

City of Granbury TEXAS



Annual Operating Budget
Fiscal Year 2013-2014



This budget will raise more total property taxes than last year's budget by \$101,504.21 (2.64%), and of that amount, \$110,414.82 is tax revenue to be raised from new property added to the tax roll this year.

ANNUAL OPERATING BUDGET

Granbury, Texas

FISCAL YEAR

October 1, 2013 through September 30, 2014

MAYOR

Rickie Pratt

COUNCIL MEMBERS

Nin Hulett. Mayor Pro-Tem
Tony Allen... Council Member
Mickey Parson Council Member
Laurel Pirkle Council Member
Gary Couch. Council Member

CITY MANAGER

Wayne McKethan

Operating Budget
document prepared by the

FINANCE DEPARTMENT

CITY OF GRANBURY CITY COUNCIL

2013-2014



Rickie Pratt
Mayor



Tony Allen
Council Member
Place 2



Nin Hulett
Mayor Pro-Tem
Place 4



Mickey Parson
Council Member
Place 6



Gary Couch
Council Member
Place 3



Laurel Pirkle
Council Member
Place 5

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Granbury
Texas**

For the Fiscal Year Beginning

October 1, 2012

Christopher P. Morill

President

Jeffrey R. Snow

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Granbury, 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 a communications device.

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

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MESSAGE FROM THE CITY MANAGER



WAYNE MCKETHAN

Honorable Mayor and City Council:

I am pleased to present to you the Annual Operating Budget for the City of Granbury for 2013-2014. This document details the comprehensive strategic plan by which Granbury strives to enhance its quality of life. The Operating Budget is an outline of the programs and services to be provided by the City during the coming year. The City of Granbury is an exciting place to live and enjoy. The City plays an important role in defining the way of life by developing and maintaining standards which have contributed to a pleasant, attractive, dynamic and healthy community. Managing Granbury's future growth is another priority as we work to maintain the City's unique character and preserve its rich historic heritage.



This budget continues the objectives and priorities established by our citizens and the City Council to meet challenges and effectively plan for future needs. It balances the cost of new and expanded programs needed to

address City priorities against the City's financial and human resources limits and its adherence to the Fiscal and Budgetary Policy.

The City Council and Staff have attended a two-day strategic planning workshop discussing the City's five year strategic plan. The meeting set the direction for the Budget process, clarifying and redefining the City's Goals and Objectives for the next several years to help guide everyone in the planning process. The first year of the five year strategic plan functions as the base for our operating budget and insures that concerns are addressed that may impact the city's future.

The City Council previously approved the following Mission Statement, Vision Statement, and Goal statements:

MISSION STATEMENT

Providing quality of life through exceptional services with a friendly and responsive staff.

VISION STATEMENT

Where Community, Heritage, Culture, and Tourism promote and provide our City with an exceptional quality of life.

CITY OF GRANBURY GOALS



BUDGET FOCUS ON CITY GOALS

The goals listed were the focal points in establishing this budget. Shown below are some examples of the City’s goals being addressed through the Budget process.

SERVICE DELIVERY

Providing efficient and effective delivery of City services is one of the goals of the Annual Operating Budget. The City continues to survey and update salary structures for all employees to help keep salaries at competitive levels in an effort to retain experienced and qualified employees serving the citizens of Granbury at all levels. Public Safety continues to be a major focus of our city, and recent annexation growth requires that the City maintain a strong police force over a larger area. Technology continues to be an important tool for increased effectiveness and productivity.

INFRASTRUCTURE BASICS

Infrastructure upgrades continue to be a major emphasis of the upcoming year, concentrating on improving the traffic flow downtown for citizens and tourists – including traffic lights on Pearl Street and the completion of Loop 567 from Highway 51 to Pearl Street. In addition, the City completed the drilling of 8 new ground water wells and projects to drill 4-7 more in the new future. The City will resume its continuous program of replacing and repairing deficient water and sewer mains around the City. Our meter reading department is developing an ongoing meter maintenance program, ensuring the long-term maintenance and accuracy of the metering system.

COMMUNITY DEVELOPMENT

The City will continue to look for opportunities to expand its jurisdiction to include areas that will benefit the growth and development of Granbury.

TOURISM DEVELOPMENT

Since tourism continues to be a major industry in the City, an increased effort in Advertising and Promotion expenditures have focused on the resort and vacation environment of the City. The boardwalk along the water's edge and an enlarged sandy beach along Lake Granbury's shore has been a major attraction of tourists and local citizens alike. The beach area has been a crowd favorite, with people enjoying the sand and palm trees, while swimming in Lake Granbury.



Major activity related to community development in FY 2013-14 will be the continued successful operation of the Conference Center on the shores of Lake Granbury. Additionally, the City acquired the Langdon Center at the end of FY 2011-12, which will also provide opportunities for additional community development.

Fiscal year 2013-14 will see the completion of a \$3.4 million renovation of the historic Opera House in downtown Granbury. This beautifully renovated performance hall will be a mecca for regional theatre lovers.

CITIZEN INVOLVEMENT

The City continues to operate the Granbury Public TV Station on both cable and internet access venues, and plans to develop programming that will help keep the community informed and involved in all the local government entities in and around Granbury.

The Police department has several programs that encourage citizen participation including Citizen Police Academy, Citizens on Patrol, Community Emergency Response Team, Community and Business Awareness Program, D.A.R.E., and Citizen's Appreciation Day.

INTERGOVERNMENTAL RELATIONSHIPS

A major project continuing on into 2013-2014 is the expansion of the Airport. The City will partner with TXDOT and the Federal Aviation Administration to obtain \$13 million in grant revenues to support this expansion. Additionally, the City will continue its relationship with the Texas Historical Commission to support the Texas Lakes Trail Regional Coordinator.

ECONOMIC DEVELOPMENT

In 2013-14, the City will contribute \$100,000 to the Economic Development Fund. The City of Granbury continues to support the Lake Granbury Area Economic Development Corporation, and will work within the organization to be a major force in bringing new economic activity to the region. The Lake Granbury Area Economic Development Corporation continues to initiate efforts to spotlight our area and bring exciting new developments to Granbury and Hood County.



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BUDGET OVERVIEW

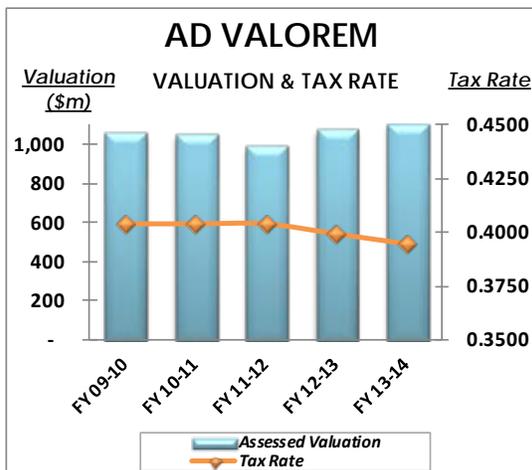
The City's revenue sources have maintained growth rates from the previous year; therefore, the City is continuing in an investment mode. Department budgets have grown, capital improvement projects have been planned, previously frozen positions have been unfrozen, and other positions have been added.

The FY 2013-14 Operating Budget totals \$36.2 million for all funds. Of that amount, approximately \$30.1 million is for continued operations, \$4.5 million for debt service, and funding for capital improvement projects and equipment is \$1.5 million. Operating interfund charges/transfers are approximately \$2.5 million.

The City of Granbury is proud to have secured over \$1.3 million in state grants to fund \$1.9 million of major projects in FY 2013-14.

PROPERTY VALUES

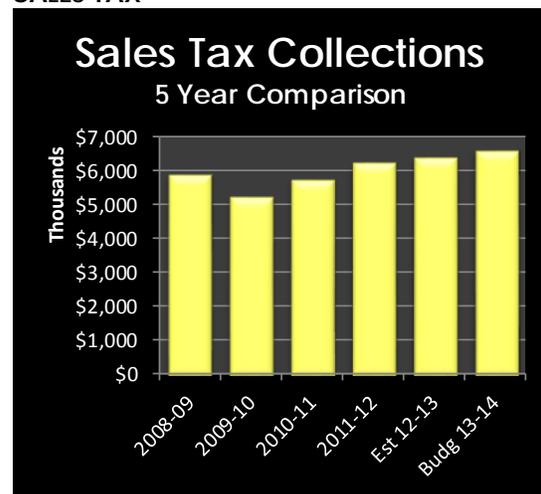
Property valuations increased by \$30M (3%) in FY 2013-14, reflecting an increase from \$1,074M to \$1,105M. The new residential and commercial developments around the lake and along HWY 377 were the major contributors this year.



PROPERTY TAX RATE

The City's property tax rate has decreased from \$.399262 to \$.394593 for 2013-14. The debt service portion of the tax rate is \$.237210 and the maintenance and operations portion is \$.157383 in order to support the total tax rate at \$.394593 per \$100 property valuation. As shown in our maintenance and operation tax rate, the City's operations are primarily supported by our Sales Tax revenue, as well as other fees.

SALES TAX



In past years the main factor that allowed the City to grow was the state of the economy in the Granbury area. It appears that Granbury is continuing as the financial hub of the area; the Economic climate has continued improving, and the most recent sales tax collections continue to show increase and renewed activity.

Granbury's historical downtown district, with its shopping, its bed and breakfasts and other tourist attractions, also continues to serve the area well to draw people that help support the sales tax base in the City. In addition, the Conference Center continues to attract many conferences to the area during weekdays, not just on weekends, and that will result in a more stabilized flow of sales tax dollars.

We are showing increased growth over the last year, and the City projects sales tax revenues for next year at a 4% increase over the FY 2012-13 for a total of \$6.6 million.

UTILITY RATES

In previous years, the City of Granbury has purchased processed water from the Brazos River Authority (BRA) operated Surface Water Area Treatment (SWATS) plant. On May 31, 2012 a new entity was established called the Brazos Regional Public Utility Agency. This entity was formed by the Acton Municipal Utility District and Johnson County Special Utility District for the purpose of purchasing and operating the SWATS facility, previously operated by BRA. As discussed in previous years, the City will continue its efforts to control water rates by lowering our dependence on treated water from the SWATS water plant, through our continued reliance on water from underground water wells. The implementation of water management techniques and processes, the drilling of 12-14 new ground water wells, other cost-containment measures, and the completion of the engineering and pilot study for development of a new water processing plant in 2013/14, should help us minimize our usage of SWATS.

On August 24, 2007, the City of Granbury negotiated a ten year contract with Bryan Texas Utilities (BTU) with cost pegged at \$78.50 per 1,000 Kilowatt hours. The major factor in the costs of electricity is the cost of natural gas, since this is the major fuel firing electric generation plants. The market rate for natural gas contracts has decreased significantly over the last ten years, putting long term contracts in a less favorite position, however bond rating agencies approve of the long term stability of knowing that true cost of electricity for an extended period of time. This locking of rates was a significant economic event for the City, in that natural gas prices will eventually

rise back to higher and more costly levels for consumers of Electricity. The fixed nature of the City's contract will protect the customers of the City's Electric system and will ultimately be used as an economic magnet for cheap energy costs in the future.

BUDGET HIGHLIGHTS

The major program initiatives for the FY 2013-14 Operating Budget and beyond are further outlined as follows:

- **Administrative Services/ Human Resources**

During FY 2012-13, the City hired The Waters Consulting Group, Inc. to conduct a salary survey using staffing and salary information from comparable cities in close proximity to the City of Granbury. While the survey results did not propose adjustment to the current pay structure, it recommended adjusting individual job classifications that are more than 5% below market to a higher pay grade. The majority of employee salaries fall within the target pay range. The changes have been implemented in the FY 2013-14 budget.

- **Parks and Recreation**

One major project for 2013-14 is the continuation of the Moments of Time Trail Phase II. All other efforts will be focused on the continued maintenance and enhancements of park assets which maximize the access of citizens and visitors to the Granbury Area.

- **Airport**

The airport expansion project continues in FY 2013-14, and at this point the TXDOT Aviation division and the FAA have both agreed to fund \$12.83 million in total for the expansion.

PRIORITIES AND ISSUES

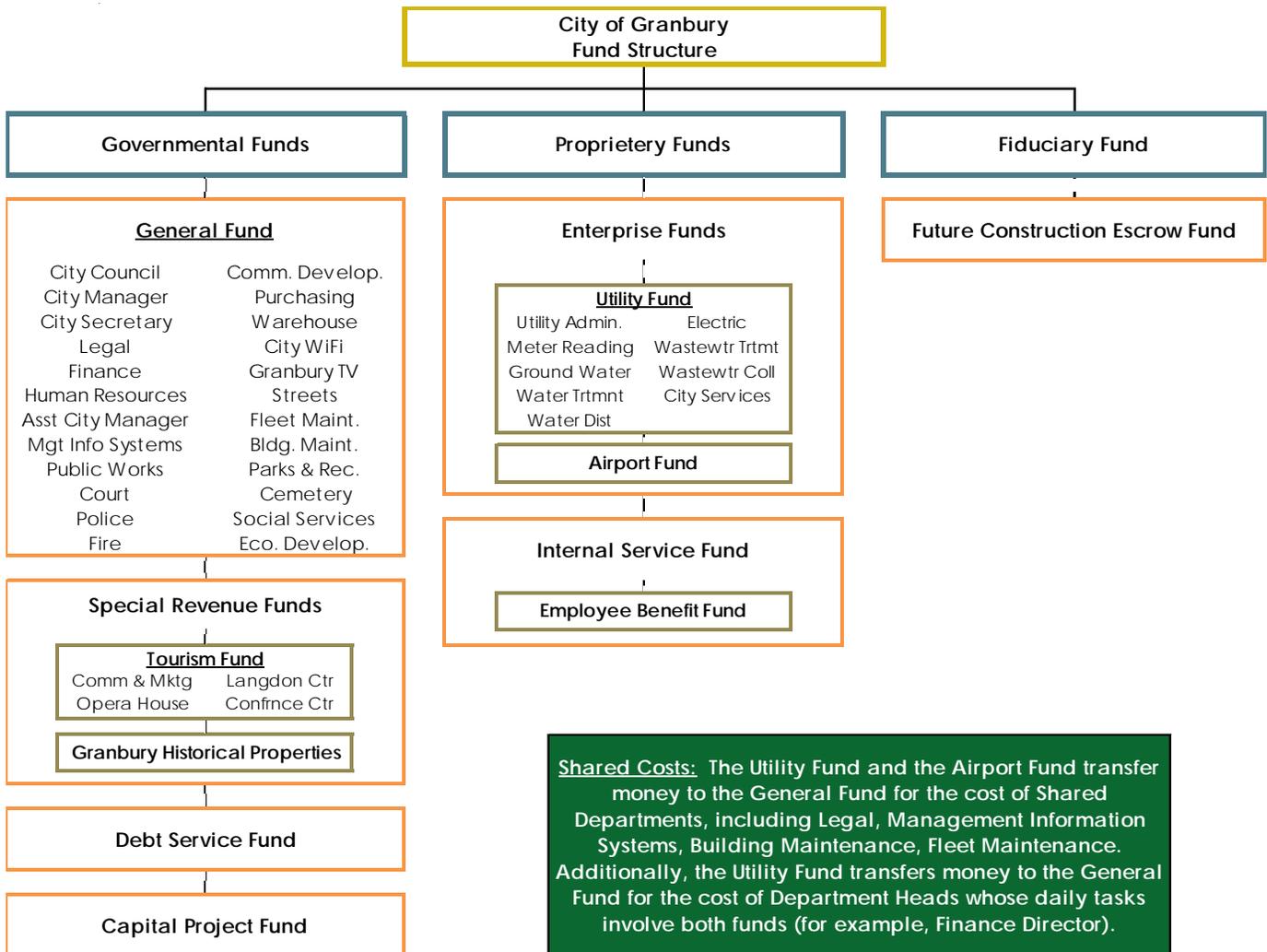
The City has always been committed to conservation and sound financial planning. The continuation of the processes that were instituted last year for controlling cost and capital expenditures will be a major factor in insuring that the City of Granbury remains on sound and stable financial footing in the upcoming years. The City will initiate some new capital projects in 2013-14 and will focus on maintaining quality service oriented performance, regarding currently available services and venues.

FINANCIAL GOALS

The Operating Budget is completed each year with the following financial goals in mind:

- The undesignated reserve shall be at least 25% of total expenditures for both the General Fund and the Utility Fund.
- Bond ratings with Fitch and Standard & Poor’s will be maintained and improved.
- The budget for each fund shall be balanced, with revenues exceeding expenses by at least 1%.

The financial fund structure of the City is reflected in the following Fund structure chart:



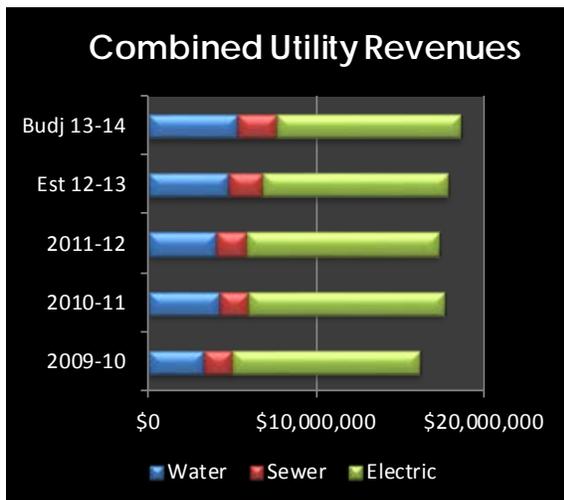
GENERAL FUND

The proposed General Fund budget for FY 2013-14 is \$13,618,108 which is a \$1.7 M increase from FY 2012-13 budgeted numbers. Net property tax revenues are budgeted to increase by \$170,122. Franchise fees being paid to the City for the use of its rights-of-way and streets by utilities doing business in the City are estimated to bring in \$1.7M in FY 2013-14. Municipal Court fines and fees were budgeted at \$222,400; park revenues increased to \$130,800 from \$110,250. The interest income projection is \$28,000.

UTILITY FUND

The Utility Fund’s primary purpose is to provide retail service to about 5,200 water, 3,800 sewer, and 3,200 electric customers residing in the City of Granbury and in its extra-territorial jurisdiction. The Utility Fund also participates in supporting the Fleet Maintenance, Building Maintenance, and Management Information Services, and fully funds the City Services department.

Revenues from the water, sewer and electric services sustain this fund. The Utility Fund budget for FY 2013-14 is 18,749,800 which is an increase of \$253,655 compared to the 2012-13 budgeted expenses.



An analysis of the existing rate structure for Electric, Water, and Sewer utility services, and the proposal of a more adequate structure design were introduced to the Council during FY 2012-13. The new utility rate structure was approved by Council on May 7, 2013 and it was fully implemented on June 15, 2013. Detailed utility rate tables are listed under the Reference section of the budget book.

Interest income on investments is expected to be \$18,000 and utility billing penalties are projected to be \$175,000.

TOURISM FUND

Revenue projections for the hotel occupancy taxes in FY 2013-14 are at \$558,000, which reflects a 2% increase compared to what the City expects to receive in FY 2012-13.



As always, promoting tourism is still going to be a major emphasis this year and \$1,586,760 has been budgeted to fund Tourism activities. The Tourism Fund is composed of four major components: Communication & Marketing, Conference Center, Langdon Center and Opera House. The Communication &

Marketing activities are supported by Hotel Occupancy tax revenues, and the Conference Center relies on revenues from rental and sales of services at the center. The Langdon Center also relies on rental revenues.

The City is currently in the process of contracting with Granbury Theater Company. The Opera House estimated \$22,500 revenue from operations and \$20,290 budget to cover the planned Opera House expenses.

AIRPORT FUND

The airport is equipped to sell jet fuel as well as regular aircraft fuel and has 24-hour fuel service. Fuel revenues are being conservatively projected to stay constant for FY 2013-14 when



compared to the projections for FY 2012-13, for total budgeted collections of \$552,250. In addition to fuel sales, hangar rental is another major revenue line for the airport. This will continue to grow in future years as the airport expansion project is completed. The total proposed Airport Fund budget for FY 2013-14 is 1,319,481.

GRANBURY HISTORIC PROPERTIES FUND

Granbury Historic Properties Corp. was established in 2009 to assist the City in acquisition/control of historical properties deemed important to the growth and development of the City.

CONCLUSION

This staff has accomplished significant impacts in this community and city for generations to enjoy for many years to come. Under the policy priorities of the City Council we have formulated positive changes through projects, quality development with AA Bond ratings for the General, A for the Utility Fund, and strong customer service. The facility improvements and development projects completed by the City have helped the City withstand the national economic slowdown over the past five years, and actually excel in economic recovery and growth patterns when compared to other cities in Texas and across the Nation.

I look forward to implementing this year's budget because there will be continual positive impacts on this community for years to come! The comprehensive budget for this 2013-2014 budget year fulfills the objectives as policy has been directed by the City Council. The emphasis is on continued improvements with the delivery of services that will lead to a high quality of life and encourages quality and pride in our City for future generations to enjoy.

Wayne McKethan
City Manager

BUDGET PROCESS

The City of Granbury's budget process is the mechanism that changes taxpayer requests and resources into government services and expenditures. Again this year, the City of Granbury has made a great commitment to setting community goals, performance measures, and priorities.

BUDGET PROCESS

I. Definition and Authority

The budget is a financial plan for the fiscal year of operations that matches all planned revenues and expenditures with the services provided to the residents of the City, based on established budgetary policies. The City Charter establishes that the City's fiscal year shall begin on the first day of October and end on the last day of September of each calendar year. Such fiscal year shall also constitute the budget and accounting year.

II. Preparation and Submission of the Budget

The budget preparation process begins in April before the beginning of the fiscal year. Under the City Charter, the City Manager is responsible for preparing and recommending an operating budget for City Council consideration. He along with the Finance Director determines guidelines for the City's department and division heads to use in preparing their budgets. These guidelines are based on Council goals, anticipated revenues, levels of service desired and capital equipment and improvement needs.

The Finance Department prepares the Budget Instructions Manual to be used in budget preparations. It includes the guidelines the City Manager and Finance Director have developed, the budget calendar and specific instructions for completing the forms included in the

Manual. These include requests for capital equipment and projects, operating budget request forms, authorized position forms, requests for new positions and requests for new and/or enhanced services.

During May, the Finance staff meets individually with all department/division heads to explain the guidelines to be used in the preparation of their budget, distribute the budget instructions manual, the forms to be completed and deadlines to be met, and give any further directions for budget preparation. Department heads are responsible for expenditure estimates of their departments/divisions. Personnel cost information is provided to them by the Finance staff. In estimating other divisional expenses, department heads base their estimates on historical data adjusted for trends and possible rate increases.

In June, the department/division heads attend a budget workshop at which the staff presents departmental programs, goals, objectives and needs in order to receive direction on programs and service levels from the Council.

By late June all operating budget and capital requests are due in the Finance office so that staff can begin compiling them and determining financing needs. Factors to be considered in determining items to be capitalized are as follows:

- Item can be permanently identified as an individual unit of property.
- Item has an anticipated useful life of five years or more.
- Item belongs to one of the following categories:
 - Land
 - Buildings and Structures
 - Equipment

- Item constitutes a tangible, permanent addition to the value of City assets.
- Item does not constitute repair or maintenance.
- Item's cost should generally exceed \$5,000.

Note: If the item is less than \$5,000, then the item should be a component unit of an asset meeting the above-stated criteria.

After all the budgets are compiled, the City Manager and the Finance staff meet with the department/division heads individually to discuss their budget submissions.

By July, three-fourths of the current fiscal year is past, and the Finance department works to fine tune the revenue estimates. Revenue projections are generally based on historic receipts adjusted for rate increases and trends. The City's philosophy on revenue projections is making the best estimate possible using historic data and trends, being careful not to overestimate revenue.

In mid July, the City Manager and Finance staff meets with the City Council to review the City Budget and Strategic Plan. Final budget strategies and actions are developed and assimilated into the Budget process.

The City Manager submits to the City Council, prior to August 1st of each year, the proposed budget for the following fiscal year. The budget provides a complete plan for the fiscal year and contains the following:

- A budget message which shall outline the proposed financial policies for the next year with explanations of any change from previous years in expenditures and any major changes of policy and complete statement regarding the financial conditions of the City;

- An estimate of all revenue from taxes and other sources including the present tax structure rates and property valuations for the ensuing year;
- An itemized list of proposed expenses by office, department, agency, project and type of expenditure for the budget year, as compared to actual expenses of the last ended fiscal year, and the present year-to-date;
- A description of all outstanding bond indebtedness, showing amount, purchaser, date of issuance, rate of interest and maturity date as well as any other indebtedness which the City has incurred and which has not been paid, and the amount required to pay principal and interest maturing in the budget year;
- A statement proposing any capital expenditures deemed necessary for the undertaking during the next budget year and recommended provisions for financing;
- 7
- Anticipated net surplus or deficit for the ensuing year of each utility owned or operated by the City and the proposed method of disposition;

III. Preparation of the Strategic Plan

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

IV. Adoption of the Budget

The budget and all the supporting schedules shall be filed with the City Secretary when submitted to the Council and shall be open for public inspection by anyone interested. At the Council meeting at which time the budget is submitted, the Council will name the time and place of all budget public hearings and will publish the notice of the public hearings at least ten (10) days before the date of the hearing. At these hearings, interested citizens may express their opinions concerning items of expenditure, giving their reasons for wishing the increase or decrease in any items of expense.

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

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

V. Balanced Budget

A Balanced Budget is a budget with total expenditures not exceeding total revenues and monies available in the fund balance within an individual fund. The goal of the City is to balance the operating budget with the current revenues, whereby, current revenues would match and fund on-going

expenditures/expenses. Throughout the fiscal year, the City Manager ensures that expenditures do not exceed projected revenues. To insure that the budget remains balanced, if necessary a plan is implemented to either reduce the rate of expenditures or increase revenues.

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

VI. Amending the Adopted Budget

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

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

VII. General Budgetary Controls

The City of Granbury maintains budgetary controls to assure compliance with legal provisions embodied in the annual appropriated budget adopted by the City Council. The Department Heads are authorized to make budget transfers of \$5,000.00 or less with the approval of the

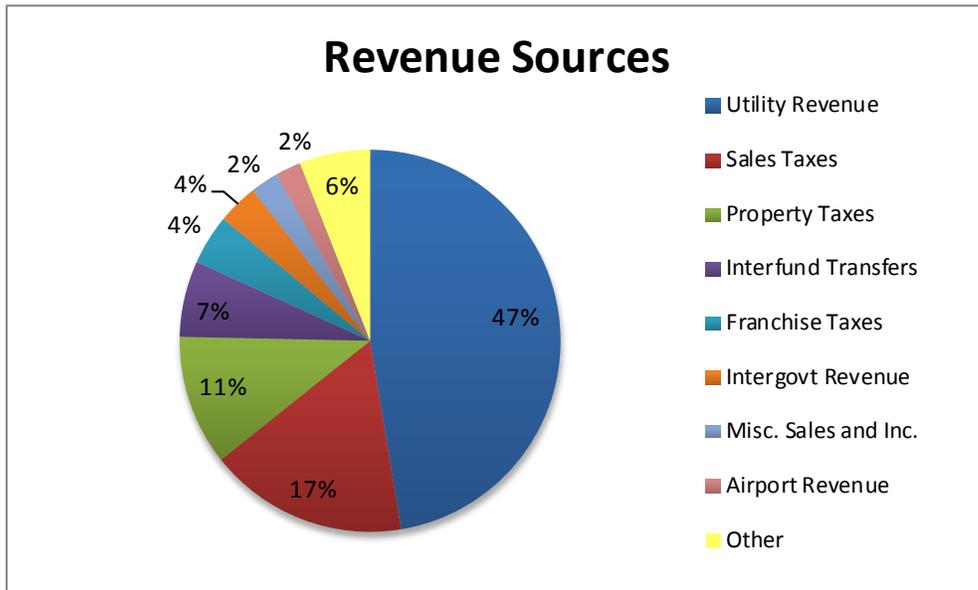
Director of Finance. Transfers of greater than \$5,000.00 must be authorized by the City Manager. All transfers between areas must be approved by the City Council.

FY 2013-14 BUDGET CALENDAR

Mon, Apr 1	Finance	Prepare worksheets with current 2012-13 budget.
Wed, Apr 10	Finance	Distribute worksheets for FY 2012-2013 budget adjustments.
Fri, Apr 19	Department Heads	Deadline for FY 2012-2013 budget adjustments.
Thurs, Apr 25	Department Heads, Finance	Distribute budget projection worksheets, capital expenditure worksheets, personnel worksheets, and performance objectives to department heads for review and for necessary updates.
Tues, May 7	Department Heads	Deadline for budget projections, capital requests (must be signed by Alvin Scott), personnel requests (must be signed by Christi Sanders), department performance objectives. Finalize initial budget.
Thurs, May 16	Finance	Update the 2013-14 initial budget with preliminary April 30 th actuals as well as Ad Valorem Projections from the Hood County Appraisal District.
Fri, May 17	City Manager, Finance	Meet with the City Manager to discuss budget submissions and objectives.
Tues – Fri, May 28-31	City Manager, Department Heads, Finance	City Manager and Finance Department meet individually with department heads to discuss budget submissions and possible budget adjustments.
Thurs, June 13	City Manager	Request a list of budget priorities and issues from the City Council.
Wed, July 10	MUAB	Municipal Utility Advisory Board meets to approve assumptions for the annual Budget for Utility Fund functions.
Wed – Thurs, July 17-18	City Council, Finance	Offsite Budget workshop with the City Council.
Wed, July 31	City Secretary	Proposed Budget to be submitted to City Secretary and City Council.
Tues, Aug 6	City Council, Citizens of Granbury	<u>Regular City Council Meeting</u> – Council states date, time and place of public hearing on budget – Vote to place a proposal to adopt the tax rate on the agenda
Wed, Aug 7	City Secretary	Publish effective 2013-14 Tax Rate.
Sat, Aug 10	Finance, City Secretary	Publish Notice of a Hearing on a Tax Rate increase/decrease
Sat, Aug 17	Finance, City Secretary	Publish Notice of a Hearing on FY 2013-14 Budget
Tues, Aug 20	City Council, Citizens of Granbury	<u>Regular Council Meeting</u> – 1 st Public Hearing on the 2013-14 Tax Rate
Tues, Aug 27	City Council, Citizens of Granbury	<u>Special City Council Meeting (if needed)</u> - Public Hearing on the FY 2013-14 Budget - 2 nd Public Hearing on the 2013-14 Tax Rate
Sat, Aug 28	Finance, City Secretary	Publish Notice of Vote on Tax Rate
Tues, Sept 3	City Council	<u>Regular Council Meeting</u> - Council adopts the 2013-14 Budget - Council sets the 2013-14 Tax Rate
Tues, Oct 1	All Departments	New fiscal year begins.

OVERVIEW OF REVENUE SOURCES AND ASSUMPTIONS

Revenue is estimated based upon historical data, current economic conditions and other demographic data. The City’s revenue budget estimation takes into consideration many unique elements that respond to a variety of external factors such as population growth, development, inflation, and interest rates. The City of Granbury applies a conservative philosophy that will produce a long-term goal of neither overstating revenues nor understating expenditures. During our revenue estimation process the City tries to consider as many factors as possible that may contribute to changes in revenues. City of Granbury obtains revenue from several sources.



Utility Service Revenue - \$18.56 Million, 47% of total revenues:

The City of Granbury provides electric, water, and sewer services to the residents of Granbury and in its extra-territorial jurisdictions. The City implemented a new Utility rate structure on June 15, 2013. Those rates have been used to forecast the utility service revenues for FY 2013-14. The \$18,559,283 of revenue from these services provides the largest source of revenue for the City of Granbury.

Additionally, the City’s overall customer base for its electric, water, and sewer services have increased significantly over the last few years. This increase is signaled through the growth of the City due to corporate development, additional new housing subdivisions, and other acquisitions.

Sales Tax - \$6.6 Million, 17% of total revenues:

The largest single revenue source for the General Fund is the Sales Tax. Taxable sales have increased noticeably over the past few years primarily due to a continued development and renewed economic activity. The City is projecting sales tax to increase 6% for 2013-14 over last’s year’s budgeted amount.

An important source of sales tax revenue relates to the demographics of new citizens joining our community. Given the quality of life in our City, the City has been a popular retirement destination and the increased wealth factor is having a large impact on spending habits of our population. Recently, though, the City has begun to attract younger families as well. Ultimately, the size of population both inside and outside the City limits is vitally important in determining the level of sales tax revenue earned. Granbury is a City of 8,650 people surrounded by over 60,000 of non-city residents.

Currently the existing sales tax rates are as follows:

State	6.25%
City	1.50%
County	0.50%
Total	8.25%

Property Tax - \$4.33 Million, 11% of Total Revenues:

The third largest single revenue source for the General Fund is the Ad Valorem taxes, also known as property taxes. The computation of the property taxes is based upon the assessed value of real and personal property. All property tax revenue is first applied to the debt service requirements; therefore we project the property tax revenue before and after the application of revenues toward the debt service. The remaining property tax revenue is used for the maintenance and operations of the General Fund. This fund provides the tax payers with general City services such as public safety, parks and recreations, and other general government support services.

It is important to note that the property tax rate has been reduced from \$.399262 to \$.394593 per \$100 of property value in 2014. The tax rate is determined based upon completion of the budget process, which entails projecting the expected revenue, determining the most efficient use of resources and expected levels of expenditures, while utilizing the tax rate required to balance the budget.

Based on the assessed valuation of appraised property provided to us by the Hood County Appraisal District, the FY 2013-14 budget reflects estimated property tax collection of \$4,330,792. This third party appraisal analysis is the major factor in projecting our Ad Valorem revenue. Property valuation increased by 3% from \$1,074M to \$1,105M in FY 2013-14. The City projects that the assessed property valuation will continue to grow due to new residential and commercial developments along Highway 377, Highway 51, and Highway 4.

Franchise Fees:

The City receives substantial revenue from franchise fees. Franchise Taxes are charged for business conducted in the City but for which no location is available for ad valorem tax. The tax as a percentage of revenue is set by contractual agreements. Franchise fees are collected from both public and private utilities and assessed for the continued use of the public right-of-way. Among these fees are: cable TV, telephone, electric, solid waste, gas, and other franchise fees. For FY 2013-14, the City is estimating to receive \$1,660,724 in franchise fees. This estimate is based on the growth of the City and historical trend analysis. The largest part of the Franchise Taxes is paid by the Utility Fund to the General Fund for its portion of business conducted inside the City.

Airport:

The major source of revenue for the airport fund comes from the sale of aviation fuel and hangar rent. With the addition of a new airport manager and the expansion of the airport, both fuel sales and hangar rents have increased. The City estimates to receive \$845,840 in FY 2013-14.

Licenses, Permits, and Fees:

The source of this revenue includes fees charged by the City for general construction permits, and other miscellaneous permits. With the stable and renewed economic outlook, permit activity should be moderately on the rise. The City of Granbury projects to receive \$682,150 for FY 2013-14.

