	\$ 802,037	\$ 840,228
Licenses and Permits Total	\$ 394,500	\$ 447,246	\$ 480,485	\$ 500,296	\$ 521,004
Intergovernmental Revenue Total	\$ 276,279	\$ 218,015	\$ 220,029	\$ 222,087	\$ 224,190
Charges for Services Total	\$ 870,587	\$ 876,039	\$ 882,124	\$ 888,318	\$ 897,906
Fines and Forfeitures Total	\$ 495,000	\$ 509,520	\$ 519,772	\$ 530,229	\$ 540,898
Miscellaneous Revenue Total	\$ 262,000	\$ 267,428	\$ 273,771	\$ 280,266	\$ 286,915
Transfers Total	\$ 5,380,589	\$ 5,121,039	\$ 5,169,028	\$ 5,217,502	\$ 5,266,466
Intragovernmental Services Total	\$ 2,094,860	\$ 2,094,860	\$ 2,033,210	\$ 2,060,544	\$ 2,089,320
Grand Total	\$ 25,609,052	\$ 25,697,750	\$ 25,993,401	\$ 26,264,793	\$ 27,043,953
Expenditures					
City Administration Total	\$ 637,228	\$ 641,164	\$ 645,753	\$ 650,545	\$ 655,624
City Attorney Total	\$ 151,490	\$ 154,823	\$ 158,693	\$ 162,661	\$ 166,727
City Council Total	\$ 74,000	\$ 75,946	\$ 78,229	\$ 80,757	\$ 83,552
Economic Development Total	\$ 185,254	\$ 186,706	\$ 188,411	\$ 190,129	\$ 191,931
Finance Total	\$ 824,419	\$ 828,474	\$ 833,217	\$ 838,454	\$ 844,236
Fire Services Total	\$ 4,903,188	\$ 4,914,669	\$ 4,945,738	\$ 4,976,032	\$ 5,009,360
Human Resources Total	\$ 335,360	\$ 337,454	\$ 339,894	\$ 342,511	\$ 345,320
Information Technology Total	\$ 1,714,274	\$ 1,595,209	\$ 1,634,217	\$ 1,674,987	\$ 1,717,653
Library Total	\$ 1,124,597	\$ 1,073,248	\$ 1,083,513	\$ 1,093,567	\$ 1,104,328
Management & Budget Total	\$ 263,102	\$ 239,091	\$ 240,248	\$ 241,508	\$ 242,883
Municipal & Community Services Total	\$ 1,466,020	\$ 1,439,977	\$ 1,457,536	\$ 1,474,417	\$ 1,492,422
Non Departmental Total	\$ 763,396	\$ 465,174	\$ 479,003	\$ 494,374	\$ 511,442
Parks & Recreation Total	\$ 2,768,371	\$ 2,588,563	\$ 2,623,177	\$ 2,651,540	\$ 2,681,743
Police Department Total	\$ 7,373,838	\$ 7,267,578	\$ 7,313,662	\$ 7,359,333	\$ 7,409,510
Transportation & Public Works Total	\$ 3,940,225	\$ 3,603,835	\$ 3,697,942	\$ 3,788,456	\$ 3,883,585
Grand Total	\$ 26,524,762	\$ 25,354,563	\$ 25,661,760	\$ 25,961,651	\$ 26,282,525
Operating Deficit	\$ (915,710)	\$ 343,186	\$ 331,640	\$ 303,142	\$ 761,428
One Times	1,267,710	-	-	-	-
Ending FB	8,209,178	8,552,364	8,884,005	9,187,147	9,948,575
Days Cost	68,139	69,465	70,306	71,128	72,007
Fund Balance (Days)	120	123	126	129	138
Target Reserve	90	90	90	90	90
Available	30	33	36	39	48

General Fund Five-Year Forecast Risk Areas

The Office of Management and Budget updates its General Fund five-year forecast annually in conjunction with the budget process. The initial year of the forecast is the budget year, which then extends four years out.

Baseline Assumptions

Below is a graph that represents the General Fund's projected baseline capacity throughout the term of the forecast. As you can see, revenues are outpacing expenses in this initial forecast. However, once we begin to take into account salary increases and other risk areas, this capacity dwindles quickly.

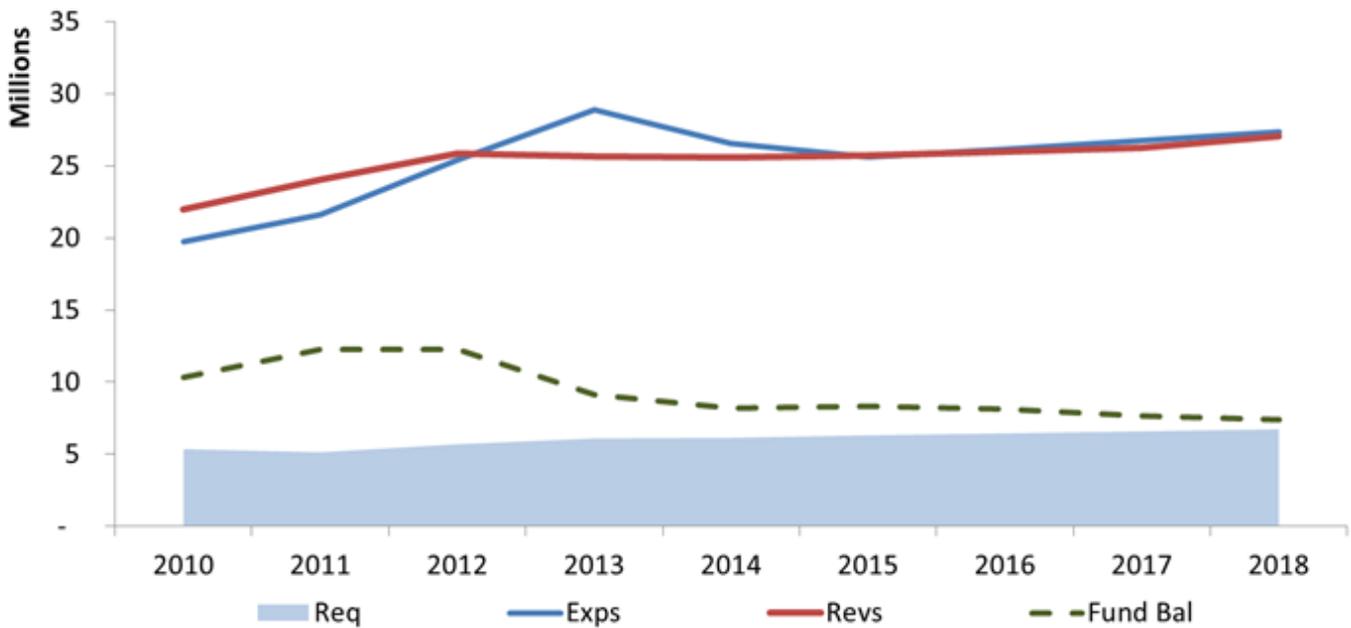


The most telling figure to look at throughout our forecast is the available fund balance. An increase of available fund balance indicates the city is projected to collect enough revenue to cover expenditures while still adding to its fund balance. Conversely, a decreasing available fund balance indicates just the opposite.

	FY14	FY15	FY16	FY17	FY18
Ending FB	8,209,178	8,552,364	8,884,005	9,187,147	9,948,575
Days Cost	68,139	69,465	70,306	71,128	72,007
Fund Balance (Days)	120	123	126	129	138
Target Reserve	90	90	90	90	90
Available	30	33	36	39	48

Salary Increases

If we assume modest salary adjustments of 1.5% annually to keep pace with inflation and the job market, all revenue capacity in the forecast window is depleted.



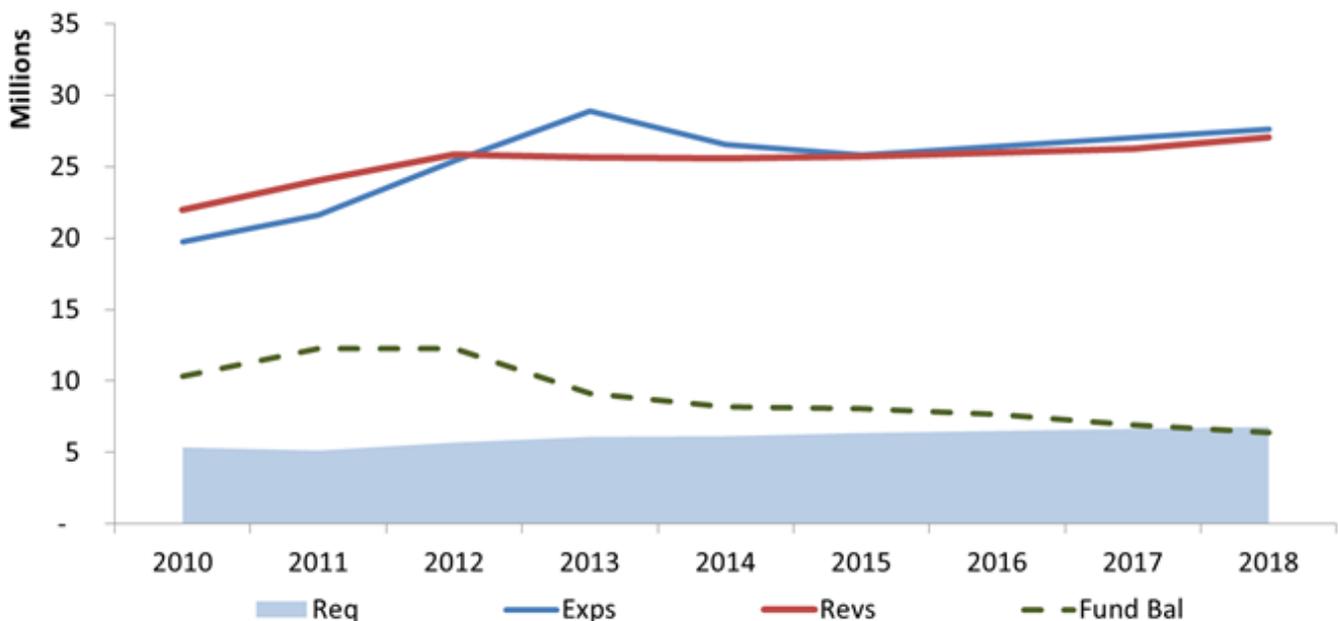
To further illustrate this affect, the number below show a reduction in available fund balance each year during the five-year forecast window, indicating that revenues are not sufficient to meet expenditure increases.

	FY14	FY15	FY16	FY17	FY18
Ending FB	8,209,178	8,299,277	8,120,946	7,653,380	7,379,452
Days Cost	68,139	70,158	71,703	73,239	74,844
Fund Balance (Days)	120	118	113	104	99
Target Reserve	90	90	90	90	90
Available	30	28	23	14	9

General Fund Five-Year Forecast Risk Areas

Street Funding

For FY14, the Council took budgetary action to increase funding for street repairs to get the city close to its recommended annual street repair funding level. While this was a step in the right direction for street services, the city is still shy of its recommended street repair levels by a few hundred thousand dollars. If the Council decides that this is an area of continued interest and increases the funding to its recommended level, the city may need to consider finding new revenue streams or decreasing service levels elsewhere to balance the budget. Please note that the below graph and accompanying table continue the aforementioned assumption of salary increases as well as street funding.

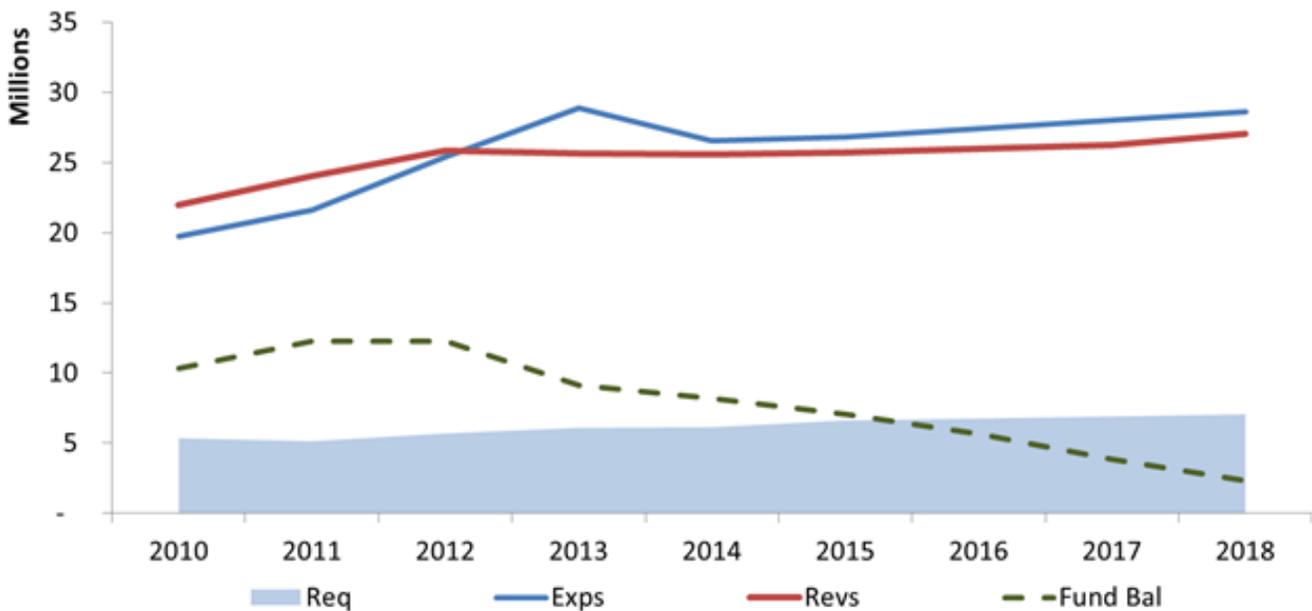


You can plainly see that simply by adding in modest cost-of-living salary increases and increasing street repair funding to its recommended level is enough to push the fund out of balance in this forecast window. By FY18, the fund would be unable to meet its target reserve of 90 days.

	FY14	FY15	FY16	FY17	FY18
Ending FB	8,209,178	8,070,461	7,651,874	6,932,038	6,393,227
Days Cost	68,139	70,785	72,362	73,930	75,569
Fund Balance (Days)	120	114	106	94	85
Target Reserve Available	90	90	90	90	90
	30	24	16	4	(5)

Fleet Funding

The last risk area to consider is the General Fund’s rolling assets. Currently, the city does not budget for fleet replacements on an ongoing basis, but on a one-time basis. This essentially means that there is no schedule the city adheres to, but rather each year departments can request fleet replacements as needed. If revenue capacity allows for replacements, then they are approved on a one-time basis. However, because fleet replacements occur each year, ideally these expenses should be budgeted on an ongoing basis. This way, fleet replacements are automatically built in to the budget, making replacements a constant item and preventing the city’s fleet from becoming too aged, which limits their use and pushes up maintenance costs. It is a common industry practice to essentially prefund its vehicle replacements in order to spread the replacement costs out over several years. Due to the size of the General Fund’s fleet, this would amount to approximately \$1m per year, and growing. Note that this projection also includes the modest salary increases and street funding increases discussed earlier.



This is by far the costliest risk area, but one that nonetheless needs addressing in order for the city to maintain its fiscal and operational health in future years. Note that the average age of Weatherford’s rolling assets is 9.1 years.

	FY14	FY15	FY16	FY17	FY18
Ending FB	8,209,178	7,065,565	5,629,513	3,872,216	2,289,177
Days Cost	68,139	73,538	75,149	76,773	78,430
Fund Balance (Days)	120	96	75	50	29
Target Reserve Available	90	90	90	90	90
Available	30	6	(15)	(40)	(61)



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.

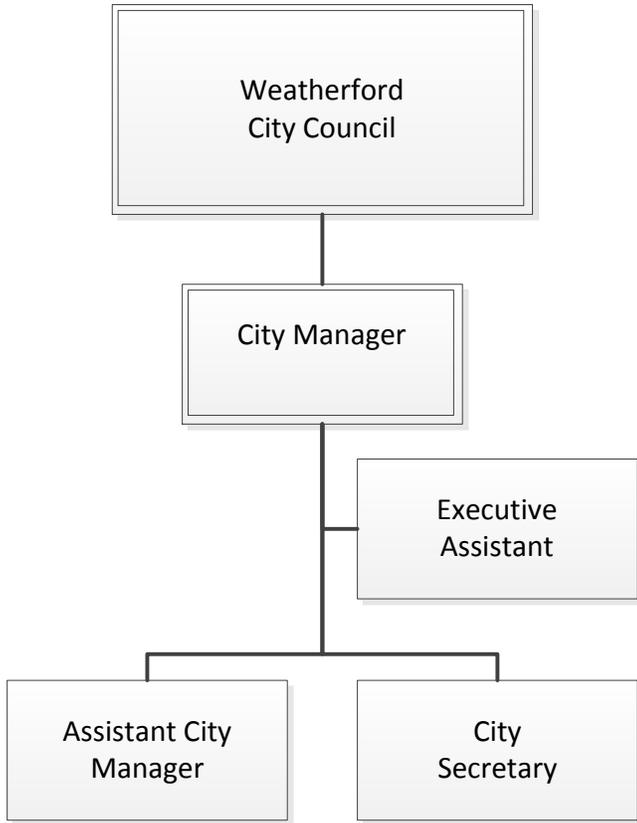
RECORDED TEXAS HISTORIC LANDMARK - 1987

General Fund Departments and Programs

Department	Proposed Budget	Proposed FTE
City Administration	637,228	4.50
City Attorney	151,490	1.00
City Council	74,000	5.00
Economic Development	185,254	1.00
Finance	824,419	12.00
Fire	4,903,188	56.50
Human Resources	335,360	3.00
Information Technology	1,714,274	7.00
Library	1,124,597	16.00
Municipal & Community Services	2,071,181	24.50
Non-Departmental	763,396	-
Office of Management & Budget	263,102	2.00
Parks & Recreation	1,967,170	28.00
Planning & Development	801,201	9.00
Police	7,373,838	80.75
Transportation/Public Works	3,335,064	19.00
	<hr/>	
	26,524,762	269.25
	<hr/>	

As you read through this document, please note that each department's listed major division goals include a number in parentheses next to it. This number corresponds with the strategic plan, listed earlier in this document.

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.

Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens.

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. (1)
- Ensure the development and implementation of goals and objectives set forth by the City Council Strategic Plan. (1, 2, 3)

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	565,671	516,261	515,867	508,628
Supplies	6,696	11,750	9,516	11,750
Contractual	74,180	161,850	141,108	116,850
Capital Outlay	13,697	-	-	-
Total	660,244	689,861	666,491	637,228

Significant Budget Changes

Removal of one-time compensation package (\$10,287)

FY13 Accomplishments

- Continued working towards completing all transportation projects on time with dollars allocated.
- Continued improvements at First Monday Trade Days.
- Completed Town Creek Project and all related financial obligations.
- Maintained 120 day Fund Balance throughout FY.
- Continued acquiring property along Western Loop through voluntary annexations and deeds from Parker County.

FY14 Objectives

- Continue improvements at First Monday Trade Days.
- Maintain 120 day Fund Balance throughout FY.

Performance Measures

Input	FY12	FY13	FY14
1 Population	25,440	25,940	26,000
2 Total Number of Boards and Commissions	10	11	11
3 Public Information Request			New Measure
Output			
1Community/Stakeholder Meetings	460	460	460

Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
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	0.50
City Secretary	28	1.00	1.00	1.00	1.00
Executive Assistant	16	1.00	1.00	1.00	1.00
Total		3.50	4.50	4.50	4.50

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.

Strategic Plan Goals Associated: The City Attorney's Office will provide support for all legal aspects of the three highlighted strategic plan goals.

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)

FY13 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.

FY14 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.

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	55,962	95,000	95,620	95,000
Supplies	-	-	-	-
Contractual	9,612	56,490	55,465	56,490
Capital Outlay	-	-	-	-
Total	65,574	151,490	151,085	151,490

Notable Budget Items

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

Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
City Attorney	UC	1.00	1.00	1.00	1.00
Total		1.00	1.00	1.00	1.00

Performance Measures				
Output		FY12	FY13	FY14
1	Council/Board Meetings	36	36	44
2	Municipal Court Cases	1805	608	625
Efficiency				
1	Retrials	0%	0%	0%
Effectiveness				
1	Successful Legal Issues	100%	100%	100%

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.

Strategic Plan Goals Associated: All items on the Strategic Plan have been approved by City Council. Any future strategic planning initiatives will be discussed with Council as well.