Hotel Occupancy Tax:

The City receives this tax revenue from the hotels, motels, and bed-and-breakfasts in the City of Granbury. The estimated revenue is \$558,000 in FY 2013-14, which is a slight increase compared with the FY 2012-13 budgeted revenue. Tourism is a critical part of the City's economic development program, and our expectations are that the Hotel Occupancy Tax will grow. Hotel Occupancy Tax is collected at a rate of 13%. Of that total, 6% is State tax and 7% is City tax.

Tourism Revenue:

In addition to Hotel Occupancy Tax, the Tourism fund brings in other sources of revenue. The largest of these sources is the Granbury Resort Conference Center. The estimated revenue for the Conference Center is \$454,600 in FY 2013-14.

Municipal Court Fees:

The projection for fines is based on historical trends. The City estimates to collect \$222,400 for fines & forfeitures in FY 2013-14. This projection is held steady compared to the prior year estimate.

Park Revenue:

Park revenue is made up of Recreation League Fees, Concessions, City Pool Admission, and recreation other activities. Last year, the concession stand management was outsourced, so the concession revenue and expense were less than prior years. However, the City has brought concessions back in-house. Additionally, our new Recreation Coordinator has been aggressive in attracting new groups and new activities to our Parks system. The projection for FY 2013-14 is \$130,800, which is a \$20,000 increase over the prior year.

Miscellaneous Sales and Income:

Miscellaneous Sales and Income make up 2% of the total revenue for the City of Granbury. This revenue source combines the total of all Other Revenues from each fund. Examples of Miscellaneous Sales and Income are: Donations, Lease of City properties, WIFI income, Granbury Public TV programming revenue, service fees, reconnect fees, and penalty income.

Interest Revenue:

Interest revenue is a fractional part of the total revenue source for the FY 2013-14 and is contingent on the total available cash. The City estimates to receive \$46,000 in interest in the upcoming fiscal year.

Intergovernmental Revenue:

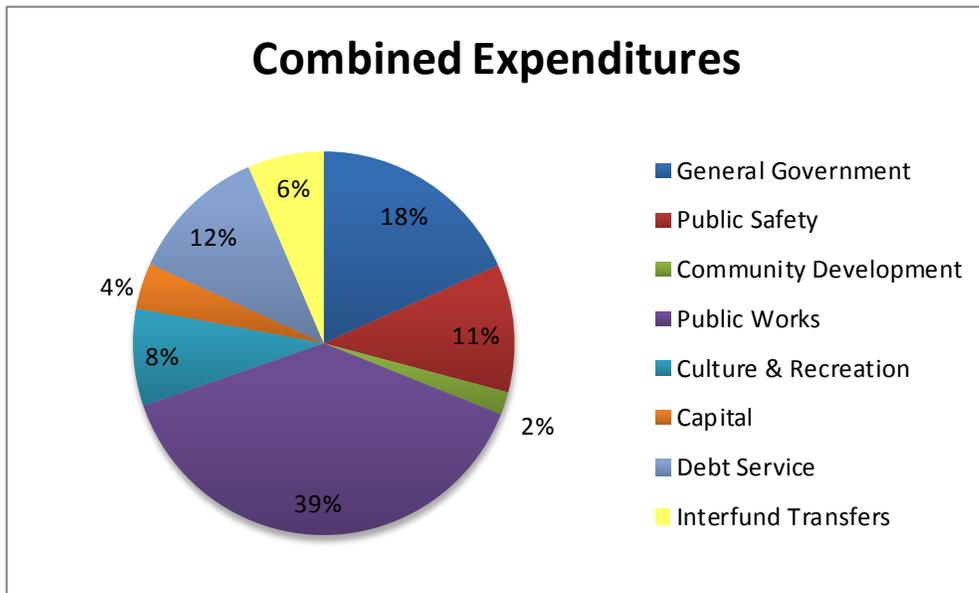
This section of the revenue includes state grants, intergovernmental contributions, and other reimbursements.

Other Financing Sources:

The use of the Fund Balance in the General Fund and Utility Fund also falls in this section. The 2013-14 FY Budget utilizes the use of the Fund Balance in the General Fund as well as the implementation of interfund transfers.

OVERVIEW OF EXPENDITURE ASSUMPTIONS

The City of Granbury projects expenditures based on historical data, economic data, and any other policy changes that might affect the expenditures for the fiscal year. The City's goal is to appropriate sufficient monies to provide quality services at a reasonable cost and within available financial resources.



General Governmental expenditures include the following departments: City Council, City Manager, Assistant City Manager, City Secretary, Legal, Finance, Purchasing, Social Services, Mgmt. Info Services, Human Resources, Warehouse Operations, Non-Departmental, Utility Administration, Fleet Maintenance, City Services, Airport, Granbury Historic Properties.

Public Safety expenditures include the expenses for the Municipal Court, Police, and Fire departments.

Community Development expenditures are made up of the Community and Economic Development expenses.

Public Works expense includes the following departments: Public Works, Streets, Meter Reading, Ground Water, Water Treatment, Water Distribution, Wastewater Treatment, Wastewater Collection, and Electric.

Culture & Recreation expenditures include the Parks and Recreation, Tourism, and Cemetery Department.

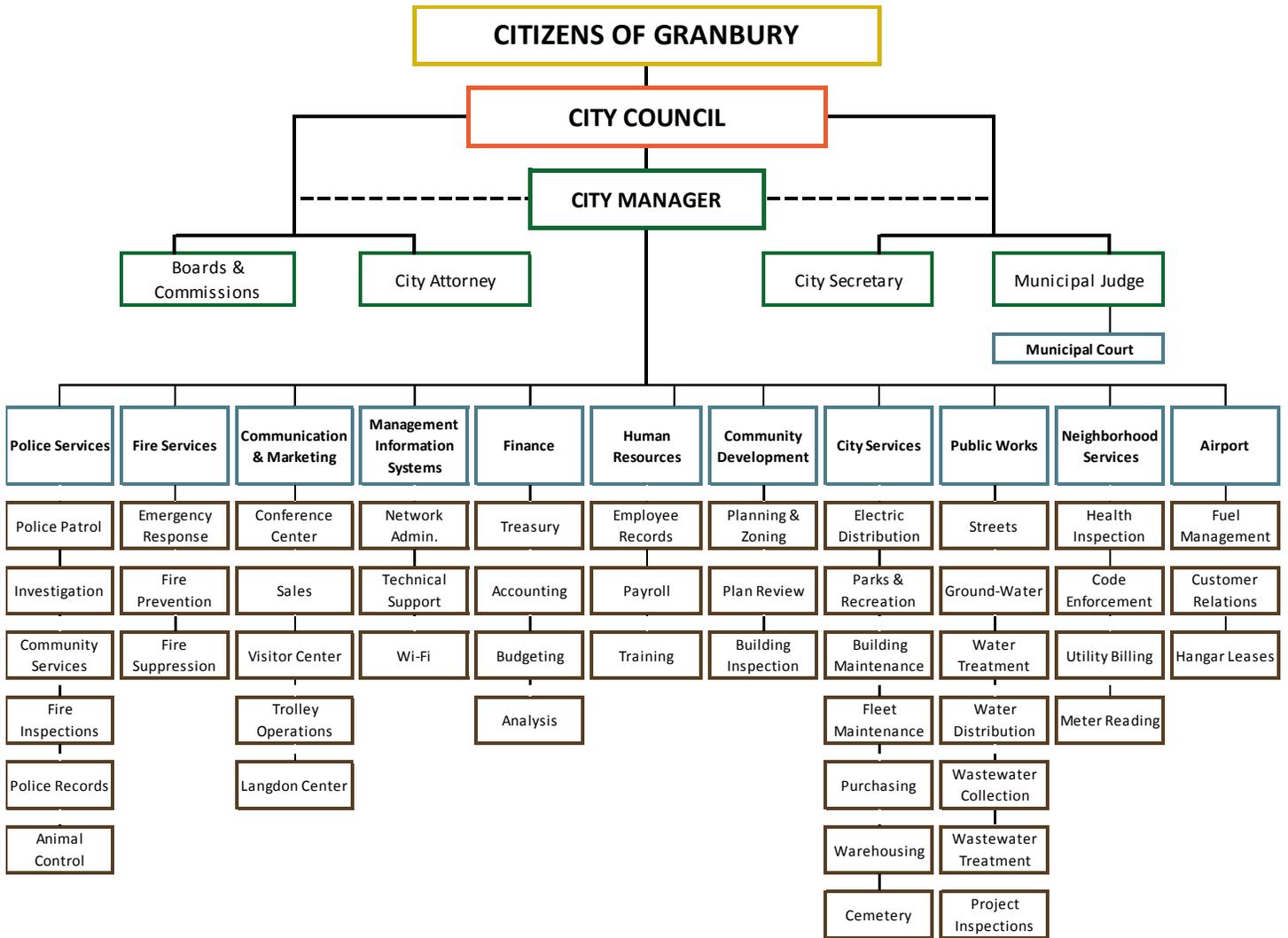
Capital expenditures include the capital expenses budgeted to be spent throughout all the funds.

Debt Service expenditures include the debt obligations due in FY 2013-14.



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ORGANIZATIONAL CHART



COMMUNITY PROFILE

Granbury is located in the heart of north Texas in Hood County and is home to approximately 8,650 people, and serves as the center of commerce and recreation to over 60,000 county residents. Granbury has successfully promoted tourism. Tourism has become a major economic benefit to the community.

Granbury is a Home Rule Charter City and operates under a Council-Manager form of government. A mayor and five council members are elected by majority of the entire city. Elections are held the first Saturday in May.

Historic Granbury

The City of Granbury and Hood County, Texas are rich in frontier folklore and Texas history. Granbury is the door to yesterday, with its Victorian architecture and charming country spirit. Granbury's old town square was the first in Texas to be listed in the National Register of Historic Places. Local legislation enacted in the early 1970's protects the architectural integrity of Granbury's pristine 19th-century structures and preserves them for the future. In 1969, the Brazos River was dammed to create sparkling Lake Granbury.



Today Granbury's pristine historic buildings are nestled on the shore of the lake, shining reminders of days gone- by and bright harbingers of days to come. Hood County was the fastest growing county in Texas from 1980 to 1985. The rapid growth of the county is a direct result of the creation of Lake Granbury and the revitalization of Granbury's historic square.

The readers of Texas Highways magazine recently named Granbury's historic town square as the "Best Town Square in Texas". The Dallas/Fort Worth Metroplex and all the commercial, cultural and recreational facilities it offers, is just a short distance away.

Economy and Employment

Agriculture has long been Hood County's leading industry. Livestock especially beef, dairy cattle and other livestock has always been an important agriculture producer in Hood County, but the Granbury's promotion of tourism has helped to keep the economy booming. The City's Convention and Visitor's Bureau actively and aggressively promotes the City's attractions to the state and even nationally.

Many people live in Granbury and Hood County and commute to the Metroplex to work every day. The short distance to the Metroplex makes Granbury an attractive place to live. The City's hometown atmosphere combines with aggressive development attitude to produce results.

The City anticipates future growth in the local economy as a result of capital improvements completed these past years and new projects budgeted this year. The City has been successful in attracting several residential developments, single- family and multi-family, with one of these developments being an up-scale residential development with an 18-hole championship golf course and another offering a neighborhood feeling with residential development being commingled with neighborhood shops.

The City of Granbury has several recently completed commercial developments: Michaels, Farina's and Dairy Queen. The City has already been fortunate to have a

Wal-Mart Supercenter that has been a catalyst to the regional economy for several years and is one of the City’s major employers.

Lake Granbury Medical Center is one of the area’s largest non-retail employers, providing employment for doctors, nurses and other health care personnel. The hospital underwent a notable expansion of its emergency room, patient care and medical center facilities. The Lake Granbury Medical Center is now able to provide the most current state-of-the-art facilities in the north Texas area.

Other organizations with more than fifty employees include Granbury ISD, Hood County, H-E-B, Culberson Construction, Inc., Equibrand Corporation, Granbury Care Center, City of Granbury, United Cooperative Service, Texas Transco, and Neighbors Well Service.

Culture and Recreation

More than fifty local churches provide worship and fellowship for twenty denominational groups. A synagogue is located in Fort Worth.

Granbury’s residents can take advantage of many activities offered by the Granbury Parks and Recreation Department, Hood County Historical Museum, and the Hood County Public Library. Numerous organizations such as 4-H, Girl and Boy Scouts, Campfire Girls, Future Farmers of America, and the Boys and Girls Clubs encourage the personal growth of young people.

The City’s Beach Area provides a space for days of leisure and relaxation along the shores of Lake Granbury. The

municipal swimming pool at the Pearl



Street Park offers a unique swimming experience that entire families will enjoy. It is adjacent to the City’s new sports complex and playgrounds. The sports complex offers soccer fields, youth baseball and softball as well as adult softball fields.

Lake Granbury provides a scenic 33.5 mile long lake offering boating, fishing, waterskiing, canoeing and swimming. Four parks operated by the Brazos River Authority provide boat ramps, swimming, camping and picnicking.

The historical Opera House is currently undergoing a major renovation, which is expected to be completed in 2013. The beautiful renovations will attract theatre-lovers from all over to experience professional live theatre. The Opera House was built in 1886 and was first restored in 1975.



The Opera House features musicals, plays and melodramas year-round. Granbury High School Theater Department also provides live shows throughout the year.

Many other cultural and recreational facilities are within a one-hour drive east on US Highway 377 in the Dallas/Fort Worth area. Granbury offers all the amenities of small town life while the conveniences offered by a large metropolitan area are easily within reach.

Education

Granbury schools provide high-quality education for the district’s children. The public school system is large enough to offer progressive and diverse programs, and small enough to allow teachers and administrators to cultivate a personal, active interest in each student. The instructional staff at GISD is exceptionally

well-qualified. Award winning programs in academics, fine arts, vocational education, athletics, and leadership are

available to the district's more than 6,500 students.

MISCELLANEOUS INFORMATION

City Area	13.6 sq. miles
Miles of Streets	51.5
Number of Street Lights	168
Total City Employees	184

RECREATION AND CULTURE

Number of Playgrounds	3
Number of Athletic Fields	
Soccer	8
Baseball	9
Basketball Court	1
Volleyball Pit	2
Number of Swimming Pools	1
Acres of Maintained Parks	110

PUBLIC SAFETY

Number of Fire Stations	2
Number of volunteer firefighters	47
Number of Police Stations	1
Number of police officers	32

UTILITY CUSTOMERS

Number of Electric customers	3,200
Number of Water customers	4,600
Number of Wastewater customers	3,600
Number of Garbage customers	2,400

EDUCATION

Number of attendance centers	12
Number of students	6,590

CONSOLIDATED BUDGET SUMMARY

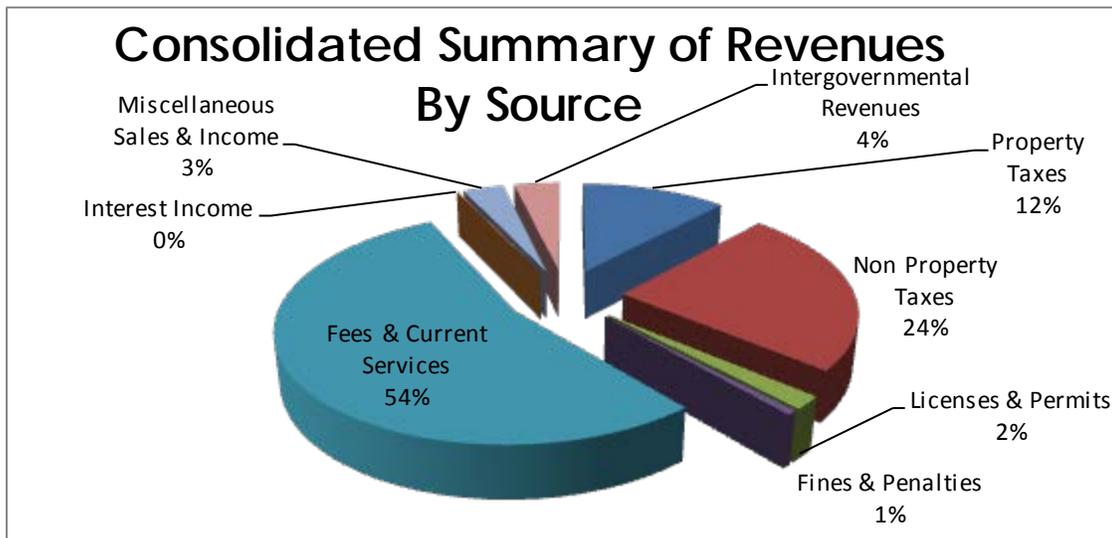
BY FUND

Revenues:	General Fund	Enterprise Fund	Special Revenue Funds	General Debt Service	General CIP Fund	Utility CIP Fund	Grand Total
Property Taxes	\$1,577,333	\$0	\$0	\$2,753,459	\$0	\$0	\$4,330,792
Sales Taxes	6,603,000	-	-	-	-	-	\$6,603,000
Franchise Taxes	1,660,724	-	-	-	-	-	\$1,660,724
Other Taxes	-	-	558,000	-	-	-	\$558,000
Licenses and Permits	682,150	-	-	-	-	-	\$682,150
Fines and Forfeitures	222,400	-	-	-	-	-	\$222,400
Fees and Services	130,800	19,111,533	479,600	-	-	-	\$19,721,933
Interest Income	28,000	18,000	-	-	-	-	\$46,000
Misc Sales and Income	371,900	798,690	51,720	-	-	-	\$1,222,310
Intergovt. Revenue	1,049,583	300,000	-	-	-	-	\$1,349,583
Total Revenues	\$12,325,890	\$20,228,223	\$1,089,320	\$2,753,459	\$0	\$0	\$36,396,893
Other Financing Sources:							
Fund Balance Used	222,440	-	-	-	-	-	\$222,440
Interfund Transfers	1,203,463	242,448	547,440	537,152	-	-	\$2,530,503
Total Rev. & Fin. Sources	13,751,793	20,470,671	1,636,760	3,290,611	-	-	39,149,835
Beginning Fund Balances	\$5,515,002	5,211,450	(283,758)	263,285	8,721,491	123,475	\$19,550,946
Total Available Resources	\$19,266,796	\$25,682,121	\$1,353,002	\$3,553,896	\$8,721,491	\$123,475	\$58,700,781
Expenditures:							
General Government	4,349,800	2,672,315	50,000	\$0	\$0	\$0	\$7,072,114
Public Safety	4,184,228	-	-	-	-	-	\$4,184,228
Community Develpmnt	743,345	-	-	-	-	-	\$743,345
Public Works	897,854	14,015,729	-	-	-	-	\$14,913,583
Culture and Recreation	1,630,994	-	1,547,760	-	-	-	\$3,178,754
Capital Improvements	1,089,500	378,607	39,000	-	-	-	\$1,507,107
Debt Service: Principal	-	775,000	-	2,260,000	-	-	\$3,035,000
Debt Service: Interest	-	469,153	-	1,028,148	-	-	\$1,497,300
Administrative Fees	-	1,050	-	2,463	-	-	\$3,513
Total Expenditures	12,895,720	18,311,853	1,636,760	3,290,611	-	-	\$ 36,134,943
Other Financing Uses:							
Interfund Transfers	722,388	1,758,735	-	-	-	-	\$2,481,123
Expenditures & Other	13,618,108	20,070,587	1,636,760	3,290,611	-	-	\$38,616,065
Ending Fund Balances	\$5,648,688	\$5,611,534	(283,758)	\$263,285	\$8,721,491	\$123,475	\$20,084,716
Total Fund Commitments							
Fund Balance	\$19,266,796	\$25,682,121	\$1,353,002	\$3,553,896	\$8,721,491	\$123,475	\$58,700,781

CONSOLIDATED SUMMARY

REVENUES

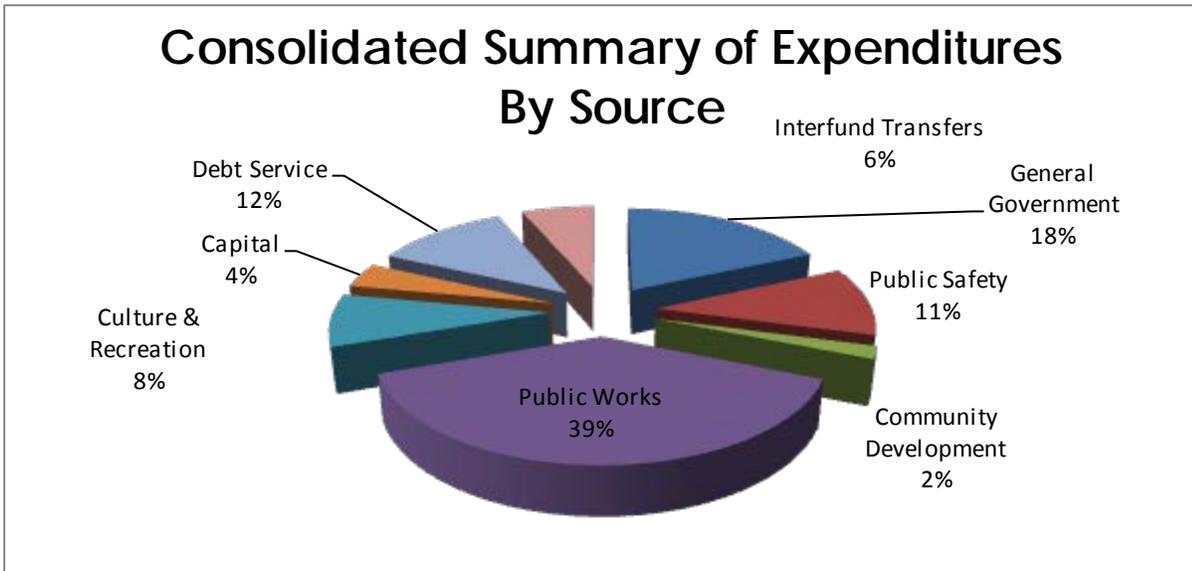
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Revenues				
Property Taxes	4,116,807	4,209,858	4,304,338	4,330,792
Non Property Taxes	8,250,014	8,320,008	8,533,705	8,821,724
Licenses & Permits	538,358	575,900	604,834	682,150
Fines & Penalties	195,707	217,623	179,693	222,400
Fees & Current Services	18,218,856	19,521,105	18,845,770	19,721,933
Interest Income	41,047	39,000	40,576	46,000
Miscellaneous Sales & Income	1,031,517	1,429,326	1,206,775	1,222,310
Intergovernmental Revenues	248,559	415,338	686,686	1,349,583
Total Revenues	<u>32,640,864</u>	<u>34,728,158</u>	<u>34,402,377</u>	<u>36,396,893</u>
Other Financing Sources				
Fund Balance Used	-	558,432	-	222,440
Interfund Transfers	2,152,516	2,853,134	2,816,373	2,530,503
Total Other Financing Sources	<u>2,152,516</u>	<u>3,411,566</u>	<u>2,816,373</u>	<u>2,752,943</u>
Bond Proceeds Used	-	-	-	-
Total Revenues, Other Financing Sources & Fund Balance/Working Capital	<u><u>34,793,379</u></u>	<u><u>38,139,724</u></u>	<u><u>37,218,750</u></u>	<u><u>39,149,835</u></u>

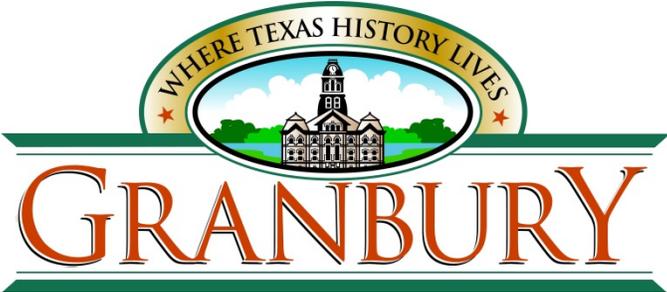


CONSOLIDATED SUMMARY

EXPENDITURES

	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Expenditures				
General Government	5,963,734	7,421,081	7,063,201	7,072,114
Public Safety	3,577,735	3,714,201	3,900,514	4,184,228
Community Development	680,685	800,365	755,419	743,345
Public Works	14,225,163	14,607,433	14,319,761	14,913,583
Culture & Recreation	2,683,421	2,928,321	2,976,494	3,178,754
Capital	1,058,514	1,457,504	1,551,176	1,507,107
Debt Service	4,275,758	4,625,185	4,922,873	4,535,813
Total Expenditures	<u>32,465,009</u>	<u>35,554,089</u>	<u>35,489,439</u>	<u>36,134,943</u>
Other Financing Uses				
Interfund Transfers	<u>1,404,143</u>	<u>1,741,212</u>	<u>1,430,981</u>	<u>2,481,123</u>
Total Other Financing Uses	<u>1,404,143</u>	<u>1,741,212</u>	<u>1,430,981</u>	<u>2,481,123</u>
Total Expenditures & Other Financing Uses	<u><u>33,869,152</u></u>	<u><u>37,295,301</u></u>	<u><u>36,920,420</u></u>	<u><u>38,616,065</u></u>





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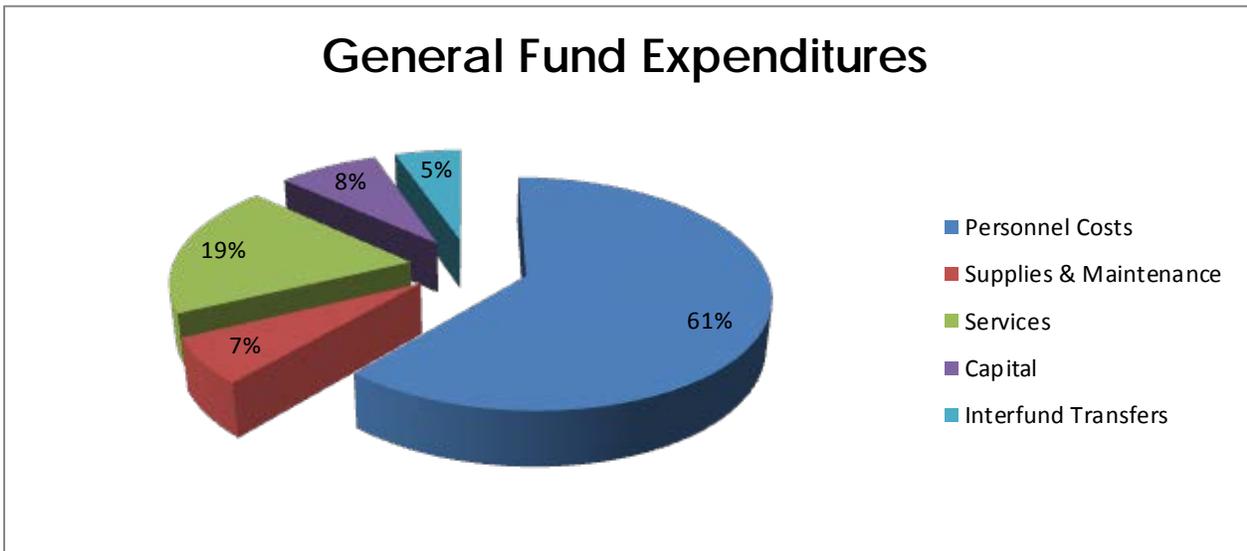
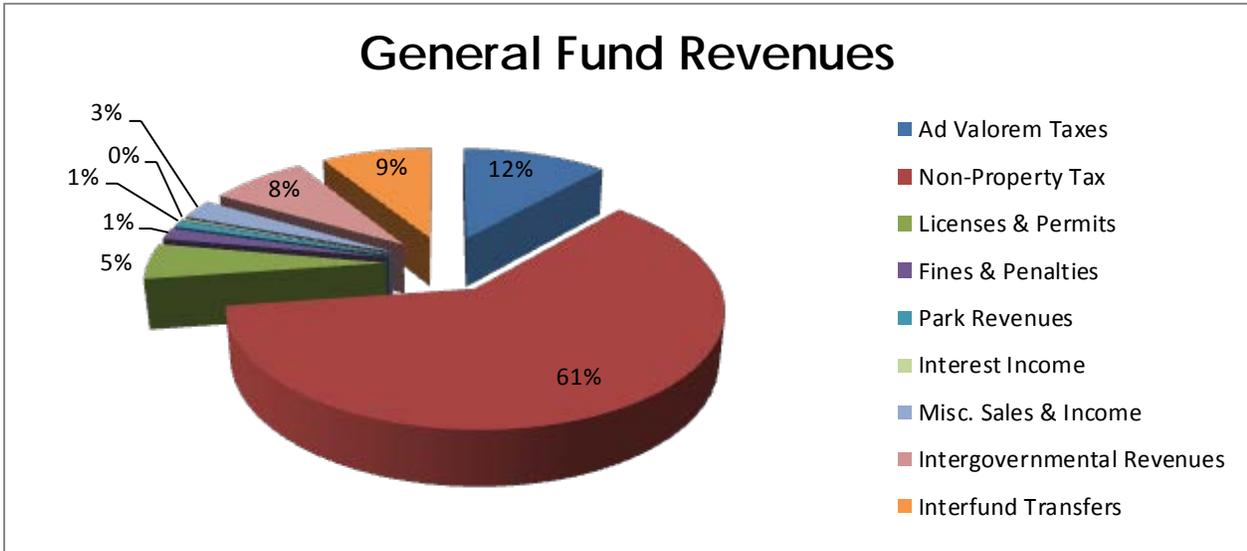
CONSOLIDATED SUMMARY

EXPENDITURES BY DEPARTMENT

	Personnel Costs	Supplies & Maintenance	Services	Interfund Transfers	Capital	Debt Service	Grand Total
City Council	\$ 6,561	\$ 3,900	\$ 193,630	\$ -	\$ -	\$ -	\$ 204,091
City Manager	228,196	2,920	28,120	-	-	-	\$ 259,236
Assistant City Manager	128,991	1,300	3,900	-	-	-	\$ 134,191
City Secretary	196,473	6,750	24,350	-	-	-	\$ 227,573
Legal	108,000	-	60,200	-	-	-	\$ 168,200
Finance	333,747	11,500	16,200	-	-	-	\$ 361,447
Purchasing	148,149	1,740	9,950	-	-	-	\$ 159,839
Social Services	-	-	44,000	-	-	-	\$ 44,000
Mgmt Info Services	178,789	38,640	320,140	-	-	-	\$ 537,569
City WIFI	58,679	12,020	58,600	-	-	-	\$ 129,299
Channel 27	96,982	6,530	19,560	-	-	-	\$ 123,072
Human Resources	170,515	2,790	72,040	-	-	-	\$ 245,345
Warehouse Operations	104,431	4,900	45,834	-	-	-	\$ 155,165
Public Works	395,801	6,980	18,830	-	-	-	\$ 421,611
Economic Development	151,009	-	-	-	-	-	\$ 151,009
Community Developmen	359,461	11,110	124,335	-	-	-	\$ 494,906
Neighborhood Services	66,780	7,450	23,200	-	-	-	\$ 97,430
Municipal Court	239,938	3,290	8,944	-	-	-	\$ 252,172
Police	3,016,836	186,740	330,059	-	-	-	\$ 3,533,635
Fire	124,762	105,920	167,739	-	14,300	-	\$ 412,721
Streets	298,154	110,820	67,268	-	-	-	\$ 476,243
Fleet Maintenance	253,294	27,260	12,672	-	25,000	-	\$ 318,225
Building Maintenance	504,901	82,000	30,760	-	24,000	-	\$ 641,661
Parks and Recreation	1,144,869	232,420	205,726	-	1,026,200	-	\$ 2,609,215
Cemetery	43,249	4,480	250	-	-	-	\$ 47,979
Non-Departmental	-	2,550	687,335	722,388	-	-	\$ 1,412,273
Utility Administration	188,729	4,300	195,106	-	-	-	\$ 388,135
Meter Reading	167,199	42,830	17,082	-	50,000	-	\$ 277,111
Ground Water	-	129,500	258,100	-	-	-	\$ 387,600
Water Treatment	379,317	101,730	1,451,775	-	-	-	\$ 1,932,822
Water Distribution	246,694	143,660	255,232	-	50,000	-	\$ 695,587
Wastewater Treatment	413,786	121,760	325,845	-	34,707	-	\$ 896,099
Wastewater Collection	191,160	187,050	93,252	-	33,900	-	\$ 505,362
Electric	636,217	109,000	8,596,212	-	145,000	-	\$ 9,486,429
City Services	143,526	400	4,400	-	-	-	\$ 148,326
Non-Departmental	-	9,300	1,080,858	1,696,969	-	1,245,203	\$ 4,032,329
Airport	197,412	493,640	502,969	61,766	65,000	-	\$ 1,320,788
Tourism	698,545	117,550	731,665	-	39,000	-	\$ 1,586,760
Historical Properties	-	-	50,000	-	-	-	\$ 50,000
Debt Service	-	-	-	-	-	3,290,611	\$ 3,290,611
TOTAL ALL FUNDS	\$ 11,621,152	\$ 2,334,733	\$ 16,136,138	\$ 2,481,123	\$ 1,507,107	\$ 4,535,813	\$ 38,616,065

GENERAL FUND

	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Beginning Fund Balance	5,094,329	5,563,883	5,563,883	5,515,002
Revenues				
Ad Valorem Taxes	1,461,199	1,407,211	1,501,691	1,577,333
Non-Property Tax	7,733,274	7,774,008	7,992,779	8,263,724
Licenses & Permits	538,358	575,900	604,834	682,150
Fines & Penalties	195,707	217,623	179,693	222,400
Park Revenues	111,933	133,960	133,209	130,800
Interest Income	26,715	24,000	27,726	28,000
Misc. Sales & Income	317,188	603,514	608,260	371,900
Intergovernmental Revenues	200,209	215,338	197,729	1,049,583
Total Revenues	10,584,583	10,951,554	11,245,922	12,325,890
Other Financing Sources				
Interfund Transfers	921,087	1,089,793	1,098,232	1,203,463
Fund Balance Used	-	558,432	-	222,440
Total Other Financing Sources	921,087	1,648,225	1,098,232	1,425,903
Total Revenues & Other Financing Sources	11,505,670	12,599,779	12,344,154	13,751,793
Expenditures				
Personnel Costs	7,162,681	7,465,030	7,572,971	8,358,567
Supplies & Maintenance	800,200	929,006	981,816	874,011
Services	1,819,392	2,534,754	2,425,434	2,573,641
Capital	716,815	676,298	644,232	1,089,500
Total Expenditures	10,499,087	11,605,088	11,624,452	12,895,720
Other Financing Uses				
Interfund Transfers	537,029	768,582	768,582	722,388
Total Other Financing Uses	537,029	768,582	768,582	722,388
Total Expenditures & Other Financing Uses	11,036,116	12,373,670	12,393,034	13,618,108
Ending Fund Balance	5,563,883	5,789,992	5,515,002	5,648,688



FUND DESCRIPTION:

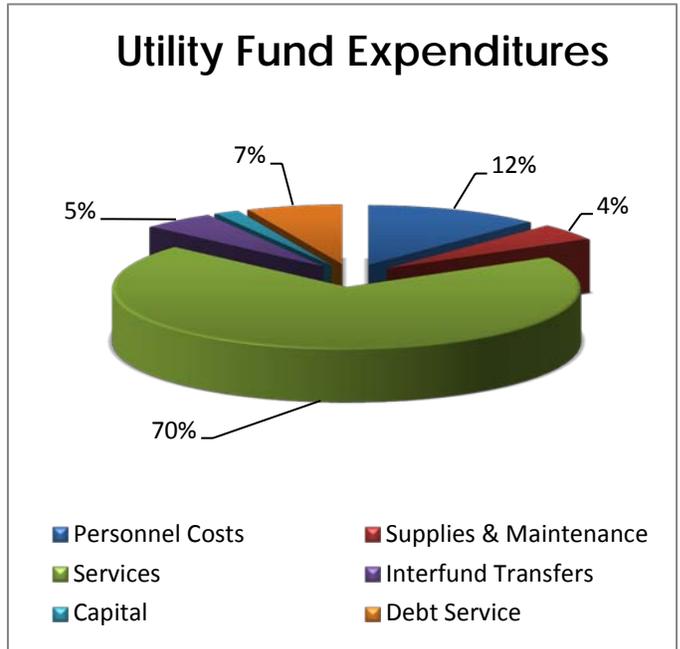
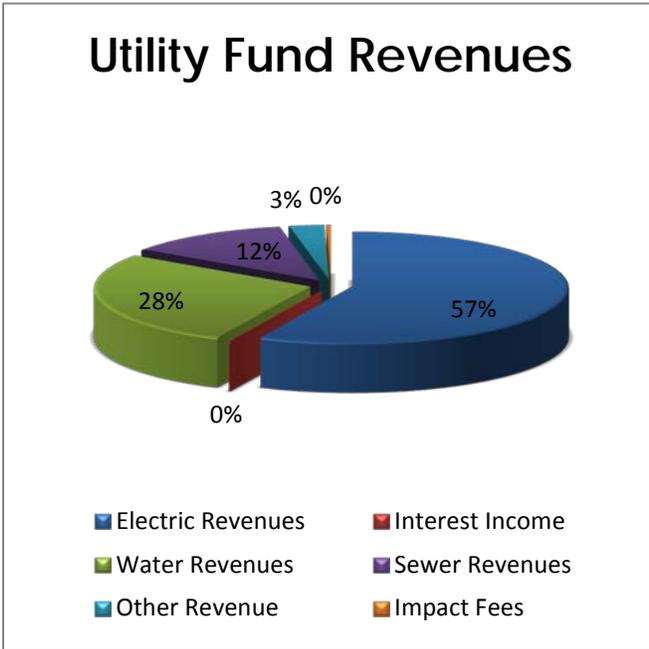
The General Fund is used to account for resources traditionally associated with government that are not required legally or by sound financial management to be accounted for in another fund.