Major Division Goals Include

- Set goals and objectives for the city that address the needs and values of the community. (1)
- Provide necessary regulatory authority for the community by the passing of ordinances, resolutions, and actions. (1)
- Provide necessary budgetary oversight. (2)
- Levy and assess taxes and fees that provide for program development, implementation, and service delivery to meet

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	21,701	34,210	34,210	35,117
Supplies	3,607	4,900	4,900	4,700
Contractual	30,139	35,440	35,440	34,183
Capital Outlay	-	-	-	-
Total	55,447	74,550	74,550	74,000

the goals and objectives of the city. (1, 2)

- Provide political leadership on issues and needs of the community. (1)

FY13 Accomplishments

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

FY14 Objectives

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

Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Mayor	UC	1.00	1.00	1.00	1.00
Council Member	UC	4.00	4.00	4.00	4.00
Total		5.00	5.00	5.00	5.00

Performance Measures

Input		FY12	FY13	FY14
1	Population	25,440	25,940	26,000
Output				
1	Meetings & Public Hearings	54	59	57
2	Ordinances Adopted	44	47	45
3	Resolution Adopted	34	28	31

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.

In FY14, Economic Development will become a full city department.

For more information about the operating budget for the Weatherford Economic Development Authority, please visit www.weatherfordtx.gov/WEDA.

Strategic Plan Goals Associated: Proactively protect and further develop Weatherford's healthy economic climate.

FY14 Objectives

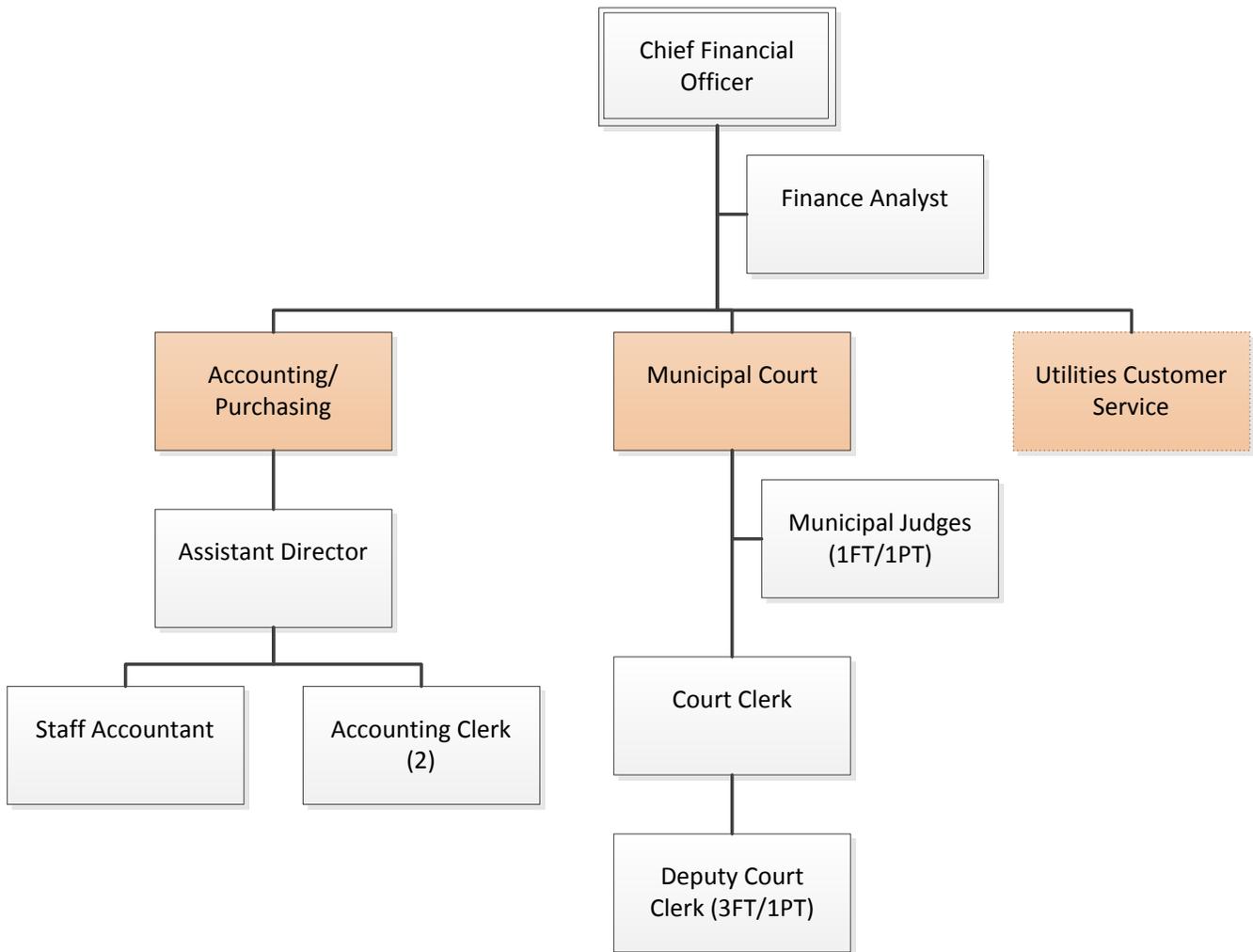
- 2013-2014 Goals & Marketing Plan to be developed by Weatherford Economic Development Board, including vision statement and goals and strategies. (3)
- Partner with city departments for retail/commercial/industrial tax increment finance district strategy and implementation. (3)
- Downtown anchor tenant and store-front development. (3)

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	165,335	183,214	177,465	132,104
Supplies	-	-	-	6,650
Contractual	5,460	5,400	5,400	46,500
Capital Outlay	-	-	-	-
Total	170,795	188,614	182,865	185,254

Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Director	UC	1.00	1.00	1.00	1.00
Administrative Secretary	11	1.00	1.00	1.00	-
Total		2.00	2.00	2.00	1.00

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.

Strategic Plan Goals Associated: The Finance Department will provide support for all financial aspects of the three highlighted strategic plan goals.

Major Division Goals Include

- Provide management, citizens, and other interested parties with accurate, complete, and responsive financial services and information. (1,2)
- Maintain professional development and certification for supervisory personnel through available training and educational opportunities. (1,2)
- 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, 2)

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	197,006	204,409	200,825	192,262
Supplies	3,371	1,400	1,400	1,400
Contractual	17,392	30,427	29,081	30,414
Capital Outlay	9,938	-	-	-
Total	227,707	236,236	231,306	224,076

Staffing	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Chief Financial Officer	39	1.00	1.00	1.00
Finance Analyst	15	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

FY13 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.
- Monitored market conditions and determined City feasibility of debt refunding or issuance for needs. Refunded some outstanding obligations for a \$3.73 million savings over the life of the debt and restructured the debt for an earlier payoff.
- Completed bi-annual review of OPEB, SEC disclosure, and required arbitrage rebate reviews.

FY14 Objectives

- Create a Finance Department Strategic plan.
- Provide the highest level of customer service in a timely and professional manner in all divisions of Finance.
- 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.

Significant Budget Changes

Removal of one-time compensation package (\$3,673)

Performance Measures

Input/Demand	FY12	FY13	FY14
1 Lake Lot Licenses	399	399	399
Output/Workload			
1 Lake Lot Billings	399	399	399
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%
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	0.077% / 0.02%		

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.

Strategic Plan Goals Associated: The Accounting Division will provide support for all financial aspects of the three highlighted strategic plan goals.

Major Division Goals Include

- Continue timely preparation of Comprehensive Annual Financial Report (CAFR) consistent with standards to maintain annual Certificate of Achievement for Excellence in Financial Reporting from GFOA. (2)
- Maintain timely and accurate processing of accounts payable. (2)
- Monitor and enhance system of internal controls to safeguard city's liquid and fixed assets and to assure compliance with applicable grant requirements. (2)
- Continue purchasing procedures to obtain supplies and services that provide the best value to the city and that are

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	232,095	237,382	240,860	236,040
Supplies	2,763	2,812	2,812	2,731
Contractual	8,877	8,778	8,778	8,815
Capital Outlay	-	-	-	-
Total	243,735	248,972	252,450	247,586

Significant Budget Changes

Removed one-time compensation package (\$4,060)

in accordance with state and local guidelines. (2)

- Treat all customers, external and internal, with respect and in a timely manner. (1)

FY13 Accomplishments

- Receipt of Certificates of Achievement for Excellence in Financial Reporting from GFOA.
- Evaluated fixed asset records for accuracy and completeness.

FY14 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.
- Update procedures for daily, weekly, quarterly and annual functions.

Budgetary Issues

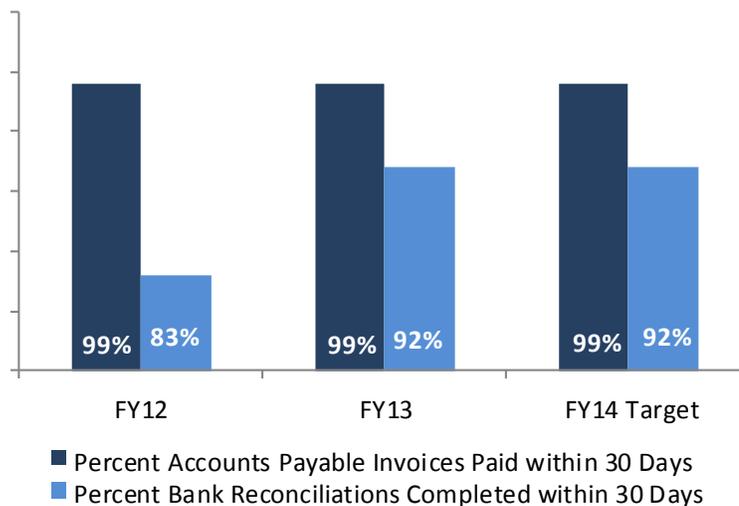
Future budgetary issues will be investigated with regards to interaction with GASB and the State of Texas requirements.

Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
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
Total		4.00	4.00	4.00	4.00

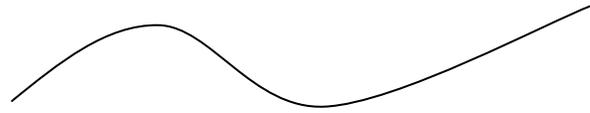
Accounting/Purchasing

Performance Measures

		FY12	FY13	FY14
Input				
1	Number of Invoices Received	6887	6712	6750
Output				
1	Number of Purchase Orders Issued	513	547	570
2	Number of Accounts Payable Checks Issued	3879	4015	4100
3	Number of Wire Transfers Processed and Issued	47	56	60
4	Number of Sealed Bids Processed	18	18	20
5	Number of Journal Entries Pro- cessed	1100	998	1000
Efficiency				
1	Percent of Purchase Orders Issued within 3 Working Days	100%	100%	100%
2	Accounts Payable Invoices Paid within 30 Days	99%	99%	99%
3	Bids / Proposals Awarded / Rejected within 45 Days	100%	100%	100%
4	Percent of Months Closed within 15 Days	83%	92%	92%
5	Percent Bank Reconciliations Completed within 30 Days	83%	92%	92%
Effectiveness				
1	Number of Auditor Requested Journal Entries Certificate of Achievement for Financial Reporting	4	3	3
2	GFOA	1	1	1
3	CAFR Review Comments	3	2	2
4	Favorable Audit Opinion	1	1	1
5	Successful GASB Implementations	N/A	N/A	1
6	Vendor Checks Voided due to Accounting Division Error	5	3	2



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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.

Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens.

Major Division Goals Include

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

FY13 Accomplishments

- Continued to work with Police Department on citation imports from Crimes to Incode.
- Near completion of the Weatherford Municipal Court Policy and Procedure Manual.
- Assisted as needed with implementation of Crimes/Incode interface.

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	314,300	321,954	322,042	321,170
Supplies	1,551	3,650	3,950	3,950
Contractual	14,752	24,636	23,863	27,637
Capital Outlay	-	-	-	-
Total	330,603	350,240	349,855	352,757

Significant Budget Changes

Reduce one-time compensation package (\$5,497)

- Passive participation in annual Statewide Warrant Round-Up.
- Implementation of Version 9 of Incode system.

FY14 Objectives

- Continued education for court staff in order to maintain 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.
- Include court staff, via regional training, in 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.

Budgetary Issues

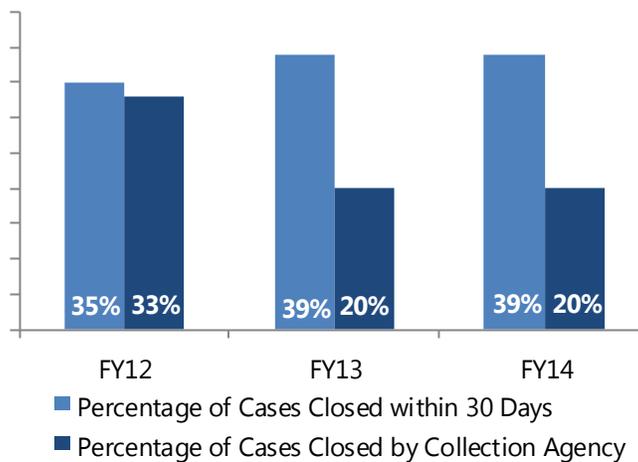
TMCEC, TCCA and Incode (Tyler Technologies) continue to increase registrations fees, as well as hotel costs, for annual training. Including court staff in annual Incode training at regional training sites will increase the need for travel and seminar/training funds. These trainings are very important 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 FY12	Budget FY13	Projected FY13	Adopted FY14
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	2.00	2.50	2.50
Total		5.50	5.50	6.00	6.00

Municipal Court

Performance Measures

Input	FY12	FY13	FY14
1 Citations filed	4,541	5,824	5,824
Output			
1 Number of cases disposed	5,339	6,374	6,374
2 Number of Pre-Trials	961	686	686
3 Number of Bench/Jury Trials	39	22	22
4 Number of warrants Issued	1,309	1,401	1,401
Efficiency			
1 Average cost per case per FY	61.92	54.89	55.34
Effectiveness			
1 Percentage of cases closed within 30 days	35%	39%	39%
2 Percentage of cases closed within 90 days	21%	15%	15%
3 Percentage of cases closed within 180 days	18%	23%	23%
4 Percentage of cases closed 180 or more	26%	23%	23%
5 Percentage of cases closed by collection agency	33%	20%	20%



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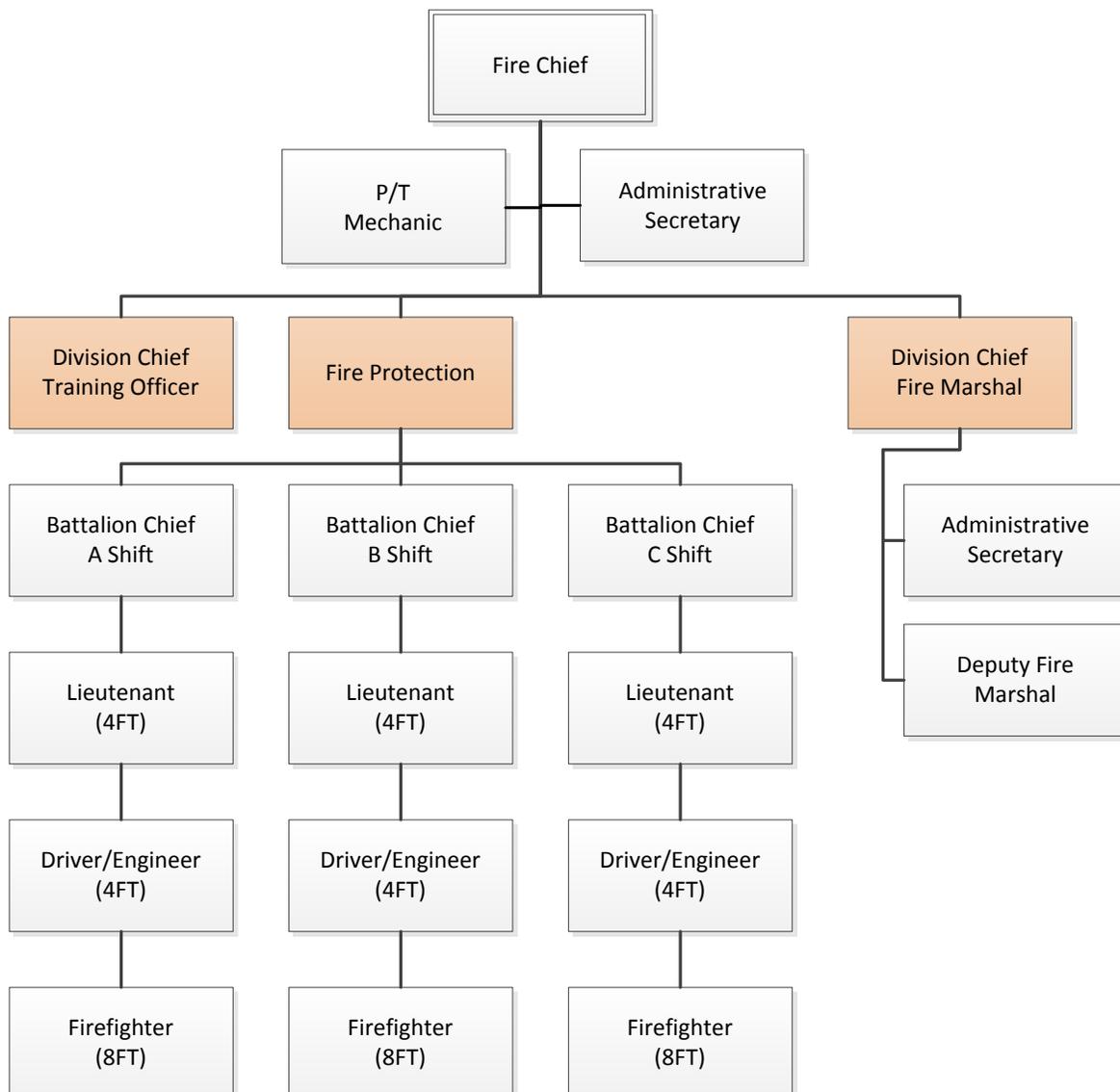




STATION

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

Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens.

Major Division Goals Include

- Develop an "all hazards" proactive approach in protecting lives, property and our environment; ensuring the safety and sustained security of our entire community. (1)
- Increase level of service that firefighters provide to citizens on medical incidents. (1)
- Champion fire and life safety education for all age levels and socio-economic groups. (1)
- Implement an annual fire inspection program for all non-residential properties within our City. (1)
- Investigate causes of all fires and prosecute arson offenders. (1)
- Develop and implement a continuous improvement plan that will improve our ISO PPC rating, further reducing the insurance cost for our homeowners. (1)

FY13 Accomplishments

- Purchased a replacement fire engine for Fire Station #3 .
- Acquired the City's "Old" Water Treatment as a Fire Training Facility.

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	4,489,453	4,580,329	4,576,838	4,480,117
Supplies	246,938	270,311	249,120	217,386
Contractual	165,652	185,556	187,087	205,685
Capital Outlay	69,523	504,800	508,383	-
Total	4,971,566	5,540,996	5,521,428	4,903,188

Significant Budget Changes

Removal of one-time purchase of fire engine (\$495,000); removal of one-time compensation package (\$78,632); removal of one Sr. Administrative Secretary

One-time increase for emergency vehicle repairs (\$9,850); ongoing increase of structural fire fighting gear replacement/maintenance(\$23,410); addition of one part-time mechanic (\$32,000)

- Entire department conducted live fire training exercises at Tarrant County College.
- Initiated an annual physical training program for operational personnel.
- Delivered a Fire Safety Education Program to all students (grades 1st-3rd).

FY14 Objectives

- Pursue consolidation discussions with Emergency Service District #3.
- Establish an annual medical surveillance program for all fire department members.
- Improve our ISO PPC Rating from a 3 to a 2.

Budgetary Issues

One budgetary issue is building our accounts to an amount that will allow for the routine repair, maintenance and testing of our vehicles, gear and equipment. Also, we must build our budget to allow for future replacement of these items. Another main issue within the fire department is directly rated to our pay. We have fallen below market with all ranks in our department. We need a market adjustment to retain our personnel and continue to attract quality members.

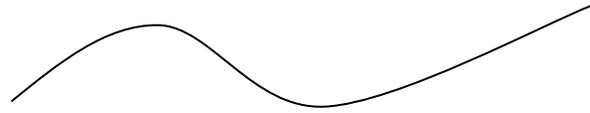
Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Fire Chief	37	1.00	1.00	1.00	1.00
Assistant Fire Chief	35	-	-	-	-
Division Chief/Fire Marshal	29	1.00	1.00	1.00	1.00
Mechanic (PT)	27	-	-	-	0.50
Division Chief/Training Officer	26	-	1.00	1.00	1.00
Battalion Chief	26	3.00	3.00	3.00	3.00
Fire Lt/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	1.00
Sr Office Assistant	9	1.00	1.00	-	-
Total		53.00	57.00	57.00	56.50

Fire Department

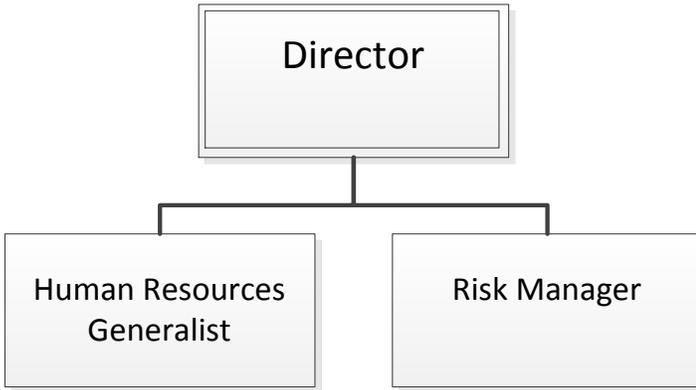
Performance Measures

Input		FY12	FY13	FY14
1	Total calls for service	3,985	4,574	4,660
2	Overlapping Calls	715	985	830
2	Fires	369	405	296
3	Over Pressure, Rupture, Explosion (No Fire)	2,393	5,369	6,691
4	Rescues and Emergency Medical Services	0	2	1
5	Hazardous Conditions (no fire)	6,625	8,224	7,659
6	Service Calls (ex: Water, Smoke or Odor Removal; Animal Rescue; Assist PD; Assist Invalid, etc.)	505	399	270
7	Good Intent Calls	1,291	1,407	1,185
8	False Alarms/False Calls	1,496	2,107	1,538
9	Severe Weather and Natural Disasters	430	326	316
10	Special Incident Types	358	513	334
Efficiency				
1	Response Time Less than 5 Minutes	53%	55%	54%
2	Average Response Time to City Structure Fires	4:52	4:44	4:19
3	Inspections Performed Per Day	2.01	1.54	2.78
4	Total Department Training Hours per Year	5,369	6,222	1,771
5	Fire Safety Education (Adults/Children)	552/1858	2898/5174	2378/3371
6	Suspected Arson Incidents	7	8	3
7	Overall Average Response Time (minutes)	4:38	4:45	4:46
Effectiveness				
2	Fire Deaths	1	0	0

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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, vaca-

tion, 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.

Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens.

Major Division Goals Include

- Provide effective and timely recruitment, advertising, screening, and referral of qualified applicants for open positions. (1)
- Update, maintain, and implement an effective job position description/classification program to ensure internal equity and legal compliance; compensation/performance appraisal program that compensates employees for performing position responsibilities; recommend pay system changes based on market competitiveness and economic conditions. (1)
- Develop, update, and administer competitive, responsive, and cost-effective employee benefit programs.

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	324,030	268,353	267,850	274,351
Supplies	4,688	5,250	4,736	5,250
Contractual	82,132	57,759	58,692	55,759
Capital Outlay	-	-	-	-
Total	410,850	331,362	331,278	335,360

Significant Budget Changes

Removal of one-time compensation package (\$3,762)

(1, 2)

- Process payroll in an efficient manner free of errors.

(1)

- Provide management and employees with positive recognition and communication programs; assist management and employees with employee relations issues. (1)
- Provide effective safety and educational trainings through the Risk Manager. (1)

FY13 Accomplishments

- Provide training for supervisors and managers.
- Revise and update Personnel Policy.
- Review and update Employee Evaluation System.
- Continue Risk Management growth and development.

FY14 Objectives

- Revise and update Personnel Policy,
- Expand Risk Management training program.
- Review and possibly revise payroll schedule.

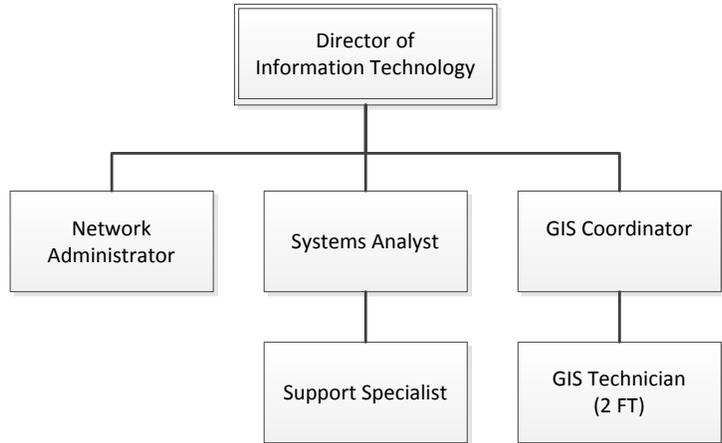
Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Director	38	1.00	1.00	1.00	1.00
Risk Manager	27	1.00	1.00	1.00	1.00
HR Generalist	15	1.00	1.00	1.00	1.00
Total		3.00	3.00	3.00	3.00

Performance Measurement

Input		FY12	FY13	FY14
1 City Employees		413	405	400
Output				
1 Employees Hired		40	70	70
2 Applications Processed		1,800	2,200	2,500
3 Payroll Checks Issued		11,000	11,100	11,300
Efficiency				
1 Payroll Errors		1%	1%	1%
Effectiveness				
1 Turnover Rate		8%	6%	6%

Information Technology

The Information Technology Division is responsible for ensuring the efficient operations of the City's computers, networking systems, and Geographical Information Systems (GIS). The Wide Area Network (WAN), GIS, and computer support operations are managed under the Information Technology Division. Maintenance of the WAN involves networking hardware and software troubleshooting, network device upgrades, contract negotiations, fiber optic coordination, data management, and administration. GIS employees manage functions of mapping services to all users including database integrity and data validation. The GIS system is used by internal employees and outside consultants to make decisions and recommendations regarding infrastructure improvements. HelpDesk/PC Support performs PC hardware and software troubleshooting, incident management for city staff, HelpDesk problem resolution for approximately 600 computers, thin clients, phones and mobile devices throughout the City. Information Technology is under the direction of the Director of Information Technology and reports directly to the Assistant City Manager.



Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens.

Major Division Goals Include

- Implement and maintain technology solutions that improve the delivery of quality services to our citizens. (1)

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
Total	11,593	1,190,911	1,201,737	1,583,433

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.

- Ensuring responsive communication and improving customer service through effective deployment of technology. (1)
- Provide timely and accurate information to City Council, city staff, and citizens through the continued expansion of GIS and web-based technologies. (1)

FY13 Accomplishments

- Completed virtualization of enterprise server hardware.
- Completed the first year of our round 2 pc refresh for public safety.
- Enterprise wide upgrades completed for GIS servers and clients computers.
- Upgraded core network infrastructure to enhance IT disaster recovery preparedness.
- Created mobile applications to consume map services in the field on mobile devices.
- Completed utilities city works integration including mobile freeance component.

FY14 Objectives

- Create and document formalized disaster recovery/system security plan.
- Create Information Technology Governance plan. (3)
- Deploy upgraded desktop hardware to city hall, old city hall, and TPW buildings.
- Upgrade of scada water systems.
- Increase storage capacity of file server to support growing data needs.
- Implementations of City Sourced software to replaced CRM system, as well as Trakit upgrades.

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.

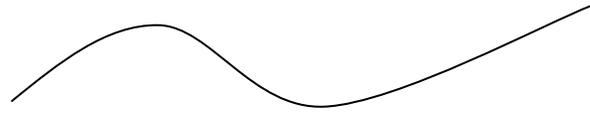
Staffing		Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Director	36	-	0.50	0.50	1.00
Assistant Director	28	-	0.50	0.50	1.00
Network Administrator	25	-	0.50	0.50	1.00
GIS Coordinator	24	-	0.50	0.50	1.00
System Analyst	23	-	0.50	0.50	1.00
GIS Technician	20	-	1.00	1.00	2.00
Total		-	3.50	3.50	7.00

Information Technology

Performance Measures

Input	FY12	FY13	FY14
1 Software Accounts Managed	530	724	900
2 Electronic Devices Maintained	585	675	725
3 Networked Fiber/Wireless Sites	24	27	27
4 Networked VPN/Mobile	121	168	200
5 Service Requests	1452	1884	2100
6 GIS Map/Copy requests	3200	2883	3000
Output			
1 Support Issues Completed	1450	1884	2100
2 GIS Map/Copy requests completed	3200	2883	3000
Efficiency			
1 Average Time to Complete Request	55 Minutes	50 Minutes	48 Minutes
2 Gigabyte (GB) data stored	7200	27743	32000
Effectiveness			
1 Employee Satisfaction Survey (5 = the highest score)	4.7	4.8	4.8
2 GIS Website Hits	5000	20867	25000
3 GIS Layers Maintained	230	234	309

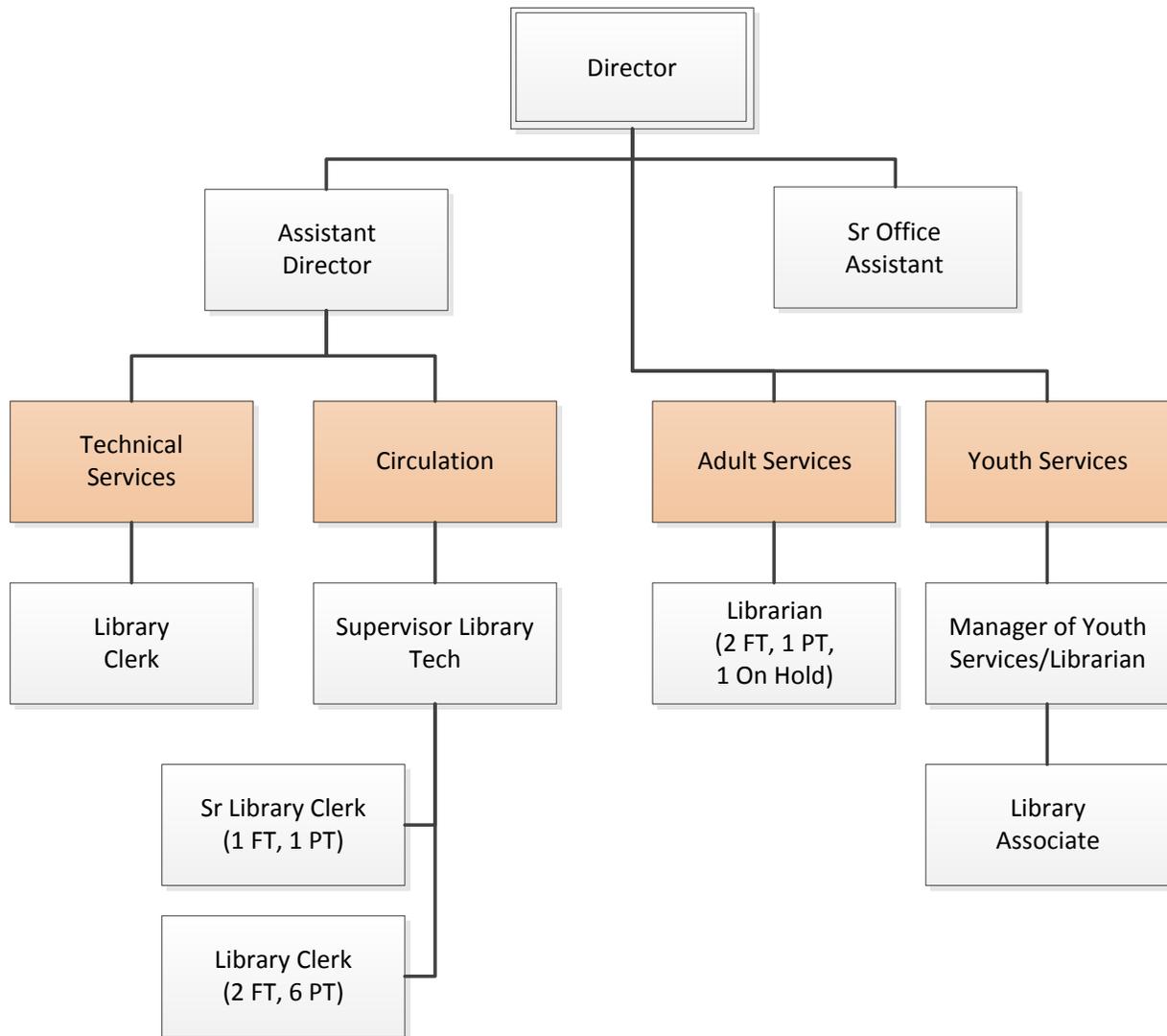
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WEATHERFORD PUBLIC LIBRARY

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.

Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens.

Major Division Goals Include

- Provide staffing and hours of service that meet community needs. (1)
- Maintain a collection of resources that support the identified needs of the community. (1)
- Provide for the delivery of accurate and timely information and services that focus on satisfying the information and recreational needs of the community. (1)
- 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. (1)
- Take advantage of all avenues to maintain community awareness of the library and the services available. (1)
- 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)

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	796,491	816,908	814,759	823,659
Supplies	134,787	138,850	138,850	142,320
Contractual	81,215	97,215	89,680	98,647
Capital Outlay	-	-	-	-
Total	1,012,493	1,052,973	1,043,289	1,064,626

Significant Budget Changes

Reduction in one-time compensation package (\$13,874); Increase in library materials budget: \$3,971

FY13 Accomplishments

- Digitized a near-complete run of the Weatherford High School yearbook and made it available online through the library's website.
- Secured an Impact grant through the Texas State Library and Archives Commission to begin offering downloadable periodicals.
- Secured a third year of grant funding for the Preserving and Expanding Access to Culture and History (PEACH) local history digitization project.
- Borrowed 5,017 items for Weatherford library patrons via the PCLA (through July 30).
- Increased Summer Reading Club registrations 34 percent, from 1,330 to 1,784.

FY14 Objectives

- Create and distribute customer satisfaction surveys.
- Give informational presentations about library services to community organizations.
- 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.

Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
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
Total		15.00	15.00	15.00	15.00

Public Library

Performance Measures

Input		FY12	FY13	FY14
1	Service Population as defined by the State		79,544	79,544
2	Number of volunteer hours		1,620	1,620
3	Number of internet sessions (total)		28,157	28,157
4	Number of total internet session hours		16,746	16,746
Output				
1	Presentations to community groups		2	2
2	Number of website edits		112	112
3	Number of Notify Me email messages		70	70
4	Workshops for the public		1	1
5	Workshops/training per employee		2	2
6	Customer satisfaction surveys administered		0	NEW
7	Items Circulated		336,294	336,294
Effectiveness				
1	Cardholders that have used their card in the past 2 years		12,332	12,332
2	Cardholders that have used their card in the past 3 years		16,020	16,020
3	Customer satisfaction survey rating			NEW

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 FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	32,905	36,000	36,000	36,000
Supplies	28,880	2,500	2,500	11,283
Contractual	10,644	2,638	2,638	2,688
Capital Outlay	-	-	-	-
Total	72,429	41,138	41,138	49,971

Staffing	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
PT Librarian	19	0.50	0.50	0.50
PT Library Clerk	7	0.50	0.50	0.50
Total		1.00	1.00	1.00

Library Telecommunications Grant

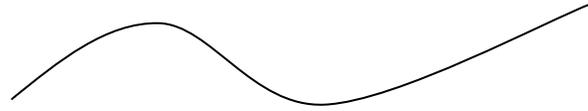
This division was utilized only in FY11 to account for the proceeds of the Library Telecommunications Grant. It was used for the purchase of digital circulation material.

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	-	-	-	-
Supplies	-	-	-	-
Contractual	-	-	-	10,000
Capital Outlay	-	-	-	-
Total	-	-	-	10,000

Significant Budget Changes

None.

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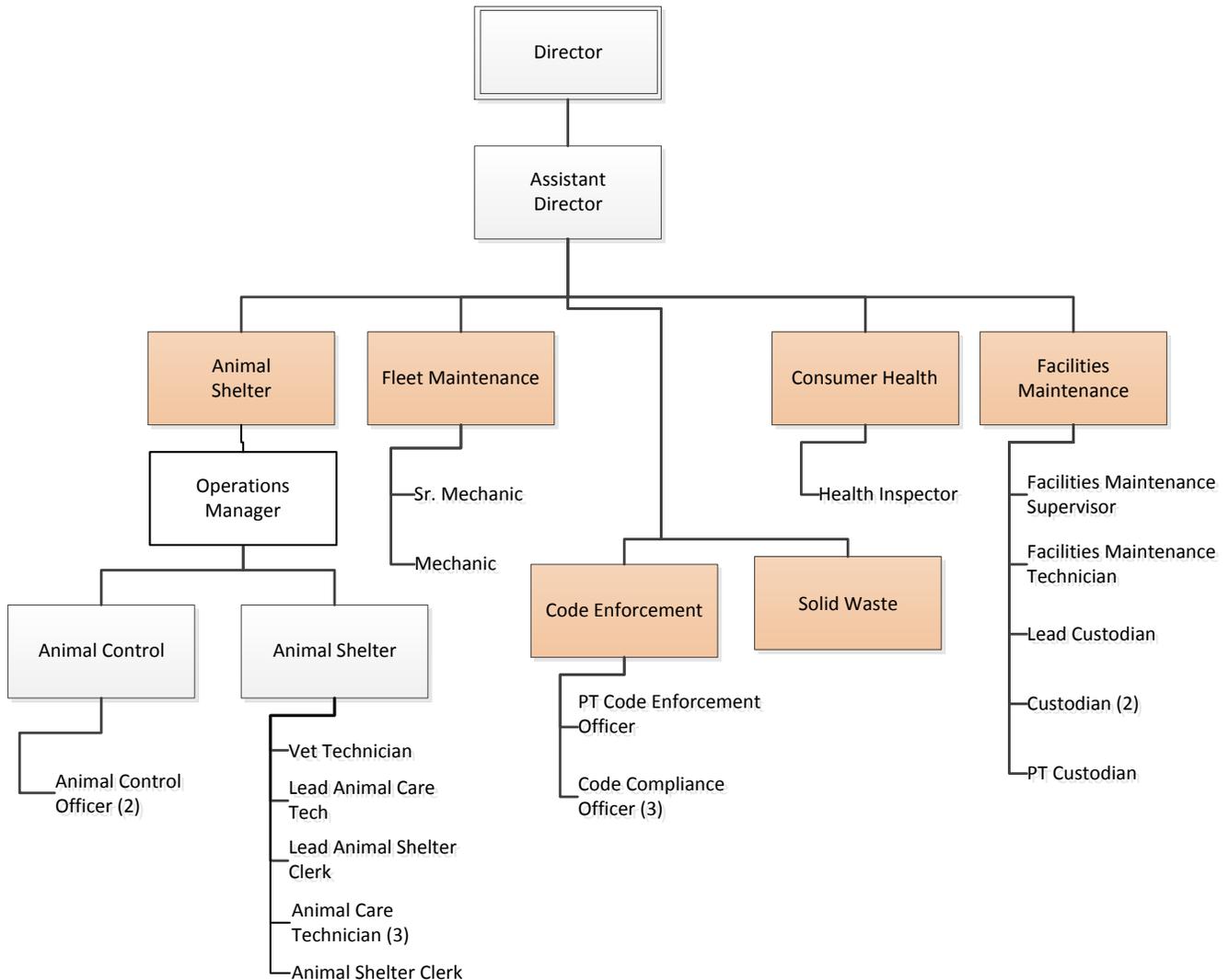


The bath house at the First Monday Grounds was completed in October 2012. It provides facilities during First Monday Trade Days, and for Town Creek Trail patrons as well.



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. The divisions of this department include: Animal Shelter, Code Enforcement, Consumer Health, Facilities Maintenance, Fleet Maintenance, and Sanitation (which is located in the Solid Waste Fund). In FY14, operations from the Special Projects Department were merged into Municipal and Community Services.



Municipal & Community Svc Administration

Municipal & Community Services Administration provides administrative support to the various divisions within the department. This division used to be responsible for Facilities Maintenance and Consumer Health under the title "Special Projects Administration." In FY14, the Municipal & Community Services department will be absorbing those operations.

Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens.

Major Division Goals Include

- Provide oversight for departmental operations. (1)
- Develop long-term plans and goals for efficient operations. (1)

FY14 Objectives

- Implement process improvements for divisional programs.
- Evaluate efficacy of internal fleet maintenance operations.

Significant Budget Changes

For FY14, the position of Special Projects Director has been eliminated, and this cost center has been changed to Municipal & Community Services Administration. Additionally, the Animal Shelter Director has been reclassified to the Municipal & Community Services Assistant Director, and half of the Municipal & Community Services Director position has been transferred into the General Fund to oversee Facilities Maintenance and Consumer Health. This strategic move will streamline operations in these cost centers.

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	125,828	122,290	122,742	154,045
Supplies	2,402	4,500	2,200	-
Contractual	3,195	4,200	4,474	-
Capital Outlay	-	-	-	-
Total	131,425	130,990	129,416	154,045

Staffing	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Director	36	1.00	1.00	0.50
Assistant Director	27	-	-	1.00
Total		1.00	1.00	1.50

Public Market

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

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	-	-	-	-
Supplies	550	-	-	-
Contractual	2,850	-	-	-
Capital Outlay	-	-	-	-
Total	3,400	-	-	-

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.

Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens.

Major Division Goals Include

- Enhance adoption programs to increase animal adoptions and animals returned to their owners. (1)
- Improve & expand livestock areas by increasing fencing & stalls. (1)

FY13 Accomplishments

- Implemented 70% of process improvements related to Shelter Assessment.
- Improved live-release rate by working with rescue and foster groups.
- Implemented new vaccination-on-entry protocol.
- Updated kennel cleaning procedures to ensure that proper hygiene is maintained.

FY14 Objectives

- Continue improving live-release rate.
- Create a foster program.
- Expand the number of rescue groups the shelter works with.

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	548,626	539,331	550,778	488,171
Supplies	77,381	101,568	108,721	115,350
Contractual	131,303	275,005	268,091	176,505
Capital Outlay	-	58,826	45,244	-
Total	757,310	974,730	972,834	780,026

Budgetary Issues

The demands of the Weatherford and Parker County Animal Shelter continue to grow steadily. Contracts with incorporated municipalities throughout the county will increase animal intake as well as the workload at the shelter. Personnel increases will be needed to meet demands placed on the Shelter.

Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Director	36	-	1.00	1.00	-
Shelter Manager	25	1.00	1.00	-	-
Operations Manager	19	-	-	1.00	1.00
Animal Control Officer	16	2.00	2.00	2.00	2.00
Veterinary Technician	14	1.00	1.00	1.00	1.00
Animal Control Technician	14	1.00	1.00	-	-
Lead Animal Care Tech	12	-	-	1.00	1.00
Lead Animal Shelter Clerk	12	-	-	1.00	1.00
Animal Control Technician	12	1.00	1.00	-	-
Kennel Technician	12	2.00	2.00	-	-
Animal Care Technician	7	-	-	3.00	3.00
Animal Shelter Clerk	7	-	-	1.00	1.00
Total		8.00	9.00	11.00	10.00

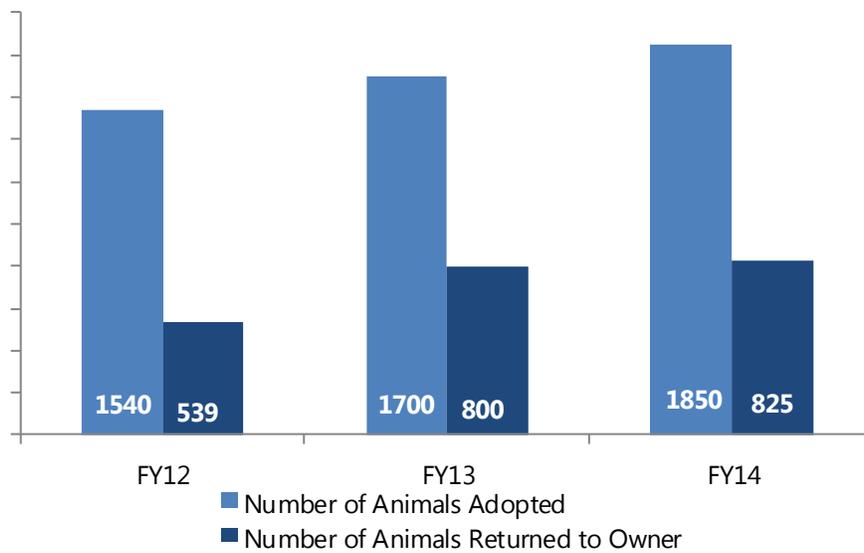
Significant Budget Changes

Transfer of Director to MACS Administration (\$90,000); Transfer of Animal Control Officer to Code Enforcement (\$50,000); removal of one-time expenses for security cameras (\$43,000) and fence repairs (\$11,000); addition of one-time expense for guillotine doors: \$13,500.

Animal Services

Performance Measures

Input		FY12	FY13	FY14
1	Calls for Service	--	1931	3500
2	Animal Intake			
	Dogs/Cats	3,865	3,747	3,800
	Other	423	421	600
Output				
1	Adoptions	924	1,690	1,700
2	Barncat Program	0	38	100
3	Rescues	178	222	300
4	Shelter Transfer	163	85	100
5	Returned to Owner	614	662	800
6	Euthanized or Deceased: Dogs and Cats	1,988	1,121	800
7	Euthanized or Deceased: Livestock, Skunks, Feral	144	204	200
Efficiency				
1	Live Release Rate	49%	71%	79%



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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.

Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens.

Major Division Goals Include

- Focus on complaint resolution, public safety issues, nuisance ordinances, property maintenance code, and property owner notification. (1)

FY13 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.
- By establishing the volunteer demolition program code enforcement has completed 12 demolitions of substandard structures.

FY14 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.

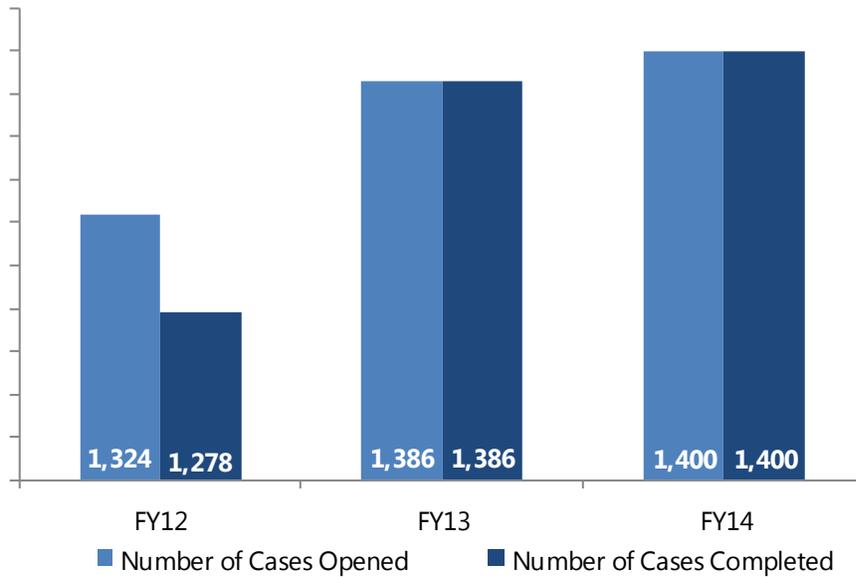
Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	138,657	143,744	158,744	203,534
Supplies	8,587	10,400	10,400	10,400
Contractual	21,246	41,700	26,700	40,700
Capital Outlay	-	-	-	-
Total	168,490	195,844	195,844	254,634

Significant Budget Changes

Reduction of one-time compensation package (\$3,762); transfer staff position from Animal Shelter to Code Enforcement: \$50,000.

Performance Measures

			FY11	FY12	FY13
Input					
1	Population-Code	N/A	25,000	25,350	25,500
Output					
1	Cases Opened - Code	N/A	859	1,386	1,400
2	Citations Issued - Code	N/A	41	70	100
3	Oral Communications - Code	N/A	87	658	750
4	Public Notifications-Code	N/A	445	847	900
Efficiency					
1	Officers per 1,000 Population	1.3	0.08	0.08	0.08
2	Cases Completed - Code	N/A	468	1,361	1,400
Effectiveness					
Violations Brought Into Compliance					
1		1.2	54%	99%	100%
2	Court Summons	1.2	124	53	60
3	Court Hearings	1.2	13	34	40



Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Code Enforcement Officer	23	0.50	0.50	0.50	0.50
Code Compliance Officer	15	2.00	2.00	3.00	3.00
Total		2.50	2.50	3.50	3.50

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.

Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens.

Major Division Goals Include

- Ensure that food is safe within the City of Weatherford. (1)
- Making sure that each retail food establishment/commercial swimming pool is in compliance with state regulations through inspecting and permitting. (1)
- To provide education in food safety measures to establishments/employees through inspections and Food Handler Education Classes. (1)

FY13 Accomplishments

- Contracted outside professional contract services to bridge the gap between the rising number of businesses that are serving the public.
- Provided Online Food Handlers Classes in English & Spanish thru the City of Weatherford Website by Healthinspection.org.
- Worked with the IT Dept. and found a mobile software for food safety inspections (to help make health inspectors more efficient while out in the field).

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	55,806	57,573	57,570	57,015
Supplies	1,051	3,500	3,500	5,000
Contractual	20,916	52,350	52,350	44,350
Capital Outlay	-	-	-	-
Total	77,773	113,423	113,420	106,365

- Worked with the Texas Dept. of State Health Services to get the City of Weatherford Food Handler Program accredited.
- Revised the City of Weatherford Health & Sanitation Ordinance for Temporary Events, Mobile Units, Seasonal Vendors, and Ice Cream Trucks.

FY14 Objectives

- Contract outside professional contract services to continue to bridge the gap between the rising number of businesses that are serving the public.
- Implement mobile software for food safety inspections (purchase equipment & set-up).
- Revise the City of Weatherford Health & Sanitation Ordinance for Public Swimming Pools & Spas.

Budgetary Issues

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 FY12	Budget FY13	Projected FY13	Adopted FY14
Health Inspector	17	-	1.00	1.00	1.00
Total		-	1.00	1.00	1.00

Significant Budget Changes

Ongoing mosquito testing: \$15,000; removal of one-time mosquito control measures (\$25,000)

Consumer Health

Performance Measurement

		FY12	FY13	FY14
Input				
1	Total # of Retail Food Establishments	271	294	298
2	Total # of Day Care Centers	16	15	15
3	Total # of Commercial Pools Mobile Food Units/Pushcarts/	30	30	30
4	Tempoary Food Vendors		24	26
Output				
1	Routine Retail Food Inspections	283	365	372
2	Retail Food Re-Inspections	13	7	5
3	Day Care Inspections	16	15	15
4	Commercial Pool Inspections	30	76	50
5	Food Handler Classes	18	10	13
6	Pre-Opening Inspections		28	15
7	Plan Reviews		3	4
Effectiveness				
1	Complaints	18	26	20



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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.

Strategic Plan Goals Associated: Facilities Maintenance will provide support for all building maintenance aspects of the three highlighted strategic plan goals.

Major Division Goals Include

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

FY13 Accomplishments

- Completed Johnson Controls lighting/ac upgrades throughout the City.
- New Roof at Chandor Gardens.
- New roof at Cherry Park Community Center.
- Upgrade Electric service panel at Farmer's Market.
- Built office for contract mechanic at Fire Station 4.
- Awning and signage repair at Public Library.

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	293,446	287,226	290,919	291,336
Supplies	44,978	44,400	43,341	43,600
Contractual	180,456	201,205	196,779	270,225
Capital Outlay	1,067,704	-	-	-
Total	1,586,584	532,831	531,039	605,161

Significant Budget Changes

For FY14, the city has budgeted approximately \$78,000 for building repairs, Additionally, \$12,200 has been budgeted for an energy savings test. All of these items are one-time.

- Fire Administration porch repair.
- Work order for Facilities Maintenance placed on Cow Net.

FY14 Objectives

- Continue to complete requested work orders in a timely manner.
- Perform energy savings test.
- Repair Front entry stairway at City Hall.
- Obtain AC Maintenance Contract.
- Repair exterior concrete at City Hall.
- Install new flooring in report offices at Police Department.
- Make needed improvements to Facilities Maintenance shop and storage area.



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 FY14 (refer to the supplemental).

Performance Measures

	FY12	FY13	FY14
Input			
Work Orders Submitted	NEW	503	500
Output			
Work Orders Completed	360	463	425

Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
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
Total		6.50	6.50	6.50	6.50

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.

Strategic Plan Goals Associated: Fleet will provide support for all rolling asset maintenance and repair aspects of the three highlighted strategic plan goals.

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.
- Continue to provide accurate, detailed Fleet reports to department Directors.
- Maintain 30 day notification schedule for all vehicles and equipment due for preventative maintenance.

FY13 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.

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	129,250	131,778	131,778	130,321
Supplies	10,316	13,500	12,999	13,500
Contractual	19,694	27,129	26,267	27,129
Capital Outlay	-	-	-	-
Total	159,260	172,407	171,044	170,950

Significant Budget Changes

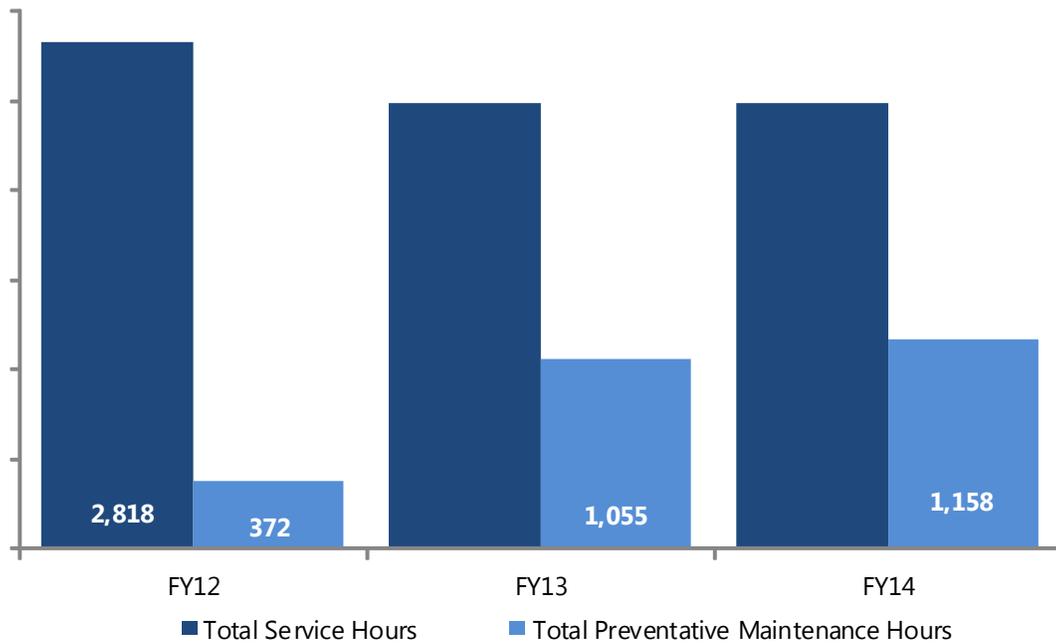
Reduction of one-time compensation package (\$2,500);

- Fleet has started contacting and scheduling with departments when there is a preventative maintenance due therefore reducing wait and down time on vehicles and equipment.

FY14 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.

Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Sr Mechanic	16	1.00	1.00	1.00	1.00
Mechanic	13	1.00	1.00	1.00	1.00
Total		2.00	2.00	2.00	2.00

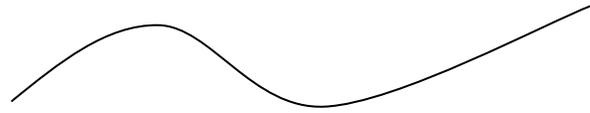


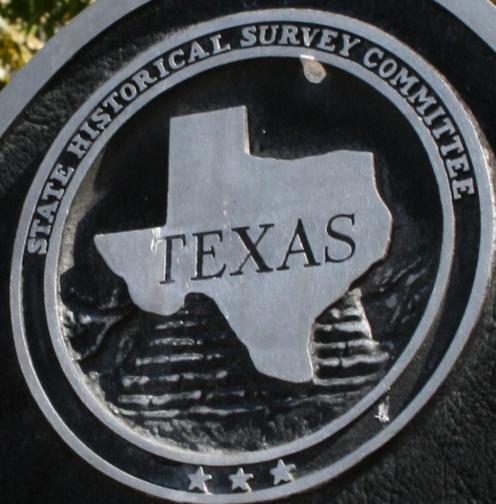
Fleet Maintenance

Performance Measures

	FY12	FY13	FY14
Input			
1 All Service Requests	1,589	1,344	1,342
2 Preventative Maintenance Requests	230		
Light Duty Vehicles		114	114
Medium Duty Vehicles		76	76
Heavy Duty Vehicles		94	94
Miscellaneous		6	6
3 Scheduled Maintenance Requests	new	310	382
4 Unscheduled Maintenance Requests	new	708	638
5 Field Call	new	36	32
6 # of General Fund & Solid Waste vehicles/equipment maintained	279	352	352
7 Requests for fabrication			
Output			
1 Total Service Hours	2818	2476	2476
2 Preventative Maintenance Performed	372		
Light Duty Vehicles	new	114	114
Medium Duty Vehicles	new	188	188
Heavy Duty Vehicles	new	304	304
Miscellaneous	new	6	6
3 Scheduled Maintenance Performed	new	443	546
4 Unscheduled Maintenance Performed	new	996	893
5 Field Call	55	46	46
6 Diagnostics	new	329	329
7 Fabrication Projects Completed	new	50	50
8 Shop Maintenance/Office Work (hours)	new	1040	1040
9 Vehicle research (Hours)	new	644	644
Efficiency			
1 Average Labor Hours per Service Request		1.84	1.84
2 Average Labor Cost per Service Request		\$57.37	\$57.44
3 Preventative Maintenance			
Light Duty Vehicles		\$31.14	\$31.14
Medium Duty Vehicles		\$77.03	\$77.03
Heavy Duty Vehicles		\$100.71	\$100.71
Miscellaneous		\$31.14	\$31.14
4 Scheduled Maintenance		\$44.50	\$44.50
5 Unscheduled Maintenance		\$43.81	\$43.60
Effectiveness			
1 % of vehicles with on-time PM	85%	95%	98%

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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.

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	40,000	342,282	326,582	349,243
Supplies	-	-	-	-
Contractual	916,409	1,088,627	1,087,627	414,153
Capital Outlay	-	-	-	-
Total	956,409	1,430,909	1,414,209	763,396

Significant Budget Changes

Contributions to non-profit organizations: Parker County Committee on Aging at \$30,000, Freedom House at \$15,000, and Center of Hope at \$15,000; reduction of payment to Weatherford Economic Development Authority (\$226,000), reduction of transfer to debt service fund (\$96,000), reduction of transfer to Storm Water Utility Fund (\$307,000).

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.

Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens, and Maintain and expand revenue sources to further ensure Weatherford's overall fiscal well-being, as well as to provide sufficient annual funding of Weatherford's street system improvements. In addition, OMB will provide budgetary support for all aspects of

the three highlighted strategic plan goals, as directed by the City Manager.

Major Division Goals Include

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

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	185,999	215,681	215,531	214,368
Supplies	6,828	4,050	3,100	3,534
Contractual	8,230	18,950	16,222	45,200
Capital Outlay	-	-	-	-
Total	201,057	238,681	234,853	263,102

Significant Budget Changes

Reduction of compensation package (\$3,272); ongoing funds for contracting with MuniServices for sales tax report: \$5,000; one-time funds for a citizen survey: \$25,000

FY13 Accomplishments

- Updated the city's Strategic Plan
- Implemented a quarterly budget monitoring process.
- Implemented an Open Data Initiative

FY14 Objectives

- Expand and automate the publication of open data.
- Define the city's budget in terms of the programs and services it funds, and the cost associated with each item.
- Begin pilot program to enhance performance measures across the city, linking them directly with the city's strategic goals.