Significant Issues/Comments:

- Property values increased by \$30M and net property tax revenues increased by 12% compared to the FY 2012-13 budget.
- Sales tax revenues are projected to increase to \$6.6M in FY 2013-14.
- Interfund transfers to the Tourism Fund are \$497,440. Interfund transfers to the Airport are \$174,948.
- General Fund reserves are expected to be used in the amount of \$222,440 in 2013-2014.

UTILITY FUND

	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Beginning Working Capital	4,381,608	4,873,349	4,873,349	5,219,099
Revenues				
Fees & Service Charges	17,225,920	18,320,481	17,739,882	18,559,283
Interest Revenue	15,484	15,000	17,908	18,000
Miscellaneous Sales & Income	473,789	490,100	362,691	505,100
Total Revenues	17,715,193	18,825,581	18,120,481	19,082,383
Other Financing Sources				
Interfund Transfers	39,498	520,794	375,594	67,500
Fund Balance Used	-	-	-	-
Total Other Financing Sources	39,498	520,794	375,594	67,500
Total Revenues & Other Financing Sources	17,754,690	19,346,375	18,496,075	19,149,883
Expenses				
Personnel Costs	1,892,907	2,046,805	2,120,290	2,366,628
Supplies & Maintenance	814,211	968,247	1,034,324	849,531
Services	12,440,695	12,732,602	12,348,851	12,277,862
Capital	78,619	759,206	438,201	313,607
Debt Service	1,169,403	1,248,573	1,546,261	1,245,203
Total Expenses	16,395,835	17,755,432	17,487,927	17,052,831
Other Financing Uses				
Interfund Transfers	867,114	972,630	662,399	1,696,969
Total Other Financing Uses	867,114	972,630	662,399	1,696,969
Total Expenses & Other Financing Uses	17,262,949	18,728,062	18,150,325	18,749,800
Ending Fund Balance	4,873,349	5,491,662	5,219,099	5,619,183



FUND DESCRIPTION:

The Utility Fund is used to account for the revenues from water, sewer and electric operating and maintenance activities and the expenses of the departments that support these activities. These departments include the water and wastewater treatment plants, the water distribution and wastewater collection departments and the electric department. This fund also funds the fleet maintenance, building maintenance and community services functions.

Significant Issues/Comments:

- Revenues from the water, sewer, and electric services support this fund. The Utility Fund budget for FY 2013-14 is \$18,749,800.
- Utility Fund reserves will not be utilized in 2013-2014.

AIRPORT FUND

	Actual	Budgeted	Estimated	Proposed
	FY 2012	FY 2013	FY 2013	FY 2014
Beginning Working Capital	50,960	(51,632)	(51,632)	(7,649)
Revenues				
Sale of Aviation Fuel	488,151	525,164	580,410	552,250
Interest Revenue	(565)	-	(1,781)	-
Other Income	220,037	289,212	218,468	293,590
Intergovernmental Revenues	48,350	200,000	488,957	300,000
Total Revenues	<u>755,973</u>	<u>1,014,376</u>	<u>1,286,055</u>	<u>1,145,840</u>
Other Financing Sources				
Interfund Transfers	-	150,806	150,806	174,948
Fund Balance Used	-	-	-	-
Total Other Financing Sources	<u>-</u>	<u>150,806</u>	<u>150,806</u>	<u>174,948</u>
Total Revenues & Other Financing Sources	<u>755,973</u>	<u>1,165,182</u>	<u>1,436,861</u>	<u>1,320,788</u>
Expenses				
Personnel Costs	98,375	163,994	179,775	197,412
Supplies & Maintenance	440,805	497,020	523,036	493,640
Services	181,267	254,168	210,411	207,969
Capital Outlay	120,618	-	446,792	65,000
Total Expenses	<u>841,065</u>	<u>915,182</u>	<u>1,360,015</u>	<u>964,022</u>
Other Financing Uses				
Grant Expense	17,500	250,000	32,863	295,000
Interfund Transfers	-	-	-	61,766
Total Other Financing Uses	<u>17,500</u>	<u>250,000</u>	<u>32,863</u>	<u>356,766</u>
Total Expenses & Other Financing Uses	<u>858,565</u>	<u>1,165,182</u>	<u>1,392,878</u>	<u>1,320,788</u>
Ending Fund Balance	<u>(51,632)</u>	<u>(51,632)</u>	<u>(7,649)</u>	<u>(7,648)</u>

FUND DESCRIPTION:

The Airport Fund is used to account for revenues and expenses related to the operation and maintenance of the Granbury Regional Airport. Capital improvements and equipment and debt payments on outstanding debt for the Airport are also accounted for here.

Significant Issues/Comments:

- Fuel sales have steadily increased over the past two years. The fuel sales for FY 2013-2014 have been projected to be \$162,250 more than the FY 2012-13 budget.

TOURISM FUND

	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Beginning Fund Balance	(481,509)	(431,292)	(431,292)	(476,261)
Revenues				
Hotel Occupancy Taxes	516,739	546,000	540,925	558,000
Interest Revenue	(2,498)	-	(3,432)	-
Conference Center Revenue	389,851	483,500	372,281	454,600
Langdon Center Revenue	3,000	58,000	19,988	25,000
Other Income	20,504	46,500	17,355	51,720
Total Revenues	927,597	1,134,000	947,117	1,089,320
Other Financing Sources				
Interfund Transfers	613,029	447,776	547,776	497,440
Total Other Financing Sources	613,029	447,776	547,776	497,440
Total Revenues & Other Financing Sources	1,540,626	1,581,776	1,494,893	1,586,760
Expenditures				
Personnel Costs	501,112	625,836	561,777	698,545
Supplies & Maintenance	122,415	88,090	116,374	117,550
Services	714,420	835,850	829,759	721,665
Capital Outlay	142,462	22,000	21,952	39,000
Other Services	10,000	10,000	10,000	10,000
Total Expenditures	1,490,409	1,581,776	1,539,862	1,586,760
Other Financing Uses				
Interfund Transfers	-	-	-	-
Total Other Financing Uses	-	-	-	-
Total Expenditures & Other Financing Uses	1,490,409	1,581,776	1,539,862	1,586,760
Ending Fund Balance	(431,292)	(431,292)	(476,261)	(476,261)

FUND DESCRIPTION:

The Tourism Fund is used to account for hotel occupancy revenues that are legally restricted for expenditures for particular purposes.

Significant Issues/Comments:

- Revenue projections for the hotel occupancy taxes have increased slightly compared to the expected projection for FY 2012-13.

GRANBURY HISTORIC PROPERTIES

	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Beginning Fund Balance	264,462	190,057	190,057	192,504
Revenues				
Interest Revenue	354	-	156	-
Other Income	-	-	-	-
Intergovernmental Revenues	-	-	-	-
Total Revenues	354	-	156	-
Other Financing Sources				
Interfund Transfers	40,000	70,000	70,000	50,000
From Fund Balance	-	-	-	-
Total Other Financing Sources	40,000	70,000	70,000	50,000
Total Revenues & Other Financing Sources	40,354	70,000	70,156	50,000
Expenditures				
Personnel Costs	-	-	-	-
Supplies & Maintenance	-	-	-	-
Services	114,759	70,000	56,964	50,000
Capital Outlay	-	-	10,745	-
Other Services	-	-	-	-
Total Expenditures	114,759	70,000	67,709	50,000
Other Financing Uses				
Interfund Transfers	-	-	-	-
Total Other Financing Uses	-	-	-	-
Total Expenditures & Other Financing Uses	114,759	70,000	67,709	50,000
Ending Fund Balance	190,057	190,057	192,504	192,504

FUND DESCRIPTION:

Granbury Historic Properties has been established to assist the City in acquisition/control of historical properties deemed important to the growth and development of the City.

Significant Issues/Comments:

- This fund will receive \$50,000 in transfers from the General Fund to cover the loan payment obligation of this fund.

GENERAL DEBT SERVICE FUND

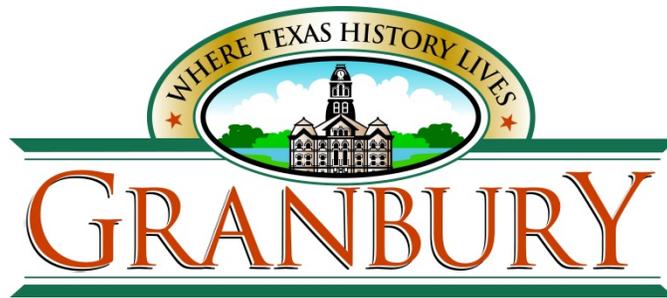
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Beginning Fund Balance	175,130	263,285	263,285	263,285
Revenues				
Ad Valorem Taxes	2,655,608	2,802,647	2,802,647	2,753,459
Interest Revenue	-	-	-	-
Other Revenue	-	-	-	-
Total Revenues	2,655,608	2,802,647	2,802,647	2,753,459
Other Financing Sources				
Issuance of Debt	-	-	-	-
Payment of refunded bond	-	-	-	-
Bond (Discount)/Premium	-	-	-	-
Interfund Transfers	538,902	573,966	573,966	537,152
Total Other Financing Sources	538,902	573,966	573,966	537,152
Total Revenues & Other Financing Sources	3,194,509	3,376,612	3,376,612	3,290,611
Expenditures				
Debt Service				
Principal	1,830,000	2,160,000	2,160,000	2,260,000
Interest and Fiscal charges	1,273,578	1,213,835	1,213,835	1,028,148
Debt Issuance Cost	-	-	-	-
Agent Fees	2,777	2,777	2,777	2,463
Total Expenditures	3,106,355	3,376,612	3,376,612	3,290,611
Other Transfers	-	-	-	-
Total Expenses & Other Financing Uses	3,106,355	3,376,612	3,376,612	3,290,611
Ending Fund Balance	263,285	263,285	263,285	263,285

FUND DESCRIPTION:

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

Significant Issues/Comments:

- Property values increased by \$30M (3%) in FY 2013-14, reflecting an increase from \$1,074M to \$1,105M.



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GENERAL FUND

The General Fund is responsible for providing basic services to the residents of the City. These services include Public Safety (Municipal Court, Police and Fire); Public Works (Public Works, Streets); Community Development (Development, Planning, Inspections); Parks and Recreation (Parks, Swimming Pool, Soccer Fields, Cemetery); Administrative Services (Finance, Purchasing, Social Services, Management Information Services); City Administration (City Council, City Secretary, Legal, City Manager).

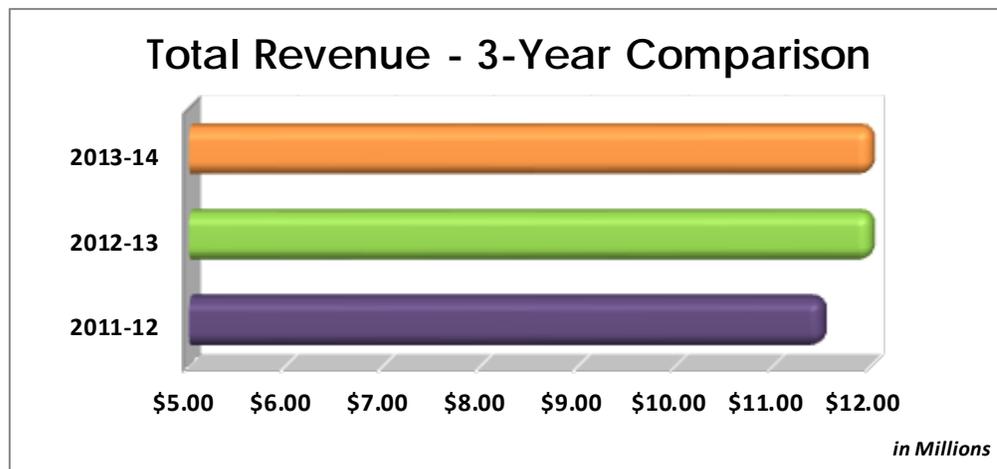
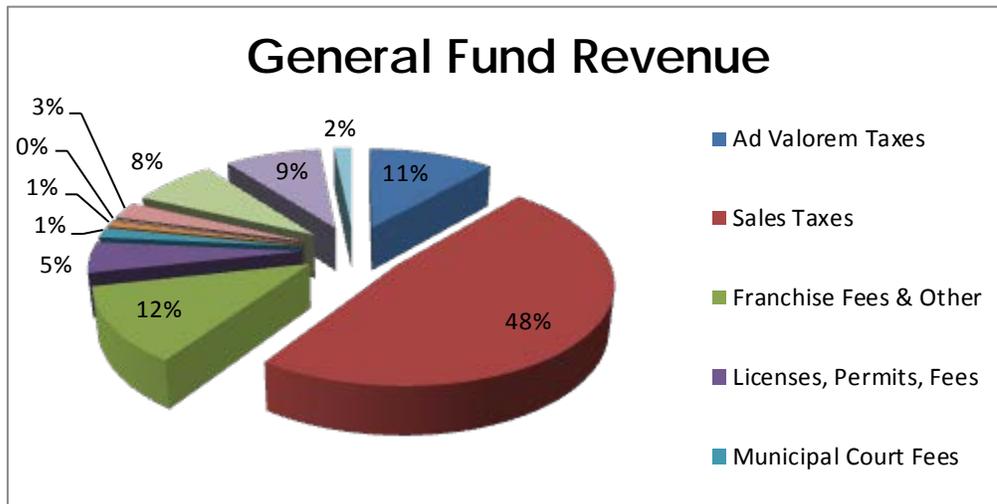
The General Fund's primary revenue sources are Ad Valorem Taxes, Sales Taxes, Franchise Fees and Charges for City Services. The City Council is responsible for establishing a tax rate for the General Fund.

State statutes require that if the Maintenance and Operations (M&O) portion of the tax rate exceeds the effective tax rate by 3%, then the City must publish a notice indicating the increase and hold a public hearing. If the increase is 8% or greater, the citizens have the right to petition for a "roll-back" election. If the election is successful, the M&O tax rate is limited to a maximum 8% increase.

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

GENERAL FUND REVENUES

Revenue Type	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Ad Valorem Taxes	1,461,199	1,407,211	1,501,691	1,577,333
Sales Taxes	6,243,955	6,200,000	6,393,645	6,603,000
Franchise Fees & Other	1,489,319	1,574,008	1,599,134	1,660,724
Licenses, Permits, Fees	538,358	575,900	604,834	682,150
Municipal Court Fees	195,707	217,623	179,693	222,400
Park Revenues	111,933	133,960	133,209	130,800
Interest Income	26,715	24,000	27,726	28,000
Other Revenues	317,188	603,514	608,260	371,900
Intergovernmental Revenue	200,209	215,338	197,729	1,049,583
Interfund Transfers	921,087	1,089,793	1,098,232	1,203,463
Fund Balance Used	-	558,432	-	222,440
Total Revenues	11,505,670	12,599,779	12,344,154	13,751,793



GENERAL FUND REVENUES (DETAIL)

Revenue Type	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Ad Valorem Taxes				
Current Tax Revenue	1,461,199	1,407,211	1,501,691	1,577,333
Delinquent Tax Revenue	10,939	10,000	18,900	10,300
Penalty and Interest on Taxes	19,444	18,113	23,065	18,660
Tax Certificates	1,182	3,623	1,106	3,740
Total Ad Valorem Taxes	<u>1,492,765</u>	<u>1,438,947</u>	<u>1,544,763</u>	<u>1,610,033</u>
Sales Taxes				
Sales Taxes	6,243,955	6,200,000	6,393,645	6,603,000
Mixed Drink Taxes	38,896	40,000	46,826	41,200
Total Sales Taxes	<u>6,282,852</u>	<u>6,240,000</u>	<u>6,440,471</u>	<u>6,644,200</u>
Franchise Fees				
Cable TV Franchise Fees	90,979	80,000	86,235	85,000
Telephone Franchise Fees	107,082	78,000	105,730	110,000
Electric Franchise Fees	380,875	380,000	338,044	380,000
Solid Waste Franchise Fees	107,881	80,000	108,659	100,000
Gas Franchise Fees	45,835	50,000	39,396	48,000
Other Franchise Fees	-	-	-	-
Utility Fund Franchise Fees	686,206	834,272	812,300	843,824
PEG Fee Franchise	-	-	18,873	20,000
Total Franchise Fees	<u>1,418,857</u>	<u>1,502,272</u>	<u>1,509,238</u>	<u>1,586,824</u>
Licenses, Permits, Fees				
Alcoholic Beverage Permits	7,565	15,900	12,110	5,580
Health Permits	37,585	45,000	34,385	46,350
Building/Housemoving Permits	240,750	266,900	290,996	328,290
Plumbing/Electric Permits	42,726	40,000	42,981	41,200
Pole Usage Fees	14,729	15,000	14,720	16,000
License Registration/Renewal	36,330	25,000	34,100	35,000
Street/Curb/Concrete Permit	875	1,000	900	1,000
Misc Permits/Fees/Licenses	96,826	105,000	143,087	96,000
Dog Pound Fees	225	500	185	520
Gas Well Permits & Fees	58,532	40,000	2,602	41,200
Engineering Fees	-	-	625	48,750
Accident Report Fees	2,086	1,500	2,052	1,550
Developers Fees	-	20,000	26,093	20,600
Car Storage/Impound Fees	130	100	-	110
Total Licenses, Permits, Fees	<u>538,358</u>	<u>575,900</u>	<u>604,834</u>	<u>682,150</u>

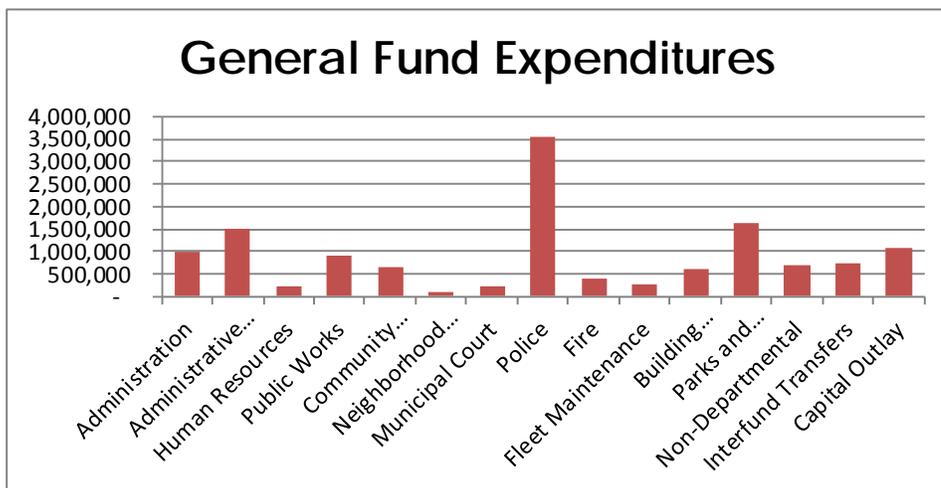
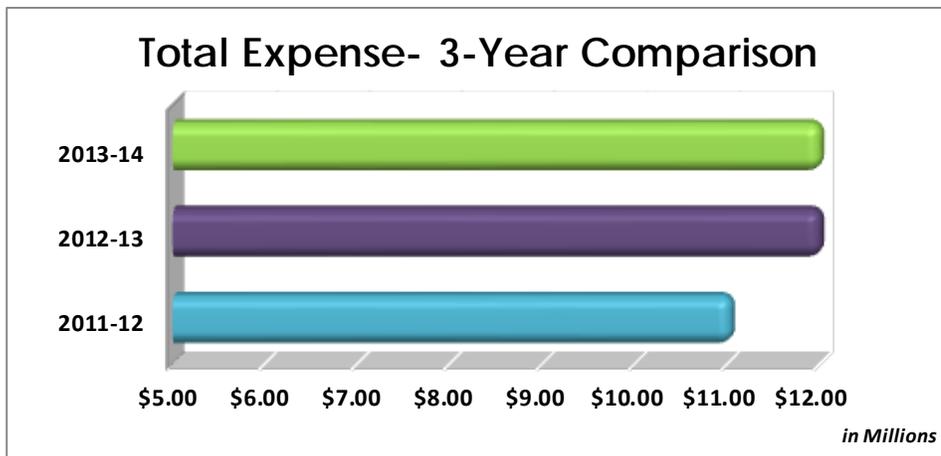
GENERAL FUND REVENUES (DETAIL), cont.

Revenue Type	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Municipal Court Fees				
Fines and Forfeitures	139,861	153,573	132,149	158,000
Parking Violation Fees	54	500	-	100
Court Fines for Building Securit.	3,860	4,100	3,384	4,100
Mun. Court Administ. Fess	23,640	26,250	20,847	27,000
Warrant Fees	20,072	25,200	16,332	25,200
Arrest Fees	8,220	8,000	6,981	8,000
Total Municipal Court Fees	195,707	217,623	179,693	222,400
Park Revenue				
Ballfield Concessions	22,212	18,400	25,241	25,000
Beach Concession Revenue	1,550	2,750	295	2,800
Beach Rental	2,725	15,000	(25)	5,000
Trailer Concession Revenue	417	-	-	-
Swimming Lessons	7,215	4,500	6,158	8,000
Pool Concessions	1,047	5,810	10,740	9,000
Swimming Pool Admissions	21,907	30,000	25,903	22,000
Pavilion Use Fees	1,792	1,500	3,355	2,500
Recreation Activity Fees	26,483	30,000	36,914	35,000
Stage Rental	-	10,000	-	5,000
Labor - Special Events	-	5,000	-	5,000
Ballfield Use Fees	4,480	9,000	10,431	9,000
Soccer Field Use Fees	8,980	2,000	9,930	2,500
Total Park Revenue	111,933	133,960	133,209	130,800
Interest Income				
Interest Income	26,715	24,000	27,726	28,000
Total Interest Income	26,715	24,000	27,726	28,000

Revenue Type	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Other Revenue				
Fund Balance Used	-	558,432	-	222,440
Lease of City Property	80,850	80,850	81,975	80,850
Kiosk Sign Rent	-	-	4,170	3,200
WIFI Network Income	77,148	60,000	63,816	60,000
Cemetery Gas Well Drilling	21,047	20,000	15,734	20,000
Books, Maps, Publications	616	200	78	200
Channel 27 Programming	34,287	30,000	21,709	60,000
Channel 27 Membership	-	-	-	-
Channel 27 Donations	-	-	-	-
Channel 27 Production	913	-	1,042	-
Radio Programming Revenue	-	-	-	-
Fire Training Center Rent	-	10,000	-	10,000
Donations	27,785	68,817	84,819	37,500
Donations - Lake Level	-	200,000	200,000	-
Cost Share Contributions	20,804	-	-	-
Vybranz Revenue Recovery	-	-	16,082	-
Miscellaneous Income	41,094	117,500	106,841	85,000
Sale of Assets	-	-	-	-
Cash Short/Over	(16)	-	43	-
Vending Machine Revenue	1,117	1,147	1,316	1,150
Service Fees	11,542	15,000	10,635	14,000
Total Other Revenue	317,188	1,161,946	608,260	594,340
Interfund Transfers				
Transfer In Shared Alloctn	592,875	691,129	699,568	849,445
Transfer from Utility	328,212	398,664	398,664	354,018
Total Interfund Transfers	921,087	1,089,793	1,098,232	1,203,463
Intergovernmental Revenue				
GISD Officer Reimb.	4,512	9,200	13,805	39,845
Other Econ Dev Reimb.	132,554	139,179	118,121	151,009
Other Rev. - State Reimb.	-	-	-	-
Other Revenue State	-	-	-	-
Other State Grants	62,242	66,959	65,803	68,970
Other Grant Revenue	-	-	-	789,760
Other Financing Sources	-	-	-	-
Intergov Contributions	900	-	-	-
Total Intergovernmental	200,209	215,338	197,729	1,049,583

GENERAL FUND EXPENDITURES

Expenditure Type	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Administration	807,833	1,091,716	897,810	993,292
Administrative Services	1,405,872	1,448,759	1,437,888	1,510,391
Human Resources	183,993	236,968	216,675	245,345
Public Works	788,221	813,727	811,417	897,854
Community Development	519,458	624,957	582,281	645,915
Neighborhood Services	161,227	175,408	173,138	97,430
Municipal Court	213,035	234,424	220,717	252,172
Police	3,080,476	3,145,720	3,333,729	3,533,635
Fire	284,224	334,057	346,069	398,421
Fleet Maintenance	199,517	217,873	213,761	293,225
Building Maintenance	421,873	591,281	579,776	617,661
Parks and Recreation	1,335,473	1,368,546	1,458,584	1,630,994
Non-Departmental	381,069	645,355	708,376	689,885
Interfund Transfers	537,029	768,582	768,582	722,388
Capital Outlay	716,815	676,298	644,232	1,089,500
TOTAL EXPENDITURES	11,036,116	12,373,670	12,393,034	13,618,108





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CITY COUNCIL

DEPARTMENT 10

MISSION STATEMENT

To adopt ordinances, plans, policies and budgets so that the City of Granbury can deliver high quality municipal services, protect the health, safety and welfare of its residents, and maintain its image as a unique destination to visit and an enjoyable place to live.

DESCRIPTION

Granbury is a home-rule city. The City Council consists of five council members and a mayor. The mayor only votes in the instance of a tie-vote. All members of the Council are elected at-large. The City Council operates under the Granbury City Charter, City ordinances and State law. Four officers of the City are appointed by the City Council and operate under its guidance: City Manager, City Attorney, City Secretary and Municipal Judge.

The City Council is the policy-making arm of city government. It has a wide variety of tasks which include approving any expenditure of the City which exceeds the amount stipulated in the Charter and by State law, appointing board and commission members, ordering regular and special elections and considering zoning issues.

The City Council must study, analyze and approve complex plans for expansion and rehabilitation of the City's utilities and other progressive plans that may benefit the citizens.

OBJECTIVES AND STRATEGIES

1 Develop policies which enhance the quality of life for the community while preserving its unique character and natural resources.

Related to City Council Goal: Service Delivery.

2 Ensure the long-term financial viability of Granbury.

Related to City Council Goal: Service Delivery.

3 Promote community involvement and participation in local government.

Related to City Council Goal: Citizen Involvement.

4 Attend all regular and special Council meetings.

Related to City Council Goal: Service Delivery.

Recent Accomplishments

- Lowered ad valorem tax rate from \$.4039 to \$.39926 per \$100.
- Approved multimillion dollar project for Opera House renovations.
- Approved new Utility Rate structure.

CITY COUNCIL EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
FICA	4,864	9,180	3,286	5,967
Insurance for Personnel	100	-	130	-
Texas Workforce Commission	-	594	-	594
Total Personnel Costs	<u>4,964</u>	<u>9,774</u>	<u>3,416</u>	<u>6,561</u>
Supplies & Maintenance				
Office Supplies	41	900	188	900
Copier Expense	-	-	3	-
Non-Capital Tools & Equip	5,524	3,000	672	3,000
Total Supplies & Maint	<u>5,565</u>	<u>3,900</u>	<u>863</u>	<u>3,900</u>
Services				
Council Expense	78,000	78,000	67,900	78,000
Audit & Accounting	17,000	18,250	18,250	18,250
Consultants, Architect, Engr.	500	25,000	-	25,000
Telephone	613	590	647	680
Postage	1	500	19	500
Council Travel/Training	27,337	30,000	18,906	30,000
Meeting Refreshments	1,799	2,000	1,262	2,000
Meeting Recordings	-	100	-	100
Dues, Subscriptions, Member	2,658	4,100	4,140	4,100
Public Purpose Donation	39,000	26,000	26,000	-
Intergovernmental Relations	-	-	-	-
Internet Services	2,849	3,000	2,739	3,000
Miscellaneous Expenses	14,825	12,000	14,367	12,000
Special Events- City Hall	2,277	18,300	348	20,000
Total Services	<u>186,861</u>	<u>217,840</u>	<u>154,578</u>	<u>193,630</u>
Capital Outlay				
Office Equipment	-	-	-	-
Signs	-	-	-	-
Land	201,379	-	-	-
Total Capital Outlay	<u>201,379</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total City Council	<u><u>398,769</u></u>	<u><u>231,514</u></u>	<u><u>158,857</u></u>	<u><u>204,091</u></u>

CITY MANAGER

DEPARTMENT 11

MISSION STATEMENT

To implement the plans, policies, and budgets established by the City Council, effectively lead the staff through innovation and improvements in service delivery, communicate effectively with the citizens, exercise fiscal responsibility, and nurture a positive image of City government.

DESCRIPTION

The City Manager is appointed by the City Council as the executive leader to manage day-to-day operations of all City departments and supervise the department heads. This position is responsible for directing a variety of administrative processes that allows the City to operate, while also implementing and overseeing policies crafted by the City Council. Externally, the City Manager is responsible for hearing the concerns and requests of the community and bringing them to the government. The City Manager operates with a professional understanding of how all city functions operate together to their best effect.

Staffing			
Title	2011-12	2012-13	2013-14
City Manager	1	1	1
Executive Administrative Assistant	1	1	1
Total Staffing	2	2	2

Recent Accomplishments

- Strong Bond Ratings
- Savings for City of \$883,000 over next 10 years after Refunding of current bonds
- Received unqualified opinion from George Morgan Sneed, PC for FY 2011-2012 audit.
- Facilitated the negotiations for the donation of the Langdon Center valued at \$1.2m.

OBJECTIVES AND STRATEGIES

1 Ensure the delivery of quality services to citizens.
Related to City Council Goal: Service Delivery

- Receives frequent status updates from all department heads
- Listens and responds to citizen's concerns

2 Coordinate the implementation of City Council goals and objectives with all City Departments.
Related to City Council Goal: Service Delivery

- Leads biweekly Staff Meetings

3 Facilitate community activities to address public requests for needs and services.
Related to City Council Goal: Community Development

4 Improve citizen awareness and understanding of City programs, services and issues.
Related to City Council Goal: Citizen Involvement

- Participates in Council meetings and workshops
- Contribute to the monthly interview, City Manager's Report, airing on Granbury TV

5 Respond to citizen concerns and City Council requests in a timely manner.
Related to City Council Goal: Service Delivery

- Act upon all call and email inquiries within 24 working hours
- Coordinate with the appropriate department heads until completion

CITY MANAGER EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	155,437	169,796	157,226	164,772
FICA	12,905	13,989	11,831	13,623
Vacation	5,079	-	2,376	-
Sick Leave	796	-	2,578	-
Overtime	131	-	20	-
Retirement	27,619	29,984	28,628	28,921
Longevity	790	1,060	1,060	1,300
Insurance	14,672	14,782	15,827	18,914
Workers Compensation	350	373	438	468
Texas Workforce Commission	570	198	522	198
Contract Labor	-	-	-	-
Total Personnel Costs	218,349	230,182	220,506	228,196
Supplies & Maintenance				
Office Supplies	683	540	336	540
Books, Maps, Pamphlets	182	-	-	-
Copier Expense	272	1,250	1,196	1,300
Vehicle Fuel	557	600	704	1,000
Non-Capital Tools & Equip	1,421	-	-	-
Maintenance- Vehicles	-	-	-	-
Maintenance- Office Equip	-	80	-	80
Maintenance- Radios	-	-	-	-
Total Supplies & Maint	3,115	2,470	2,236	2,920
Services				
Telephone	689	700	548	530
Postage	159	120	114	120
Travel/Training	9,614	10,055	9,271	10,055
General Liability Insurance	512	520	480	520
Dues/Subscription/Membersh	4,238	4,295	4,223	4,295
Car Allowance	12,115	12,000	12,046	12,000
Internet Services	285	100	73	100
Other Expense	506	500	456	500
Bank/Other Fees	-	-	-	-
Total Services	28,118	28,290	27,211	28,120
Capital Outlay				
Automobiles	-	-	-	-
Radios & Assoc Equipment	-	-	-	-
Total Capital Outlay	-	-	-	-
Total City Manager	249,583	260,942	249,954	259,236

CITY SECRETARY

DEPARTMENT 12

MISSION STATEMENT

To maintain effective custodianship and safeguarding of all official records and documents of the City.

DESCRIPTION

The City Secretary is appointed by the City Council and in that capacity records, maintains, and/or composes minutes, ordinances, resolutions, agendas, proclamations and other miscellaneous documents. As the Records Manager of the City, the City Secretary's office is responsible for the Records Retention and Destruction Schedule as mandated by State Law.

The City Secretary serves as the City's Election Administrator and is responsible for all duties involved with the conduction of municipal elections in accordance with the Texas Election Code and City Charter.

Staffing			
Title	2011-12	2012-13	2013-14
City Secretary	1	1	1
Assistant to City Secretary	1	1	1
Total Staffing	2	2	2

Recent Accomplishments

- Published appropriate notices for ad valorem tax rate change.
- Updated procedures in conjunction to the change of City's General Election Date.
- Implemented a paperless agenda for Council meetings.

OPPORTUNITIES AND CHALLENGES

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

OBJECTIVES AND STRATEGIES

- 1
- Ensure an effective Records Management Program is in place.
Related to City Council Goal: Service Delivery.

- Maintain the City's record retention schedule in compliance with State Law.
- Store all records effectively for easy search and retrieval.
- Ensure all signed, original documents are received and kept in the file room

2 Administer regular and special elections in accordance with State Law and City Charter.
Related to City Council Goal: Service Delivery.

- Meet deadlines as set by State Law.
- Publish all necessary public notices without errors.

3 Provide support to the City Council.
Related to City Council Goal: Service Delivery.

- Prepare Council Packets and distribute on time.
- Prepare minutes in a timely manner and without error.
- Setup for all Council meetings and/or workshops.

CITY SECRETARY EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Salaries & Benefits				
Regular	89,222	96,847	94,927	99,903
FICA	7,140	7,706	7,453	10,934
Vacation	3,946	-	1,067	1,952
Sick Leave	1,594	-	1,506	36,960
Overtime	-	-	-	-
Retirement	15,612	16,518	16,545	23,219
Longevity	3,640	3,880	3,880	4,120
Insurance	14,682	14,782	15,827	18,914
Workers Compensation	256	206	241	273
Texas Workforce Commission	522	198	522	198
Total Salaries & Benefits	136,615	140,136	141,969	196,473
Supplies & Maintenance				
Office Supplies	987	1,000	696	1,000
Books, Maps, Pamphlets	-	-	-	-
Copier Expense	4,628	3,530	4,036	5,100
Non-Capital Equip & Tools	65	650	520	650
Total Supplies & Maint	5,680	5,180	5,252	6,750
Services				
Telephone	38	-	-	-
Postage	312	500	419	500
Travel/Training	2,567	2,600	-	2,600
Documents & Filing Fees	1,666	2,480	1,960	2,480
Advertising - Legal	3,327	3,750	4,729	3,750
General Liability Insurance	513	520	480	520
Dues/Subscription/Membersh	380	500	160	500
Election Expense	-	12,000	6,171	12,000
Codification	1,451	2,000	2,084	2,000
Total Services	10,253	24,350	16,003	24,350
Capital Outlay				
Codification	-	-	-	-
Total Capital Outlay	-	-	-	-
Total City Secretary	152,548	169,666	163,224	227,573

LEGAL

DEPARTMENT 15

MISSION STATEMENT

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

DESCRIPTION

The City Attorney's office ensures that City functions and services are performed in a lawful manner and is responsible for all legal affairs of the City.

Duties of this office include provisions of legal advice to the City Council, City Manager, boards and commissions, and all City departments; prosecutorial duties in Municipal Court; real estate matters including acquisitions, dispositions, and trade; and review of all contracts, resolutions, ordinances and items presented to the City Council.

OBJECTIVES AND STRATEGIES

1 Provide quality legal advice to the City Council, City Manager, City Secretary, City Staff and City boards and commissions.

Related to City Council Goal: Service Delivery.

- Regularly attend City Council meetings.
- Review legal documents in a timely manner.

2 Prosecute all complaints in Municipal Court
Related to City Council Goal: Service Delivery.

Recent Accomplishments

- Worked to find a resolution to the lawsuit involving City's boat dock and fishing pier project which will be completed by midyear
- Amended the Code of Ordinances.

LEGAL EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	86,052	64,724	61,923	-
FICA	6,102	4,607	4,607	-
Vacation	1,004	-	2,801	-
Sick Leave	502	-	-	-
Overtime	-	-	-	-
Retirement	13,910	11,226	11,226	-
Longevity	260	380	380	-
Insurance	7,341	5,048	4,325	-
Workers Compensation	183	189	221	-
Texas Workforce Commission	261	99	261	-
Contract Labor	18,000	54,000	54,000	108,000
Total Personnel Costs	133,614	140,274	139,746	108,000
Supplies & Maintenance				
Office Supplies	103	500	69	-
Copier Expense	640	310	305	-
Non-Capital Equip & Tools	921	500	-	-
Total Supplies & Maint	1,664	1,310	374	-
Services				
Legal Consultants	62,382	42,550	19,308	20,000
Legal Expense	7,500	40,000	147,490	40,000
Legal Lake Level Coalition	-	200,000	16,331	-
Telephone	662	660	399	-
Postage	75	350	175	-
Travel/Training	670	2,200	673	-
General Liability Insurance	246	250	230	-
Dues/Subscription/Membersh	542	1,100	235	200
Internet Services	957	900	814	-
Total Services	73,034	288,010	185,656	60,200
Capital Outlay				
Property Improvements	-	-	-	-
Total Capital Outlay	-	-	-	-

FINANCE

DEPARTMENT 20

MISSION STATEMENT

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

DESCRIPTION

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

Staffing			
Title	2011-12	2012-13	2013-14
Finance Director	1	0	0
Assistant Finance Director	1	1	1
Financial Analyst	1	1	1
Accounting Specialist	1	1	1
City Hall Receptionist/Operator	1	1	1
Full Time Clerk	0	1	1
Floater	1	0	0
Total Staffing	6	5	5

Recent Accomplishments

- Received Certificate of Achievement for Excellence in Financial Reporting from GFOA for FY 2010-2011 CAFR.
- Received Distinguished Budget Presentation Award from GFOA for FY 2012-2013 budget.
- Received unqualified opinion from George Morgan Sneed, PC for FY 2011-2012 audit.

OPPORTUNITIES AND CHALLENGES

An opportunity for the Finance department is the upcoming implementation of a document management system. Many documents are shuffled through the department for input, review, approval and storage. If these documents were stored electronically, the review and approval could also be done electronically. Additionally, invoices, checks and other documents could be easily pulled up if they were linked to the accounting software that is already in use.

OBJECTIVES AND STRATEGIES

- 1** Provide timely, accurate financial reporting to City Council, City departments and citizens.
Related to City Council Goal: Service Delivery.

- 2** Maintain budgetary controls to ensure compliance with the annual budget as adopted by the City Council.
Related to City Council Goal: Community Development.

- 3** Manage cash and investments to ensure that the City receives a maximum rate of return on its investments with minimal risk while maintaining an adequate cash flow.
Related to City Council Goal: Service Delivery.

- 4** Maintain a system of internal controls that will ensure that the assets of the City are adequately protected.
Related to City Council Goal: Infrastructure Basics.

- 5** Provide financial reporting conformity with generally accepted accounting principles that receives the Government Finance Officers Association (GFOA) Certificate of Achievement.
Related to City Council Goal: Service Delivery.

- 6** Foster a “customer-oriented” approach toward internal departments of the City.
Related to City Council Goal: Citizen Involvement.

FINANCE EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	190,043	239,172	207,316	237,829
FICA	17,411	18,862	16,516	18,468
Vacation	12,692	777	5,522	-
Sick Leave	25,099	1,758	4,895	-
Overtime	-	1,000	50	1,000
Retirement	33,944	36,786	35,988	34,912
Longevity	6,220	3,850	3,850	2,580
Insurance	26,197	36,955	37,763	37,828
Workers Compensation	688	503	590	634
Texas Workforce Commission	1,305	594	1,489	495
Total Personnel Costs	313,598	340,257	313,978	333,747
Supplies & Maintenance				
Office Supplies	3,003	4,000	2,608	4,000
Books, Maps, Pamphlets	-	-	229	-
Copier Expense	3,627	6,320	6,856	6,500
Non-Capital Equip & Tools	2,122	1,540	179	-
Maintenance- Office Equip	625	1,000	765	1,000
Maintenance- Radios	-	-	-	-
Total Supplies & Maint	9,377	12,860	10,638	11,500
Services				
Telephone	344	520	-	520
Postage	2,947	3,900	3,970	3,900
Travel/Training	3,568	4,800	4,264	4,800
Advertising Promotions	-	-	-	-
Printing	1,351	1,460	328	3,000
General Liability Insurance	1,473	1,480	1,269	1,480
Dues/Subsription/Membersh	2,957	2,500	2,223	2,500
Bank/Other Fees	-	-	-	-
Total Services	12,640	14,660	12,055	16,200
Capital Outlay				
Furniture & Fixtures	-	-	-	-
Office Equipment	-	-	-	-
Total Capital Outlay	-	-	-	-
Total Finance	335,614	367,777	336,671	361,447

PURCHASING

DEPARTMENT 21

MISSION STATEMENT

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

DESCRIPTION

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

Staffing			
Title	2011-12	2012-13	2013-14
Purchasing Agent	1	1	1
Purchasing Assistant	1	1	1
Total Staffing	2	2	2

Recent Accomplishments

- Fast and accurate turn-around on purchase orders consistently.
- Purchasing Agent for the City is a Certified Procurement Manager.

OPPORTUNITIES AND CHALLENGES

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

OBJECTIVES AND STRATEGIES

1 Provide the City departments with supplies and services by utilizing best value purchases in a timely manner.
Related to City Council Goal: Infrastructure Basics.

- Work with departments to stay within Purchasing Policies.
- Conduct bid proceedings and establish contracts.
- Utilize cooperative purchasing programs.

2 Remain updated on procurement policies, procedures, and statutes.
Related to City Council Goal: Service Delivery.

- Employees receive 40 hours of training per year.

3 Conduct sale of City-owned surplus property according to City ordinances.
Related to City Council Goal: Infrastructure Basics.

- Once a year, participate in online auction.

PURCHASING EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	83,473	95,971	94,735	97,916
FICA	7,406	7,785	7,665	7,944
Vacation	7,558	-	2,522	-
Sick Leave	2,216	-	124	-
Overtime	89	-	1	-
Retirement	15,716	16,688	16,817	16,874
Longevity	5,550	5,790	5,790	6,030
Insurance	15,914	14,782	15,824	18,914
Workers Compensation	196	208	244	273
Texas Workforce Commission	290	198	522	198
Total Personnel Costs	138,408	141,421	144,243	148,149
Supplies & Maintenance				
Office Supplies	376	380	214	380
Books, Maps, Pamphlets	-	-	-	-
Copier Expense	303	10	34	1,000
Wearing Apparel	-	160	-	160
Vehicle Fuel	-	-	-	-
Non-Capital Tools & Equip	75	200	90	200
Maintenance- Vehicles	-	-	-	-
Maintenance- Office Equip	-	-	-	-
Total Supplies & Maint	754	750	338	1,740
Services				
Telephone	6	-	-	-
Postage	-	150	5	150
Travel/Training	1,635	1,500	1,502	1,500
Advertising- Legal	-	-	-	-
General Liability Insurance	3,209	3,220	2,764	3,220
Dues/Subscription/Membersh	100	-	50	-
Car Allowance	-	-	-	4,800
Auction Expenses	-	280	7	280
Total Services	4,950	5,150	4,329	9,950
Capital Outlay				
Pickups	-	-	-	-
Total Capital Outlay	-	-	-	-
Total Purchasing	144,112	147,321	148,909	159,839

WAREHOUSE OPERATIONS

DEPARTMENT 25

MISSION STATEMENT

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

DESCRIPTION

The Warehouse Operations department is responsible for the managing and warehousing of material and supplies needed on a routine basis and for storage of specially ordered materials and supplies for large construction projects.

Recent Accomplishments

- Net adjustments to the GL balance for inventory of \$83.65, which is 0.10% of the inventory.

Staffing			
Title	2011-12	2012-13	2013-14
Inventory Control Specialist	0	1	1
Warehouse Technician	2	1	1
Total Staffing	2	2	2

OPPORTUNITIES AND CHALLENGES

A challenge for the Warehouse department is to maintain enough inventory for the departments without having a surplus or outdated items.

OBJECTIVES AND STRATEGIES

1 Maintain stock of all materials and supplies needed by other departments on a normal, routine basis.
Related to City Council Goal: Infrastructure Basics.

- Inventory items stored in warehouse through quarterly cycle counts, and daily double checks.
- Deliver all requested supplies and materials to departments when they are received

2 Ensure the safeguarding of the City's assets that are stored in the warehouse.
Related to City Council Goal: Infrastructure Basics.

- Security cameras are installed in the Warehouse and around the building.
- Employees must be authorized to go into the Warehouse.

WAREHOUSE EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	48,751	57,185	62,297	63,607
FICA	3,827	4,588	5,010	5,062
Vacation	1,872	-	3,338	-
Sick Leave	582	-	1,752	-
Overtime	1,285	1,500	1,400	1,500
Retirement	8,420	9,835	11,420	10,748
Longevity	1,150	1,290	1,290	1,530
Insurance	12,831	14,782	15,827	18,914
Workers Compensation	1,025	2,048	2,401	2,871
Texas Workforce Commission	754	198	522	198
Total Personnel Costs	80,498	91,426	105,256	104,431
Supplies & Maintenance				
Office Supplies	281	310	301	310
Copy Machine Supplies	-	-	-	980
Wearing Apparel	670	600	686	800
Vehicle Fuel	1,249	1,800	3,505	1,500
Non-Capital Tools & Equip	427	8,470	8,391	470
Maintenance- Motor Vehicles	87	840	653	840
Maintenance- Heavy Equip	-	-	-	-
Total Supplies & Maint	2,714	12,020	13,536	4,900
Services				
Electricity	15,324	17,450	21,270	22,000
Water	1,067	1,900	2,964	1,800
Natural Gas	853	2,400	998	2,700
Telephone	59	-	-	-
Sewer	613	1,000	1,015	1,200
Postage	-	-	-	-
Travel/Training	1,369	1,500	662	1,500
General Liability Insurance	977	1,000	1,426	1,450
Long-term Lease/Purchase	11,350	15,134	15,134	15,134
Dues, Subscriptions, Member	-	50	145	50
Total Services	31,611	40,434	43,614	45,834
Capital Outlay				
Pickups	-	-	-	-
Total Capital Outlay	-	-	-	-
Total Warehouse Operations	114,823	143,880	162,406	155,165

SOCIAL SERVICES

DEPARTMENT 22

DESCRIPTION

The City of Granbury recognizes the need for community-based service and social service agencies. These agencies provide needed services to the citizens that are not provided by the City government.

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Services				
Hood County Committee on Aging	46,000	31,000	31,000	32,000
The Transit System, Inc.	12,000	12,000	12,000	12,000
Total Services	70,000	43,000	43,000	44,000



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MANAGEMENT INFORMATION SERVICES

DEPARTMENT 23

MISSION STATEMENT

To provide the City of Granbury with technological solutions which enables staff to perform their jobs more efficiently and timely, while offering information and City services to citizens and businesses anywhere and anytime through the City's website.

DESCRIPTION

The Management Information Services (MIS) department was established to provide the support necessary for the information processing needs of the City. The MIS department is dedicated to providing automated solutions that are effectively aligned with business requirements and tailored to provide support and service to internal and external users. Our customers are diverse, ranging from elected officials, city management and staff to citizens, businesses and visitors.

Staffing			
Title	2011-12	2012-13	2013-14
Information Systems Manager	1	1	1
Information Systems Technician	1	1	1
Total Staffing	2	2	2

OPPORTUNITIES AND CHALLENGES

The MIS department is proactive when it comes to updating technology. Two areas that the MIS department hopes to update in the near future are the telephone system and the document management system. Currently the City is very paper-based, but the MIS plans to implement a Laserfische system which would allow the City staff to store documents electronically. This update would increase efficiency in many departments and even allow for citizens to search for public records online. The biggest challenge to the department is supporting the current infrastructure and all the users with a staff of three (including WIFI department).

Recent Accomplishments

- Installed SANS and VMware High Availability for proper recovery in the event of a disaster
- Implemented Windows 8 before all other cities in Texas
- Oversaw emergency replacement of tower
- Developed an IT Security Plan and Policies to comply with CJIS
- Deployed a fiber network between all City operated property and increased internet bandwidth
- Featured in "State Tech" for SANS and VMware Disaster recovery

OBJECTIVES AND STRATEGIES

1 Provide ongoing systems support for current information technology and applications for city employees and business practices.
Related to City Council Goal: Service Delivery.

- Fully automated monitoring and notification
- Conduct regular system updates on City computers and mobile devices
- Quick response to equipment and system error inquiries from staff and elected officials
- Quick response to Spillman Software errors for first responders
- Maintain and monitor patrol equipment for Police Department
- Identify the oldest equipment for replacement every year and maintain a 5 year rotation.

2 Increase E-Governmental communications by integrating Web 2.0 into business practices.
Related to City Council Goal: Service Delivery.

- Implement online applications for staff and customers.

3 Identify opportunities for Intergovernmental partnering for increased cost savings & efficiency.
Related to City Council Goal: Community Development.

- Fiber project with Charter at same time as the County.

4 Improve the effectiveness of new and existing technologies
Related to City Council Goal: Service Delivery.

- Continuously review and enhance network systems
- Increase the associate skill levels of departmental personnel through annual conference and specific system trainings
- Install/maintain firewall security on all City owned devices

MIS EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	112,017	120,717	121,268	124,164
FICA	8,018	9,378	8,288	9,660
Vacation	5,368	-	1,412	-
Sick Leave	1,580	-	53	-
Overtime	3,151	-	2,598	-
Retirement	19,595	20,102	20,796	20,510
Longevity	1,630	1,870	1,870	2,110
Insurance	14,886	14,782	15,827	18,914
Workers Compensation	243	250	293	332
Texas Workforce Commission	515	99	522	99
Contract Labor	4,006	200	151	3,000
Total Personnel Costs	171,008	167,398	173,078	178,789
Supplies & Maintenance				
Office Supplies	307	500	481	500
Copier Expense	852	570	674	700
Wearing Apparel	-	-	-	-
Vehicle Fuel	1,765	2,640	1,830	2,640
Non-Capital Tools & Equip	13,081	10,500	10,719	10,500
Desktop Computers	11,253	11,000	11,941	11,000
Maintenance- Computers	16,783	10,500	10,476	10,500
Maintenance- Motor Vehicles	1,825	800	264	800
Maintenance- Office Equip	-	-	323	-
Maintenance- Radios & Assoc Eq	1,509	2,000	324	2,000
Total Supplies & Maint	47,376	38,510	37,031	38,640
Services				
Electricity	415	450	788	1,000
Telephone	4,040	3,970	3,583	3,590
Postage	1,203	380	370	380
Travel/Training	4,890	5,850	5,832	3,850
General Liability Insurance	786	800	757	800
Long-Term Lease/Purchase	-	-	-	15,620
Dues, Subscriptions, Member	100	300	250	300
Software Licensing Fees	120,056	144,200	142,949	169,600
Internet Provider Subscription	147,026	125,000	149,033	125,000
Total Services	278,515	280,950	303,562	320,140
Capital Outlay				
Office Equipment	-	-	-	-
Communication Tower	-	193,444	182,089	-
Other Capital Equipment & Tools	98,505	22,437	22,437	-
Grant Supported Capital Projects	-	-	-	-
Total Capital Outlay	98,505	215,881	204,526	-
Total MIS	595,404	702,739	718,197	537,569

CITY WIFI

DEPARTMENT 26

MISSION STATEMENT

To provide communication capability for police vehicles, to provide affordable internet access for the citizens within the City limits and to provide network connectivity for all City surveillance cameras.

DESCRIPTION

The City WIFI department was established to provide the support necessary for the information processing needs of the City. The City of Granbury has deployed a TROPOS wireless mesh network over approximately 10 square miles of the incorporated city limits. This wireless network provides City workers access to the resources they need to be better equipped to provide services to our citizens. This network also allows our citizens access to broadband speed Internet service.

Staffing			
Title	2011-12	2012-13	2013-14
Network Specialist	1	1	1
Total Staffing	1	1	1

Recent Accomplishments

- Redeployed all antenna assets to North Water Tower until new tower was completed.
- Deployed two additional surveillance cameras to the nine already in place.
- Increased internet bandwidth.

OPPORTUNITIES AND CHALLENGES

The City's footprint has grown, which provides the Wi-Fi__33 department an opportunity to expand coverage. This would require additional capital investment and equipment. Currently, the department has no dedicated bucket truck for maintenance of equipment and must wait until the Electric department is available.

OBJECTIVES AND STRATEGIES

1 Provide reliable and efficient computer-based communications for police vehicles and mobile City employees.
Related to City Council Goal: Service Delivery.

- Respond to maintenance calls as soon as possible.

2 Ensure the integrity, security and accessibility of the City WIFI network.
Related to City Council Goal: Infrastructure Basics.

3 Identify opportunities where WIFI technology can be integrated into everyday business practices.
Related to City Council Goal: Service Delivery.

4 Expand the coverage area and enhance customer service processes.
Related to City Council Goal: Community Development.

- Respond to customer requests for service in existing or new service areas.

CITY WIFI EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	33,306	37,685	32,969	38,735
FICA	1,986	2,940	2,716	3,030
Vacation	1,198	-	1,171	-
Sick Leave	1,491	-	3,670	-
Overtime	431	-	653	-
Retirement	5,850	6,303	6,402	6,433
Longevity	630	750	750	870
Insurance	7,398	7,391	7,913	9,457
Workers Compensation	76	78	92	104
Texas Workforce Commission	-	50	261	50
Total Personnel Costs	52,366	55,197	56,596	58,679
Supplies & Maintenance				
Office Supplies	215	280	248	280
Copier Expense	102	-	-	-
Items for Resale	6,790	4,900	3,177	4,900
Vehicle Fuel	1,041	1,000	915	1,000
Non-Capital Tools & Equip	1,477	280	270	280
Software	-	-	-	-
Maintenance- Computers	196	560	559	560
Maintenance- Radios, Towers	67	560	771	5,000
Total Supplies & Maint	9,887	7,580	5,941	12,020
Services				
Consultants, Architects, Engin	-	-	-	-
Electricity	1,141	1,250	1,141	1,250
Telephone	-	-	-	-
Postage	-	-	-	-
Travel/Training	1,659	1,715	645	1,000
General Liability Insurance	833	850	823	850
Software Licensing Fees	63,072	63,080	63,080	22,000
Internet Provider Subscription	20,330	22,000	22,000	25,000
Provider Service Fees	6,718	8,500	5,830	8,500
Total Services	93,753	97,395	93,519	58,600
Capital Outlay				
Other Capital Equipment & Tools	-	-	-	-
Total Capital Outlay	-	-	-	-
Total City WIFI	156,006	160,172	156,056	129,299

HUMAN RESOURCES

DEPARTMENT 24

MISSION STATEMENT

To support the City in attracting and retaining a qualified and capable workforce to provide high quality services to the citizens of Granbury, while providing programs and services for employees to enrich the work environment.

DESCRIPTION

The Human Resources department is responsible for administering the City's personnel policies and procedures. Major functions include employee recruitment and selection, employee job classification, safety, employee fringe benefit administration, performance evaluation, payroll administration and maintenance of official personnel records.

Staffing			
Title	2011-12	2012-13	2013-14
Human Resources Director	1	1	1
Human Resources Specialist	1	1	1
Total Staffing	2	2	2

OPPORTUNITIES AND CHALLENGES

An opportunity for the Human Resources department is to go paperless with the new document management system that the MIS will implement. The department retains many documents for each employee. If the documents were stored electronically, the HR staff would be able to search through the documents easily and efficiently. Additionally, the documents would be secured in the document management system and access would be limited to the appropriate users.

One challenge for the department is keeping up with the ever-changing rules and regulations for Healthcare.

Recent Accomplishments

- Implemented changes to payroll processes, including contracting with ADP for payroll services.
- Coordinated change from self-insured to having third-party coverage.
- Implemented electronic employee evaluations.
- Initiated ethics, sexual harassment, and safety trainings for employees.
- Completed salary & staffing survey.
- Updated drug-free workplace policy.
- Converted to a new 457 plan.
- Created a social security alternative for part time employees.

OBJECTIVES AND STRATEGIES

1 Hire and retain a qualified, trained and motivated workforce committed to providing courteous and efficient public service.
Related to City Council Goal: Service Delivery.

- Consistent job descriptions
- Training

2 Control health insurance and workers' compensation costs.
Related to City Council Goal: Service Delivery.

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

HUMAN RESOURCES EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	102,248	107,761	91,410	118,725
FICA	7,346	8,472	6,178	9,329
Vacation	1,529	-	1,111	-
Sick Leave	63	-	-	-
Retirement	16,886	18,159	16,012	19,809
Longevity	2,730	2,980	2,980	3,220
Insurance	13,372	14,782	15,094	18,914
Workers Compensation	289	226	265	320
Texas Workforce Commission	594	198	522	198
Total Personnel Costs	145,057	152,578	133,572	170,515
Supplies & Maintenance				
Office Supplies	1,284	1,710	980	1,710
Books, Maps, Pamphlets	82	280	255	280
Copier Expense	1,020	2,750	761	630
Vehicle Fuel	-	100	-	100
Non-Capital Tools & Equip	-	-	-	-
Maintenance- Motor Vehicles	-	70	-	70
Total Supplies & Maint	2,386	4,910	1,996	2,790
Services				
Consultants, Architects, Engin	-	19,550	15,775	2,800
ADP Services	10,197	30,000	38,058	30,000
Telephone	1,225	1,310	770	720
Postage	300	520	634	720
Travel/Training	2,591	2,750	1,312	2,750
Employee Training Program	-	1,730	-	1,730
Advertising- Employee	224	940	2,398	1,240
General Liability Insurance	493	500	460	500
Safety Testing	1,367	2,000	3,412	5,500
Dues, Subscriptions, Member	1,063	1,520	1,059	1,520
Internet Services	19	-	-	-
Other Fees	108	160	84	160
Employee Appreciation	16,533	16,000	14,169	16,000
Firefighter Appreciation	2,429	2,500	2,435	5,000
Employee Asst. Program	-	-	540	3,400
Total Services	36,550	79,480	81,107	72,040
Capital Outlay				
Office Equipment	-	-	-	-
Total Capital Outlay	-	-	-	-
Total Human Resources	183,993	236,968	216,675	245,345

GRANBURY TV

DEPARTMENT 27

MISSION STATEMENT

To reflect, inform and inspire the community of Granbury.

DESCRIPTION

Granbury TV (Channel 27) is a public education government channel that produces City, County, and School related programming with a purpose of informing and educating the local public of events and issues related to their governmental agencies. Granbury TV provides the opportunity for viewers to watch local events and local government meetings, learn about the town, and stay up to date with what is going on in Granbury. In addition, the station gives Corporate Sponsors and members a chance to inform the public about their products and services.

Staffing			
Title	2011-12	2012-13	2013-14
Lead Production Tech	1	1	1
Production Assitant	0	0	1
Pirate Sports Broadcaster	0	1	1
Part-Time Production Assistant	0	1	0
Part-Time Intern	1	0	0
Part-Time Sales Associate	0	1	0
Total Staffing	2	4	3

Recent Accomplishments

- TAMI Award for public service announcement "Worth of Water"
- Rebranded Granbury TV logo.
- New shows have recently been added.
- Show introductions have been updated.

OPPORTUNITIES AND CHALLENGES

The Granbury TV staff is currently working to expand *Pirate Time*, a show that reaches students and their families. Another opportunity for Granbury TV is to air movies and shows that are public domain in order to expand viewership.

OBJECTIVES AND STRATEGIES

1 Produce high quality shows and news reports to help inform citizens about events in Granbury.
Related to City Council Goal: Citizen Involvement.

- Use high definition equipment and update the equipment as necessary.
- Produce local news show with local officials.
- Attend and film City Council meetings.

2 Assist Corporate Sponsors in developing their message to citizens regarding their services and products.
Related to City Council Goal: Citizen Involvement.

- Help to produce sponsor's commercials, banners and logo slides for live broadcasting.

GRANBURY TV EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	29,364	48,618	36,583	53,984
FICA	2,364	3,733	2,914	4,153
Vacation	676	-	618	-
Sick Leave	473	-	956	-
Overtime	609	-	-	-
Retirement	3,290	4,129	5,041	7,143
Longevity	-	180	180	300
Insurance	7,351	7,391	7,943	18,914
Workers Compensation	90	152	178	191
Texas Workforce Commission	499	297	595	297
Contract Labor	20,135	12,000	3,000	12,000
Total Personnel Costs	64,851	76,500	58,008	96,982
Supplies & Maintenance				
Office Supplies	470	600	809	600
Copier Expense	169	170	-	-
Non-Capital Tools & Equip	7,803	5,430	3,150	5,430
Maintenance- Office Equip.	-	500	-	-
Maintenance- Radios & Assoc Eq	502	-	(18)	500
Total Supplies & Maint	8,944	6,700	3,941	6,530
Services				
Electricity	5,785	7,000	6,417	8,400
Water	188	500	348	600
Telephone	613	590	597	600
Sewer	108	680	304	680
Postage	145	180	97	180
Travel/Training	1,628	500	776	2,000
General Liability Insurance	493	500	460	500
Dues, Subscriptions, Member	15	200	-	200
Broadcast Connections	4,088	4,800	4,174	4,800
Internet Service	1,561	1,600	2,050	1,600
Total Services	14,622	16,550	15,225	19,560
Capital Outlay				
Office Equipment	-	-	-	-
Other Capital Equipment & Tools	-	19,596	17,488	-
Total Capital Outlay	-	19,596	17,488	-
Total Granbury TV	88,418	119,346	94,662	123,072

ASSISTANT CITY MANAGER

DEPARTMENT 28

MISSION STATEMENT

To assist the City Manager in implementing the plans, policies, and budgets established by the City Council and effectively leading the staff through innovation and improvements in service delivery.

DESCRIPTION

This is a newly created position in a newly created department. Objectives and strategies, as well as opportunities and challenges will be developed throughout the year.

Staffing			
Title	2011-12	2012-13	2013-14
Assistant City Manager	0	0	1
Total Staffing	0	0	1

ASSISTANT CITY MANAGER EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	-	-	-	96,200
FICA	-	-	-	7,359
Vacation	-	-	-	-
Sick Leave	-	-	-	-
Overtime	-	-	-	-
Retirement	-	-	-	15,623
Longevity	-	-	-	-
Insurance	-	-	-	9,457
Workers Compensation	-	-	-	253
Texas Workforce Commission	-	-	-	99
Contract Labor	-	-	-	-
Total Personnel Costs	<u>-</u>	<u>-</u>	<u>-</u>	<u>128,991</u>
Supplies & Maintenance				
Office Supplies	-	-	-	500
Copier Expense	-	-	-	300
Non-Capital Tools & Equip	-	-	-	500
Maintenance- Office Equip.	-	-	-	-
Maintenance- Radios & Assoc Eq	-	-	-	-
Total Supplies & Maint	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,300</u>
Services				
Electricity	-	-	-	-
Water	-	-	-	-
Telephone	-	-	-	700
Sewer	-	-	-	-
Postage	-	-	-	350
Travel/Training	-	-	-	2,000
General Liability Insurance	-	-	-	250
Dues, Subscriptions, Member	-	-	-	500
Internet Service	-	-	-	100
Total Services	<u>-</u>	<u>-</u>	<u>-</u>	<u>3,900</u>
Capital Outlay				
Office Equipment	-	-	-	-
Other Capital Equipment & Tools	-	-	-	-
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Assistant City Manager	<u>-</u>	<u>-</u>	<u>-</u>	<u>134,191</u>

PUBLIC WORKS

DEPARTMENT 30

MISSION STATEMENT

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

DESCRIPTION

Public Works is the main administrative office providing supervision and direction of Project and Building Inspections, Streets, Ground Water, Water Treatment, Water Distribution, Wastewater Treatment and Wastewater Collection departments.

This department represents the City in dealing with governmental agencies, private consultants and the general public. Public Works also responds to customer inquiries and generally attempts to be responsive to needs as they relate to Public Works activities.

Staffing			
Title	2011-12	2012-13	2013-14
Public Works Director	1	1	1
Projects Inspector	2	2	2
Building Official	1	1	1
Permits Clerk	1	1	1
Total Staffing	5	5	5

Recent Accomplishments

- Replaced 3,000 feet of sewer line and 2,800 water line.
- Installed 7,000 feet of new water line.

OBJECTIVES AND STRATEGIES

- 1 Ensure maintenance of City property allows for safe and efficient operations.
Related to City Council Goal: Infrastructure Basics.
- 2 Maintain Public Works department records in an efficient manner.
Related to City Council Goal: Service Delivery.

PUBLIC WORKS EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	230,740	256,243	243,799	274,844
FICA	19,117	19,923	20,215	21,392
Vacation	6,013	-	10,760	-
Sick Leave	12,772	-	6,221	-
Overtime	3,621	-	4,303	-
Retirement	40,911	42,705	44,018	45,420
Longevity	3,540	4,190	4,190	4,790
Insurance	37,305	36,955	39,557	47,285
Workers Compensation	846	1,151	1,349	1,575
Texas Workforce Commission	1,305	495	1,305	495
Total Personnel Costs	<u>356,169</u>	<u>361,663</u>	<u>375,717</u>	<u>395,801</u>
Supplies & Maintenance				
Office Supplies	1,121	1,330	1,137	1,330
Books, Maps, Pamphlets	-	750	705	-
Copier Expense	1,953	2,230	2,304	500
Wearing Apparel	100	100	21	100
Vehicle Fuel	5,718	4,000	5,701	4,000
Non-Capital Tools & Equip	397	400	136	400
Maintenance- Buildings	-	5,000	5,000	-
Maintenance- Motor Vehicles	1,312	1,900	1,689	650
Total Supplies & Maint	<u>10,601</u>	<u>15,710</u>	<u>16,693</u>	<u>6,980</u>
Services				
Consultants, Architects, Engin	5,241	17,300	5,515	5,000
Mowing/Abatement	-	-	-	-
Natural Gas	853	2,000	1,048	2,000
Telephone	2,393	2,570	2,567	2,660
Postage	569	600	624	400
Travel/Training	2,448	6,010	3,242	5,000
Legal Advertising	438	600	82	600
General Liability Insurance	2,944	2,950	2,336	2,500
Dues/Subscription/Membersh	140	140	111	140
Contracted Services	-	-	-	-
Other- Empl Certification	-	530	155	530
Total Services	<u>15,025</u>	<u>32,700</u>	<u>15,679</u>	<u>18,830</u>
Capital Outlay				
Pickups	-	-	-	-
Office Equipment	-	-	-	-
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Public Works	<u><u>381,795</u></u>	<u><u>410,073</u></u>	<u><u>408,089</u></u>	<u><u>421,611</u></u>

STREETS

DEPARTMENT 43

MISSION STATEMENT

To provide safe, clean and efficient roadways for the City of Granbury.

DESCRIPTION

The Street Department manages, maintains and repairs City streets, sidewalks and rights-of-way. The services provided are concrete work, patching, street cleaning, tree cutting, ditch cleaning, blade work and other street maintenance. Responsibilities include traffic control, emergency response operations, special events and assistance in code enforcement. Daily, the department inspects roadways for sign repair, pavement management and sight obstructions.

Staffing			
Title	2011-12	2012-13	2013-14
Street Superintendent	1	1	1
Street Foreman	0	1	1
Heavy Equipment Operator	2	1	2
Light Equipment Operator	1	1	1
Part-Time Light Equipment Operator	0	1	1
Total Staffing	4	5	6

Recent Accomplishments

- Completion of Houston/Rucker St. Parking Lot.
- Continued Street Resurfacing program. 1,000 linear feet completed in FY 2012-13.