Budget Issues

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

Performance Measures

		FY12	FY13	FY14
Efficiency				
1	Percentage of Quarterly projections presented within 30 days of the closing of the fiscal quarter	New	100%	100%
2	Average time saved per month by finding efficiencies and/or automating processes (City-wide)	New	30 hours	30 hours
Effectiveness				
1	Average deviation between quarterly projections of major revenue sources to actuals	New	5%	5%
2	Customer satisfaction (departmental opinion of OMB customer service)	New	95%	95%
3	Customer satisfaction (Excel Training)	New	95%	95%

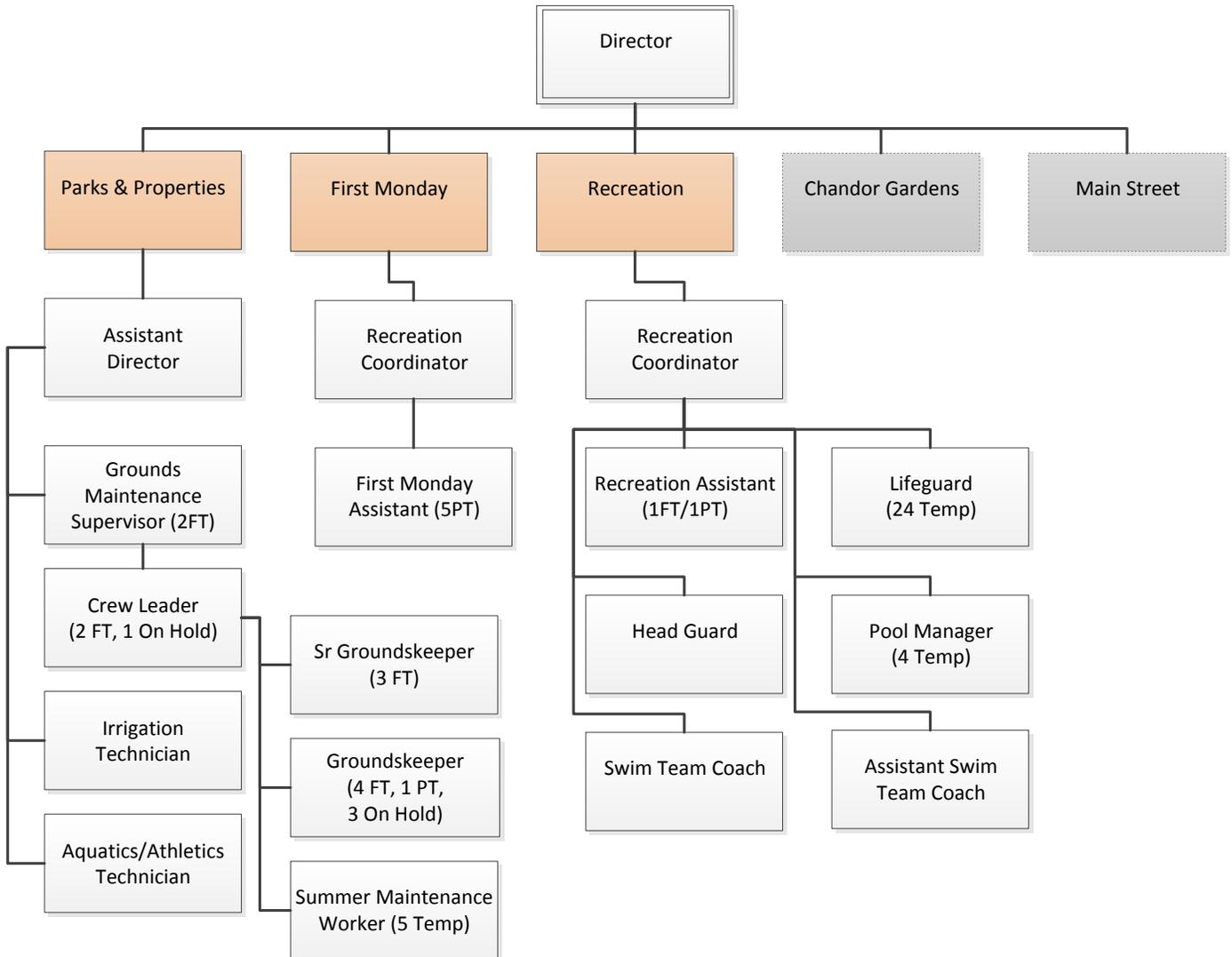
Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Director	38	-	-	1.00	1.00
Budget & Strategic Planning Manager	28	-	-	1.00	1.00
Total		-	-	2.00	2.00

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 traditions of the community. Due to the fact that the grounds are currently under reconstruction, the main market area has approximately 350 spaces (12 ft. x 24 ft. in average size) which are available for rental.

Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens, Proactively protect and further develop Weatherford's healthy economic climate.

Major Division Goals Include

- Promote the Trade Days event to attract more out-of-town visitors and vendors. (3)
- Maintain an event location and facilities that are safe, clean and attractive for patrons. (1, 3)
- Continually seek a variety of vendors and work to increase the number of vendors. (1, 3)
- Work to develop avenues to increase new visitor traffic and create the most satisfying experience so that visitors continue to return. (3)
- Promote monthly event and other special events to utilize grounds as a destination location, where visitors can enjoy family activities and attractions. (3)
- Develop livestock area for sales, activities, attractions, and events. (1, 3)

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	73,491	72,397	76,879	91,525
Supplies	10,717	10,600	10,192	10,600
Contractual	33,588	33,875	49,551	46,875
Capital Outlay	697,548	807,000	799,189	-
Total	815,344	923,872	935,811	149,000

Significant Budget Changes

Removal of one-time compensation package (\$1,200); removal of one-time purchase of First Monday Property (\$785,000); increase for part-time hours: \$10,000; Increase for overtime: \$6,730.

FY13 Accomplishments

- Assisted with continued construction and renovation at grounds to enhance appearance and efficiency of the area.
- Maintained a sound vendor and visitor showing during major construction phases.
- Acquired Additional properties which ultimately increased vendor spaces.
- Increased revenues.

FY14 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 year-round.

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. With new irrigation in renovated areas, and water, wastewater, and electricity in new facilities, operation costs are still very raw.

Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Recreation Coordinator	16	1.00	1.00	1.00	1.00
First Monday Assistant (PT)	6	2.00	2.00	2.00	2.00
Total		3.00	3.00	3.00	3.00

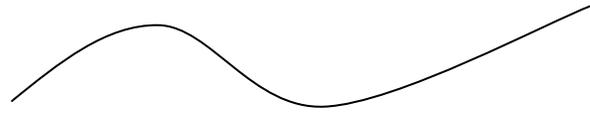
First Monday Trade Days

Performance Measures

	FY12	FY13	FY14
Input			
1 Available General Vendor Spaces Per Month	264	373	333
2 Available Food Vendor Spaces Per Month	8	10	12
3 Available Farm & Ranch Spaces Per Month	30	30	30
4 Available Parking Spaces Per Month	62	75	115
5 Available RV Spaces Per Month	0	0	8
6 Event Days in Fiscal Year (Thurs-Sun)	48	48	48
7 Number of Event Days With Inclement Weather For the FY (Thurs-Sun)*	24	16	18
Percent of Inclement Weather days over total days open	50%	33%	38%
Output			
1 Average Number of General Vendor Spaces Rented per Month	219	303	319
2 Average Number of Food Vendor Spaces Rented per Month	6	9	11
3 Average Number of Farm & Ranch Spaces Rented Per Month	18	13	12
4 Average Parking Fees Collected Per Month (Free/Fri, \$3/Sat, \$2/Sun) \$	1,450	\$ 2,258	2,375
5 Average Number of RV Spaces Rented Per Month	0	0	6
6 Number of Event Days Open For the Year (Thurs-Sun)	48	48	48
Efficiency			
1 Average Monthly Capacity Reached (Pertains to All Vendors)	83%	82%	96%
Effectiveness			
1 Average Number of Returning Vendors Per Month (Pertains to All Vendors)	189	234	257

*(Decrease in attendance of the event will occur if any of the following takes place one-two days prior: or the days of the event: Holidays, High/Low Temps, Winds, Rain, sleet, Ice, Snow, Lightening, Flooding, etc.)

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Parks & Properties

Park and Properties maintains Weatherford parks as a major real estate asset. The program's strategic focus will be a continuous process for creating efficiencies and cost savings while maintaining a superior park system for citizens of Weatherford. An estimated 856 acres of land are maintained within Weatherford. The maintenance program also includes the Historic Downtown Weatherford, recreational buildings, athletic fields, the Cherry Park Pool, open space City-owned property and land, and city facilities. This division manages mowing contracts for city cemeteries.

Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens.

Major Division Goals Include

- Provide safe, well-maintained facilities and park amenities for our citizens. (1)
- To manage use of fields and properties to maintain quality and longevity. (1)
- To investigate innovative technology and equipment that will increase the efficiency and effectiveness of field maintenance. (1)
- To conduct facility/equipment inspections on a routine and consistent basis per established standards. (1)
- To utilize and manage volunteers in performing maintenance activities or projects that enhances park areas, facilities, and/or amenities within Weatherford parks. (1)

FY13 Accomplishments

- Reorganized the department.
- Coordinated and carried out top-dressing the Holland Lake Ball fields to address safety and drainage concerns in the

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	482,654	712,294	693,538	778,368
Supplies	147,616	171,632	173,038	175,782
Contractual	229,869	253,750	288,764	288,250
Capital Outlay	8,200	188,498	179,699	144,000
Total	868,339	1,326,174	1,335,039	1,386,400

Significant Budget Changes

Addition of two Groundskeeper positions: \$69,401.

outfield areas.

- Coordinated the clean up of Holland Lake Dam.
- Installed new playground equipment at Miller Park, Cartwright Park, and Holland Lake Park.
- Corrected major drainage issue at Holland Lake Park playground.
- Designed, Coordinated and conducted the landscaping and irrigation for the Heritage Park middle lot.

FY14 Objectives

- Utilize Park Dedication Funds towards implementation of the 2004 Parks, Recreation, and Open Space Master Plan recommendations guide for the orderly continued development of Weatherford’s Parks and Recreation system.
- Utilize Park Dedication Funds towards updating the current 2004 Parks, Recreation, and Open Space Master Plan.
- Coordinate and carry out the development of a city managed tree farm.
- Implement the inmate program.
- Create new partnerships with community organizations.

Budgetary Pressures

Staffing levels continue to be less than they were in 2008; however, the amount of property and facilities the department is responsible for maintaining and managing continues to increase. Thus, the positions on hold have put a great strain on the department’s ability to maintain new and existing parks and facilities to minimum standards.

Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
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	4.00	4.00	3.00
Groundskeeper	6	4.50	6.00	6.00	6.00
Temporary Groundskeeper	6	1.00	2.50	2.50	2.50
Total		11.50	16.50	16.50	18.50

Parks & Properties

Performance Measures

Input	FY12	FY13	FY14
1 Number of Facilities/Properties/ROW	89	89	162
2 Mowing Acreage			
Output			
1 Maintenance Inspections Completed*		New	5,595
2 Mowing Work Orders Completed		New	542
3 Work Orders Completed		939	1,146
Efficiency			
1 Avg Duration of Maintenance Cycle (min)		New	12.4
2 Acreage per Employee			
Landscaped		New	42.0
Undeveloped		New	14.0
Effectiveness			
1 Citizen Satisfaction	90%	90%	90%

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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.

Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens.

Major Division Goals Include

- Maintain quantity and quality in all program areas through fiscally responsible service. (1)
- Provide programming that meets the needs of the community as a whole, for both youth and adults. (1)
- Ensure the safety of all participants while maintaining programs and properties. (1)
- Provide competition and leisure in a safe, sportsman-like atmosphere. (1)
- Increase program participation within current facilities and budget. (1)
- Properly manage and maintain current facilities while planning for future growth. (1)

FY13 Accomplishments

- Recognized and adjusted to trends in Adult Softball by moving, modifying and adding leagues.

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	244,186	310,428	310,492	310,910
Supplies	64,691	53,171	53,946	51,100
Contractual	40,978	57,982	56,593	69,760
Capital Outlay	-	-	-	-
Total	349,855	421,581	421,031	431,770

Significant Budget Changes

Reduction in one-time compensation package (\$3,762); adding recreational management software: \$1,240 ongoing and \$11,760 on-time.

- Added an additional Flag Football league to meet the demand and requests of participants.
- Worked with the Weatherford Little League Association, to once again, improve upon and enact the Use Agreement for the ball fields at Soldier Spring Park.
- Restructured existing programming and scheduled new programs at Cherry Park Pool to increase the number of classes and activities offered to meet the ever-changing demand, and secure a niche with the development of a new water feature in an adjacent community.
- Overhauled the existing Cherry Park Pool employee manual to modernize it and update it to current industry standards.

FY14 Objectives

- Break down the actual costs and participation numbers of each program and activity offered, to accurately plot and track trends, in order to modify and meet for future demands.
- Utilize Park Dedication fees to develop new amenities, such as sand volleyball courts, which will opportunities not previously available to the community flourish.
- Continue to find creative ways to save funds, in particular when it comes to part-time staff hours worked.
- Develop and provide a new activity that can be offered to the youth of the community.
- Utilize social media and other avenues to poll and survey the community to discover available opportunities and lacking facilities.

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.

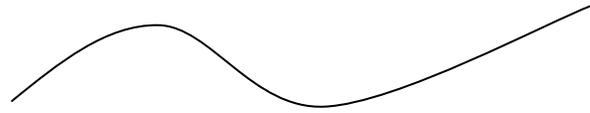
Performance Measures

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

Recreation

Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Director	36	0.50	0.50	0.50	0.50
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	-	-	-	-
Total		6.50	6.50	6.50	6.50

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CITY HALL

"Old" CITY HALL

First Monday
Reservations

Planning &
Development

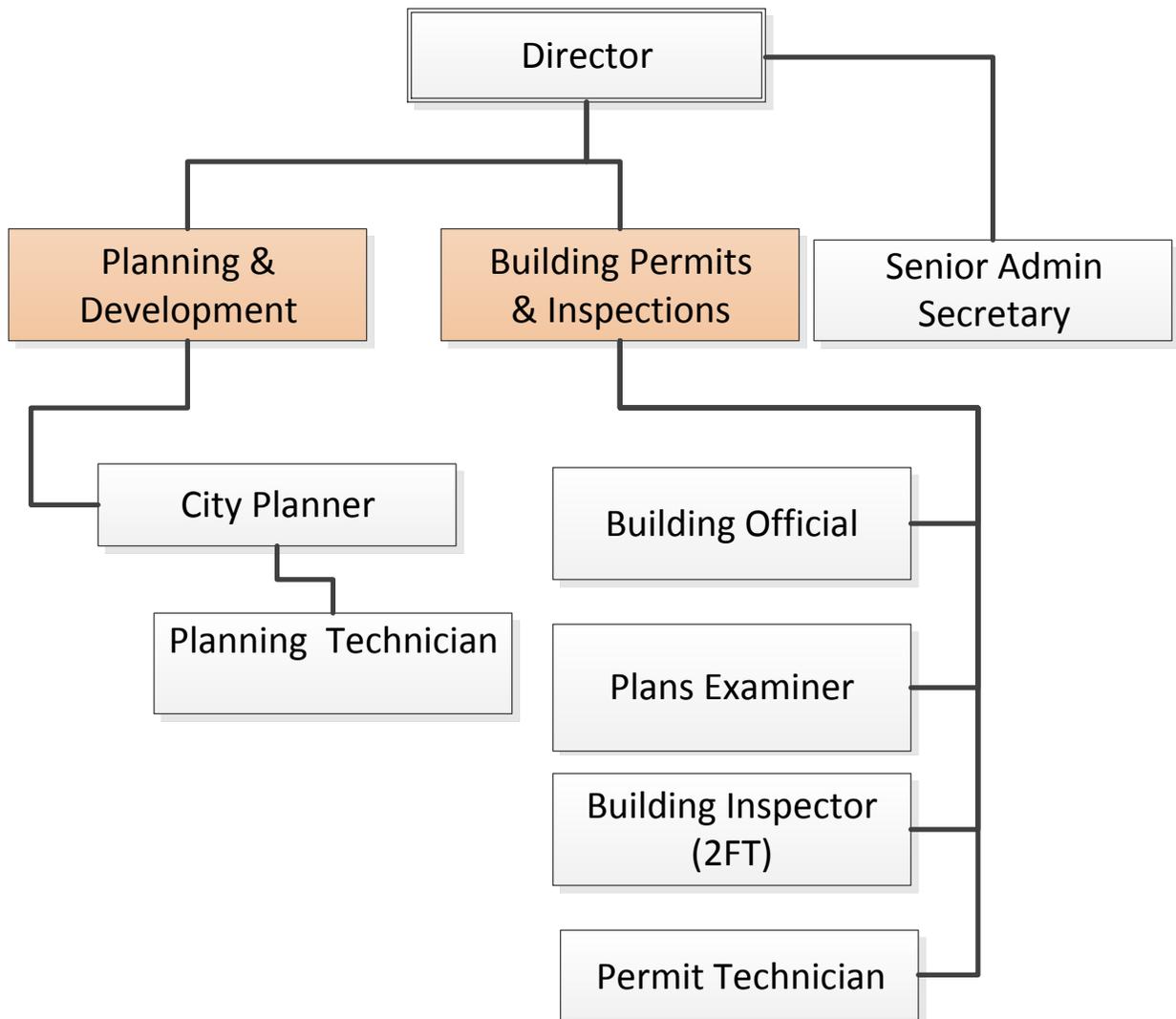
PARKS &
RECREATION

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: the Planning Division and the Building Division.



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.

Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens, Proactively protect and further develop Weatherford's healthy economic climate.

Major Division Goals Include

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

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	601,903	656,147	651,294	667,791
Supplies	10,720	19,500	17,085	58,400
Contractual	104,379	58,560	53,718	75,010
Capital Outlay	-	-	-	-
Total	717,002	734,207	722,097	801,201

Significant Budget Changes

Removal of one-time compensation package: (\$10,000); TrakIt software expansion: \$3,500 ongoing and \$39,500 one-time; Comprehensive Plan: \$12,500 one-time

FY13 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.
- Improved processes so they are more fair, and cooperative with other departments, and in a partnership with the community.
- Adopted the 2009 International Codes, benefitting everyone in Weatherford.
- 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.
- Implement TrakIt software expansion, ensuring that customers are provided with the most timely information regarding application submittals, plan review, inspections, and staff/board action.

Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
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
Total		9.00	9.00	9.00	9.00

Planning & Development

Performance Measures

		FY12	FY13	FY14
Input				
1	Project applications	New	53	60
2	Permit applications submitted	New	1714	2000
Output				
1	Meetings Attended/Managed	New	83	95
2	Agenda Items Prepared	New	142	160
3	Permit plan reviews performed	New	1035	1500
4	Permit inspections performed	New	6579	7000

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www.weatherfordtx.gov/police 64

WIPOLICE
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.

Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens.

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. (1)
- Reduce traffic accidents and traffic related complaints. (1)
- Criminal Investigations: to become more proficient with computer forensics and digital evidence. (1)
- Criminal Investigations: to focus on proactive measures to reduce crime. (1)
- 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. (1)

Expenditures	Actual FY11	Budget FY12	Projected FY12	Adopted FY13
Personnel	6,119,005	6,674,865	6,637,232	6,593,978
Supplies	283,512	331,684	334,039	355,635
Contractual	285,335	334,353	336,093	305,125
Capital Outlay	106,540	164,725	164,725	119,100
Total	6,794,392	7,505,627	7,472,089	7,373,838

Significant Budget Changes

Removal of one-time compensation package (\$111,198); removal of one-time vehicle purchases (\$100,000); replacement of three SUV's: \$119,100; patrol vehicle radar repair and replacement: \$2,400 ongoing and \$4,800 one-time; ongoing ammunition and range rentals: \$6,550; one-time ballistic plates: \$1,600; one-time purchase of evidence drying cabinet: \$6,270.