OBJECTIVES AND STRATEGIES

1 Protect the City's roadways through preventative maintenance and on-going rehabilitation of streets and sidewalks.
Related to City Council Goal: Infrastructure Basics.

- Blade roads in best way that can be achieved.
- Patch potholes in a manner that they remain in place longer.
- Sweep as many streets as possible.

2 Provide quick and effective customer service.
Related to City Council Goal: Service Delivery.

STREETS EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	130,547	153,086	143,114	185,883
FICA	11,195	11,900	11,254	14,828
Vacation	4,391	-	6,045	-
Sick Leave	2,173	-	2,141	-
Overtime	8,742	-	5,968	5,000
Retirement	23,391	23,461	24,685	29,558
Longevity	1,960	2,470	2,470	2,950
Insurance	29,977	29,564	31,664	47,285
Workers Compensation	7,179	7,608	8,919	12,056
Texas Workforce Comm	1,088	495	1,316	594
Total Personnel Costs	<u>220,643</u>	<u>228,584</u>	<u>237,575</u>	<u>298,154</u>
Supplies & Maintenance				
Office Supplies	60	480	256	480
Copier Expense		1	0	980
Wearing Apparel	2,587	3,199	2,311	3,200
Vehicle Fuel	27,876	20,800	25,896	20,800
Chemicals	575	3,000	3,763	3,000
Non-Capital Tools & Equip	4,495	4,010	4,060	3,200
Maintenance- Vehicles	4,200	4,200	4,975	4,200
Maintenance- Minor Equip	543	640	1,701	640
Maintenance- Heavy Equip	16,430	16,100	19,060	5,000
Maintenance- Barricades	424	2,000	1,883	1,000
Maintenance- Roadways	74,044	58,970	47,040	60,000
Maintenance- Drainage	226	560	479	560
Maintenance- Radios	302	640	-	640
Maintenance- Signs	3,759	6,560	4,828	6,560
Maintenance- Sidewalks	323	560	81	560
Total Supplies & Maint	<u>135,845</u>	<u>121,720</u>	<u>116,333</u>	<u>110,820</u>
Services				
Electricity	37,891	36,700	37,854	39,000
Natural Gas	853	4,000	998	1,800
Telephone	1,301	1,360	1,419	1,350
Travel/Training	100	640	220	640
General Liability Insurance	9,781	9,800	8,928	9,800
Equipment Rental/Lease	-	220	-	-
Long-term Lease/Purchase	-	-	-	14,048
Employee Certification	-	630	-	630
Total Services	<u>49,938</u>	<u>53,350</u>	<u>49,419</u>	<u>67,268</u>
Capital Outlay				
Other Vehicles	181,040	-	-	-
New Road Construction	-	-	18,120	-
Total Capital Outlay	<u>181,040</u>	<u>-</u>	<u>18,120</u>	<u>-</u>
Total Streets	<u>587,465</u>	<u>403,654</u>	<u>421,447</u>	<u>476,243</u>

ECONOMIC DEVELOPMENT

DEPARTMENT 31

MISSION STATEMENT

To proactively recruit new businesses to Hood County, work with existing companies, and serve as an information clearinghouse for the Hood County business community

DESCRIPTION

The Lake Granbury Area Economic Development Corporation (EDC) involves city, county, and business leaders working together to attract business activity to the area and facilitate the expansion of existing business which will provide opportunities to our citizenry and support infrastructure improvements while maintaining the essential character of the community and providing more balanced sources of revenue.

Staffing			
Title	2011-12	2012-13	2013-14
Economic Development Director	1	1	1
Administrative Assistant	1	1	1
Total Staffing	2	2	2

OBJECTIVES AND STRATEGIES

1 Market the community to new companies and facilitate the expansion and retention of existing industries to provide job opportunities for citizens and to increase revenue to the community.

Related to City Council Goal: Economic Development.

- Attract desirable new businesses to the community.
- Market the community to potential companies and prospects.
- Work with existing businesses in Hood County.
- Work with community and regional stakeholders.

2 Address issues affecting economic development such as infrastructure, business climate, workforce training, and incentives.

Related to City Council Goal: Economic Development

- Develop an economic development strategic plan.
- Work closely with elected officials to educate them on infrastructure needs and economic development issues

Recent Accomplishments

- Led efforts to keep Hood County in EPA Air Attainment category.
- Identified consultant to undertake an economic impact analysis for Lake Granbury.
- Helped recruit several retailers to Granbury market.
- Had record attendance at 2012 Annual Granbury-Hood County Economic Outlook Conference.
- Represented Granbury-Hood County at multiple trade shows including ICSC, Aerospace, & Aviation, Coil Tubing Show, and Air, Heating and Refrigeration (AHR) show.

3 Provide excellent customer service to the community and provide updates on progress.
Related to City Council Goal: Service Delivery

- Provide continual updates to public/private leaders through the quarterly economic trends report
- Respond to inquiries in a timely, professional manner.
- Host the Annual Granbury-Hood County Economic Outlook Conference.
- Keep website and marketing materials updated.

ECONOMIC DEVELOPMENT EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	95,443	98,957	79,281	105,214
FICA	7,130	7,647	6,024	8,122
Vacation	1,387	-	2,231	-
Sick Leave	834	-	-	-
Retirement	15,583	16,391	13,888	17,242
Longevity	710	1,000	1,000	950
Insurance	14,682	14,782	12,239	18,914
Workers Compensation	75	204	317	369
Texas Workforce Commission	522	198	522	198
Total Personnel Costs	136,365	139,179	115,502	151,009
Services				
Car Allowance	-	-	-	-
Total Services	-	-	-	-
Total Economic Development	136,365	139,179	115,502	151,009

COMMUNITY DEVELOPMENT

DEPARTMENT 32

MISSION STATEMENT

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

DESCRIPTION

Community Development provides planning, community development and building inspection services. Planning responsibilities include processing zoning changes, specific use permit requests, and abandonment requests; processing Board of Adjustment variance requests and reviewing and processing subdivision plats; providing administrative support for Planning and Zoning Commission and Board of Adjustment; providing information concerning subdivision regulations, zoning changes, census data, population changes and land use changes.

Staffing			
Title	2011-12	2012-13	2013-14
Community Development Director	1	1	1
Administrative Assistant	1	1	1
Planner/Inspector Reviewer	1	1	1
Planner	1	1	1
Lakes Trail Regional Director	1	1	1
Total Staffing	5	5	5

Recent Accomplishments

- Completion of shell building expansion for Michaels
- Taco Casa is in pre-construction phase
- Dairy Queen is in construction phase
- Other completed commercial development including Farina's, Holiday Inn Express renovation, Durant Toyota remodel

OBJECTIVES AND STRATEGIES

1 Provide competent, consistent, fair and effective development review services.
Related to City Council Goal: Service Delivery.

2 Offer quality development and planning programs.
Related to City Council Goal: Service Delivery.

3 Provide satisfactory support to the Board of Adjustment, Planning and Zoning Commission, Plan Review Committee and the citizens of Granbury in all zoning ordinance variance requests.

Related to City Council Goal: Intergovernmental Relationships.

4 Provide excellent customer service.

Related to City Council Goal: Service Delivery.

COMMUNITY DEVELOPMENT EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	220,599	240,823	232,391	245,561
FICA	18,281	19,078	17,825	19,477
Vacation	7,918	-	2,079	-
Sick Leave	4,979	-	769	-
Overtime	26	-	24	-
Retirement	38,424	40,893	39,792	41,354
Longevity	4,100	3,760	3,760	4,240
Insurance	32,263	36,955	37,214	47,285
Workers Compensation	1,358	808	948	1,049
Texas Workforce Commission	1,492	495	1,379	495
Total Personnel Costs	329,440	342,813	336,181	359,461
Supplies & Maintenance				
Office Supplies	1,071	3,100	1,668	3,100
Books, Maps, Pamphlets	202	210	210	210
Copier Expense	2,402	4,400	5,582	6,800
Vehicle Fuel	245	500	-	500
Non-Capital Tools & Equip	-	300	-	300
Maintenance- Motor Vehicles	398	200	15	200
Total Supplies & Maint	4,318	8,710	7,476	11,110
Services				
Consultants/Arch/Engin	26,981	102,000	91,903	86,500
Mowing/Abatement Operations	-	-	-	-
Telephone	1,239	1,020	597	600
Postage	2,150	5,870	2,217	5,870
Advisory Committee- Histor	1,973	3,200	1,473	3,200
Travel/Training	4,409	6,340	4,212	6,340
Ads- Legal	4,948	6,840	5,542	6,840
Advisory Committee- P&Z	24	1,200	590	1,200
General Liability Insurance	1,478	1,500	1,787	1,500
Dues/Subscription/Membersh	1,287	1,485	983	1,485
Car Allowance	4,846	4,800	4,819	4,800
Grant Supported Projects	-	-	-	-
Gas Well Inspection Fees	-	-	9,000	6,000
Total Services	49,335	134,255	123,123	124,335
Capital Outlay				
Pickups	-	-	-	-
Office Equipment	-	-	-	-
Total Capital Outlay	-	-	-	-
Total Community Development	383,092	485,778	466,780	494,906

NEIGHBORHOOD SERVICES

DEPARTMENT 37

MISSION STATEMENT

The mission of the Health/ Code Enforcement division of Neighborhood Services is to ensure the health and safety of the community and its visitors, via the inspection of licensed establishments; including food, childcare, lodging, swimming pool, and temporary food establishments. Additionally, the mission includes the promotion of property maintenance, thereby protecting property values, while also attracting visitors to a clean and enjoyable destination. The enforcement of nuisance code violations, zoning ordinance violations and effective management of trash and recycling services helps to achieve these missions.

DESCRIPTION

The Neighborhood Services Department includes direct administration of the city's Health, Trash, & Code Enforcement programs, as well as management of Meter Reading and Utility Billing functions.

The Health & Code Enforcement Officer is responsible for inspection of all permitted establishments, including Retail Food Establishments, childcare centers, Hotels/Motels, B&B's, schools, commercial swimming pools, and temporary food establishments.

The two Professional Registered Sanitarians, on staff, also conduct investigations and enforce the Code of Ordinances, including nuisance ordinances and zoning ordinances, city-wide and in the extra-territorial jurisdiction.

Staffing			
Title	2011-12	2012-13	2013-14
Neighborhood Services Director	1	1	0
Sanitarian Code Officer	1	1	1
Total Staffing	2	2	1

Recent Accomplishments

- Inspection of an increased number of temporary food establishments, due to growing numbers of events and festivals
- Successful resolution of over 200 code enforcement related issues and/or complaints

OPPORTUNITIES AND CHALLENGES

This department's opportunities include first and foremost the protection of health and safety of citizens and visitors. The opportunity to work with new business owners in forming and opening new licensed facilities is rewarding and encouraging, as the City of Granbury continues to grow and evolve. With this growth, the challenge is to keep pace with the volume of establishment permitting and inspections.

The greatest challenge, currently, is that of a very high seasonal volume of code violation issues (including high weeds & grass, parking violations and others), which unless enforced

consistently and equitably could be detrimental to the appearance of the city and the attraction of visitors to Granbury.

OBJECTIVES AND STRATEGIES

1 Maintain public health and safety standards in all commercial food service establishments, Commercial swimming pools, Bed & Breakfast, Hotel/Motel, and temporary food/ seasonal establishments.

Related to City Council Goal: Community Development.

- Inspection of food establishments at least twice annually, and in response to any complaints
- Annual inspection of each hotel/motel and B&B room and facility annually
- Permitting and inspection of all commercial (class B&C) swimming pools in the city

2 Promote healthy and attractive neighborhoods.

Related to City Council Goal: Infrastructure Basics.

- Ensure compliance within the City is maintained according to City codes and ordinances through drive-by surveillance inspections.
- Response to all complaints within 24 hours of receipt

3 Provide quality customer service.

Related to City Council Goal: Service Delivery.

- Process building permits applications, inspections, verifications, and perform inspections in a timely manner.
- Through effective communication and education, establish a rapport with establishments and citizens, thereby encouraging compliance and pride in our community and properties
- File all reports in a timely manner.

NEIGHBORHOOD SERVICES EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	100,446	107,377	103,702	43,013
FICA	8,056	8,241	8,531	3,424
Vacation	1,258	-	1,827	-
Sick Leave	1,204	-	2,025	-
Overtime	168	-	598	1,500
Retirement	17,140	17,665	18,867	7,270
Longevity	-	350	350	250
Insurance	13,454	14,782	14,235	9,457
Workers Compensation	-	505	618	267
Texas Workforce Commission	587	198	522	99
Contract Labor	-	2,000	-	1,500
Total Personnel Costs	142,313	151,118	151,275	66,780
Supplies & Maintenance				
Office Supplies	1,534	1,750	732	1,750
Books, Maps, Pamphlets	-	-	-	200
Copier Expense	782	1,170	1,131	1,500
Vehicle Fuel	1,107	2,100	2,769	2,200
Non-Capital Tools & Equip	302	200	136	1,000
Maintenance- Motor Vehicles	224	800	439	800
Maintenance- Radios	-	-	-	-
Total Supplies & Maint	3,949	6,020	5,207	7,450
Services				
Consultants/Arch/Engin	-	-	-	-
Mowing/Abatement Operations	1,814	2,000	1,989	2,800
Telephone	1,996	1,970	1,446	1,500
Postage	1,704	2,000	1,847	2,400
Travel/Training	2,140	5,000	4,756	5,000
General Liability Insurance	1,079	1,100	1,756	1,100
Dues/Subscription/Membersh	986	1,400	616	1,600
Car Allowance	5,246	4,800	-	4,800
Pest Control	-	-	4,246	4,000
Total Services	14,965	18,270	16,656	23,200
Capital Outlay				
Pickups	-	-	-	-
Office Equipment	-	-	-	-
Total Capital Outlay	-	-	-	-
Total Neighborhood Services	161,227	175,408	173,138	97,430

MUNICIPAL COURT

DEPARTMENT 40

MISSION STATEMENT

To promote justice through interpretation and adjudication of applicable laws in an accountable, effective and unbiased manner.

DESCRIPTION

The Municipal Court handles the judicial processing of Class C misdemeanors that originate from traffic citations, citizen complaints, code violations and misdemeanor arrests occurring within the territorial limits of the City of Granbury. The Municipal Court processing is predetermined by the Texas Code of Criminal Procedure and the Code of Judicial Conduct. In addition to the judicial processing, the Court prepares dockets, schedules trials, processes juries, records and collects fine payments and issues warrants for Violation of Promise to Appear and Failure to Appear. The Municipal Court also processes code violations as part of the city-wide code enforcement effort.

The Municipal Court Judge is appointed by the City Council. The judge presides over trials and hearings, levies fines, sets bails, accepts bonds, issues arrest and search warrants, administers juvenile magistrate’s warnings and arraigns prisoners.

Staffing			
Title	2011-12	2012-13	2013-14
Municipal Court Judge	1	1	1
Assistant Court Judge	1	1	1
Court Administrator	1	1	1
Deputy Court Clerk	2	2	2
Total Staffing	5	5	5

Recent Accomplishments

- Municipal Court Judge has been with the City for more than 29 years.

OPPORTUNITIES AND CHALLENGES

A major challenge for the Municipal Court is the struggle that most defendants have to pay the amount owed; however, this provides an opportunity for the staff to help the individuals make a plan, based on their finances.

OBJECTIVES AND STRATEGIES

1 Foster a “customer service” philosophy with the court defendants. *Related to City Council Goal: Service Delivery.*

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

2 Increase Court efficiency through streamlined procedures and automation. *Related to City Council Goal: Service Delivery.*

- Promote online payments for more efficient processing.
- Pay agreements via fax.

MUNICIPAL COURT EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	134,992	148,470	140,724	153,268
FICA	11,377	11,945	11,582	12,348
Vacation	6,716	-	4,090	-
Sick Leave	3,211	-	3,033	-
Overtime	-	-	60	-
Retirement	16,455	17,570	17,360	17,968
Longevity	7,190	7,670	7,670	8,150
Insurance	22,058	36,955	23,766	47,285
Workers Compensation	309	319	374	424
Texas Workforce Commission	1,192	495	1,229	495
Contract Labor	-	-	-	-
Total Personnel Costs	203,500	223,424	209,889	239,938
Supplies & Maintenance				
Office Supplies	321	500	584	500
Books, Maps, Pamphlets	47	150	86	150
Copier Expense	1,723	1,590	2,004	2,400
Maint. of Office Equipment	175	240	175	240
Total Supplies & Maint	2,266	2,480	2,849	3,290
Services				
Telephone	1,224	1,220	1,658	1,190
Postage	1,512	2,090	1,725	2,090
Jury and Witness Expense	72	190	144	504
Travel/Training	1,651	2,510	1,619	2,510
General Liability Insurance	1,168	1,200	1,095	1,200
Dues/Subscription/Membersh	457	460	592	600
Bank Card Fees	1,187	850	1,146	850
Total Services	7,269	8,520	7,978	8,944
Capital Outlay				
Furniture & Fixtures	-	-	-	-
Office Equipment	-	-	-	-
Total Capital Outlay	-	-	-	-
Total Municipal Court	213,035	234,424	220,717	252,172

POLICE

DEPARTMENT 41

MISSION STATEMENT

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

DESCRIPTION

The Granbury Police Department (PD) provides general law enforcement services to City residents and local businesses. The Police Department is divided into several divisions, with each division being responsible for particular portions of the overall operations of the department. These divisions include Patrol, Criminal Investigations, Community Service, SWAT, DARE, K-9, Animal Control, Fire Inspection, and Administration. Patrol officers make routine patrols of the City. Their responsibilities are to prevent and detect criminal activity, completely investigate minor criminal offenses, answer all calls for service from the public, enforce traffic laws and make official reports of all crimes reported to them or detected by them. The Criminal Investigations division is responsible for investigating all crimes classified as felonies, major misdemeanor crimes and any other misdemeanor as may be assigned. They also prepare criminal complaints, obtaining arrest and search warrants when appropriate and for presenting cases to the Grand Jury.

Staffing			
Title	2011-12	2012-13	2013-14
Police Chief	1	1	1
Deputy Chief	1	1	1
Police Lieutenant	1	1	1
Patrol Sergeant	4	4	4
Criminal Investigator	4	4	4
Community Services	1	1	2
Police Patrol	19	19	19
Fire Inspector	1	1	1
Animal Control Officer	1	1	1
Administrative Assistant	3	3	3
Receptionist	1	1	1
Total Staffing	37	37	38

Recent Accomplishments

- Through donations, purchased dog for K-9 Program.
- Implemented digital radio system (narrowband).
- Educate community through COPS and CPA programs.

OPPORTUNITIES AND CHALLENGES

One major opportunity for the Granbury Police department is to be recognized as a Best Practices agency by the Texas Police Chiefs Association. The department has taken the necessary steps to be recognized. They are just waiting for approval. Technology is available in the market that would improve operations for the PD, including electronic citation machines and printers. This would eliminate the need for citation books and citation numbers would be tracked electronically. A major challenge for the PD is the staffing levels compared to the needs of each shift to maintain a patrol presence. The department has also outgrown the current space and needs to begin the process of looking for another space that could accommodate the needs of the department.

OBJECTIVES AND STRATEGIES

1 Deliver professional police services to the citizens of Granbury and actively enforce laws.
Related to City Council Goal: Service Delivery.

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

2 Maintain a sufficient number of trained officers, adequately equipped and supplied.
Related to City Council Goal: Citizen Involvement.

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

3 Create a positive police community relationship and environment. Promote safety and community involvement in crime reduction.
Related to City Council Goal: Citizen Involvement.

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

4 Promote a safe, drug free community through education and enforcement.
Related to City Council Goal: Citizen Involvement.

- DARE officer in school for 8 weeks.
- Provide an officer with a K-9 at the High School during the school year.

5 Maintain accurate, secure files that may be promptly retrieved for use by the department, other law enforcement agencies and the general public.
Related to City Council Goal: Intergovernmental Relationships.

- All police records managed and maintained through Record Management System (RMS).

POLICE EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	1,717,279	1,824,913	1,821,371	1,971,620
FICA	143,820	147,819	154,018	159,382
Vacation	92,953	-	94,046	-
Sick Leave	16,645	-	42,160	-
Overtime	80,201	70,000	73,586	70,000
Retirement	309,175	316,853	338,910	338,410
Longevity	33,380	37,360	37,900	41,800
Insurance	267,326	266,077	294,391	387,369
Workers Compensation	32,787	32,029	37,775	44,073
Texas Workforce Commission	9,684	3,564	9,657	3,762
Contract Labor	167	420	-	420
Total Personnel Costs	<u>2,703,418</u>	<u>2,699,034</u>	<u>2,903,813</u>	<u>3,016,836</u>
Supplies & Maintenance				
Office Supplies	5,780	5,760	6,313	5,760
Books, Maps, Pamphlets	1,264	1,700	782	1,700
Copier Expense	1,564	5,660	7,265	7,050
Janitorial Supplies	133	160	164	160
Wearing Apparel	21,569	29,883	37,265	27,770
Vehicle Fuel	84,329	75,000	86,181	75,000
Chemical Supplies	-	400	170	400
Non-Capital Tools & Equip	29,201	36,591	29,662	30,000
Weapons & Assoc Equipment	2,011	9,500	9,841	7,500
Maintenance- Motor Vehicles	27,239	25,000	25,239	25,000
Maintenance- Radios	2,278	6,335	6,000	6,400
Dare Expenditures	3,163	-	-	-
Lease Expenditures	-	-	-	-
Forfeiture Expenditures	-	-	-	-
Total Supplies & Maint	<u>178,532</u>	<u>195,989</u>	<u>208,882</u>	<u>186,740</u>

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Services				
Consultants, Architect, Eng.	-	-	-	20,000
Mowing/Abatement Operations	-	-	-	-
Telephone	29,285	30,300	22,594	25,000
Postage	1,746	2,400	2,188	2,400
Technical/Professional	2,388	2,880	2,903	2,880
Travel/Training	23,067	23,280	14,390	30,000
General Liability Insurance	37,819	38,000	37,253	38,000
Animal Care Expense	4,826	17,345	17,216	6,000
Copier Machine Rental	660	3,400	43	3,400
Equipment Rental/Lease	52,462	52,462	51,943	52,462
Long-term Lease /Purchase	-	28,455	17,610	91,057
Dispatch Participation Exp	30,030	30,000	35,000	35,000
Dues/Subscriptions/Membership	3,030	2,580	2,565	2,580
Confidential Investigation	1,534	1,610	1,474	1,610
Community Services Expense	3,082	4,985	5,000	4,670
Grant/Donation Supported PR	-	-	-	-
Target Practice Expense	6,187	10,000	7,886	12,000
Wrecker Fees	2,410	3,000	2,970	3,000
Tobacco Grant Expenses	-	-	-	-
Total Services	<u>198,526</u>	<u>250,697</u>	<u>221,034</u>	<u>330,059</u>
Capital Outlay				
Automobiles	105,924	200,814	180,918	-
Pickups	-	-	-	-
Office Equipment	-	-	-	-
Radios, Radar & Assoc Equip	14,627	-	-	-
Other Vehicles	-	-	-	-
Miscellaneous Tools	-	-	-	-
Total Capital Outlay	<u>120,551</u>	<u>200,814</u>	<u>180,918</u>	<u>-</u>
Total Police	<u>3,201,026</u>	<u>3,346,534</u>	<u>3,514,647</u>	<u>3,533,635</u>

FIRE

DEPARTMENT 42

MISSION STATEMENT

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

DESCRIPTION

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

The department members donate their time to serve and protect the community.

Staffing			
Title	2011-12	2012-13	2013-14
Part-Time Clerk	0	1	1
Total Staffing	0	1	1

Recent Accomplishments

- One of the top 1,500 fire departments (paid or volunteer) in the nation.
- City of Granbury currently has an ISO (Insurance Service Organization) rating of 3.
- Currently average 1,500 calls per year.

OBJECTIVES AND STRATEGIES

1 Provide the community with quick, effective, skillful and caring emergency services.
Related to City Council Goal: Service Delivery.

2 Provide firefighting forces and resources necessary to execute quick, effective, skillful and caring responses to emergency situations.
Related to City Council Goal: Infrastructure Basics.

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

FIRE EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	-	-	17,539	17,996
FICA	-	-	1,342	1,377
Retirement	-	-	44,045	2,923
Pension Contribution	39,905	48,750	-	58,750
Hospitalization Insurance	17,835	17,916	17,366	17,916
Workers Compensation	3,999	3,999	5,302	6,422
Texas Workforce Commission	-	-	378	99
Medical/Health Testing	-	200	50	200
Contract Labor	35,348	36,549	19,080	19,080
Total Personnel Costs	<u>97,086</u>	<u>107,414</u>	<u>105,103</u>	<u>124,762</u>
Supplies & Maintenance				
Office Supplies	908	1,360	496	1,360
Books, Maps, Pamphlets	-	180	180	360
Copier Expense	203	1,270	881	1,000
Janitorial Supplies	760	800	735	800
Wearing Apparel	7,746	20,000	15,297	15,000
Vehicle Fuel	19,577	15,000	15,387	15,000
Chemicals	890	2,000	1,800	2,000
Non-Capital Tools & Equip	13,160	24,933	40,929	20,000
Maintenance- Buildings	3,858	6,610	8,476	7,200
Maintenance- Vehicles	24,838	30,880	30,771	30,880
Maintenance- Minor Equip	565	450	450	440
Maintenance- Radios & Asso	381	1,360	1,562	1,360
Maintenance- Fire Fighting	5,319	10,220	9,787	10,520
Total Supplies & Maint	<u>78,205</u>	<u>115,063</u>	<u>126,751</u>	<u>105,920</u>
Services				
Consultants	-	-	-	-
Electricity	9,514	10,200	11,347	12,000
Water	558	1,530	1,907	1,500
Natural Gas	2,107	3,005	3,838	5,330
Telephone	5,647	2,870	2,999	3,200
Sewer	320	495	585	1,300
Postage	217	550	501	450
Cable Television	53	-	-	-
Travel/Training	7,765	6,795	6,875	10,000
General Liability Insurance	7,817	8,465	8,463	8,500
Equipment Rental/Lease	1,800	1,800	1,800	1,800
Long-Term Lease/Purchase	48,213	49,465	49,465	96,579
Fire Prevention Program	827	1,080	916	1,080
Dues/Subscription/Membersh	1,800	2,325	2,325	3,000
Call Response Reimbursement	22,295	23,000	23,195	23,000
Total Services	<u>108,933</u>	<u>111,580</u>	<u>114,215</u>	<u>167,739</u>

FIRE EXPENDITURES, cont.

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Capital Outlay				
Fire Fighting Equip	5,709	9,000	8,787	-
Office Equipment	-	-	-	-
Radios & Assoc Equip	8,688	8,372	-	14,300
Other Vehicles	-	-	-	-
Misc Tools & Equip	-	-	-	-
Property Improvements	59,297	-	79,498	-
Improvements to Vehicles	-	-	-	-
Total Capital Outlay	<u>73,694</u>	<u>17,372</u>	<u>88,285</u>	<u>14,300</u>
Total Fire	<u><u>357,919</u></u>	<u><u>351,429</u></u>	<u><u>434,354</u></u>	<u><u>412,721</u></u>

FLEET MAINTENANCE

DEPARTMENT 48

MISSION STATEMENT

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

DESCRIPTION

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

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

Staffing			
Title	2011-12	2012-13	2013-14
Fleet Maintenance Superintendent	1	1	1
Mechanic I	0	0	1
Mechanic II	1	1	1
Administrative Assistant	1	1	1
Total Staffing	3	3	4

Recent Accomplishments

- Rebuilt all cylinders on a John Deere backhoe
- Rebuilt brake system and replaced springs on Trolley
- Rebuilt PTO system on dump truck
- Rebuilt rear-end and brakes on backhoe
- Rigged and outfitted new police vehicles
- Repaired generator at City Hall

OPPORTUNITIES AND CHALLENGES

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

OBJECTIVES AND STRATEGIES

1 Ensure a safe and efficient fleet for City operations.
Related to City Council Goal: Infrastructure Basics.

- Routine maintenance is performed every 5,000 miles on fleet vehicles.

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

2 Extend the useful life of City assets.
Related to City Council Goal: Infrastructure Basics.

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

3 Foster a "customer-oriented" approach toward internal and external City departments.
Related to City Council Goal: Intergovernmental Relationships.

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

FLEET EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	104,161	117,841	111,645	164,546
FICA	8,728	9,387	9,329	13,080
Vacation	6,259	-	4,076	-
Sick Leave	3,136	-	3,533	-
Overtime	468	2,000	12	2,000
Retirement	18,695	20,122	20,212	27,773
Longevity	3,710	4,070	4,070	4,430
Insurance	22,023	22,173	23,740	37,828
Workers Compensation	1,616	1,667	1,955	3,240
Texas Workforce Commission	783	297	783	396
Total Personnel Costs	<u>169,580</u>	<u>177,557</u>	<u>179,356</u>	<u>253,294</u>
Supplies & Maintenance				
Office Supplies	361	400	355	400
Books, Maps, Pamphlets	-	-	-	-
Copier Expense	0	-	2	850
Janitorial Supplies	267	520	573	520
Wearing Apparel	1,503	1,000	1,721	1,500
Vehicle Fuel	16,075	15,900	11,732	13,000
Chemicals	597	600	245	600
Non-Capital Tools & Equip	2,421	5,580	8,378	7,500
Maintenance- Buildings	30	50	5	50
Maintenance- Motor Vehicles	1,033	1,330	1,366	1,330
Maintenance- Minor Equip	647	510	386	510
Maintenance- Radios & Assoc	-	-	-	-
Maintenance- Tanks	939	1,000	505	1,000
Total Supplies & Maint	<u>23,873</u>	<u>26,890</u>	<u>25,268</u>	<u>27,260</u>
Services				
Telephone	906	1,060	563	2,000
Postage	6	50	46	50
Travel/Training	630	1,000	1,138	1,000
General Liability Insurance	3,919	3,950	4,349	4,350
Equipment Rental/Lease	603	800	805	800
Long-term Purchase/Lease	-	6,566	2,236	4,472
Miscellaneous Fees	-	-	-	-
Total Services	<u>6,064</u>	<u>13,426</u>	<u>9,137</u>	<u>12,672</u>
Capital Outlay				
Miscellaneous Tools & Equip.	-	37,500	34,402	25,000
Total Capital Outlay	<u>-</u>	<u>37,500</u>	<u>34,402</u>	<u>25,000</u>
Total Fleet Maintenance	<u><u>199,517</u></u>	<u><u>255,373</u></u>	<u><u>248,163</u></u>	<u><u>318,225</u></u>

BUILDING MAINTENANCE

DEPARTMENT 49

MISSION STATEMENT

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

DESCRIPTION

Building Maintenance is responsible for the maintenance and repair of all City-owned property. City buildings include City Hall, Municipal Service Center, Opera House, American Town Hall, Fire Stations, Water and Wastewater Treatment Plants, Forestry Building, City Pool, Ball Field Concessions, Langdon Center, Conference Center and the Regional Airport, for a total of 300,000 square feet.

This department maintains all structures, including facilities infrastructure. It is also responsible for soliciting contracts for specialized routine maintenance, assisting other departments in preparing for events, and providing custodial services for City facilities.

Staffing			
Title	2011-12	2012-13	2013-14
Building Maintenance Superintendent	1	1	1
Master Maintenance Technician	1	3	3
Building Maintenance Technician	2	1	1
Custodians	3	4	4
Total Staffing	7	9	9

Recent Accomplishments

- Facilitated improvements to historic buildings in Lambert Branch Park and at the Langdon Center.
- Redoing structure of American Town Hall.
- Painted City Hall.

OPPORTUNITIES AND CHALLENGES

The Building Maintenance department outsources certain projects, but there is an opportunity to save money by taking on more projects with the current staff.

OBJECTIVES AND STRATEGIES

1 Provide a safe, clean and efficient work environment for City operations.
Related to City Council Goal: Service Delivery.

- Clean buildings regularly

- Respond to work orders daily

2 Provide a safe, clean and welcoming environment for visitors.
Related to City Council Goal: Service Delivery.

- Clean buildings regularly
- Respond to work orders daily

3 Prolong useful life of major building components.
Related to City Council Goal: Infrastructure Basics.

- Provide routine maintenance, such as painting, clearing, and repairing structure as needed.

BUILDING MAINTENANCE EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	203,026	311,894	273,348	319,070
FICA	16,862	24,704	22,260	25,269
Vacation	12,600	-	8,231	-
Sick Leave	6,370	-	12,406	-
Overtime	2,329	2,500	3,050	2,500
Retirement	36,703	52,955	49,517	53,655
Longevity	7,700	8,540	8,020	8,740
Insurance	48,621	66,519	65,032	85,114
Workers Compensation	5,363	7,372	8,643	9,662
Texas Workforce Commission	1,814	891	2,638	891
Contract Labor	5,592	6,093	6,966	-
Total Personnel Costs	346,981	481,468	460,111	504,901
Supplies & Maintenance				
Office Supplies	213	180	103	180
Books, Maps, Pamphlets	-	-	-	-
Copier Expense	-	5	1	980
Janitorial Supplies	7,437	6,630	8,108	9,000
Wearing Apparel	3,482	3,970	3,590	4,000
Vehicle Fuel	9,497	9,520	13,192	9,520
Non-Capital Tools & Equip	3,116	1,490	1,450	1,120
Maintenance- Buildings	39,338	76,748	83,438	55,200
Maintenance- Motor Vehicles	2,241	1,920	972	2,000
Maintenance- Minor Equip	-	-	-	-
Maintenance- Radios & Assoc	-	-	-	-
Total Supplies & Maint	65,325	100,463	110,854	82,000
Services				
Consultants, Architects, Engin	2,566	-	-	-
Electricity	-	-	356	500
Natural Gas	-	-	-	2,400
Telephone	1,652	3,540	3,794	3,560
Postage	-	10	5	-
Travel/Training	567	1,000	60	500
General Liability Insurance	4,782	4,800	4,442	4,800
Equipment Rental/Lease	-	-	-	-
Contract Services	-	-	-	19,000
Total Services	9,567	9,350	8,812	30,760
Capital Outlay				
Building & Build. Improvements	-	5,900	5,900	-
Other Vehicles	-	-	-	24,000
Miscellaneous Tools	-	-	-	-
Total Capital Outlay	-	5,900	5,900	24,000
Total Building Maintenance	421,873	597,181	585,676	641,661

PARKS AND RECREATION

DEPARTMENT 50

MISSION STATEMENT

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

DESCRIPTION

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

Staffing			
Title	2011-12	2012-13	2013-14
Parks Department Superintendent	1	1	1
Parks and Recreation Foreman	2	2	2
Recreational Coordinator	1	1	1
Assistant Recreation Coordinator	0	0	1
Park Laborer	12	11	13
Park Laborer/Custodian	1	1	1
Park Concession Manager	1	1	1
Assistant Park Concession Manager	1	0	0
Part-Time Park Laborer	3	3	1
Part-Time Park Laborer/Custodian	0	1	1
Part-Time Seasonal Laborer	4	4	3
Total Staffing	26	25	25

Recent Accomplishments

- Worked with community members for Easter Egg Hunt, which attracted 2,500 people.
- Worked with Granbury Soccer Association Tournament to bring more than 100 teams to the area.
- Increased baseball and softball tournaments from 1 to 10.
- Facilitating the development of the Skate Park.
- Opened Bark Park.
- Added 2 baskets to the Disc Golf course (21 hole course).