- Property Division: to increase the ability to restore property to its rightful owner or legally disposing of the property in a timely manner. (1)
- Communication Division: to become more progressive in order to provide a better service to the community. (1)

FY13 Accomplishments

- Increased the Corporal rank by three to assist the Sergeants with their day to day supervision of personnel and to provide succession training for new supervisors.
- Violent Part I UCR Crime was down 9.5%, and Part I UCR property crime was up only 2.6%. Total Part I UCR was up 15 offenses with the increase being in theft and aggravated assault.
- Installed rolling shelves in the large property area. Increased storage area space 250% from previous storage.
- Reduced the number of traffic accidents by 2% in 2012

FY14 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.
- Utilize the recently increased power shift to better focus our patrol efforts on identifying and arresting repeat offenders, specifically targeting our two largest crime categories, theft and burglary. Increase patrol presence in neighborhoods to deter criminal activity, specifically related to burglary and theft prevention. Continue to develop community partnerships with various neighborhood groups and increase the visibility of our Citizens on Patrol in effort to reduce crime.
- Records division to work with the area courts to implement a paperless case filing system.
- 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

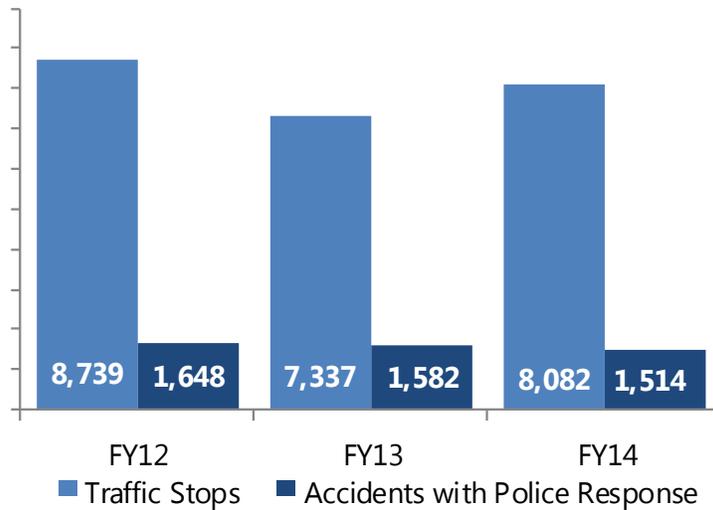
The department budget constraints continue to restrict the ability to replace an aging fleet.

Police

Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
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	11.00
Officer	21	33.50	35.50	35.50	33.50
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
Total		77.75	80.75	80.75	80.75

Performance Measures

	FY12	FY13	FY14
Input			
1 Population	25,250	25,340	25,440
2 Calls for Service	29,323	19,547*	21,770
3 Backup Officers Needed	New Measure	9,521*	11,115
4 Number of 9-1-1 calls	15,779	14,723	14,550
5 Administrative Calls into Dispatch	116,841	95,234	86,252
Output			
1 Traffic Stops	8,739	7,337	8,082
2 Accidents with Police Response	1,648	1,582	1,514
3 Citations Issued	11,837	9,082	5,764
Efficiency			
1 Sworn Officers per 1000 Population	2.3	2.3	2.4
Effectiveness			
1 2011 Adult Arrest	1,387	972	1,014
2 2011 Juvenile Arrest	132	133	107
3 Part I UCR Violent Crime	72	42	38**
4 Part I UCR Property Crime	710	735	754**



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 FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	-	-	-	-
Supplies	-	-	-	-
Contractual	1,548	3,030	3,030	-
Capital Outlay	-	-	-	-
Total	1,548	3,030	3,030	-

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.

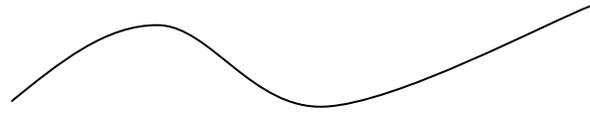
Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	-	-	-	-
Supplies	-	-	-	-
Contractual	5,239	-	3,570	-
Capital Outlay	-	-	-	-
Total	5,239	-	3,570	-

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 FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	776	-	-	-
Supplies	-	4,125	4,125	-
Contractual	62	-	-	-
Capital Outlay	-	-	-	-
Total	838	4,125	4,125	-

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CITY OF WEATHERFORD



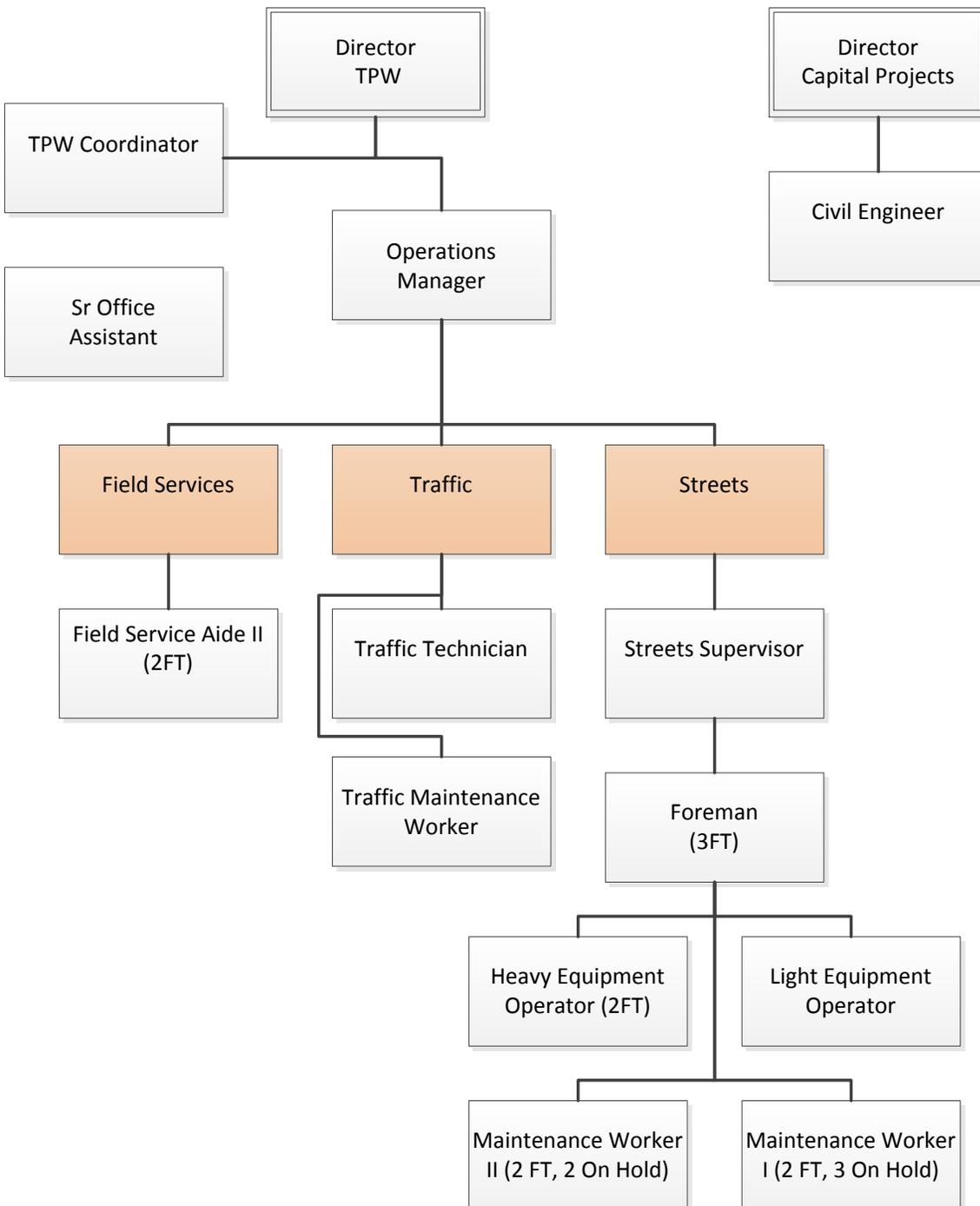
STREETS

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.

Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens, and Maintain and expand revenue sources to further ensure Weatherford's overall fiscal well-being, as well as to provide sufficient annual funding of Weatherford's street system improvements, and Proactively protect and further develop Weatherford's healthy economic climate.

Major Division Goals Include

- Develop a strategy for promoting and directing growth to correlate with the city's comprehensive thoroughfare plan. (1, 2, 3)
- Coordinate development of a transportation capital improvement program. (1, 2, 3)

FY13 Accomplishments

- Updated City's street overall condition survey.
- Continue developing a strategic preventive maintenance program.

FY14 Objectives

- Convert all work orders digitally through new Cartegraph Software System.

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	393,241	402,162	404,904	327,198
Supplies	11,666	9,545	7,365	7,950
Contractual	32,898	353,717	355,615	39,412
Capital Outlay	-	-	-	-
Total	437,805	765,424	767,884	374,560

Significant Budget Changes

Removal of one-time drainage study (\$370,000); transfer of 1/2 Capital Projects Director to Stormwater Utility Fund (\$70,000)

- Continue utilizing Pavement Management System to strategically evaluate the city's street system in order to spend funds appropriately.
- Update the city's street rehabilitation plan.
- Update the city's 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.

Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Director, TPW	37	-	1.00	1.00	1.00
Director, Capital Transportation Projects	36	-	1.00	1.00	0.50
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
Total		3.00	5.50	4.50	4.00

Performance Measures

Input		FY12	FY13	FY14
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%

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.

Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens.

Major Division Goals Include

- Provide surveying and engineering services for construction activities within rights-of-way. (1)
- Ensure all construction within rights-of-way meets minimum development standards. (1)
- Minimize damage to existing city assets by increased inspection of construction within streets using "Street Cut Policy" ordinance and standards. (1)

FY13 Accomplishments

- Designed and surveyed 12 projects part of the street rehabilitation program.
- Continue providing inspections for South Main street reconstruction.

FY14 Objectives

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

Budgetary Pressures

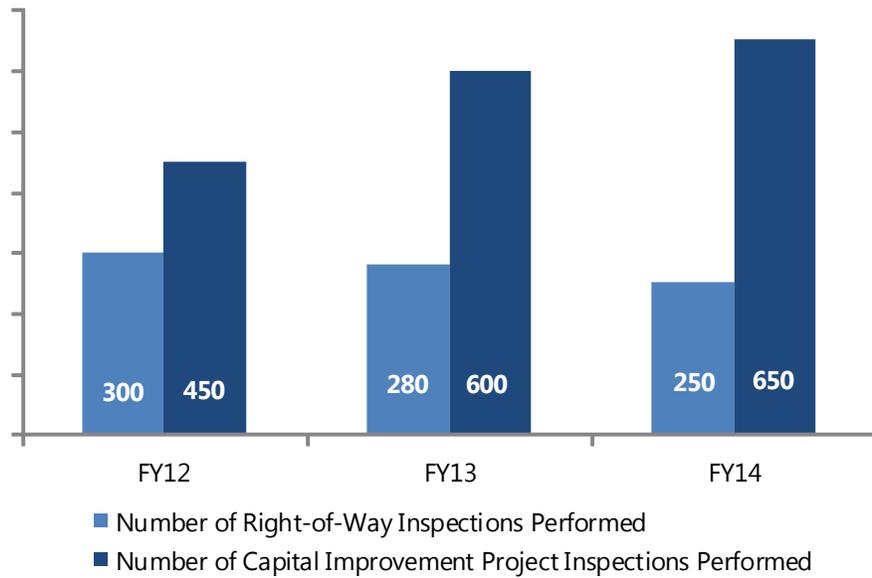
As more projects are scheduled, inspection and survey services are increased causing a heavier work load to current staff.

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	98,369	100,883	102,130	105,727
Supplies	12,249	11,450	10,313	18,345
Contractual	4,473	9,620	9,120	10,745
Capital Outlay	25,660	-	-	-
Total	140,751	121,953	121,563	134,817

Significant Budget Changes

Reduction of one-time compensation package (\$1,666); color plotter: one time cost of \$6,895 and ongoing cost of \$1,125.

Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Field Service Aide II	16	2.00	2.00	2.00	2.00
Total		2.00	2.00	2.00	2.00



Performance Measures

	FY12	FY13	FY14
Input			
1 Employees	2	2	2
2 Inspection Requests	850	900	950
3 Survey Requests	175	150	125
Output			
1 Construction - # of Private Developments	100	70	60
2 Construction - # of CIP Inspections	450	600	650
3 Construction- # of City R.O.W. Inspections	300	280	250
4 # of surveys & CAD requests/ performed	175	200	220
5 # of traffic study reports completed	13	30	32
Efficiency			
1 Inspections Completed within 24 hours	100%	100%	100%
2 Surveys Completed on schedule	100%	100%	100%
Effectiveness			
1 Inspections Completed to allow work to continue	100%	100%	100%
2 Survey completed to allow construction starts	100%	100%	100%

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.

Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens.

Major Division Goals Include

- Implement a traffic control program. (1)
- Develop guidelines for assessment of traffic impacts. (1)
- Implement level of service rating for all city streets. (1)
- Upgrade city traffic signs to meet Federal and State regulations. (1)

FY13 Accomplishments

- Successfully upgraded 50% of the city's street name signs to meet MUTCD Compliance program.
- Completed an overall survey of all city-owned signs.

FY14 Objectives

- Continue implementing 5-year MUTCD Compliance program.
- Utilize Cartergraph software to streamline work order.

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	90,458	93,069	92,653	94,724
Supplies	62,479	79,643	79,643	80,135
Contractual	14,123	7,732	7,374	4,840
Capital Outlay	10,159	-	-	17,975
Total	177,219	180,444	179,670	197,674

Significant Budget Changes

School zone flashers: one-time expense of \$17,975.

- Update all traffic signs with new cartograph software system.
- Increase pavement markings with newly acquired marking equipment..
- Install new school zone flashers.

Budgetary Pressures

Pavement markings and signs continue to deteriorate, more funding is needed to keep up with demand.

Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Traffic Technician	9	1.00	1.00	1.00	1.00
Traffic Maintenance Worker	8	1.00	1.00	1.00	1.00
Total		2.00	2.00	2.00	2.00

Performance Measures

Input		FY12	FY13	FY14
1	Employees	2	2	2
2	CRM's for sign maintenance	68	57	65
3	Traffic control requests	115	90	100
Output				
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
Efficiency				
1	Operations cost per sign manufacture/placement	N/A	55	58
2	Operations cost per foot for pavement markings	N/A	55%	57%
Effectiveness				
% of CRM issues completed within 36				
1	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%

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.

Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens, and Maintain and expand revenue sources to further ensure Weatherford's overall fiscal well-being, as well as to provide sufficient annual funding of Weatherford's street system improvements

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)
- Ensure public safety for all who drive on city streets. (1)
- Provide assistance to departments and divisions in an as needed capacity for sawing, parking lot construction, grading, and bomaging. (1)
- Reconstruct estate type roads to meet city standards and reconstruct city urban roads through recycling or complete rebuilding. (1)

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	630,553	675,212	674,282	672,484
Supplies	503,337	682,394	684,145	927,280
Contractual	565,848	819,894	800,553	776,083
Capital Outlay	210,175	178,516	178,049	252,166
Total	1,909,913	2,356,016	2,337,029	2,628,013

Significant Budget Changes

Increase in dollars for street maintenance: \$233,000 ongoing; one-time expenses for vehicles/equipment: \$107,407 for backhoe, \$106,520 for water truck, \$38,239 for pick-up truck; one-time funds for additional highway mowing: \$37,500; one-time funds for side-walk improvement program: \$15,000.

- 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. (1)

FY13 Accomplishments

- Rehabilitated approximately 3.5 miles of City streets through department Neighborhood Rehabilitation Program.
- Installed approximately 500 linear feet of storm drainage system on three different projects in town.
- Microsurfaced approximately 1.5 miles of roadway; part of the preventative maintenance program.

FY14 Objectives

- Continue Five Year Street Rehabilitation Program.
- Utilize Cartegraph software system to streamline work orders.
- Create a five-year preventative maintenance program.

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.

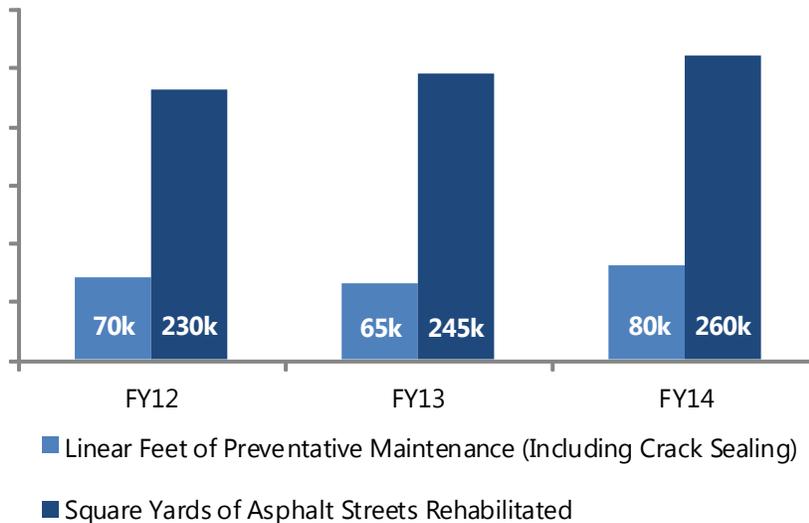
Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Street Supervisor	22	1.00	1.00	1.00	1.00
Foreman	14	3.00	3.00	3.00	3.00
Heavy Equipment Operator	12	2.00	2.00	2.00	2.00
Light Equipment Operator	11	1.00	1.00	1.00	1.00
Maintenance Worker II	9	2.00	2.00	2.00	2.00
Maintenance Worker I	7	2.00	2.00	2.00	2.00
Total		11.00	11.00	11.00	11.00

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.

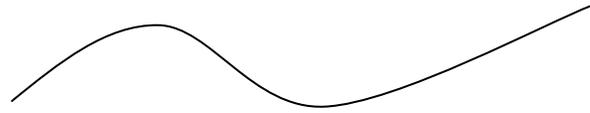
Streets

Performance Measures

Input	FY12	FY13	FY14
1 Citizen service requests	N/A	N/A	121
Output			
1 Square yards of HMAC streets rehabilitated	230,000	245,000	260,000
2 Number of asphalt failures (including pot holes) repaired	6,480	6,500	6,000
3 Linear feet of preventive maintenance (including crack sealing)	70,000	65,000	80,000
4 Total acres R.O.W. mowing	190	250	260
5 Lane miles of streets swepted/brush cleared	3,600	3,900	3,000
6 Linear feet of storm drainage improvements	360	500	600
Efficiency			
1 Average cost per square yard of street rehabilitation	\$32	\$35	\$35
2 Average cost per location to repair asphalt failures	\$9	\$10	\$10
3 Average cost for preventive maintenance per linear feet	\$0.16	\$0.18	\$0.18
4 Average cost for sweeping streets/ brush pick-up per truck load	\$172	\$180	\$180
5 Average cost per linear feet for Storm Drainage Improvements	\$55	\$60	\$62
Effectiveness			
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%	99%	99%
4 % of R.O.W. mowed on schedule	95%	95%	95%



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Solid Waste Fund



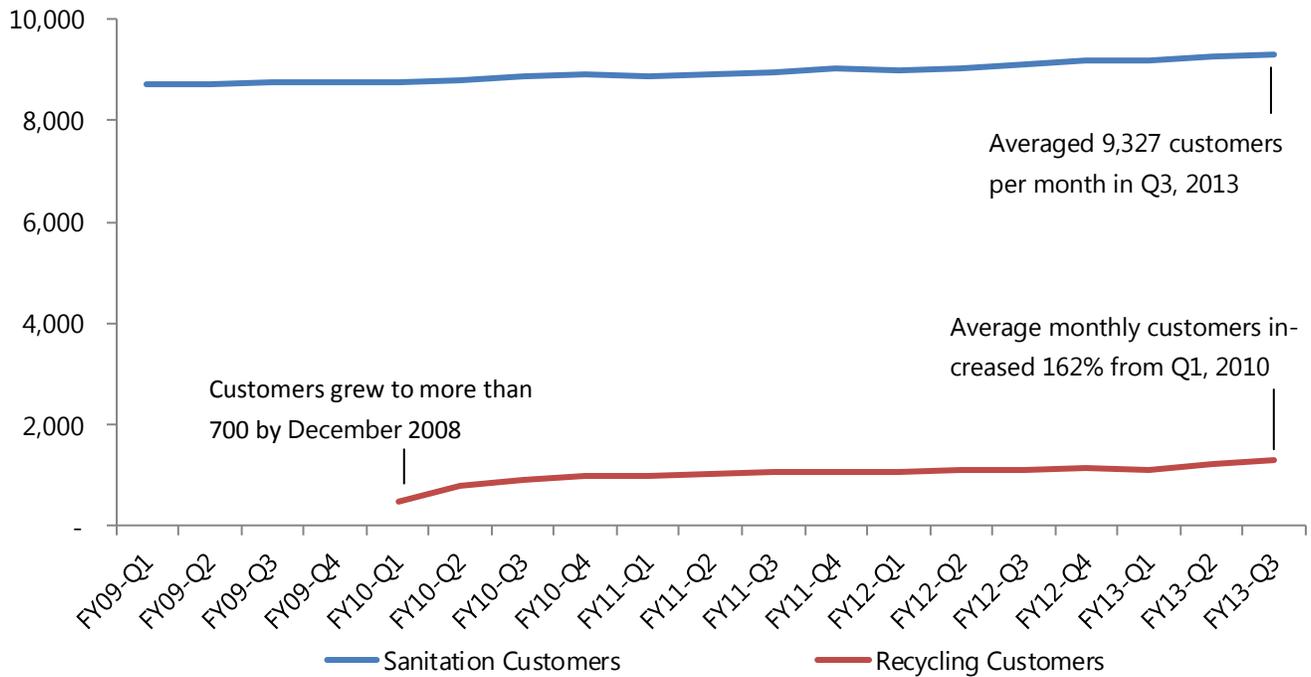
The Solid Waste Fund is an enterprise fund used to account for the business-type activity of sanitation collection. This fund is accounted for on the modified-accrual basis of accounting. Revenues are recorded when available and measurable, and expenses are recorded when the liability is incurred.