OPPORTUNITIES AND CHALLENGES

The Parks and Recreation department already hosts baseball and soccer tournaments during the year, but there is always opportunity for more growth in that area. The Recreation Coordinator is working to build relationships with tournament coordinators and to attract different events to the area.

OBJECTIVES AND STRATEGIES

1 Provide ongoing maintenance and operation of the City of Granbury parks and sports facility system to provide safe and attractive places for recreation.

Related to City Council Goal: Community Development.

- Evaluate property for necessary maintenance daily.
- Mow properties weekly from March-October and as needed during the remainder of the year.
- Evaluate safety of equipment and pool daily.

2 Cultivate effective partnerships with other departments, agencies, organizations and citizens to provide quality service to the City.

Related to City Council Goal: Intergovernmental Relationships.

- Respond to citizen inquires and requests within a day.
- Participate in staff meeting with other departments when needed.

3 Continue to explore funding opportunities such as grants and other sources for future park development.

Related to City Council Goal: Economic Development.

4 Use the Parks, Recreation, and Open Space Master Plan, which was adopted on May 3, 2011 by City Council, as a guide for direction of future projects.

Related to City Council Goal: Infrastructure Basics.

- Work with the Parks Board and the citizens for input on projects to be completed.

PARKS & RECREATION EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Salaries	586,720	648,213	608,851	719,886
FICA	49,823	51,983	49,669	57,538
Vacation	23,248	-	16,452	-
Sick Leave	11,323	-	14,437	-
Overtime	38,464	20,000	11,290	20,000
Retirement	83,559	76,515	88,228	101,854
Longevity	9,820	11,300	10,780	12,240
Hospitalization Insurance	119,055	110,866	124,267	179,685
Workers Compensation	14,855	13,148	15,415	18,492
Texas Workforce Commission	7,651	2,277	8,492	2,475
Total Personnel Costs	944,519	934,301	947,880	1,112,169
Supplies & Maintenance				
Office Supplies	1,223	790	722	790
Books, Maps, Pamphlets	-	-	-	-
Copier Expense	259	2,300	2,341	2,500
Janitorial Supplies	7,269	6,400	8,778	5,600
Wearing Apparel	6,835	6,500	6,180	5,000
Vehicle Fuel	35,047	25,000	33,767	25,000
Chemicals	1,604	2,420	2,309	2,820
Non-Capital Tools & Equip	4,695	5,000	6,845	8,800
Maintenance- Buildings	2,884	5,890	6,211	6,000
Maintenance- Vehicles	6,760	6,760	5,426	6,760
Maintenance- Minor Equip	1,603	1,650	1,468	1,650
Maintenance-Pumps	5,477	8,000	6,282	8,000
Maintenance- Heavy Equip	5,240	5,740	5,222	5,740
Maintenance- Events	65	-	-	-
Maintenance- Grounds	22,976	36,771	36,208	35,000
Maintenance-Groundskeeping	16,170	11,500	10,619	11,500
Maintenance- Holiday Deco	4,157	4,320	38,263	4,320
Maintenance- Radios	-	-	-	-
Maintenance- Stage/Tents	4,520	7,000	6,188	7,000
Maintenance- Signs	472	700	910	500
Total Supplies & Maint	127,256	136,741	177,737	136,980

PARKS & RECREATION EXPENDITURES, cont.

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Services				
Consultants/Arch/Engin	11,990	5,000	20,435	5,000
Electricity	14,994	12,000	21,788	30,000
Water	12,745	8,600	14,952	23,000
Telephone	2,930	3,600	3,284	4,490
Sewer	1,564	1,700	2,506	5,000
Postage	40	50	50	50
Travel/Training	4,000	2,050	1,821	1,100
Advertising	-	800	-	800
General Liability Insurance	19,391	19,500	20,015	19,500
Equipment Rental/Lease	6,800	11,670	8,340	11,670
Long-term Lease/Purchase	-	5,472	2,245	25,886
Employee Safety Expense	-	-	-	-
Dues/Subscription/Member	224	250	52	250
Online Transaction Fees	-	-	245	-
Recreation Activity Expenses	23,179	15,200	15,892	20,000
Total Services	<u>97,856</u>	<u>85,892</u>	<u>111,627</u>	<u>146,746</u>
Capital Outlay				
Radios & Associated Equip	-	-	-	-
Pickups	-	-	-	-
Other Vehicles	-	7,000	6,462	-
Signs	-	-	-	-
Swimming Pool Equipment	-	-	-	-
Groundskeeping Equipment	24,000	-	-	24,000
Playground Equipment	8,954	16,799	16,799	-
Miscellaneous Tools	-	-	-	-
Property Improvements	1,542	100,000	15,896	1,002,200
Fences	-	-	-	-
Sidewalks, Curbs, Gutte	-	-	-	-
Land	-	-	-	-
Total Capital Outlay	<u>34,496</u>	<u>123,799</u>	<u>39,157</u>	<u>1,026,200</u>

PARKS & RECREATION EXPENDITURES, cont.

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
<u>Swimming Pool</u>				
Personnel				
Contract Labor	3,157	3,450	2,301	2,700
Supplies and Maintenance				
Concession Supplies- Resale	(174)	4,400	4,856	5,000
Concession Supplies	10	310	308	200
Pool- Chemicals	8,499	8,500	8,294	8,500
Non-Capital Tools & Equip	3,594	2,800	2,733	4,300
Maintenance- Pool	18,376	22,980	22,439	18,480
Total Supplies and Maint	30,305	38,990	38,629	36,480
Services				
Electricity	9,130	9,200	7,435	13,000
Water	7,937	4,500	13,808	10,000
Telephone	-	-	-	-
Sewer	283	1,200	808	1,200
Bank Card Fees	75	-	127	-
Total Services	17,424	14,900	22,178	24,200
<u>Ballfields</u>				
Supplies and Maintenance				
Concessions for Resale	10,724	13,240	14,385	17,000
Concession Supplies	385	760	797	500
Non-Cap'l Tools & Equip	-	400	289	400
Maintenance- Ballfields	15,664	29,800	29,560	18,800
Maintenance- Ball. Signs	34	2,000	1,694	2,000
Total Supplies and Maint	26,807	46,200	46,724	38,700
Services				
Electricity	14,540	8,000	26,397	20,000
Water	1,108	1,500	2,194	2,000
Sewer	34	-	205	480
Bank Card Fees	105	-	30	-
Total Services	15,787	9,500	28,826	22,480

PARKS & RECREATION EXPENDITURES, cont.

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Soccer Fields				
Supplies and Maintenance				
Maintenance- Soccer Fields	3,388	5,760	5,628	5,760
Total Supplies and Maint	3,388	5,760	5,628	5,760
Services				
Electricity	534	750	727	1,200
Water	-	400	-	-
Total Services	534	1,150	727	1,200
Beaches				
Personnel				
Contract Labor	20,160	30,000	17,496	30,000
Supplies and Maintenance				
Concessions for Resale	(174)	-	-	1,000
Concession Supplies	-	-	-	1,500
Non-Cap'l Tools & Equip	1,840	2,000	1,866	2,000
Maintenance- Beach Signs	-	-	-	-
Maintenance- Beaches	8,716	3,050	2,065	10,000
Total Supplies and Maint	10,382	5,050	3,931	14,500
Services				
Electricity	2,682	4,000	2,860	5,000
Water	1,491	5,000	4,776	2,600
Telephone	356	400	291	400
Sewer	-	-	150	500
Chemicals	1,177	2,000	2,000	2,000
Bank Card Fees	65	600	30	600
Total Services	5,771	12,000	10,107	11,100
Total Parks and Recreation	1,337,842	1,447,733	1,452,949	2,609,215



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CEMETERY

DEPARTMENT 51

MISSION STATEMENT

To maintain and improve attractive and peaceful grounds.

DESCRIPTION

The Cemetery Department tracks the costs of maintenance of the Municipal Cemetery. Those services consist of mowing, trimming and repairs necessary to maintain the appearance of the property.

Staffing			
Title	2011-12	2012-13	2013-14
Cemetery Attendant	1	1	1
Total Staffing	1	1	1

Recent Accomplishments

- Replacement of the cemetery fence over the past five years.
- Road Improvements.

OPPORTUNITIES AND CHALLENGES

An opportunity exists for the department to survey the existing cemetery in order to update and verify the accuracy of the cemetery records. Another opportunity is to develop an additional section of the grounds. Currently, there is no Master Plan for the Cemetery, but if one was developed, it would offer direction to City staff for the future of the cemetery.

OBJECTIVES AND STRATEGIES

- 1 Develop and maintain cemetery grounds with courtesy and respect.
Related to City Council Goal: Infrastructure Basics.
 - Mow continually during growing season.
 - Evaluate property and fences for necessary maintenance daily

CEMETERY EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Salaries	16,289	24,910	22,377	25,666
FICA	1,501	1,948	1,869	2,015
Vacation	890	-	1,060	-
Sick Leave	716	-	1,225	-
Overtime	630	-	91	-
Retirement	3,183	4,175	4,128	4,278
Longevity	430	550	550	670
Hospitalization Insurance	5,515	7,391	7,893	9,457
Workers Compensation	782	809	949	1,064
Texas Workforce Commission	85	99	261	99
Total Personnel Costs	<u>30,021</u>	<u>39,881</u>	<u>40,404</u>	<u>43,249</u>
Supplies & Maintenance				
Chemicals	528	550	535	550
Minor Tools & Equipment	63	140	140	140
Maintenance- Minor Equip	162	230	199	230
Maintenance-Roadways	-	800	691	800
Maintenance- Grounds	317	2,760	2,634	2,760
Maintenance- Grounds Equip	32	-	(41)	-
Total Supplies & Maint	<u>1,100</u>	<u>4,480</u>	<u>4,158</u>	<u>4,480</u>
Services				
Consultants, Architect, Eng.	760	-	-	-
General Liability Insurance	246	250	230	250
Total Services	<u>1,006</u>	<u>250</u>	<u>230</u>	<u>250</u>
Capital Outlay				
Groundskeeping Equipment	-	-	-	-
Property Improvements	-	-	-	-
Fences	-	55,436	55,436	-
Total Capital Outlay	<u>-</u>	<u>55,436</u>	<u>55,436</u>	<u>-</u>
Total Cemetery	<u><u>32,128</u></u>	<u><u>100,047</u></u>	<u><u>100,229</u></u>	<u><u>47,979</u></u>

NON-DEPARTMENTAL

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Supplies & Maintenance				
Office Supplies	-	-	-	-
Concessions for Resale/Mach	37	-	-	-
Wearing Apparel	550	550	550	550
Maintenance- Buildings	-	2,000	2,000	2,000
Total Supplies & Maint	587	2,550	2,550	2,550
Services				
Consultants/Arch/Engin	12,346	132,093	134,987	30,000
Electricity	122,408	120,000	141,365	176,000
Water	14,762	13,000	17,617	45,000
Natural Gas	1,219	1,000	1,424	1,400
Sewer	2,441	2,500	2,204	4,600
Inventory Damage/Loss			6,540	
Cable Television	82	350	-	350
Bridge St Museum Expense	11,761	16,138	15,230	16,000
General Liability Insurance	14,086	14,100	12,365	14,100
Property Lease Dock	8,100	8,100	8,100	8,100
Meeting Expenses	898	1,000	1,002	1,000
Equipment Lease	5,040	5,040	5,040	5,040
Office Lease	-	-	-	-
Special Property Expense	36,526	45,000	38,002	45,000
Tax Appraisal- Collection	80,353	80,505	83,505	82,745
HEB 380 Reimbursement	25,879	80,000	138,995	80,000
Acton Distr Reimbursement	8,101	21,000	9,886	21,000
Contribution to EcoDev	25,000	50,000	50,000	50,000
Vybranz Revenue Recovery	-		7,171	-
Contingency Expense	-	35,979	-	100,000
Miscellaneous Expense	-	-	27,107	-
Cafeteria/Banking Fees	9,482	15,000	3,286	5,000
Special Assessment	2,000	2,000	2,000	2,000
Total Services	380,482	642,805	705,826	687,335
Interfund Transfers				
Transfer to Airport Fund	-	150,806	150,806	174,948
Transfer to Tourism Fund	497,029	547,776	547,776	497,440
Transfer to General Debt Svc	-	-	-	-
Transfer to Gby Hist Properties	40,000	70,000	70,000	50,000
Total Interfund Transfers	537,029	768,582	768,582	722,388
Capital Outlay				
Building & Improvements	7,151	-	-	-
Total Capital Outlay	7,151	-	-	-

UTILITY FUND

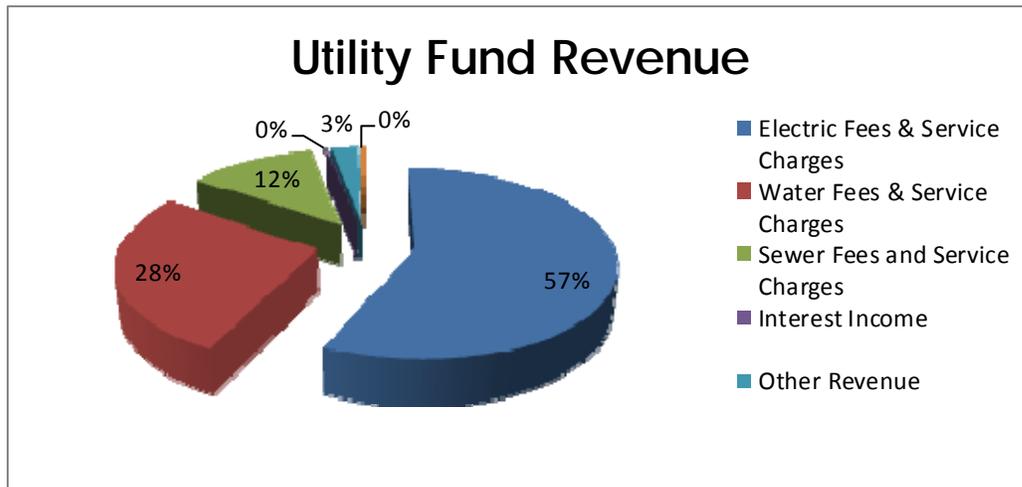
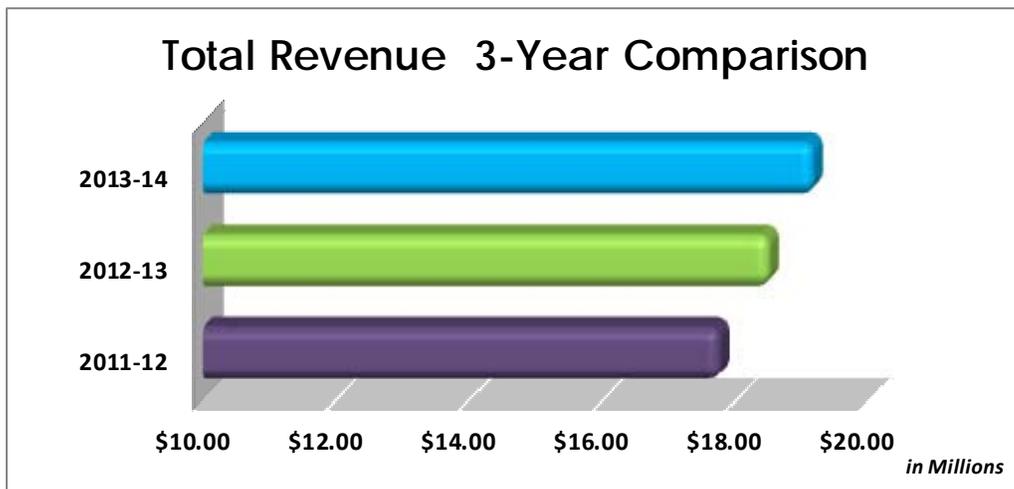
The Utility Fund is an Enterprise Fund of the City. Enterprise Funds are used to account for those operations that are financed and operated in a manner similar to private business enterprises. The intent is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

Services provided by the Utility Fund include Utility Administration (utility billing and collection and customer service), meter reading, water treatment and distribution, electric, services, wastewater collection and treatment, fleet maintenance, building maintenance, warehouse services and community services.

The Fund's source of revenue is the charge for water, sewer and electric services. Utility rates are set by the City Council.

UTILITY FUND REVENUES

Revenue Type	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Electric Fees & Service Charges	11,428,905	11,212,365	11,005,034	10,925,804
Water Fees & Service Charges	4,012,603	4,929,827	4,706,753	5,263,223
Sewer Fees and Service Charges	1,784,412	2,178,289	2,028,095	2,370,256
Interest Income	15,484	15,000	17,908	18,000
Other Revenue	473,789	490,100	362,691	505,100
Interfund Transfers	39,498	520,794	375,594	67,500
TOTAL REVENUES	17,754,690	19,346,375	18,496,075	19,149,883



UTILITY FUND REVENUES (DETAIL)

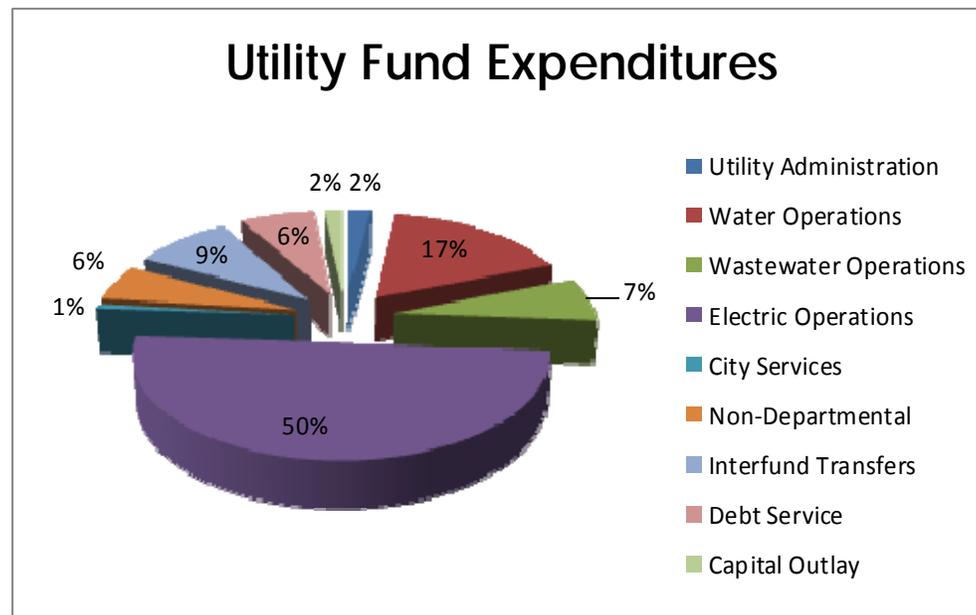
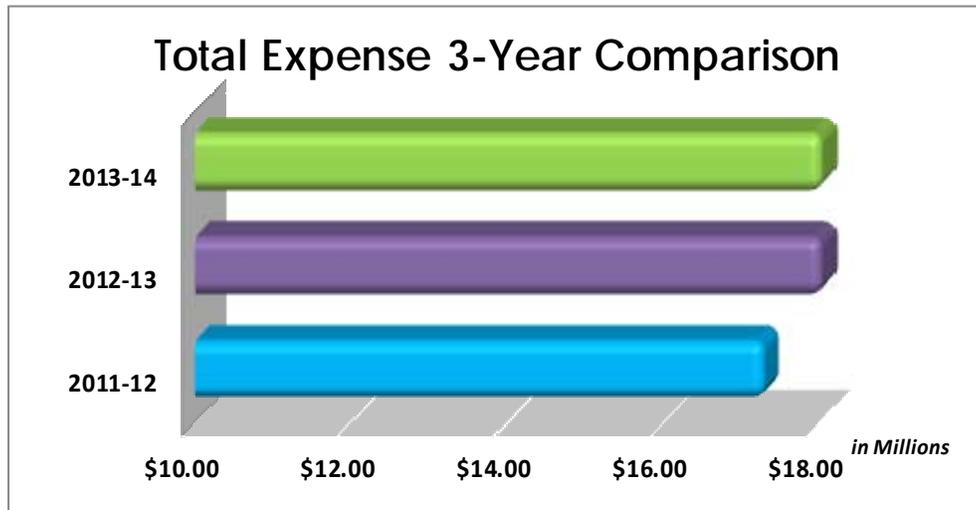
Revenue Type	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Electric Services				
Electric Service	11,379,376	11,147,725	10,941,274	10,882,204
D&D Light Rental	42,834	46,505	42,825	43,000
Electric Meter Set Fee	6,375	-	375	-
Sale of Electric Meters	320	18,136	20,560	600
Total Electric Revenues	11,428,905	11,212,365	11,005,034	10,925,804
Water Services				
Water Service	3,981,308	4,906,327	4,660,035	5,232,723
Water Taps	12,285	8,000	17,605	10,000
Sale of Raw Water	-	-	-	-
Meter Setting Fees	19,010	15,000	29,113	20,000
Sale of Water Meters	-	500	-	500
Total Water Revenues	4,012,603	4,929,827	4,706,753	5,263,223
Wastewater Services				
Developer's Costs & Fees	4,317	5,000	12,316	7,000
Wastewater Service	1,773,165	2,167,289	2,003,964	2,358,256
Wastewater Taps	4,200	6,000	7,085	5,000
Special Sewer Maint Assessm	2,730	-	4,730	-
Total Wastewater Revenues	1,784,412	2,178,289	2,028,095	2,370,256
Interest Income				
Interest Income	15,484	15,000	17,908	18,000
Total Interest Income	15,484	15,000	17,908	18,000

UTILITY FUND REVENUES (DETAIL), cont.

Revenue Type	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Other Revenue				
From Fund Balance	-	-	-	-
Reconnect Fees	9,625	13,000	22,540	16,000
Groundwater District Fees	157,226	180,000	116,629	180,000
Senior Discount	(35)	-	-	-
Drainage Fees	-	72,000	-	72,000
Sanitation Service	241	-	330	-
Transfer Fees	-	-	-	-
Penalty Income	195,830	170,000	184,676	175,000
Cost Share Contributions	2,004	-	-	-
Miscellaneous Income	16,000	40,000	22,799	40,000
EMS Service	-	-	-	-
Careflite Service	-	-	-	-
Sale of Assets SWATS	70,659	-	-	-
Proceeds from Auction	-	-	(7,215)	-
Sale of Garbage Bags	-	100	-	100
Cash Short/Over	(160)	-	(188)	-
Loss on Disposal of Fixed A.	-	-	-	-
Contribution	-	-	-	-
Non-Revenue Income	-	-	-	-
Service Fees	22,400	15,000	23,121	22,000
Other Sources	-	-	-	-
Total Other Revenue	473,789	490,100	362,691	505,100
Interfund Transfers				
Transfer from URB	-	-	-	-
Transfer in Impact Fees	39,498	520,794	375,594	67,500
Total Interfund Transfers	39,498	520,794	375,594	67,500
Total Utility Fund Revenue	17,754,690	19,346,375	18,496,075	19,149,883

UTILITY FUND EXPENDITURES

Expenditure Type	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Utility Administration	322,316	250,598	316,914	388,135
Water Operations	2,773,731	3,047,939	2,914,908	3,193,120
Wastewater Operations	1,092,222	1,167,615	1,212,304	1,332,854
Electric Operations	9,386,886	9,384,325	9,187,047	9,341,429
City Services	184,102	193,827	194,085	148,326
Non-Departmental	1,388,555	1,703,349	1,678,206	1,090,158
Interfund Transfers	867,114	972,630	662,399	1,696,969
Debt Service	1,169,403	1,248,573	1,546,261	1,245,203
Capital Outlay	78,619	759,206	438,201	313,607
TOTAL EXPENDITURES	17,262,949	18,728,062	18,150,325	18,749,800



UTILITY ADMINISTRATION

DEPARTMENT 60

MISSION STATEMENT

To administer accurate billing for the City of Granbury’s utility services, while providing quality customer service to the citizens of Granbury.

DESCRIPTION

The Utility Administration department is responsible for the billing and collection of payments for electric, water, sewer, solid waste services, hangar rent and other fees. Another major function of Utility Administration is customer service, both in person & by phone. This office works closely with the Meter Reading division in the coordination & handling of all work orders pertaining to utility services and accounts, including but not limited to: service connections, disconnections, transfers, collection of deposits and related duties. Professional response to customer questions and complaints regarding utility billing, trash services, air ambulance, parks donations and other services are frequent and of extremely high volume. Additionally, account delinquency procedures, for both active and inactive accounts, are initiated by this office.

Recent Highlights

- Within the last year, the department has streamlined and closely monitored the billing edit process, resulting in marked improvement in billing accuracy. This has greatly reduced the number of errors and resulting customer concerns, improving credibility and perception
- The implementation of a new Utilities Rate Structure was successfully completed in June, 2013, after 1-1/2 years of preparation.

Staffing			
Title	2011-12	2012-13	2013-14
Utility Billing Manager	0	0	1
Utility Billing Supervisor	1	1	1
Utility Billing Clerk	1	1	1
Total Staffing	2	2	3

OPPORTUNITIES AND CHALLENGES

The department has researched opportunities such as a utility billing kiosk, for the acceptance of payments 24/7, and continues the encouragement of payment options such as automatic draft and online bill-pay. These options and efforts not only improve customer service but also work to decrease the desk load and volume directly on billing staff. We have also considered the processing and printing of utility bills in-house, thereby reducing cost and allowing for the use of bills for the purposes of merchant advertisement, city marketing, and distribution of information to the community.

Challenges of Utility Billing continue to include the satisfaction of customers, in situations of conflict, and in an economy which is stressful to them financially. We strive to provide an

appropriate level of flexibility, amidst the current economic situation. One current challenge is the encouragement of energy and water conservation.

OBJECTIVES AND STRATEGIES

1 Ensure the efficient delivery and timely and accurate billing and payment information to our customers, and the subsequent processing of and receipt of these payments.
Related to City Council Goal: Service Delivery.

2 Via effective communication and a professional attitude, respond to customer requests and concerns equitably, to their satisfaction, and in a timely manner.
Related to City Council Goal: Service Delivery.

3 Safeguard the City's monies and other assets.
Related to City Council Goal: Service Delivery.

- Process payments and cash receipts as they are received.
- Make deposits on a daily basis.

4 Increase the public awareness of utility issues and topics through proactive communication with citizens.
Related to City Council Goal: Citizen Involvement.

- Held meetings, provided publications, and offered personalized service throughout the process of implementation of and transfer to new utility rate structures.

UTILITY ADMINISTRATION EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	56,051	62,087	60,648	126,916
FICA	6,559	4,877	4,837	9,862
Vacation	3,311	-	2,400	-
Sick Leave	15,094	-	858	-
Overtime	52	500	712	725
Retirement	13,925	10,453	10,704	20,939
Longevity	4,390	1,160	1,160	1,280
Insurance	12,876	14,782	14,607	28,371
Workers Compensation	158	131	153	339
Texas Workforce Commission	783	198	724	297
Total Personnel Costs	113,199	94,188	96,802	188,729
Supplies & Maintenance				
Office Supplies	1,127	700	1,084	1,200
Books, Maps, Pamphlets	-	-	-	300
Copier Expense	1,136	1,300	1,368	1,750
Non-Capital Tools & Equip	-	400	-	950
Maintenance- Office Equipment	25	100	632	100
Maintenance- Radios	-	-	-	-
Total Supplies & Maint	2,288	2,500	3,084	4,300
Services				
Telephone	1,587	1,600	1,706	1,790
Postage	29,893	24,450	31,888	26,000
Travel/Training	-	700	-	2,000
Printing	13,989	12,100	13,467	14,100
General Liability Insurance	532	550	500	550
Dues/Subscriptions/Membersh	-	-	-	-
Bad Debt Expense	94,614	60,380	99,768	92,366
Depreciation Expense	-	-	(0)	-
Computer Programming	625	630	656	800
Bank Fees	61,841	52,000	68,130	56,000
Collection Agency Fees	3,748	1,500	913	1,500
Total Services	206,829	153,910	217,028	195,106
Capital Outlay				
Furniture & Fixtures	-	-	-	-
Office Equipment	-	-	-	-
Total Capital Outlay	-	-	-	-
Total Utility Administration	322,316	250,598	316,914	388,135

METER READING

DEPARTMENT 70

MISSION STATEMENT

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

DESCRIPTION

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

Staffing			
Title	2011-12	2012-13	2013-14
Neighborhood Services Coordinator	0	1	1
Lead Meter Reader & Maintenance Technician	0	1	1
Meter Reader & Maintenance Technician	0	1	1
Quality Control Foreman	1	0	0
Meter Reader	1	0	0
Total Staffing	2	3	3

Recent Highlights

- Recovery of approximately \$300K in electric revenue, due to large electric meter (C.T.) testing and error correction
- Implementation of an effective meter monitoring and maintenance program; recovering lost revenue due to meter stoppages and other malfunctions.
- Collection of meter size information on over 3,500 water meters, necessary for the implementation of new rate structures
- Progress and advancement in the use of current radio technologies in meter reading

OPPORTUNITIES AND CHALLENGES

The opportunities in Meter Reading/ Meter Maintenance are great. The effectiveness of meter monitoring, testing, and replacement have made a great financial impact. The challenges continue to include those of ever-changing metering technologies and staffing positions which include working in non-ideal outdoor conditions, and with a heavy workload, requiring mechanical skills and expertise.

OBJECTIVES AND STRATEGIES

1 Provide accurate meter information to Utility Billing in a timely and cost effective manner.
Related to City Council Goal: Infrastructure Basics.

- Read over 7,000 water and electric meters accurately, within three billing cycles monthly.
- Via effective surveillance and detailed fine editing processes, pinpoint meters with questionable function; test, replace, or repair or take appropriate corrective actions.
- Communicate and coordinate with Utility Billing staff regarding meter concerns and problems, thereby “bridging the gap” between the Meters and Billing divisions.

2 Deliver services to customers in a timely, professional manner.
Related to City Council Goal: Service Delivery.

- Respond to work orders daily, or within 24 hours, at most.
- Effectively and professionally respond to customer concerns, in person. Answer questions in plain language and to their understanding.

3 Develop an ongoing meter maintenance program, ensuring the long-term maintenance and accuracy of the metering systems

- Increased saturation of the city with AMR/ Fixed meter reading systems
- Monitoring of meter age and consumptions, for prioritization of repair or replacement
- Consultation with experts, gaining recommendations for future beneficial projects and programs

METER READING EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	53,098	91,002	85,449	99,518
FICA	4,563	6,834	7,126	8,348
Vacation	3,471	-	1,590	-
Sick Leave	522	-	1,087	-
Overtime	3,708	7,200	6,161	9,600
Retirement	9,487	14,648	15,215	17,721
Insurance	11,664	22,173	13,134	28,371
Workers Compensation	1,195	2,060	2,415	3,345
Texas Workforce Commission	896	297	1,531	297
Contract Labor	29,936	-	-	-
Total Personnel Costs	118,949	144,344	133,708	167,199
Supplies & Maintenance				
Copier Expense	2	-	35	20
Wearing Apparel	1,997	2,000	2,503	2,400
Vehicle Fuel	8,757	10,200	12,876	12,000
Non-Capital Tools & Equip	3,478	4,000	4,644	5,600
Water ERT Project	10,607	-	11,193	-
Electric ERT Project	4,867	-	730	-
Maintenance- Motor Vehicles	1,249	1,500	1,416	2,500
Maintenance- Water Meters	8,069	4,850	15,172	12,600
Maintenance- Electric Meters	711	750	364	750
Maintenance- Radios & Assoc	9,667	6,960	-	6,960
Total Supplies & Maint	49,404	30,260	48,932	42,830
Services				
Consultants, Architects	3,137	-	2,727	1,000
Telephone	1,633	1,630	2,238	2,170
Travel/Training	6	150	313	4,000
General Liability Insurance	1,412	1,450	2,616	1,600
Long Term Lease/Purchase	-	-	-	4,322
Dues/Subscription/Membersh	70	140	-	640
Meter Testing	18,429	1,550	40	1,550
Employee Certification	-	350	-	1,550
Total Services	24,927	5,520	7,933	17,082
Capital Outlay				
Pickups	-	-	19,044	-
Radios & Assoc Equipment	11,983	-	-	-
Water Meters and Bases	49,060	50,000	86,984	50,000
Electric Meters and Bases	12,415	-	14,773	-
Total Capital Outlay	73,458	50,000	120,801	50,000
Total Meter Reading	266,739	230,124	311,374	277,111

GROUND WATER

DEPARTMENT 78

MISSION STATEMENT

To provide quality and cost-effective well water for the City of Granbury.

DESCRIPTION

The Ground Water Department was established to monitor the costs of producing well water for the City’s water operations.

OPPORTUNITIES AND CHALLENGES

An opportunity for this department is to continue to drill more wells to current operations. A major challenge for this department is to operate the facilities in a cost efficient manner to minimize water-usage rate increases.

Recent Highlights

- Drilled 7 new wells to increase water production.
- 5 more wells are proposed to be drilled in the coming year.

OBJECTIVES AND STRATEGIES

1 To maximize well water production for the City’s water operations at the least possible costs.
Related to City Council Goal: Infrastructure Basics.

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

2 Maintain safe drinking water sources for the City of Granbury.
Related to City Council Goal: Service Delivery.

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

3 Stay informed on changes of regulations for drinking water standards.
Related to City Council Goal: Service Delivery.

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

GROUND WATER EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Supplies and Maintenance				
Chemicals	28,173	35,500	35,687	37,500
Non-Capital Tools and Equip	11,269	11,048	11,313	11,000
Maintenance- Buildings	-	-	-	-
Maintenance- Plant Pump, Motor	31,465	42,000	51,680	36,000
Maintenance- Pump Stations	36,011	50,000	49,980	45,000
Total Supplies and Maintenance	<u>106,918</u>	<u>138,548</u>	<u>148,660</u>	<u>129,500</u>
Services				
Consultants, Architects, Engineer	-	-	-	-
Electricity	61,382	151,000	62,171	75,000
Sample Testing	2,295	3,052	2,643	3,100
Ground Water Distric Fees	102,480	180,000	105,844	180,000
Total Services	<u>166,156</u>	<u>334,052</u>	<u>170,658</u>	<u>258,100</u>
Capital Outlay				
Pumps, Motors, Chlorinators	-	-	-	-
New Water Wells	-	-	-	-
Land	-	-	-	-
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Ground Water	<u>273,074</u>	<u>472,600</u>	<u>319,317</u>	<u>387,600</u>

WATER TREATMENT

DEPARTMENT 79

MISSION STATEMENT

To provide a safe drinking water source for the City of Granbury.

DESCRIPTION

The Water Treatment department is primarily responsible for producing safe and acceptable water in accordance with State and Federal health standards. The plant’s personnel monitor bacteriological and physical properties of the water, respond to water quality inquiries and perform routine daily laboratory analysis.

Staffing			
Title	2011-12	2012-13	2013-14
Plant Operator I	4	3	4
Plant Operator II	2	3	3
Total Staffing	6	6	7

Recent Highlights

- Completed a 90-day pilot study in preparation for the construction of a new water plant.

OPPORTUNITIES AND CHALLENGES

To operate facilities in a cost-efficient manner to minimize water-usage rate increases.

OBJECTIVES AND STRATEGIES

1 Maintain safe drinking water source for Granbury.
Related to City Council Goal: Service Delivery.

- Perform laboratory analysis of water on a daily basis.
- Monitor treatment systems on a 24-hour basis via SCADA.

2 Stay informed on changes to regulations for drinking water standards.
Related to City Council Goal: Service Delivery.

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

3 Maintain and update the City’s water treatment facilities to meet regulatory requirements and the community’s water-use needs.
Related to City Council Goal: Infrastructure Basics.

- Repair and replace damaged or inefficient pumps and valves.

WATER TREATMENT EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	159,327	205,037	176,315	238,216
FICA	15,050	16,912	16,243	18,829
Vacation	6,388	-	11,967	-
Sick Leave	5,500	-	5,533	-
Overtime	30,572	12,000	23,612	5,000
Retirement	32,218	36,250	36,167	39,977
Longevity	3,430	4,030	2,900	3,380
Insurance	35,186	44,346	38,933	66,200
Workers Compensation	4,321	5,098	5,977	7,022
Texas Workforce Commission	1,296	594	1,556	693
Total Personnel Costs	293,288	324,268	319,204	379,317
Supplies & Maintenance				
Office Supplies	100	100	93	100
Copier Expense	-	2	0	-
Janitorial Supplies	52	200	66	200
Wearing Apparel	1,941	1,598	1,567	1,400
Chemicals	43,317	46,940	46,642	47,140
Non-Capital Tools & Equip	2,192	1,700	1,654	1,700
Laboratory Supplies	4,367	4,000	4,000	4,000
Maintenance- Plant Pumps	6,144	10,250	15,189	10,000
Maintenance - Sta Pumps & Val	52	-	-	-
Maintenance- Filters	19,466	65,000	64,764	35,000
Maintenance- EDR	1,959	2,190	2,141	2,190
Total Supplies & Maint	79,589	131,980	136,117	101,730
Services				
Consultant, Architect, Engin	7,756	9,725	-	9,725
Electricity	9,505	10,000	17,680	14,000
Water	1,006	1,700	2,839	1,700
Telephone	-	-	-	-
Sewer	577	900	1,234	1,200
Postage	13	100	24	100
Travel/Training	1,452	1,450	1,382	1,700
Water Inspection Fee	10,623	10,900	10,881	10,900
General Liability Insurance	1,470	1,500	1,571	1,500
Water Purchase- BRA	691,100	695,000	691,707	695,000
Water Purchase - SWATS	609,838	600,000	616,008	700,000
Dues/Subscriptions/Membersh	300	300	300	300
Other- Employee Certification	12	650	345	650
Sample Testing	8,500	5,500	5,500	15,000
Total Services	1,342,151	1,337,725	1,349,471	1,451,775

WATER DISTRIBUTION

DEPARTMENT 82

MISSION STATEMENT

To ensure the safe, efficient delivery of water to the City of Granbury.

DESCRIPTION

The Water Distribution department is responsible for routine inspection of water distribution lines; installation of water taps and meters; rehabilitation and replacement of damaged or inefficient water lines, meters, fire hydrants and valves. The department takes routine water samples to test the safety and efficiency of the system. Additionally, the department strives to recognize, follow and meet all Environmental Protection Agency and Safe Drinking Water Act regulations.

Staffing			
Title	2011-12	2012-13	2013-14
Water Distribution Superintendent	1	1	1
Water/Wastewater Foreman	0	0	1
Utility Equipment Operator I	1	0	0
Utility Equipment Operator II	2	2	2
Total Staffing	4	3	4

Recent Highlights

- More distribution lines added with recent takeovers.
- 3 more storage tanks have also been added.

OPPORTUNITIES AND CHALLENGES

This department has grown with two recent takeovers. With this growth, the department has noticed the limitation of having less personnel than in previous years.

OBJECTIVES AND STRATEGIES

1 Maintain the highest standard of water quality.
Related to City Council Goal: Service Delivery.

- Comply with EPA and TCEQ standards.
- Employees must receive 30 hours of training every 3 years.
- Test water samples
- Inspect water distribution lines constantly

2 Maintain service to customers and conserve water.
Related to City Council Goal: Infrastructure Basics.

- Respond to waterline breaks within 30 minutes.

3 Maintain and update the City's water distribution infrastructure.
Related to City Council Goal: Infrastructure Basics.

- Repair or replace damaged or inefficient water lines.
- Repair or replace damaged fire hydrants and valves.

WATER DISTRIBUTION EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	140,870	143,293	144,286	153,808
FICA	12,973	11,729	12,327	12,570
Vacation	7,839	-	4,305	-
Sick Leave	3,900	-	2,285	-
Overtime	18,633	7,000	8,147	7,000
Retirement	27,860	25,142	27,324	26,691
Longevity	3,625	3,030	3,030	3,510
Insurance	31,466	29,564	31,654	37,828
Workers Compensation	3,347	3,529	4,145	4,890
Texas Workforce Commission	1,171	396	1,049	396
Total Personnel Costs	251,686	223,683	238,552	246,694
Supplies & Maintenance				
Office Supplies	76	104	96	105
Janitorial Supplies	-	-	-	980
Wearing Apparel	2,265	2,300	2,632	2,300
Vehicle Fuel	15,837	8,800	16,619	12,000
Non-Capital Tools & Equip	1,607	18,950	19,119	5,000
Lab Equipment & Supplies	2,640	2,000	2,000	2,000
Maintenance- Motor Vehicles	4,965	11,250	6,200	11,250
Maintenance- Water Mains	56,988	74,279	77,331	58,600
Maintenance- Minor Equip	1,115	1,195	843	1,195
Maintenance- Water Service	18,004	21,200	22,410	17,000
Maintenance- Plant Pumps	3,247	3,400	3,329	3,400
Maintenance- Heavy Equip	15,565	12,550	12,626	7,550
Maintenance- Barricades	263	280	201	280
Maintenance- Hydrants	2,789	8,000	(472)	8,000
Maintenance- Pump Stations	6,976	9,000	8,929	9,000
Maintenance- Water Storage	5,006	55,650	28,451	5,000
Total Supplies & Maint	137,345	228,959	200,315	143,660
Services				
Consultants/Arch/Engin	-	7,290	-	7,000
Electricity	120,525	100,000	126,213	140,000
Telephone	1,125	2,050	1,934	1,640
Travel/Training	1,437	1,400	1,283	1,400
General Liability Insurance	20,238	20,350	20,312	20,350
Equipment Rental/Lease	-	1,100	147	1,100
Long-term Lease Purchase	53,488	9,850	4,981	77,182
Land Lease	5,000	5,000	5,000	5,000
Dues, Subscriptions, Membersh	350	350	350	350
Other - Employee Certification	582	700	634	700
Sample Testing	500	500	500	500
Total Services	203,318	148,600	161,359	255,232

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Capital Outlay				
Pumps & Motors	-	45,000	-	50,000
Shoring Equipment	-	8,000	11,500	-
Total Capital Outlay	-	53,000	11,500	50,000
Total Water Distribution	592,349	654,242	611,726	695,587

WASTEWATER TREATMENT

DEPARTMENT 83

MISSION STATEMENT

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

DESCRIPTION

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

Staffing			
Title	2011-12	2012-13	2013-14
Wastewater Superintendent	1	1	1
Wastewater Treatment Foreman	0	1	1
Lab Technician	1	1	1
Treatment Plant Maint. Technician	1	0	0
Plant Operators	3	3	3
Total Staffing	6	6	6

Recent Highlights

- No violations found on the 2012 TCEQ inspection.

OBJECTIVES AND STRATEGIES

1 Treat wastewater and return back to Lake Granbury.
Related to City Council Goal: Service Delivery.

- Meet TCEQ standards.
- Perform lab analysis of wastewater.

2 Stay informed on changes to regulations for wastewater standards.
Related to City Council Goal: Service Delivery.

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

3 Operate the wastewater facilities in the most cost efficient manner possible while maintaining effluent quality.
Related to City Council Goal: Infrastructure Basics.

- Repair and replace damaged or inefficient pumps and valves.

WASTEWATER TREATMENT EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	226,822	250,712	241,487	264,652
FICA	20,849	20,525	21,785	21,639
Vacation	13,637	-	12,706	-
Sick Leave	5,273	-	5,801	-
Overtime	28,374	9,000	27,220	9,000
Retirement	45,216	43,997	48,527	45,951
Longevity	7,870	8,590	8,590	9,210
Insurance	43,417	44,346	47,471	56,742
Workers Compensation	4,231	4,382	5,138	5,998
Texas Workforce Commission	1,651	594	1,564	594
Total Personnel Costs	397,340	382,147	420,289	413,786
Supplies & Maintenance				
Office Supplies	711	450	421	450
Books, Maps, Pamphlets	-	-	13	-
Copier Expense	67	-	27	980
Janitorial Supplies	963	700	1,055	700
Wearing Apparel	2,431	1,800	2,119	1,800
Vehicle Fuel	14,333	12,000	21,773	12,000
Chemicals	25,519	30,000	28,610	30,000
Non-Capital Tools & Equip	6,009	4,980	5,051	4,980
Laboratory Supplies	7,000	6,400	7,973	6,400
Maintenance- Buildings	182	600	425	600
Maintenance- Vehicles	5,597	4,100	7,063	4,100
Maintenance- Minor Equipm	-	1,000	16	1,000
Maintenance- Plant, Pumps, M.	27,074	42,000	44,431	42,000
Maintenance- UV	2,500	2,500	2,355	2,500
Maintenance- Heavy Equip	15,494	8,000	12,640	8,000
Maintenance- Sewer Service	92	250	313	250
Maintenance-Stations, Pumps	-	-	-	-
Maintenance-SCADA	-	5,000	5,000	3,000
Maintenance- Grounds	1,917	2,000	-	2,000
Maintenance- Radios & Assoc	965	1,000	-	1,000
Total Supplies & Maint	110,855	122,780	139,283	121,760

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Services				
Consultants/Arch/Engin	-	-	-	-
Electricity	160,982	150,000	202,507	240,000
Water	183	300	149	700
Telephone	1,022	1,060	711	740
Postage	53	60	47	60
Travel/Training	1,740	3,300	2,889	3,300
Advertising	-	500	-	500
Sewer Plant Inspection	10,705	12,500	11,233	12,500
Refuse Pickup	31,836	33,000	28,977	33,000
General Liability Insurance	16,380	16,500	14,302	16,500
Equipment Rental/Lease	-	1,020	1,020	1,020
Long-term Lease/Purchase	-	5,472	2,521	10,445
Dues, Subscriptions, Membersh	280	280	280	280
Employee Certification	777	800	333	800
Sample Testing	6,241	8,000	7,365	6,000
Total Services	230,198	232,792	272,334	325,845
Capital Outlay				
Lab & Other Equipment	-	-	-	24,935
Pickups	-	-	-	-
Groundskeeping Equipment	-	-	-	-
Pumps & Motors	-	-	-	-
Sewer Plant & Improvements	-	-	-	9,772
Total Capital Outlay	-	-	-	34,707
Total Wastewater Treatment	738,393	737,719	831,906	896,099

WASTEWATER COLLECTION

DEPARTMENT 85

MISSION STATEMENT

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

DESCRIPTION

The Wastewater Collection department maintains and rehabilitates the wastewater collection system through routine inspections of system facilities and restoration of broken or collapsed mains. The Department provides maintenance services including installation of wastewater taps; clearing, jet cleaning and camera inspection of lines. The City has 42 lift stations presently and many miles of sewer mains flowing to the City’s wastewater treatment plant.

Staffing			
Title	2011-12	2012-13	2013-14
Secretary	1	1	1
Utility Equipment Operator I	0	1	1
Utility Equipment Operator II	1	1	2
Total Staffing	2	3	4

Recent Highlights

- Increased to 42 lift stations.

OPPORTUNITIES AND CHALLENGES

An opportunity for the department is to use SCADA to monitor the lift stations. A possibility for the department would be to use alternative power methods to reduce the amount of electricity used. One major challenge for this department is the amount of trash or other items that are dumped into the manholes.

OBJECTIVES AND STRATEGIES

1 Maintain all public wastewater collection system lines in free-flowing condition.
Related to City Council Goal: Infrastructure Basics.

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

2 Respond to customer requests regarding the collection system quickly and efficiently.
Related to City Council Goal: Service Delivery.

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

WASTEWATER COLLECTION EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	39,961	87,762	60,199	115,701
FICA	3,891	7,386	5,488	9,312
Vacation	4,337	-	4,685	-
Sick Leave	1,755	-	2,806	-
Overtime	6,143	8,000	5,287	5,000
Retirement	7,876	15,832	12,011	19,771
Longevity	2,445	790	790	1,030
Insurance	10,718	22,173	15,837	37,828
Workers Compensation	764	1,865	1,408	2,122
Texas Workforce Commission	375	297	866	396
Total Personnel Costs	78,265	144,105	109,377	191,160
Supplies & Maintenance				
Office Supplies	2	-	8	-
Wearing Apparel	1,064	1,000	804	1,000
Vehicle Fuel	4,958	5,000	6,361	5,000
Chemicals	6,492	8,100	7,003	8,100
Non-Capital Tools & Equip	3,213	3,400	2,674	3,400
Maintenance- Motor Vehicles	4,032	8,960	2,456	6,000
Maintenance- Minor Equip	1,835	1,500	813	1,500
Maintenance- Plant Pumps	48,500	48,500	51,984	48,500
Maintenance- Sewer Mains	126,936	101,550	95,543	101,550
Maintenance- Heavy Equip	6,876	7,600	7,668	7,600
Maintenance- Sewer Services	3,336	4,400	3,130	4,400
Maintenance- Stations, Pumps	1,292	-	2,600	-
Total Supplies & Maint	208,536	190,010	182,444	187,050
Services				
Consultants, Architects, Engin	-	22,409	17,409	17,880
Electricity	39,685	46,000	44,839	48,000
Telephone	110	-	-	-
Travel/Training	999	1,000	561	1,000
General Liability Insurance	2,316	2,360	2,430	2,360
Equipment Rental/Lease	769	1,000	340	1,000
Long-term Lease/Purchase	22,382	22,382	22,382	22,382
Dues, Subscriptions, Membersh	125	130	130	130
Employee Certification	642	500	486	500
Total Services	67,027	95,781	88,576	93,252

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Capital Outlay				
Sewer Mains & Tie-Ins	-	100,437	100,437	-
Wastewater System Equipmt	-	253,768	-	-
Miscellaneous Tools	-	70,000	66,483	16,400
Lift Stations	-	100,000	-	17,500
Safety Equipment	-	-	-	-
Total Capital Outlay	-	524,206	166,920	33,900
Total Wastewater Collection	353,829	954,102	547,317	505,362

ELECTRIC

DEPARTMENT 80

MISSION

To deliver reliable and cost effective electric power to the City of Granbury.

DESCRIPTION

The Electric Department constructs and maintains a complete system of electric conductors, switches, lines and transformers used for the distribution of electricity purchased wholesale from Bryan Texas Utilities. In addition, the Electric Department reviews plans for construction of new lines (overhead and underground), and develops design specifications that meet all safety and construction requirements. The Electric Department installs and maintains streetlights and security lighting systems. The department administers a tree trimming maintenance program to minimize outages and prevent damage to the electric distribution equipment and lines.

The City has elected to not opt-in to electric deregulation, which would allow it to enter the electric retail market, so the City will continue to provide electric power to all citizens and our service area.

Staffing			
Title	2011-12	2012-13	2013-14
Electric Distribution Operations Manager	1	1	1
Senior Lineman	1	1	1
Lineman- First Class	1	2	2
Lineman- Second Class	1	1	1
Groundman	2	2	2
Total Staffing	6	7	7

Recent Highlights

- Restored power back to 25% of affected area after tornado struck Granbury in May 2013.

OPPORTUNITIES AND CHALLENGES

The Electric department has the opportunity to be very successful. The department has been fortunate to hire employees who are some of the best in this field. Most of the equipment is in good shape except for a bucket truck and a pickup. The department's challenges are budget constraints that have delayed the completion of tie lines, which are essential to advancing the reliability of the City's electric power. Looking into the future, this department should consider a more modern system, such as Smart Breakers and Switches and a SCADA type system. Additionally, the electrical load continues to increase and will eventually need to be addressed.

OBJECTIVES AND STRATEGIES

1 Deliver reliable and cost-effective electric power to the community.
Related to City Council Goal: Service Delivery.

- Maintain lines and equipment as needed.
- Upgrade lines on an annual basis using Southern Electric Contractor.

2 Minimize electric power outages.
Related to City Council Goal: Infrastructure Basics.

- Respond to work order within one hour.
- Have 2 employees on call every night, but all employees are available in the event of a major storm event

3 Improve the aesthetics of the electric utility infrastructure.
Related to City Council Goal: Infrastructure Basics.

- Update infrastructure as available.

ELECTRIC EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	243,880	339,642	347,341	392,943
FICA	24,471	30,555	29,990	34,436
Vacation	23,345	-	22,309	-
Sick Leave	5,962	-	67,713	-
Overtime	56,119	49,000	18,719	49,000
Retirement	54,359	65,496	65,211	73,121
Longevity	9,330	10,770	10,770	11,490
Insurance	42,166	51,737	51,596	66,200
Workers Compensation	3,095	3,429	4,020	5,433
Texas Workforce Commission	432	693	2,237	693
Contract Labor	1,542	2,900	1,106	2,900
Total Personnel Costs	464,701	554,222	621,011	636,217
Supplies & Maintenance				
Office Supplies	70	100	40	100
Wearing Apparel	3,661	4,700	6,048	4,700
Vehicle Fuel	12,108	15,000	15,494	15,000
Non-Capital Tools & Equip	1,180	1,500	1,715	1,500
Maintenance- Elec Primaries	44,280	40,700	83,689	40,700
Maintenance- Elec Second	26,907	29,800	35,415	29,800
Maintenance- Motor Vehicles	4,298	3,800	2,237	3,800
Maintenance- Minor Equip	259	420	221	420
Maintenance- Heavy Equip	8,033	8,816	10,110	8,820
Maintenance- Holiday Lighting	4,804	3,184	3,184	3,180
Total Supplies & Maint	105,599	108,020	158,151	109,000
Services				
Consultants/Arch/Engin	2,034	6,000	9,086	6,000
Natural Gas	994	2,400	998	2,400
Electric Transmission Charge	98,812	-	-	-
Substation Charges	390,730	377,884	341,396	377,884
Power Purchase for Resale	8,311,565	8,311,564	8,034,625	8,151,564
Telephone	2,429	1,380	1,327	1,210
Postage	1	50	29	50
Travel/Training	625	2,000	965	2,000
General Liability Insurance	4,999	5,000	5,806	5,800
Long-term Lease Purchase	1,690	10,105	10,105	43,604
Dues, Subscriptions, Member	-	2,200	2,439	2,200
Tree Trimming	2,707	3,500	1,109	3,500
Miscellaneous Fees	-	-	-	-
Total Services	8,816,586	8,722,083	8,407,885	8,596,212

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Capital Outlay				
Electric Primaries	5,160	99,000	104,763	112,000
Line Equipment and Controls	-	33,000	34,216	33,000
Total Capital Outlay	5,160	132,000	138,980	145,000
 Total Electric	9,392,047	9,516,325	9,326,027	9,486,429

CITY SERVICES

DEPARTMENT 93

MISSION

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

DESCRIPTION

The City Services department is responsible for the supervision of several departments, including Parks and Recreation, Building Maintenance, Fleet Maintenance, Cemetery, Purchasing and Warehouse Operation. Additionally, the City Services Director oversees the Electric Department and the operations at the Granbury Airport.

Staffing			
Title	2011-12	2012-13	2013-14
City Services Director	1	1	1
Administrative Assistant	1	1	1
Total Staffing	2	2	2

Recent Highlights

- Awarded TXDOT grant for Moments in Time Trail Phase 2.
- Initiated Airport Expansion project and have worked towards obtaining grants and acquiring land.

OBJECTIVES AND STRATEGIES

1 Ensure maintenance of City property allows for safe and efficient internal operations.
Related to City Council Goal: Infrastructure Basics.

- Meet with staff when needed to discuss tasks, needs, and special projects.

2 Ensure maintenance of City property provides a safe, clean, and welcoming environment for residents and visitors.
Related to City Council Goal: Service Delivery.

CITY SERVICES EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	116,948	127,070	121,879	70,831
FICA	10,104	10,446	10,367	7,929
Vacation	2,783	-	4,467	3,786
Sick Leave	4,455	-	988	19,898
Overtime	93	-	(46)	-
Retirement	21,180	22,392	22,336	16,839
Longevity	4,440	4,680	4,680	4,920
Insurance	14,682	14,782	15,827	18,914
Workers Compensation	271	279	327	210
Texas Workforce Commission	522	198	522	198
Total Personnel Costs	<u>175,478</u>	<u>179,847</u>	<u>181,346</u>	<u>143,526</u>
Supplies & Maintenance				
Office Supplies	480	400	100	400
Copier Expense	1,684	5,490	5,954	-
Non-Capital Equip & Tools	200	-	-	-
Maintenance- Office Equip	-	-	-	-
Maintenance - Radios	-	-	-	-
Total Supplies & Maint	<u>2,364</u>	<u>5,890</u>	<u>6,054</u>	<u>400</u>
Services				
Consultants, Architects, Eng	-	-	597	-
Telephone	681	690	59	600
Postage	15	100	750	100
Travel/Training	226	2,000	-	2,000
Legal Advertising	-	-	460	-
General Liability Insurance	493	500	-	500
Dues, Subscriptions, Membersh	-	-	-	-
Car Allowance	4,846	4,800	4,819	1,200
Total Services	<u>6,261</u>	<u>8,090</u>	<u>6,685</u>	<u>4,400</u>
Capital Outlay				
Office Equipment	-	-	-	-
Furniture & Fixtures	-	-	-	-
Miscellaneous Tools	-	-	-	-
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total City Services	<u>184,102</u>	<u>193,827</u>	<u>194,085</u>	<u>148,326</u>

NON-DEPARTMENTAL

DEPARTMENT 61

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Supplies and Maintenance				
Non-Office Supplies	10,351	8,000	10,273	8,000
Wearing Apparel	963	1,300	1,011	1,300
Total Supplies and Maintenance	11,314	9,300	11,284	9,300
Services				
Audit & Accounting	18,150	18,250	18,250	18,250
Consultants/Architects/Engineers	-	-	29,547	21,000
Legal Expense	-	-	-	-
Inventory Damage/Loss	522	700	58,212	700
Cable Television	80	350	-	350
Adversting - Employee	-	-	54	-
Meeting Expenses	405	1,200	797	1,200
Contribution to Weatherford College	36,000	36,000	36,000	36,000
Shared Allocation	550,763	634,157	642,527	787,679
Utility Franchise Fee	686,206	834,272	812,300	852,358
Contribution to Economic Develop	50,000	50,000	50,000	50,000
Contingency Expense	-	100,000	-	100,000
Transfer to Airport (Land Acq)	-	-	-	-
Transfer to General Fund	328,212	398,664	398,664	354,018
Transfer to Utility Bond Funds	-	-	-	-
Transfer to Utility Debt Service	1,169,403	1,248,573	1,546,261	1,245,203
Transfer to Utility Bond Reserve	33,954	18,120	18,120	18,120
Transfer to General Debt Service	538,902	573,966	263,735	537,152
Transfer to Warehouse Fund	-	-	-	-
Transfer to Future Construction	-	-	-	-
Miscellaneous Fees	1,160	1,000	1,116	1,000
Arbitrage Fees	-	-	-	-
Total Services	3,413,758	3,915,252	3,875,582	4,023,029
Capital Outlay				
Fences	-	-	-	-
Land	-	-	-	-
Total Capital Outlay	-	-	-	-

AIRPORT FUND

This fund was established for the on-going operations associated with the public aviation facilities at the Granbury Regional Airport. The major revenues are derived from aviation fuel and hangar rentals. Besides personnel, major expenses are for aviation fuel purchases and maintenance. Capital improvements for the airport are funded primarily through grants from Texas Department of Transportation (TXDOT) and the Federal Aviation Administration (FAA).

AIRPORT

DEPARTMENT 17

MISSION STATEMENT

To provide a safe and secure air transportation system for Corporate and General Aviation while delivering the highest quality of customer services.

DESCRIPTION

The City of Granbury Regional Airport provides excellent and quality customer services to the flying public that includes general aviation aircraft to small jets and turbine engine corporate aircraft. This also encompasses almost 100 aircraft that calls Granbury Regional their home. The Aviation Department handles the day-to-day operations of the Airport that includes the providing of fuel services in an Assisted Self-Service manner for 100LL AvGas and full services for Jet-A fuel. The Airport Manager is responsible for obtaining and coordinating AIP and CIP grants from the FAA and TxDOT Aviation Division for improvements and maintenance. Airport Management monitors Airport T-Hangar leases and Airport-owned facilities. In addition, the Airport facilitates all ground maintenance and the 24-hour operations of the runway, taxiway, taxilanes and ramps. There is a complete Automated Weather Observation System (AWOS), offering pilots and the general public up to date weather reporting. Maintenance needs are identified through daily Airport inspection and are either repaired immediately or reported to the Service Center through the work order system.

Staffing			
Title	2011-12	2012-13	2013-14
Airport Manager	0	1	1
Airport Supervisor	0	1	1
Part-Time Airport Attendant	4	3	3
Total Staffing	4	5	5

Recent Highlights

- Completed a 100 x 100 storage hangar for larger-type aircraft
- Completed a 100 x 100 hangar for Air Evac's Super Regional Maintenance Offices
- Completed hangar access taxilane, ramps and roadway access
- Received more than \$793,000 in Grant funds
- Hired Consultant for Airport Runway land purchases
- Became an AvFuel dealer

OPPORTUNITIES AND CHALLENGES

Opportunities:

- Purchase land
- Runway construction project
- Continue hangar construction
- AvFuel branded fuel dealer
- Marketing
- Funding

Challenges:

- Short runway
- Available Grant funding

- Available hanger space
- Limited leasehold sites
- Personnel
- Environmental issues

OBJECTIVES AND STRATEGIES

1 Increase and stabilize airport revenue in order to be a self-sustaining enterprise fund. *Related to City Council Goal: Economic Development.*

- Attract Corporate Aviation and flight departments by marketing and branding
- Develop relationships with Corporate pilots through NBAA Schedulers & Dispatchers Show with AvFuel assistance, Contract Fuel and marketing
- Improve and expand current facilities
- Increase rates and leases
- Make sure that all hangar aircraft holds an Air Worthiness Certificate
- Remain active in NCTCOG and General Aviation organizations

2 Provide a safe and secure air transportation infrastructure. *Related to City Council Goal: Infrastructure Basics.*

- Inspect and maintain runway, taxiways and navigational aids monthly
- Comply with all Federal and State mandates, i.e. EPA and TCEQ
- Improve and expand current facilities
- Begin fencing and gating along Airport perimeter

3 Provide the highest quality customer service. *Related to City Council Goal: Service Delivery.*

- Professional marshaling aircraft on and off the Terminal Apron
- Meet and greet personally as the customer arrives, "Welcome to Granbury!"
- Take care of luggage and carry-ons and take them to their vehicle
- Join the National Air Transportation Association's Safety First Program
- Smile and be friendly, the Airport provides the front door to the Granbury community

4 Maximize all state and federal grants available. *Related to City Council Goal: Infrastructure Basics.*

- Inform TxDOT Aviation of our needs and desires
- Always utilize the \$100,000 50/50 Routine Airport Maintenance Program to its fullest
- Keep elected officials informed

AIRPORT FUND REVENUE

Revenue Type	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Interest				
Interest Income	(565)	-	(1,781)	-
Total Interest	(565)	-	(1,781)	-
Other Revenue				
Fund Balance Used	-	-	-	-
Sale of Maps/Charts/Other	6,778	8,000	3,917	8,000
Concession Sales	-	-	294	250
Leases on City Property	7,132	14,332	7,660	14,332
Sale of Aviation Fuel - 100LL	468,399	364,377	398,980	376,000
Sale of Aviation Fuel - JetA	19,752	160,787	181,430	176,250
Hangar Rent	204,740	265,880	203,712	269,508
Hangar Locking Fee	-	-	(100)	-
Hangar Rent Penalty Income	(18)	-	(2)	-
Cost Share Contribution	-	-	-	-
Miscellaneous Income	1,380	1,000	2,989	1,500
Cash Short/Over	25	-	(1)	-
Total Other Revenue	708,188	814,376	798,879	845,840
Interfund Transfers				
Transfer from General Fund	-	150,806	150,806	174,948
Transfer from Land Acquis'n UF	-	-	-	-
Total Interfund Transfers	-	150,806	150,806	174,948
Inter-Governmental				
State Grants - TXDOT	-	-	440,817	-
Grant Income - NPE Entitlement	-	150,000	-	250,000
Grant Income - RAMP	48,350	50,000	48,140	50,000
Total Inter-Governmental	48,350	200,000	488,957	300,000
TOTAL REVENUES	755,973	1,165,182	1,436,861	1,320,788

AIRPORT FUND EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	84,209	124,379	135,231	147,469
FICA	6,337	9,745	10,281	11,529
Vacation	-	-	2,856	-
Sick Leave	-	-	133	-
Overtime	716	3,000	1,636	3,000
Retirement	3,764	16,935	17,931	22,291
Longevity	-	-	-	240
Insurance	1,310	7,391	8,004	9,457
Workers Compensation	574	1,950	2,287	2,931
Texas Workforce Commission	1,465	594	1,417	495
Contract Labor	-	-	-	-
Total Personnel Costs	98,375	163,994	179,775	197,412
Supplies & Maintenance				
Office Supplies	561	365	541	400
Copy Machine Supplies	35	60	55	120
Items for Resale	4,509	4,030	3,111	4,500
Janitorial Supplies	369	490	586	490
Concession Supplies	1,299	880	806	1,000
Vehicle Fuel	1,488	1,460	1,462	1,800
Purchase 100LL Gasoline for Resale	422,628	334,000	337,715	320,000
Purchase Jet A Gasoline for Resale	-	146,000	165,686	150,000
Non-Capital Tools & Equip	1,666	1,178	1,436	4,800
Maintenance- Runway/Lights	2,063	1,946	1,158	3,190
Maintenance- Buildings	1,540	2,039	3,052	2,500
Maintenance- Motor Vehicles	1,321	730	1,099	730
Maintenance- Minor Equip	81	150	123	150
Maintenance- Pumps/Motors	2,446	2,302	4,933	2,500
Maintenance- Grounds	-	80	24	80
Maintenance- Radios & Assoc	801	1,270	1,116	1,340
Maintenance- Signs	-	40	133	40
Total Supplies & Maint	440,805	497,020	523,036	493,640

AIRPORT FUND EXPENDITURES, cont.

Account Number	Estimated FY 2012	Proposed FY 2013	Proposed FY 2013	Proposed FY 2014
Services				
Consultants, Architects, Engin	2,100	-	-	-
Electricity	21,509	26,360	34,053	36,000
Water	1,119	720	645	2,000
Telephone	225	600	682	1,100
Sewer	191	360	776	660
Postage	167	140	158	140
Travel/Training	1,086	1,640	1,919	2,500
Advertising Legal	289	120	119	150
General Liability Insurance	12,328	12,500	11,779	12,500
Longterm Lease/Purchase	91,797	156,935	100,256	143,339
Equipment Lease/ Purchase	-	-	(10,715)	-
Dues, Subscriptions, Membersh	694	325	500	600
Shared Allocation	42,112	44,564	57,041	61,766
Car Allowance	-	-	388	-
Transfer to GF	-	-	-	-
Transfer to UF	-	-	-	-
Debt Service Transfer to GB	-	-	-	-
Airport Promotions	-	240	109	240
Depreciation Expense	-	-	-	-
Bank Card Fees	7,451	9,424	10,764	8,500
Miscellaneous Fees	200	240	1,938	240
Interest Expense	-	-	-	-
Total Services	<u>181,267</u>	<u>254,168</u>	<u>210,411</u>	<u>269,736</u>
Grant Expense				
Grant Reimb - Consultants	17,500	246,700	31,003	-
Grant Reimb - AWOS Maintenance	-	3,300	1,860	-
RAMP Grant Expenditures	-	-	-	45,000
NPE Entitlement Expenditures	-	-	-	250,000
Total Grant Expense	<u>17,500</u>	<u>250,000</u>	<u>32,863</u>	<u>295,000</u>
Capital Outlay				
Building Improvements	-	-	-	-
Other Vehicles	-	-	-	10,000
Signs	-	-	-	-
Miscellaneous Equipment	-	-	-	-
Fuel Tanks	-	-	-	55,000
Property Improvements	120,618	-	446,792	-
Total Capital Outlay	<u>120,618</u>	<u>-</u>	<u>446,792</u>	<u>65,000</u>

TOURISM FUND

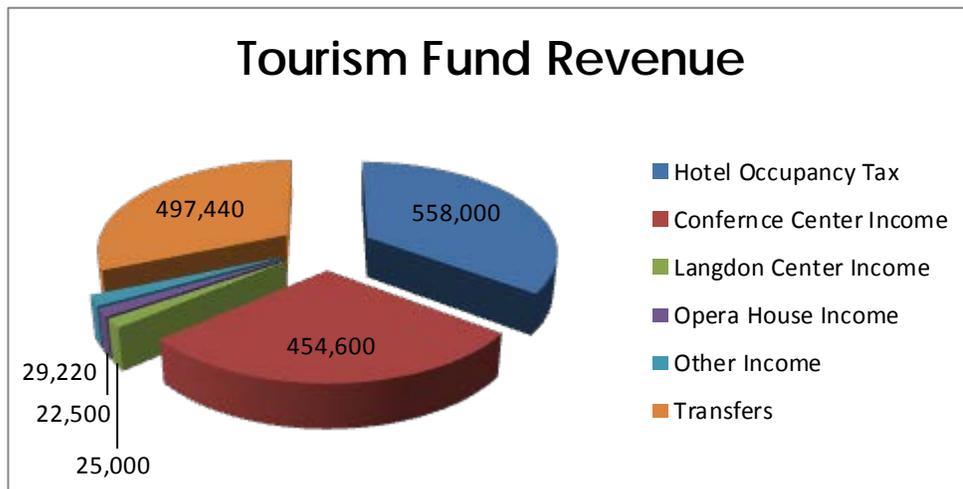
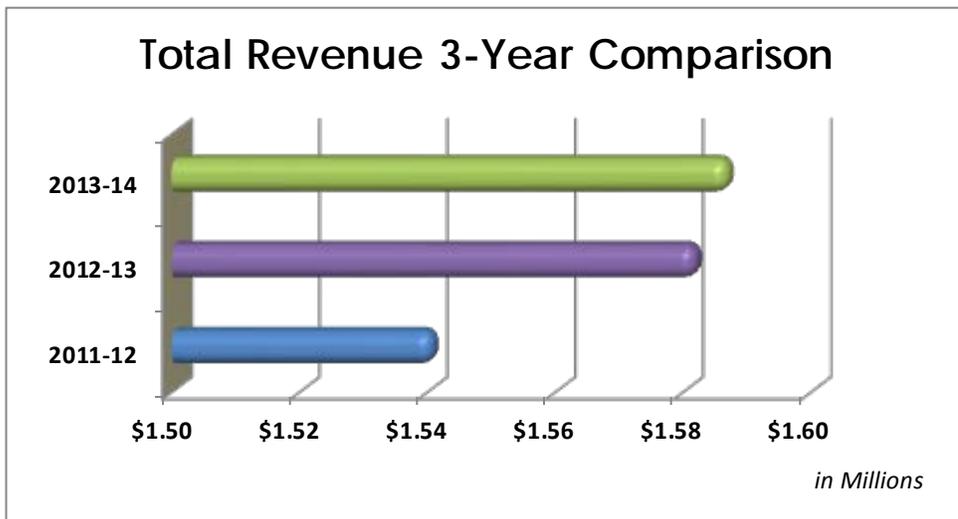
The Tourism Fund is a Special Revenue Fund which derives its revenue from Hotel Occupancy Taxes. This tax is levied on persons using hotel, motel or bed and breakfast rooms in the City of Granbury. The City currently imposes a tax of 7% of the price paid for a room.