Solid Waste Fund

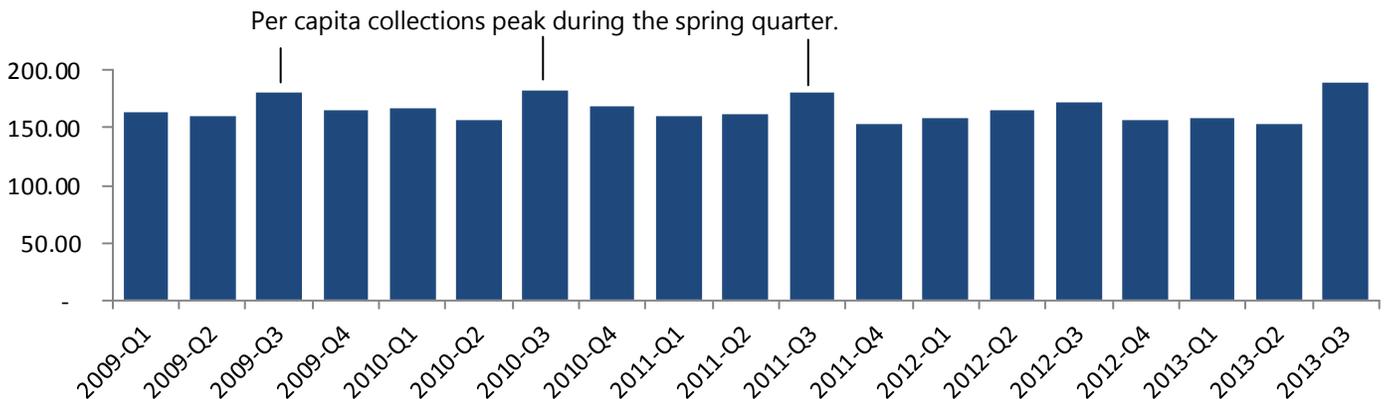
	Actual FY11	Actual FY12	Adopted FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	2,473,617	1,434,340	1,653,149	1,653,149	1,593,149
Revenues					
Licenses & Permits	1,500	2,500	1,500	1,500	1,500
Charges for Services	2,122,203	2,033,503	2,047,281	2,047,281	2,080,500
Miscellaneous Revenue	515,752	570,919	502,500	502,500	452,000
Total Revenue	2,639,455	2,606,922	2,551,281	2,551,281	2,534,000
Available Resources	5,113,072	4,041,262	4,204,430	4,204,430	4,127,149
Expenditures					
Sanitation	1,134,183	1,163,330	1,208,084	1,208,084	1,441,486
Non-Departmental	2,310,265	1,224,783	1,403,197	1,403,197	1,394,289
Total Expenditures	3,444,448	2,388,113	2,611,281	2,611,281	2,835,775
Net Operating Balance	(804,993)	218,809	(60,000)	(60,000)	(301,775)
Non-Budgetary					
Working Capital Adjustments	(234,284)	-	-	-	-
Ending Fund Balance	1,434,340	1,653,149	1,593,149	1,593,149	1,291,374
				Reserve for Capital Equipment Replacement	170,814
				Target Fund Balance (90 days operations)	511,835
				Total Available	608,725

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 7% during this time period, growing from 8,730 in October 2008 to 9,342 in May 2013. 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 1,296, or about 14% of the sanitation customer base.

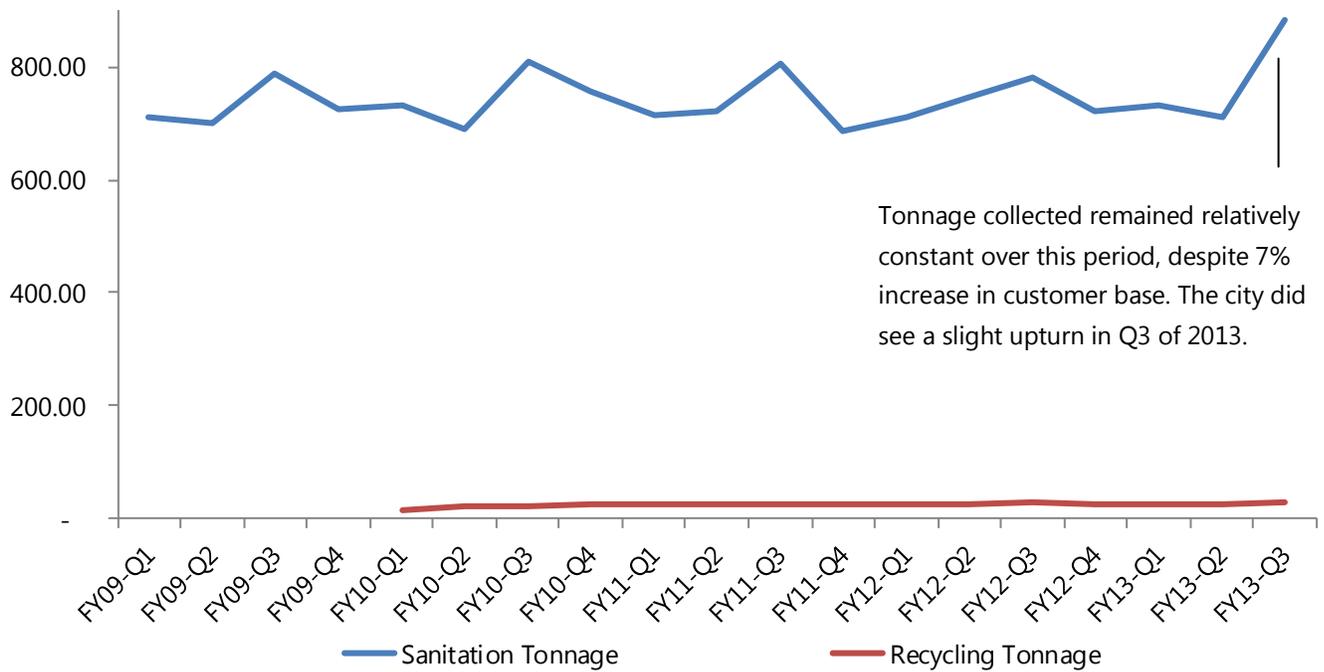


Average Monthly Collection Per Capita (lbs)



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 7% over this period, the 12-month rolling average of solid waste collection increased by 3%. Average monthly tonnage recycled began at 16 and increased to approximately 29 in Q3 of 2013. The 12-month rolling average for recycling has increased 26% since the program's inception in 2010.



Sanitation Non Departmental

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

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	-	-	-	-
Supplies	-	-	-	-
Contractual	1,224,783	1,403,197	1,403,197	1,394,289
Capital Outlay	-	-	-	-
Total	1,224,783	1,403,197	1,403,197	1,394,289

Significant Budget Changes

Transfer 1/2 Director to Municipal & Community Services Admin in General Fund: \$55,000; reduction in transfer of landfill royalties to First Monday (\$110,000)

Sanitation Collection

Solid Waste provides curbside collection twice weekly for each resident, and 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.

Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens.

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. (1)
- Contribute to the cleanliness of the city and enhance community awareness. (1)
- Encourage waste minimization and recycling of solid waste. (1)

FY13 Accomplishments

- Successfully increase the residential curbside recycling program for at least 12.8% of the citizens of Weatherford..
- Utilized the blackboard communication system to inform customers of holidays and other scheduling issues that per-

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	845,722	856,779	879,757	783,486
Supplies	288,896	305,505	290,356	309,000
Contractual	28,713	45,800	35,394	39,000
Capital Outlay	-	-	-	310,000
Total	1,163,331	1,208,084	1,205,507	1,441,486

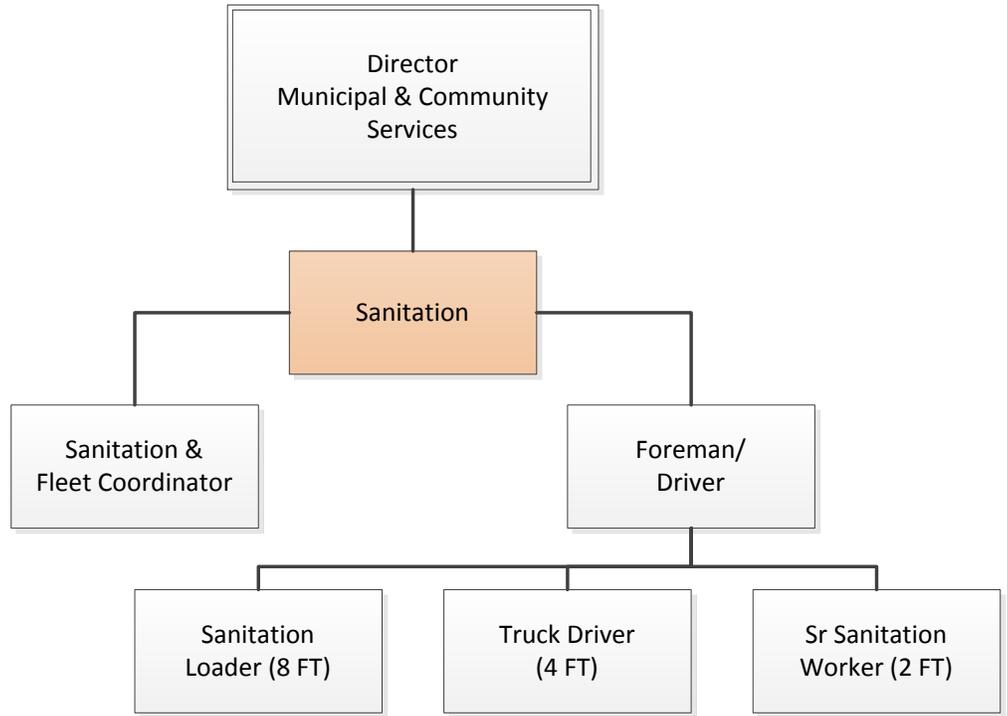
Significant Budget Changes

Removal of one-time compensation package (\$13,446); one-time capital equipment purchase: \$310,000

tains to Solid Waste.

FY14 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.



Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Director	36	1.00	1.00	1.00	0.50
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
Total		17.00	17.00	17.00	16.50

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 FY11	Actual FY12	Approved FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	459,557	591,905	705,500	705,500	706,606
<u>Revenues</u>					
113 - Hotel/Motel Tax	588,225	602,256	555,000	625,000	620,000
601 - Interest Income	430	503	450	500	500
Other	-	-	-	-	-
Total Revenues	588,655	602,759	555,450	625,500	620,500
<u>Expenditures</u>					
Main Street Program	8,348	89,241	92,330	90,280	110,768
Professional Services	11,424	-	12,100	12,100	47,100
Chamber of Commerce	121,400	121,400	121,400	121,400	114,529
Theatre off the Square	-	-	-	-	-
Doss Historical & Cultural Center	63,000	30,000	21,700	21,700	13,471
Transfer to Chandor Gardens	103,905	104,968	160,359	235,359	202,000
Chandor Gardens Debt Service	148,230	143,555	143,555	143,555	132,632
Total Expenditures	456,307	489,164	551,444	624,394	620,500
Over/(Under)	132,348	113,595	4,006	1,106	-
Ending Fund Balance	591,905	705,500	709,506	706,606	706,606
			Target Fund Balance (20% Operations)		97,574
			Reserved for OPEB		9,612
			Available		599,420

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.

Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens, and Proactively protect and further develop Weatherford's healthy economic climate.

Major Division Goals Include

- Enhance the pedestrian environment by including streetscape, lighting, parking area plans and way-finding signage. (1, 3)
- Support current businesses within the downtown area and create a recruitment program for new businesses. (3)
- Create a mix of uses downtown that will allow the center of Weatherford to be revitalized. (1, 3)
- Support historic preservation within the downtown area. (1, 3)
- Create residential opportunities downtown. Implement more activity and special events downtown to encourage growth and tourism. (1, 3)

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	65,491	66,630	66,380	67,746
Supplies	1,556	3,950	3,950	13,950
Contractual	22,194	21,750	19,950	29,072
Capital Outlay	-	-	-	-
Total	89,241	92,330	90,280	110,768

Significant Budget Changes

One-time purchase of handheld radios: \$10,000; Ongoing increase for advertising: \$5,000, portable restrooms: \$1,420, and copy charges: \$1,000.

FY13 Accomplishments

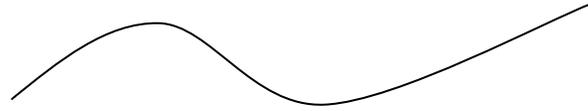
- Attracted thousands of people for Weatherford Blooms Home & Garden Fest, a large festival held in the spring in Historic Downtown Weatherford.
- Secured membership in the Texas Downtown Association to enhance networking with Texas Communities, private entities and consultants, in addition to expanding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

FY14 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.
- 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.
- Assist the Historic Preservation Commission in moving forward with their proposed Historic Overlay Ordinance, encouraging future incentive and preservation.

Staffing		Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Main Street Coordinator	16	1.00	1.00	1.00	1.00
Total		1.00	1.00	1.00	1.00

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



Chandor Gardens Fund (35)

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

	Actual FY11	Actual FY12	Approved FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	176,698	131,008	68,987	68,987	59,963
<u>Revenues</u>					
412 - Facility Rental Fees	100,166	74,150	150,000	75,000	95,000
414 - Labor Use Fees	1,650	2,315	1,200	1,250	2,000
435 - Garden Tour Fees	5,523	5,857	6,000	6,100	6,000
437 - Sale of Goods	475	303	500	336	500
601 - Interest Income	258	231	300	283	300
608 - Contributions	320	33	-	320	-
651 - Miscellaneous	-	1	-	-	-
822 - Transfer From Gen Fund	-	35,753	35,753	35,753	35,753
825 - Transfer from HOT Fund	103,905	104,968	160,359	235,359	202,000
Total Revenues	212,297	223,611	354,112	354,401	341,553
<u>Expenditures</u>					
Chandor Gardens	257,987	285,632	358,231	363,425	317,141
Total Expenditures	257,987	285,632	358,231	363,425	317,141
Over/(Under)	(45,690)	(62,021)	(4,119)	(9,024)	24,412
Ending Fund Balance	131,008	68,987	64,868	59,963	84,375
				Target Fund Balance (20% Operations)	63,428
				Reserved for OPEB	19,224
				Available	1,723

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.

Strategic Plan Goals Associated: Continue to place the highest priority on service to citizens, and Proactively protect and further develop Weatherford's healthy economic climate.

Major Division Goals Include

- Offer quality tours, events, and weddings.
- Local and regional promotion of Chandor Gardens through first-class marketing materials, trade shows and print and broadcast media. (3)
- Maintain the grounds and residence to ensure a quality and excellent care of the state recognized historic property. (1)
- Recruit and maintain volunteers from the community to assist with private tours and botanical projects. (1)
- Develop and participate in community partnerships and education programs. (1)

FY13 Accomplishments

- Encouraged more participation from the Friends of the Garden and work with the Friends to receive non-profit status.

Expenditures	Actual FY12	Budget FY13	Projected FY13	Adopted FY14
Personnel	214,677	244,725	244,725	234,241
Supplies	22,424	24,250	24,250	23,550
Contractual	48,531	59,256	64,450	59,350
Capital Outlay	-	30,000	30,000	-
Total	285,632	358,231	363,425	317,141

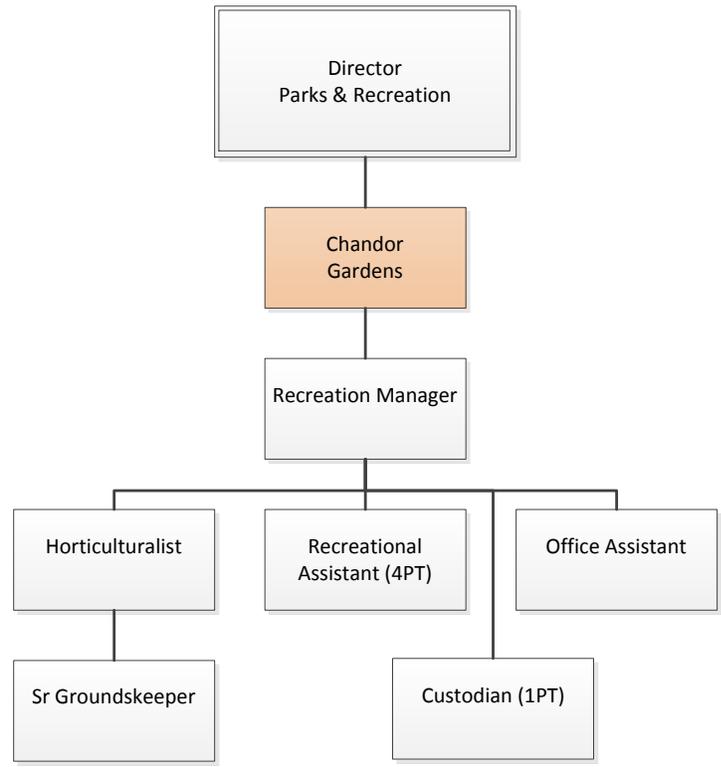
Significant Budget Changes

Reduction of one-time compensation package (\$4,154)

- 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.

FY14 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 FY12	Budget FY13	Projected FY13	Adopted FY14
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
Total		6.50	6.50	6.50	6.50

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 FY11	Actual FY12	Approved FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	347,713	423,970	404,816	404,816	419,833
<u>Revenues</u>					
601 - Interest Income	529	661	500	400	500
651 - Forfeited Funds	142,205	81,666	30,000	264,617	30,000
Total Revenues	142,734	82,327	30,500	265,017	30,500
<u>Expenditures</u>					
Police Personnel Services	-	-	-	-	-
Police Supplies & Equipment	50,663	81,455	-	-	90,000
Informants & Investigations & Services	-	-	-	-	-
Capital	15,815	20,025	250,000	250,000	150,000
Transfer to Debt Service Fund	-	-	-	-	-
Total Expenditures	66,477	101,480	250,000	250,000	240,000
Over/(Under)	76,257	(19,153)	(219,500)	15,017	(209,500)
Ending Fund Balance	423,970	404,816	185,316	419,833	210,333

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 FY11	Actual FY12	Approved FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	47,911	49,090	57,634	57,634	60,319
<u>Revenues</u>					
601 - Interest Income	65	88	65	60	60
604 - Sale of Fixed Assets	3,609	558	-	2,625	-
651 - Forfeited Funds	4,658	15,099	5,000	15,000	5,000
Total Revenues	8,333	15,745	5,065	17,685	5,060
<u>Expenditures</u>					
Police Supplies & Equipment	-	-	-	-	-
Contractual Services	7,154	7,201	15,000	15,000	15,000
Capital	-	-	-	-	-
Total Expenditures	7,154	7,201	15,000	15,000	15,000
Over/(Under)	1,179	8,544	(9,935)	2,685	(9,940)
Ending Fund Balance	49,090	57,634	47,699	60,319	50,379

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 FY11	Actual FY12	Approved FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	-	-	-	-	-
<u>Revenues</u>					
620 - Rent Income	22,368	22,368	22,368	22,368	22,368
Total Revenues	22,368	22,368	22,368	22,368	22,368
<u>Expenditures</u>					
Rent Expense	22,368	20,504	22,368	22,368	22,368
Total Expenditures	22,368	20,504	22,368	22,368	22,368
Over/(Under)	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-

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.

	Actual FY11	Actual FY12	Approved FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	-	-	-	-	-
<u>Revenues</u>					
620 - Rent Income	13,875	13,875	13,875	13,875	13,875
Total Revenues	13,875	13,875	13,875	13,875	13,875
<u>Expenditures</u>					
Rent Expense	13,875	13,875	13,875	13,875	13,875
Total Expenditures	13,875	13,875	13,875	13,875	13,875
Over/(Under)	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-

Municipal Court Technology Fund (32)

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

	Actual FY11	Actual FY12	Approved FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	20,185	10,924	21,266	21,266	32,291
<u>Revenues</u>					
501 - Municipal Court Fees	19,348	12,593	16,300	13,000	13,000
601 - Interest Income	30	26	20	25	20
Total Revenues	19,378	12,619	16,320	13,025	13,020
<u>Expenditures</u>					
Computer Equipment	-	-	1,300	-	1,500
Small Tools & Equipment	-	-	-	-	-
Other Professional Services	-	-	7,000	-	7,000
R&M Office Equipment	1,975	2,278	8,000	2,000	8,000
Office Equipment	26,664	-	-	-	-
Total Expenditures	28,639	2,278	16,300	2,000	16,500
Over/(Under)	(9,261)	10,342	20	11,025	(3,480)
Ending Fund Balance	10,924	21,266	21,286	32,291	28,811

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 FY11	Actual FY12	Approved FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	33,797	18,528	14,411	14,411	24,441
<u>Revenues</u>					
501 - Municipal Court Fees	14,254	9,346	14,058	10,000	10,000
601 - Interest Income	45	37	50	30	30
Total Revenues	14,299	9,383	14,108	10,030	10,030
<u>Expenditures</u>					
Personnel Services	-	-	-	-	-
Supplies	28,913	12,000	12,000	-	12,000
Contractual Services	655	1,500	1,500	-	1,500
Total Expenditures	29,568	13,500	13,500	-	13,500
Over/(Under)	(15,269)	(4,117)	608	10,030	(3,470)
Ending Fund Balance	18,528	14,411	15,019	24,441	20,971

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.

	Actual FY11	Actual FY12	Approved FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	-	668	2,795	2,795	3,213
<u>Revenues</u>					
501 - Municipal Court Fees	21,681	2,123	-	415	-
601 - Interest Income	5	3	-	3	-
Total Revenues	21,686	2,127	-	418	-
<u>Expenditures</u>					
Personnel Services	21,018	-	2,704	-	3,213
Supplies	-	-	-	-	-
Total Expenditures	21,018	-	2,704	-	3,213
Over/(Under)	668	2,127	(2,704)	418	(3,213)
Ending Fund Balance	668	2,795	91	3,213	-

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 FY11	Actual FY12	Approved FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	79,290	81,610	69,247	69,247	73,722
<u>Revenues</u>					
407 - Charges for Services	10,743	11,762	10,500	10,500	10,500
601 - Interest Income	106	101	150	75	75
608 - Contributions	1,287	3,348	3,000	3,800	3,000
828 - Incomes from Trust	457	100	100	100	100
Total Revenues	12,593	15,311	13,750	14,475	13,675
<u>Expenditures</u>					
Supplies	-	-	-	-	54,387
Services	10,273	12,684	13,750	10,000	15,754
Capital	-	14,990	-	-	-
Total Expenditures	10,273	27,674	13,750	10,000	70,141
Over/(Under)	2,320	(12,363)	-	4,475	(56,466)
Ending Fund Balance	81,610	69,247	69,247	73,722	17,256

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 FY11	Actual FY12	Approved FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	50,558	50,165	50,122	50,122	50,067
<u>Revenues</u>					
601 - Interest Income	64	57	100	45	50
Total Revenues	64	57	100	45	50
<u>Expenditures</u>					
Equipment, Supplies, Materials	-	-	-	-	-
Transfer to					
Library Special Revenue Fund	457	100	100	100	100
Total Expenditures	457	100	100	100	100
Over/(Under)	(393)	(43)	-	(55)	(50)
Ending Fund Balance	50,165	50,122	50,122	50,067	50,017

* 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 FY11	Actual FY12	Approved FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	19,857	16,809	37,314	37,314	48,396
<u>Revenues</u>					
601 - Interest Income	33	47	40	50	50
608 - Contributions	20,737	27,256	-	29,772	-
652 - Miscellaneous	698	211	-	1,260	-
Total Revenues	21,468	27,514	40	31,082	50
<u>Expenditures</u>					
Improvements to Shelter	24,516	7,008	6,000	20,000	6,000
Total Expenditures	24,516	7,008	6,000	20,000	6,000
Over/(Under)	(3,048)	20,505	(5,960)	11,082	(5,950)
Ending Fund Balance	16,809	37,314	31,354	48,396	42,446

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 FY11	Actual FY12	Approved FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	2,391	2,395	2,399	2,399	2,401
<u>Revenues</u>					
601 - Interest Income	4	4	-	2	-
Total Revenues	4	4	-	2	-
<u>Expenditures</u>					
Botanical Supplies	-	-	2,399	-	2,401
Total Expenditures	-	-	2,399	-	2,401
Over/(Under)	4	4	(2,399)	2	(2,401)
Ending Fund Balance	2,395	2,399	-	2,401	-

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 FY11	Actual FY12	Approved FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	-	-	27,227	27,227	28,650
<u>Revenues</u>					
440 - Ball Field User Fee	-	20,655	-	29,650	35,000
601 - Interest Income	-	-	-	7	-
604 - Sale of Fixed Assets	-	6,624	-	-	-
608 - Contributions	-	94,750	-	-	-
651 - Miscellaneous	-	-	-	2,628	-
819 - Other Non Revenue	-	195,387	-	-	-
822 - Transfer from General Fund	-	100,000	-	10,000	-
Total Revenues	-	417,416	-	42,285	35,000
<u>Expenditures</u>					
Miscellaneous	-	52	-	-	-
Debt Service	-	-	40,862	40,862	40,862
Other Improvements	-	390,137	1,138	-	-
Total Expenditures	-	390,189	42,000	40,862	40,862
Over/(Under)	-	27,227	(42,000)	1,423	(5,862)
Ending Fund Balance	-	27,227	(14,773)	28,650	22,788

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 FY11	Actual FY12	Approved FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	87,402	192,485	204,676	204,676	255,829
<u>Revenues</u>					
Interest Income	183	304	150	203	200
Park Dedication Fees	121,704	60,900	50,000	82,950	50,000
Total Revenues	121,887	61,204	50,150	83,153	50,200
<u>Expenditures</u>					
Other	-	29,013	12,000	12,000	98,439
Heritage Master Plan	16,804	20,000	138,000	20,000	-
Total Expenditures	16,804	49,013	150,000	32,000	98,439
Over/(Under)	105,083	12,191	(99,850)	51,153	(48,239)
Ending Fund Balance	192,485	204,676	104,826	255,829	207,590

Stormwater Utility Fund (51)

The Stormwater Utility Fund was created in January of 2013, and is designed to pay for infrastructure expenses related to Weatherford's drainage system. These expenses are funded through collecting a Stormwater fee levied on all residents of the city. In FY14, the fund will repay the General Fund \$307,000 for expenses incurred on its behalf during FY13.

	Actual FY11	Actual FY12	Adopted FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	-	-	-	-	188,011
<u>Revenues</u>					
Interest Income	-	-	-	11	-
Stormwater User Fees	-	-	611,000	500,000	780,000
Transfer from General Fund	-	-	310,000	-	-
Total Revenues	-	-	921,000	500,011	780,000
<u>Expenditures</u>					
Administrative	-	-	-	12,000	70,000
Contractual Services	-	-	600,000	300,000	-
Drainage Projects	-	-	-	-	403,000
Transfers to General Fund	-	-	321,000	-	307,000
Total Expenditures	-	-	921,000	312,000	780,000
Over/(Under)	-	-	-	188,011	-
Ending Fund Balance	-	-	-	188,011	188,011

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 new issue in 2011 and a refunding issue in 2012.

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 2013, the city expects to receive \$4 million in FY14.

The City does not plan to issue new debt for General Debt Service during FY14.

Description	Principal	Interest	Total
Series 2006 Certificates of Obligation	140,000	146,338	286,338
Series 2007 G.O. Bonds	460,000	361,696	821,696
Series 2008 Certificates of Obligation	120,000	105,256	225,256
Series 2010 G.O. Refunding Bonds	155,000	995,794	1,150,794
Series 2011 C.O. Bonds	290,000	323,355	613,355
Series 2012 G.O. Refunding Bonds	2,380,000	688,150	3,068,150
<i>Total Bonded Requirements</i>	<i>3,545,000</i>	<i>2,620,588</i>	<i>6,165,588</i>
Current Lease Requirements			
None	-	-	-
<i>Total Lease Requirements</i>	<i>-</i>	<i>-</i>	<i>-</i>
Total General Debt	3,545,000	2,620,588	6,165,588

General Debt Service Fund (03)

	Actual FY12	Approved FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	1,397,564	3,681,059	3,681,059	3,060,623
Revenue Summary				
Current Taxes	2,988,641	3,018,229	3,030,000	3,117,208
Delinquent Taxes & Penalties	61,665	-	-	-
Interest Income	4,900	4,000	3,511	4,000
Miscellaneous Income	-	-	-	-
Proceeds from 2012 Refunding Issuance	-	-	25,110,000	-
Proceeds from GO Premium	-	-	2,052,817	-
Transfer from General Fund	64,564	-	-	-
Transfer from Hotel/Motel Fund	143,555	144,058	143,555	143,555
Reimbursement from TxDOT	3,626,581	5,000,000	3,832,156	4,000,000
	6,889,907	8,166,287	34,172,039	7,264,763
Expenditure Summary				
Interest	3,463,789	3,165,851	3,165,851	2,620,588
Issuance Costs	-	-	333,145	-
Fiscal Agent Fees	2,623	-	1,600	-
Lease Purchase	-	127,207	127,207	127,207
Payment to Escrow	-	-	27,829,673	-
Principle Retirement	1,140,000	3,335,000	3,335,000	3,545,000
	4,606,412	6,628,058	34,792,475	6,292,795
Revenues Over (Under) Expenditures	2,283,495	1,538,229	(620,436)	971,968
Ending Fund Balance	3,681,059	5,219,288	3,060,623	4,032,591

Annual Debt Service Requirements - By Issue

Fiscal	CO	GO	CO	GO
Year	SER. 2006	SER.2007	SER. 2008	SER. 2010
2014	286,338	821,696	225,256	1,150,794
2015	290,538	823,071	225,132	1,147,500
2016	299,238	820,846	224,794	1,074,641
2017	341,638	820,246	224,243	988,525
2018	337,800	818,846	228,479	988,525
2019	343,328	821,190	227,287	988,525
2020	343,186	822,162	225,882	988,525
2021	337,605	821,870	224,264	988,525
2022	341,400	820,144	227,432	3,482,625
2023	344,410	821,672	225,173	4,738,125
2024	419,000	821,484	227,700	4,972,925
2025	420,000	819,984	224,801	5,010,425
2026	415,125	822,063	226,688	5,584,800
2027	-	822,609	228,148	1,647,669
2028	-	-	224,181	2,120,131
2029	-	-	-	-
2030	-	-	-	-
2031	-	-	-	-
2032	-	-	-	-
2033	-	-	-	-
2034	-	-	-	-
2035	-	-	-	-
	4,519,604	11,497,884	3,389,455	35,872,259

CO	GO	
SER. 2011	SER. 2012	Total
613,355	3,068,150	6,165,588
604,655	3,099,750	6,190,645
600,880	3,315,320	6,335,718
596,955	3,396,220	6,367,827
597,805	3,529,100	6,500,555
591,855	3,559,375	6,531,560
593,955	3,585,750	6,559,460
595,455	2,842,000	5,809,719
596,355	-	5,467,955
596,655	-	6,726,034
596,355	-	7,037,464
595,455	-	7,070,665
593,955	-	7,642,630
596,535	-	3,294,961
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
06,750	-	306,750
-	-	306,750
12,257,593	26,395,665	93,932,460

Principal & Interest Requirements

Fiscal Year	Principal Due 3/01	Principal Due 9/01	Interest Due 3/01	Interest Due 9/01	Total
2014	3,135,000	410,000	1,332,294	1,288,294	6,165,588
2015	3,250,000	415,000	1,285,732	1,239,913	6,190,645
2016	3,510,000	425,000	1,237,245	1,163,474	6,335,718
2017	3,690,000	435,000	1,160,698	1,082,128	6,367,827
2018	3,955,000	455,000	1,079,246	1,011,309	6,500,555
2019	4,125,000	465,000	1,008,213	933,347	6,531,560
2020	4,290,000	485,000	930,144	854,316	6,559,460
2021	3,670,000	505,000	851,007	783,712	5,809,719
2022	3,455,000	530,000	780,296	702,660	5,467,955
2023	4,885,000	550,000	699,030	592,004	6,726,034
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	597,995
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
2035	-	-	-	-	-
	59,940,000	10,705,000	12,283,563	11,003,897	93,932,460

Series 2006 Certificates of Obligation

Fiscal Year	Principal Due 3/01	Principal Due 9/01	Interest Due 3/01	Interest Due 9/01	Total
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
	3,330,000	-	632,086	557,518	4,519,604

\$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%.

*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
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
	7,835,000	-	1,504,632	1,335,643	10,675,275

\$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%.

*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 2008 Certificates of Obligation

Fiscal Year	Principal Due 3/01	Principal Due 9/01	Interest Due 3/01	Interest Due 9/01	Total
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
	-	2,040,000	448,564	448,564	2,937,127

\$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%.

*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
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
	24,665,000	-	5,852,966	5,354,294	35,872,259

\$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%.

*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
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
	-	8,240,000	2,090,723	1,926,870	12,257,593

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

*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%.

Series 2012 General Obligation Refunding Bonds

Fiscal Year	Principal Due 3/01	Principal Due 9/01	Interest Due 3/01	Interest Due 9/01	Total
2014	2,380,000	-	355,975	332,175	3,068,150
2015	2,460,000	-	332,175	307,575	3,099,750
2016	2,755,000	-	307,575	252,745	3,315,320
2017	2,950,000	-	252,745	193,475	3,396,220
2018	3,190,000	-	193,475	145,625	3,529,100
2019	3,320,000	-	145,625	93,750	3,559,375
2020	3,450,000	-	93,750	42,000	3,585,750
2021	2,800,000	-	42,000	-	2,842,000
	23,305,000	-	1,723,320	1,367,345	26,395,665

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

*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. Additionally, projected ongoing costs are considered. 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.

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

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 FY11	Actual FY12	Approved FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	4,713,179	3,591,362	3,385,729	3,385,729	3,336,590
<u>Revenues</u>					
320 - Grant Revenue	1,473,239	399,179	-	-	-
601 - Interest Income	3,949	3,922	4,000	2,869	-
651 - Miscellaneous	-	-	-	-	-
822 - Royalties	364,489	151,947	154,000	120,000	120,000
833 - Transfer from Solid Waste	500,000	-	500,000	500,000	500,000
Total Revenues	2,341,677	555,049	658,000	622,869	620,000
<u>Expenditures</u>					
Town Creek Trail Project	1,973,446	382,737	-	-	-
Water/WW Maintenance	-	-	289,800	289,800	-
Signal at Texas & Washington	-	-	-	-	-
General	573,864	78,144	-	76,375	-
TxDOT Projects	-	-	-	-	-
Public Works Service Center	-	-	-	-	-
First Monday Projects	-	-	560,000	400,000	500,000
Total Expenditures	2,547,311	460,882	849,800	766,175	500,000
Over/(Under)	(205,634)	94,167	(191,800)	(143,305)	120,000
Ending Fund Balance	3,385,728	3,479,896	3,288,096	3,336,590	3,456,590

Reserved for TxDOT Projects 1,608,430

Estimated Remaining Balance 1,848,160

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 FY11	Actual FY12	Approved FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	352,682	353,630	354,030	354,030	354,346
<u>Revenues</u>					
Interest Income	948	400	-	316	-
Total Revenues	628	969	-	-	-
<u>Expenditures</u>					
TxDOT Projects	-	-	-	-	-
Total Expenditures	-	-	-	-	-
Over/(Under)	948	400	-	316	-
Ending Fund Balance	353,630	354,030	354,030	354,346	354,346
				Reserved for TxDOT Projects	354,346
				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 FY13 has exceeded initial expectations. TxDOT will continue to reimburse the City of Weatherford until the contractually agreed upon amount has been reached.

Series 2007 CO Fund (42)

This fund was established to account for proceeds from the issuance of certificates of obligation for the TxDOT projects.

	Actual FY11	Actual FY12	Approved FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	12,242,448	4,898,581	3,828,679	3,828,679	3,343,897
<u>Revenues</u>					
Interest Income	25,551	6,196	-	4,227	-
Debt Proceeds/Other	-	-	-	-	-
Total Revenues	25,551	6,196	-	4,227	-
<u>Expenditures</u>					
Jack Borden Way	12,582	1,166	-	2,402	-
SH171/51 to Causbie	24,161	4,165	-	-	-
Grouped IH20 Projects	6,023,610	733,147	-	292,515	-
WB Frontage - 1884 to Bowie	185,278	158,035	-	45,383	-
EB Frontage - 1884 to Bowie	126,836	86,292	-	23,423	-
SH171 from IH20 to 1884	229,939	31,950	-	63,944	-
General Costs	767,012	61,343	-	61,343	-
Transfer to General Debt Svc	-	-	-	-	-
Total Expenditures	7,369,418	1,076,098	-	489,010	-
Over/(Under)	(7,343,867)	(1,069,902)	-	(484,783)	-
Ending Fund Balance	4,898,581	3,828,679	3,828,679	3,343,897	3,343,897
<u>Available Funding Sources</u>					
2006 CO's	\$ 354,346	Estimated Cost for Projects Yet to Begin Construction			
2007 CO's	3,343,897	Frontage—1884 to Bowie			
2007 GO's	1,619,735	7,200,000			
2008 CO's	820,110	Summary of Project Funding			
2011 CO's	238,098	Estimated Available Funding			
General Capital Projects	1,608,430	Estimated Remaining Costs			
Subtotal	7,984,615	Estimated Over/(Under)			
		784,615			

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 FY11	Actual FY12	Approved FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	2,522,255	1,616,422	1,618,291	1,618,291	1,619,735
<u>Revenues</u>					
601 - Interest Income	2,280	1,869	-	1,444	-
807 - Debt Proceeds	-	-	-	-	-
Total Revenues	2,280	1,869	-	1,444	-
<u>Expenditures</u>					
BB Fielder West	908,113	-	-	-	-
Spring Street Extension	-	-	-	-	-
Franklin Street Bridge	-	-	-	-	-
TxDOT Projects	-	-	-	-	-
Total Expenditures	908,113	-	-	-	-
Over/(Under)	(905,833)	1,869	-	1,444	-
Ending Fund Balance	1,616,422	1,618,291	1,618,291	1,619,735	1,619,735

Reserved for TxDOT Projects 1,619,735

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 FY11	Actual FY12	Approved FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	817,382	818,443	819,379	819,379	820,110
<u>Revenues</u>					
601 - Interest Income	1,061	936	-	731	-
Total Revenues	1,061	936	-	731	-
<u>Expenditures</u>					
Transportation Improvements	-	-	-	-	-
Total Expenditures	-	-	-	-	-
Over/(Under)	1,061	936	-	731	-
Ending Fund Balance	818,443	819,379	819,379	820,110	820,110
				Reserved for TxDOT Projects	820,110
				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 FY11	Actual FY12	Approved FY13	Projected FY13	Proposed FY14
Beginning Fund Balance	-	8,311,079	6,537,874	6,537,874	238,098
<u>Revenues</u>					
601 - Interest Income	5,760	14,165	-	5,630	-
807 - Debt Proceeds	8,345,000	-	-	-	-
Miscellaneous Income	145,842	-	-	-	-
Total Revenues	8,496,602	14,165	-	5,630	-
<u>Expenditures</u>					
Debt Issuance Costs	185,523	-	-	-	-
TxDOT Projects	-	1,787,370	8,298,622	6,305,406	-
S Main IH20 to Bethel	-	-	-	-	-
Total Expenditures	185,523	1,787,370	8,298,622	6,305,406	-
Over/(Under)	8,311,079	(1,773,205)	(8,298,622)	(6,299,776)	-
Ending Fund Balance	8,311,079	6,537,874	(1,760,748)	238,098	238,098
				Reserved for TxDOT Projects	238,098
				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





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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