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

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

TOURISM REVENUES

Revenue Type	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Hotel Occupancy Taxes	516,739	546,000	540,925	558,000
Conference Center Income	389,851	483,500	372,281	454,600
Langdon Center Income	3,000	58,000	19,988	25,000
Interest Income	(2,498)	-	(3,432)	-
Opera House Income	1,500	22,800	-	22,500
Other Income	19,004	23,700	17,355	29,220
Transfers	613,029	447,776	547,776	497,440
TOTAL REVENUES	1,540,626	1,581,776	1,494,893	1,586,760

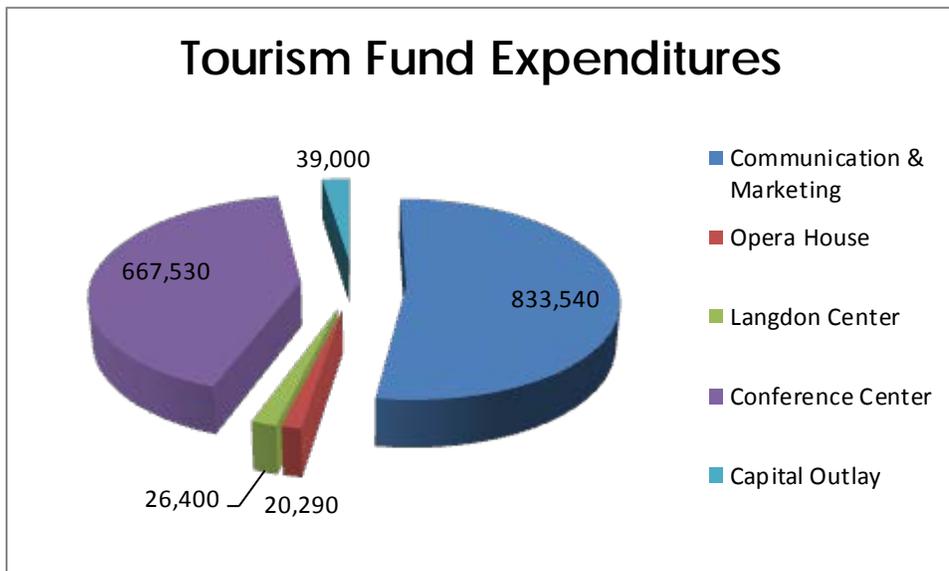


TOURISM REVENUES (DETAIL)

Revenue Type	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Taxes				
Hotel Occupancy Taxes	516,739	546,000	540,925	558,000
Total Taxes	<u>516,739</u>	<u>546,000</u>	<u>540,925</u>	<u>558,000</u>
Langdon Center Income				
Lang. Ctr. Facility Rental	3,000	58,000	20,063	25,000
Lang. Ctr. Catering Revenue	-	-	(75)	-
Total Langdon Center Income	<u>3,000</u>	<u>58,000</u>	<u>19,988</u>	<u>25,000</u>
Conference Center Income				
Conf. Ctr. Concession Revenue	100	2,000	-	100
Conf. Ctr. Facility Rental	173,703	273,000	140,064	225,000
Conf. Ctr. Catering Revenue	156,198	150,000	171,011	160,000
Conf. Ctr. Alcoholic Bev. Sales	37,431	35,000	28,596	35,000
Conf. Ctr. Service/Use Fees	18,071	15,000	20,398	18,500
Conf. Ctr. Equipment Rental	13,238	12,000	11,122	13,000
Conf. Ctr. Contracted Svc. Rev	5,958	6,000	4,683	6,000
Conf. Ctr. Group Svc Revenue	17,766	7,000	18,950	17,000
Conf. Ctr. Other Income	-	-	-	-
Conf. Ctr. Discounts Given	(32,614)	(16,500)	(22,542)	(20,000)
Total Conference C. Income	<u>389,851</u>	<u>483,500</u>	<u>372,281</u>	<u>454,600</u>
Interest				
Interest Income	(2,498)	-	(3,432)	-
Total Interest	<u>(2,498)</u>	<u>-</u>	<u>(3,432)</u>	<u>-</u>
Other Income				
Novelty Sales	-	200	-	100
Opera House Income	1,500	22,800	-	22,500
Marketing/Investment Income	3,777	4,000	2,956	4,120
Groups/Meetings Income	13,000	14,500	10,700	15,000
Other Income	2,205	5,000	3,734	10,000
Cash Short/Over	23	-	(35)	-
Total Other Income	<u>20,504</u>	<u>46,500</u>	<u>17,355</u>	<u>51,720</u>
Interfund Transfers				
Transfer from General Fund	563,029	447,776	547,776	497,440
Transfer from Hist Properties	50,000	-	-	-
Total Interfund Transfers	<u>613,029</u>	<u>447,776</u>	<u>547,776</u>	<u>497,440</u>
TOTAL REVENUES	<u><u>1,540,626</u></u>	<u><u>1,581,776</u></u>	<u><u>1,494,893</u></u>	<u><u>1,586,760</u></u>

TOURISM EXPENDITURES

Expenditure Type	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Communication & Marketing	670,803	814,844	778,378	833,540
Opera House	56,911	88,400	84,159	20,290
Langdon Center	23,305	29,840	30,700	26,400
Conference Center	596,928	626,692	624,672	667,530
Capital Outlay	142,462	22,000	21,952	39,000
TOTAL EXPENDITURES	1,490,409	1,581,776	1,539,862	1,586,760





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COMMUNICATION & MARKETING

DEPARTMENT 14

MISSION STATEMENT

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

DESCRIPTION

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

Staffing			
Title	2011-12 FTE	2012-13 FTE	2013-14 FTE
Communication & Marketing Director	1	1	1
Communication Supervisor	0	0	1
Administrative Assistant	1	1	1
Sales Manager	1	1	1
PT Visitor Center Clerk	1	2	2
PT Trolley Driver	3	3	3
Total Staffing	7	8	9

OPPORTUNITIES AND CHALLENGES

Granbury is nestled on the banks of the Brazos River and enjoys a rich and fulfilled history. The two combinations place us in an envious position throughout the state, but with the combination of drought and politics Granbury has found itself in the fight of its life over water. The tourism division has taken the position of moving boldly forward knowing there is a specific segment of the market who will continue to drive to

Recent Accomplishments

- Continued success through Public Relations partner Tucker & Associates
- Continuing to build the Granbury brand with merchants and partners
- Developed a successful press awareness trip resulting in published works throughout Texas
- In final stages of the new website showcasing tourism in Granbury
- State award winner for TACVB Idea Fair campaign "I Live Here I Love It"
- Reached more than 215 print and online stories about Granbury
- Had more than 61 Broadcast segments with the majority being WFAA in Dallas
- Delivered over \$2.5 million in total public relations value to date
- Return on investment for dollars received in PR value of 37 to 1

and vacation here in Granbury despite the secondary battles. We will continue to look for festivals and events we can partner with that will stay longer nights and potentially be stronger spenders for Granbury. Our challenge will continue be to keep the dirty politics for water from contaminating the positive spin and image we place with the public.

OBJECTIVES AND STRATEGIES

1 Informing, educating, and advising visitors and locals.
Related to City Council Goal: Tourism Development.

- Advertising
- Public Relations
- Social Media
- Website
- Granbury TV

2 Advertising and supporting entities that market and sell services to visitors.
Related to City Council Goal: Tourism Development.

- Partnership
- Maintain and encourage consistent quality service
- Accountability

3 Advocating the total visitor experience.
Related to City Council Goal: Tourism Development.

- Attractions
- Tours
- Hospitality

4 Supporting the development of the master strategy for the destination
Related to City Council Goal: Tourism Development.

- Use consistent branding
- Projects
- Tourism website with mobile-friendly components
- Technology

COMMUNICATION & MARKETING EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	150,942	220,728	178,883	264,367
FICA	12,516	17,264	14,192	20,620
Vacation	5,310	-	2,062	-
Sick Leave	3,070	-	579	-
Overtime	279	-	238	-
Retirement	22,079	26,798	29,141	37,928
Longevity	-	140	140	380
Insurance	15,326	22,173	21,781	37,828
Workers Compensation	1,353	558	1,888	2,266
Texas Workforce Commission	1,114	792	1,638	891
Total Personnel Costs	<u>211,990</u>	<u>288,454</u>	<u>250,542</u>	<u>364,280</u>
Supplies & Maintenance				
Office Supplies	2,255	2,000	2,459	2,000
Books, Maps, Pamphlets	-	-	-	-
Copier Expense	14,093	11,240	13,712	9,500
Janitorial Supplies	-	3,000	253	3,000
Items for Resale	-	1,000	-	1,000
Wearing Apparel	-	-	-	-
Vehicle Fuel	4,669	5,100	4,941	5,100
Non-Capital Tools & Equip	4,073	4,200	6,065	4,200
Software	3,202	-	1,622	-
Maintenance- Vehicles	6,541	6,500	4,723	500
Maintenance- Signs	-	-	7,000	-
Total Supplies & Maint	<u>34,834</u>	<u>33,040</u>	<u>40,775</u>	<u>25,300</u>

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Services				
Consultants	-	4,500	2,250	4,500
Telephone	2,658	2,760	2,159	2,120
Postage	2,942	7,300	2,233	7,300
Travel/Training	18,409	24,000	20,051	24,000
Advertising HGMA	-	-	-	-
Advertising & Promotions	203,495	195,200	202,916	175,000
Industry Conferences	-	-	-	-
Entertainer Fees	22,255	21,500	21,500	15,500
Printing	7,225	7,280	7,302	7,280
General Liability Insurance	1,108	1,200	6,620	1,650
Equipment Rental/Lease	-	-	-	9,600
Transportation Rental	-	-	834	-
Land Lease for Signs	65	350	130	350
Dues/Subscriptions/Membersh	7,197	7,500	7,261	7,500
Car Allowance	4,480	9,600	4,449	9,600
Tourism Promotions	11,502	10,000	9,999	30,000
Trade Shows	4,407	8,000	7,943	8,000
Fam Tours	-	9,860	9,785	4,860
Internet Services	279	500	519	-
Group Services	17	-	-	-
Bank Card Fees	-	-	27	-
Miscellaneous Fees	2,909	4,500	4,404	3,000
Bid Presentations	6,553	7,000	6,999	7,000
Team Texas	9,445	10,000	9,969	7,700
Sales Blitz	1,473	10,000	9,667	-
Public Relations	25,531	43,000	42,938	40,000
Graphic Design Photos	17,988	20,500	17,802	18,000
Radio	12,550	22,800	23,550	13,000
Newspaper/Online	21,767	26,000	25,999	26,000
Madden Publishing	15,181	15,000	14,757	12,000
Promotional Items	14,544	15,000	14,999	-
Total Services	413,979	483,350	477,062	433,960
Capital Outlay				
Vehicles	22,765	-	-	39,000
Office Equipment	8,786	-	-	-
Signs	-	-	-	-
Total Capital Outlay	31,551	-	-	39,000
Other Services				
Chamber Operations	10,000	10,000	10,000	10,000
Total Other Services	10,000	10,000	10,000	10,000

OPERA HOUSE

DEPARTMENT 16

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	-	-	-	-
FICA	-	-	-	-
Workers Compensation	-	-	-	-
Texas Workforce Commission	-	-	-	-
Contract Labor	-	-	-	-
Total Personnel Costs	-	-	-	-
Supplies & Maintenance				
Office Supplies	-	350	-	350
Scripts, Royalties	-	-	-	-
Janitorial Supplies	90	400	-	400
Production Expenses	-	-	-	-
Non-Capital Equipment	-	-	13,694	-
Maintenance of Buildings	4,422	4,000	4,565	4,000
Maintenance of Vehicles	-	-	-	-
Total Supplies & Maint	4,512	4,750	18,259	4,750
Services				
Consultants, Architects, Engin	36,000	43,200	43,200	7,200
Electricity	8,946	14,500	7,674	2,130
Water	870	3,000	6,217	760
Natural Gas	1,467	3,500	1,027	1,000
Telephone	-	-	-	-
Sewer	500	750	3,666	750
Postage	-	-	32	-
Travel/Training	-	500	136	500
Advertising Promotions	-	-	1,128	-
Printing	-	-	-	-
General Liability Insurance	3,190	3,200	2,800	3,200
Equipment Rental/Lease	720	-	-	-
Building Lease	-	-	-	-
Bank/ Misc Fees	146	-	20	-
Other Expenses	561	15,000	-	-
Total Services	52,399	83,650	65,901	15,540
Capital Outlay				
Miscellaneous Equipment	110,911	-	69,881	-
Total Capital Outlay	110,911	-	69,881	-
Total Opera House	167,822	88,400	154,041	20,290

LANGDON CENTER

DEPARTMENT 18

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	-	-	-	-
FICA	-	-	-	-
Vacation	-	-	-	-
Sick Leave	-	-	-	-
Overtime	-	-	-	-
Retirement	-	-	-	-
Longevity	-	-	-	-
Insurance	-	-	-	-
Workers Compensation	-	-	-	-
Texas Workforce Commission	-	-	-	-
Total Personnel Costs	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Supplies & Maintenance				
Janitorial Supplies	-	-	-	-
Non-Capital Equipment	3	-	-	-
Maintenance of Buildings	23,246	8,000	19,751	10,000
Total Supplies & Maint	<u>23,249</u>	<u>8,000</u>	<u>19,751</u>	<u>10,000</u>
Services				
Consultants, Architects, Engin	-	-	408	-
Electricity	1	16,440	6,311	9,000
Water	-	3,240	2,232	2,200
Natural Gas	-	-	895	1,200
Telephone	55	-	-	-
Sewer	-	2,160	-	2,000
General Liability Insurance	-	-	1,104	2,000
Total Services	<u>56</u>	<u>21,840</u>	<u>10,950</u>	<u>16,400</u>
Capital Outlay				
Buildings Improvement	-	22,000	21,952	-
Other Vehicles	-	-	-	-
Signs	-	-	-	-
Miscellaneous Tools & Equip.	-	-	-	-
Total Capital Outlay	<u>-</u>	<u>22,000</u>	<u>21,952</u>	<u>-</u>
Total Langdon Center	<u><u>23,305</u></u>	<u><u>51,840</u></u>	<u><u>52,652</u></u>	<u><u>26,400</u></u>

CONFERENCE CENTER

DEPARTMENT 19

MISSION STATEMENT

The primary objective of the Granbury Resort Conference Center is to create maximum hotel occupancy and increase the occupancy tax within the City. We encourage use of the Granbury Resort Conference Center for events ranging from day meetings, social events, corporate and convention meeting groups. This exposure and aggressive marketing will help to make Granbury become a true destination City.

DESCRIPTION

The 20,000-square-foot Granbury Resort Conference Center offers meeting and banquet space with complete audio-visual services, internet access, and a white sand beach adjacent to a wraparound boardwalk for your next function. The conference center operates year-round and hosts business meetings, trainings, weddings, banquets, and a wide variety of other meetings.

Staffing			
Title	2011-12 FTE	2012-13 FTE	2013-14 FTE
Operations Manager	1	1	1
Assistant Operations Manager/IT	1	1	1
Group Service Technicians	3	3	3
Custodian	1	1	1
Total Staffing	6	6	6

Recent Accomplishments

- Hosted national conferences and political events in the past year.
- Ranked #3 for Granbury attractions on tripadvisor.com.
- Recognized in a letter to the editor on May 4, 2013 for excellent service for a national conference.
- Three Service-Techs have acquired their CDLs in order to provide a better level of service to our customers (when trolley drivers are not available).

OPPORTUNITIES AND CHALLENGES

A major opportunity for the Conference Center is to restructure the pricing matrix. Currently the rental fees are perceived by the public as too high, but the staff has developed a pricing matrix that will be more competitive.

OBJECTIVES AND STRATEGIES

1 Provide excellent service to clients before and during events at the conference center.
Related to City Council Goal: Service Delivery.

- Properly staff events to provide a high quality level of service.

- Research the client's needs prior to event via email, phone or in person, and adjust as necessary to accommodate client.
- Use Meeting Matrix software to show room set-ups and have client approve prior to event.
- Go above and beyond for customer service.
- Order adequate supplies ahead of time, supplement as necessary, even in emergencies, to meet client's needs.
- Accommodate schedule exceptions whenever possible (early or late hours).
- Solicit feedback via survey forms and web submissions for improvement of our service levels.
- Constant upkeep of the facility for cleanliness and appearance.
- Research ways to improve levels of service.

2 Provide current technology and quality service for events. *Related to City Council Goal: Service Delivery.*

- Complete upgrade of the lighting system.
- Constant maintenance of the audio/video systems.
- Accommodate TXDOT request to dim marquee display due to signal light interference.
- Complete replacement/major upgrade of the Wi-Fi system to 30 megabits per second

CONFERENCE CENTER EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Personnel Costs				
Regular	196,885	245,022	208,101	221,684
FICA	15,448	18,906	16,505	17,119
Vacation	5,601	-	5,540	-
Sick Leave	2,022	-	4,253	-
Overtime	16	-	313	-
Retirement	30,073	29,924	32,935	32,582
Longevity	1,630	2,110	2,110	2,100
Insurance	32,687	36,955	36,675	56,742
Workers Compensation	2,444	3,377	2,721	2,948
Texas Workforce Commission	2,317	1,089	2,082	1,089
Total Personnel Costs	289,123	337,382	311,235	334,265
Supplies & Maintenance				
Office Supplies	754	1,000	731	1,000
Books, Maps, Pamphlets	-	-	-	-
Copier Expense	-	-	184	5,200
Concessions for Resale	-	-	-	-
Alcoholic Beverage for Resale	11,170	10,000	9,244	16,000
Janitorial Supplies	9,181	6,000	7,744	6,000
Items for Resale	-	-	-	-
Bar Supplies	3,608	5,000	1,852	5,000
Wearing Apparel	923	1,000	721	1,000
Vehicle Fuel	2,558	-	73	-
Non-Capital Equipment	10,901	6,600	4,746	6,600
Software	-	-	-	-
Maintenance of Buildings	20,646	12,700	12,291	36,700
Maintenance of Vehicles	79	-	4	-
Maintenance of Signs	-	-	-	-
Total Supplies & Maint	59,820	42,300	37,590	77,500

CONFERENCE CENTER EXPENDITURES

Account Number	Estimated FY 2012	Proposed FY 2013	Proposed FY 2013	Proposed FY 2013
Services				
Consultants, Architects, Engin	-	-	-	-
Electricity	29,777	30,000	32,770	43,000
Water	6,001	4,000	9,130	7,000
Telephone	1,293	1,270	1,194	1,200
Sewer	2,926	3,000	3,778	4,000
Postage	199	-	-	-
Cable Television	1,434	1,500	1,566	1,500
Travel/Training	-	1,000	697	1,000
Advertising Promotions	-	-	-	-
Industry Conference	-	-	-	-
Entertainer Fee	-	-	-	-
Printing	-	-	-	-
General Liability Insurance	9,248	9,300	7,301	8,000
Catering Services	160,830	150,000	175,179	150,000
Contract Services	273	-	720	-
Equipment Rental/Lease	20,922	27,100	22,767	27,100
Dues, Subscriptions, Membersh	136	6,000	5,742	125
Car Allowance	-	-	-	-
Sales and Promotions	-	-	-	-
Trade Shows	-	-	-	-
Fam Tours	-	-	-	-
Internet Services	257	-	-	-
Group Services	10,572	9,840	11,759	9,840
Bank/ Misc Fees	4,118	4,000	3,244	3,000
Miscellaneous Fees	-	-	-	-
Special Events	-	-	-	-
Total Services	<u>247,986</u>	<u>247,010</u>	<u>275,847</u>	<u>255,765</u>
Capital Outlay				
Buildings Improvement	-	-	-	-
Other Vehicles	-	-	-	-
Signs	-	-	-	-
Miscellaneous Tools & Equip.	-	-	-	-
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Conference Center	<u><u>596,928</u></u>	<u><u>626,692</u></u>	<u><u>624,672</u></u>	<u><u>667,530</u></u>



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GRANBURY HISTORIC PROPERTIES FUND

Granbury Historic Properties Corporation was established in September 2009 to assist the City in acquisition/control of Historical properties deemed important to the growth and development of the City. This entity is considered a government entity as it is a component of the City of Granbury.

REVENUES

Revenue Type	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Interest				
Interest Income	354	-	156	-
Total Interest	<u>354</u>	<u>-</u>	<u>156</u>	<u>-</u>
Other Revenue				
From Fund Balance	-	-	-	-
Lease of Property	-	-	-	-
Donations	-	-	21,875	-
Miscellaneous Income	-	-	-	-
Total Other Revenue	<u>-</u>	<u>-</u>	<u>21,875</u>	<u>-</u>
Interfund Transfers				
Transfer from General Fund	40,000	70,000	70,000	50,000
Total Interfund Transfers	<u>40,000</u>	<u>70,000</u>	<u>70,000</u>	<u>50,000</u>
Inter-Governmental				
Loan Proceeds	-	-	-	-
Grant Revenue	-	-	-	-
Total Inter-Governmental	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL REVENUES	<u><u>40,354</u></u>	<u><u>70,000</u></u>	<u><u>92,031</u></u>	<u><u>50,000</u></u>

EXPENDITURES

Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
Supplies & Maintenance				
Maintenance- Buildings	-	-	-	-
Total Supplies & Maint	-	-	-	-
Services				
Consultants, Architects, Eng	29,326	30,000	21,549	10,000
Legal Expenses	-	-	-	-
Transfer to Tourism	50,000	-	-	-
Loan Payment	35,402	40,000	35,400	40,000
Miscellaneous Fees	31	-	15	-
Total Services	114,759	70,000	56,964	50,000
Capital Outlay				
Buildings & Buildings Imp.	-	-	-	-
Furniture & Fixtures	-	-	10,745	-
Property Improvements	-	-	-	-
Total Capital Outlay	-	-	10,745	-



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CAPITAL IMPROVEMENTS

A Capital Improvement Program is a schedule of public physical improvements to be constructed with estimated resources available to finance the projected expenditures.

Capital Improvements are any expenditure of public funds for the purchase, construction, rehabilitation, replacement or expansion of the physical assets of the community when the project is relatively large in size, expensive (the City's capital threshold is \$5,000), long-term and permanent. Some common examples include streets, tennis courts, fire stations, water and sewer lines and fire engines. Capital expenditures are financed from a variety of sources to include long-term and short-term debt, current revenues, grants from other governmental entities and donations from foundations, businesses, individuals and non-profit organizations. A detailed listing of financing methods is found on the following pages.

FUNCTIONS OF A CAPITAL IMPROVEMENT PROGRAM

- Estimating capital project requirements, budgeting priority projects and developing revenue sources for proposed improvements.
- Scheduling all capital projects over a fixed period with the appropriate planning implementation and informing the public of projected capital improvements.
- Coordinating the activities of various departments in meeting project schedules.
- Monitoring and evaluating the progress of capital projects.

CAPITAL IMPROVEMENTS POLICY

The City of Granbury prioritizes the funding of capital projects on the basis of a Capital Improvements Plan. The functions of the Capital Improvement Plan are as follows:

- Estimating capital project requirements.
- Scheduling all capital projects over a fixed period with appropriate planning and implementation.
- Budgeting priority projects and developing revenue sources for proposed improvements.
- Coordinating the activities of various departments in meeting project schedules.
- Monitoring and evaluating the progress of capital projects.
- Informing the public of projected capital projects.

The following questions are considered when justifying a project:

1. What is the relationship of the project to the progress of the entire city?
2. Is the project part of a large program? How does it relate to the goals of the program?
3. How many citizens will be helped by it? How many citizens will be harmed or inconvenienced if the project is not considered?
4. Will it add to the value of the surrounding area? Will it increase the valuation of local property?
5. Will it increase efficiency or performance of a service? Will it reduce the on-going costs of a service or facility?
6. Will it provide a service required for economic development of the community? What improvements would be of the most value in attracting commercial and industrial firms?
7. Is the project required to complete or make fully usable a major public improvement?
8. Will rapid urban growth in the area of the proposed project increase the costs of land acquisition if the project is deferred?
9. Is the project well identified by the citizens? Does it have established voter appeal?
10. Is the project needed to protect public health or safety?

METHODS OF FINANCING CAPITAL IMPROVEMENTS PROJECTS

Certificates of Obligations

Certificates of Obligations are issued with limited revenues pledged by the water, sewer and electric systems. Voter approval is not required.

Donations

Donations are periodically received, by the City, from individuals, businesses, foundations and non-profit organizations.

Earmarked Funds

With Earmarked Funds, monies are accumulated in advance or set aside for capital construction or purchase. The accumulation may result from surplus of earmarked operational revenues or sale of capital assets.

Enterprise Funds

Enterprise Funds are established from the delivery of specific services – where money paid to administer the services and the expenses (as a result of providing services) are accounted for separate from the general fund budget of the City.

General Fund

General Fund is the financing of improvements from revenues such as general taxation, fees and service charges.

General Obligation Bonds

With General Obligation bonds, the taxing power of the jurisdiction is pledged to pay interest and retire the debt. General Obligation Bonds can be sold to finance permanent types of improvements such as municipal buildings, streets and parks and recreation facilities. Voter approval is required.

Revenue Bonds

Revenue Bonds frequently are sold for projects that produce revenues, such as water, sewer and electric systems. Voter approval is not required.

Special Assessments

Public works that benefit particular properties may be financed more equitably by special assessments (i.e., paid by those who directly benefit).

State and Federal Grants

State and Federal Grant-in-Aid programs are available for financing a number of programs. These may include streets, water and sewer facilities, airports, parks and playgrounds. The costs of funding these facilities may be borne completely by grant funds or a local share may be required.

IMPACTS OF CAPITAL IMPROVEMENTS ON OPERATING BUDGET

Most of the capital improvements scheduled for FY 2013-14 are routine replacements and/or upgrades of facilities or equipment. There should be no major impact on operating budgets for most of the capital items scheduled. The maintenance and operating costs related to most of the capital project items scheduled should be absorbed in the corresponding department's operating budget.

FY 2013-14 CAPITAL IMPROVEMENTS

The following pages identify the capital improvements that have been authorized in FY 2013-2014. All projects and equipment are listed by departments, by fund in which expenditures will be recorded, by the sources of funds, and by the cost and the reason the project is being undertaken or equipment being purchased.



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CAPITAL IMPROVEMENTS

BY FUND

2013-14 Capital Improvement Program	General Fund	General Capital Fund	Utility Fund	Utility Capital Fund	Other Funds	Total
Public Safety						
Police	-	-	-	-	-	-
Fire	14,300	-	-	-	-	14,300
Total Public Safety	<u>14,300</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>14,300</u>
City Services						
Warehouse	-	-	-	-	-	-
Parks & Recreation	1,026,200	-	-	-	-	1,026,200
Cemetery	-	-	-	-	-	-
Building Maintenance	24,000	-	-	-	-	24,000
Fleet Maintenance	25,000	-	-	-	-	25,000
Total Community Services	<u>1,075,200</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,075,200</u>
Water/Wastewater						
Meter Reading	-	-	50,000	-	-	50,000
Ground Water	-	-	-	-	-	-
Water Treatment	-	-	-	-	-	-
Water Distribution	-	-	50,000	-	-	50,000
Wastewater Treatment	-	-	34,707	-	-	34,707
Wastewater Collection	-	-	33,900	-	-	33,900
Total Water/Wastewater	<u>-</u>	<u>-</u>	<u>168,607</u>	<u>-</u>	<u>-</u>	<u>168,607</u>
Electric						
Electric	-	-	145,000	-	-	145,000
Total Electric	<u>-</u>	<u>-</u>	<u>145,000</u>	<u>-</u>	<u>-</u>	<u>145,000</u>
Other Funds						
Airport	-	-	-	-	65,000	65,000
Tourism	-	-	-	-	39,000	39,000
Historical Properties	-	-	-	-	-	-
Total Other Funds	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>104,000</u>	<u>104,000</u>
Total CIP by Fund	<u>1,089,500</u>	<u>-</u>	<u>313,607</u>	<u>-</u>	<u>104,000</u>	<u>1,507,107</u>

CAPITAL IMPROVEMENTS

PUBLIC SAFETY IMPROVEMENT PROGRAM

FIRE

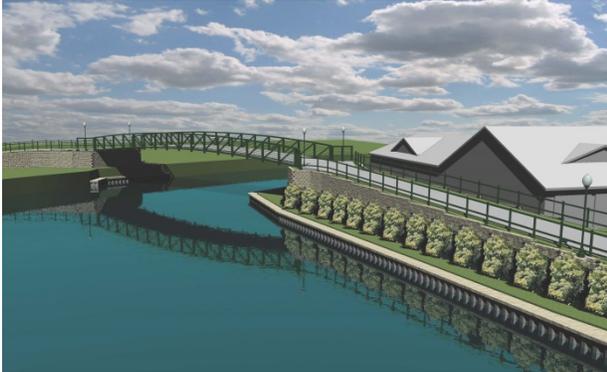
<i>Project</i>	<i>Department</i>	<i>Fund</i>	<i>Source of Funds</i>	<i>Amount</i>
Radio Upgrade and S3 Slide out	Fire	General	General Fund Operating	\$14,300
Replace 17 radios with chargers and purchase a slide out tray for command radios.				
Effect on operating budget: None				

TOTAL PUBLIC SAFETY IMPROVEMENT PROGRAM \$ 14,300

CAPITAL IMPROVEMENTS

CITY SERVICES IMPROVEMENT PROGRAM

PARKS & RECREATION

Project	Department	Fund	Source of Funds	Amount
Moments in Time Trail Phase II	Parks	General	General Fund Operating	\$987,200
		<p>Complete Phase II of Moments in Time Trail based on recommendations from approved Parks Master Plan.</p>		
		<p>Effect on operating budget: Routine maintenance.</p>		

Project	Department	Fund	Source of Funds	Amount
Baseball Field Lighting	Parks	General	General Fund Operating	\$15,000
		<p>Convert quartz lighting on two oldest baseball fields to match the other ball field lighting throughout the parks system and install lighting timers.</p>		
		<p>Effect on operating budget: Maintenance.</p>		

Project	Department	Fund	Source of Funds	Amount
Three Zero Turn Mowers	Parks	General	General Fund Operating	\$24,000
		<p>Replace three aging zero turn mowers to continue mower replacement program.</p>		
		<p>Effect on operating budget: Routine maintenance and fuel.</p>		

BUILDING MAINTENANCE

<i>Project</i>	<i>Department</i>	<i>Fund</i>	<i>Source of Funds</i>	<i>Amount</i>
Used Towable Boom Lift	Building Maintenance	General	General Fund Operating	\$24,000
Purchase a used boom lift for painting the outside of structures for other projects in hard-to-reach places.				
Effect on operating budget: Routine maintenance.				

FLEET MAINTENANCE

<i>Project</i>	<i>Department</i>	<i>Fund</i>	<i>Source of Funds</i>	<i>Amount</i>
Fuel Pumps – Dual Gasoline & Diesel	Fleet	General	General Fund Operating	\$18,000
Replace existing fuel pumps that are outdated and very slow. New pumps will be code compliant.				
Effect on operating budget: Maintenance.				

<i>Project</i>	<i>Department</i>	<i>Fund</i>	<i>Source of Funds</i>	<i>Amount</i>
Computer Diagnostic Equipment	Fleet	General	General Fund Operating	\$7,000
Purchase Computer Diagnostic Equipment to do reflashing PCM and reprogramming new keys.				
Effect on operating budget: Maintenance.				

TOTAL CITY SERVICES IMPROVEMENT PROGRAM \$1,075,200

CAPITAL IMPROVEMENTS

WATER/WASTEWATER UTILITY IMPROVEMENT PROGRAM

METER READING

<i>Project</i>	<i>Department</i>	<i>Fund</i>	<i>Source of Funds</i>	<i>Amount</i>
Water Meters	Meter Reading	Utility	Utility Fund Operating	\$50,000
Purchase new water meters as needed.				
Effect on operating budget: Maintenance.				

WATER DISTRIBUTION

<i>Project</i>	<i>Department</i>	<i>Fund</i>	<i>Source of Funds</i>	<i>Amount</i>
East Side Pump Station	Water Distribution	Utility	Impact Fees	\$50,000
East Pressure Plane Pump Station – to pump water from the south pressure zone to the east.				
Effect on operating budget: Maintenance.				

WASTEWATER TREATMENT

<i>Project</i>	<i>Department</i>	<i>Fund</i>	<i>Source of Funds</i>	<i>Amount</i>
Raw Pump Main Lift	Wastewater Treatment	Utility	Utility Fund Operating	\$9,772
Replace remaining raw pump at the Wastewater Plant.				
Effect on operating budget: Routine maintenance.				

<i>Project</i>	<i>Department</i>	<i>Fund</i>	<i>Source of Funds</i>	<i>Amount</i>
Crane	Wastewater Treatment	Utility	Utility Fund Operating	\$24,935
Replace crane on unit 3004. This crane pulls pumps and motors in the water and wastewater plants as well as 42 lift stations.				
Effect on operating budget: Routine maintenance.				

WASTEWATER COLLECTION

<i>Project</i>	<i>Department</i>	<i>Fund</i>	<i>Source of Funds</i>	<i>Amount</i>
Upsize Lift Station 23	Wastewater Collection	Utility	Impact Fees	\$17,500
Upgrade lift station 23 from 15 HP to 20 HP to accommodate increased flow from east side of town.				
Effect on operating budget: Maintenance.				

<i>Project</i>	<i>Department</i>	<i>Fund</i>	<i>Source of Funds</i>	<i>Amount</i>
SCADA	Wastewater Collection	Utility	Utility Fund Operating	\$16,400
Add SCADA to lift station 17.				
Effect on operating budget: Maintenance.				

TOTAL WATER/WASTEWATER IMPROVEMENT PROGRAM \$168,607

CAPITAL IMPROVEMENTS

ELECTRIC UTILITY IMPROVEMENT PROGRAM

ELECTRIC

<i>Project</i>	<i>Department</i>	<i>Fund</i>	<i>Source of Funds</i>	<i>Amount</i>
W Pearl St Tie Line	Electric	Utility	Utility Fund Operating	\$112,000
Continued electrical infrastructure program -provide cross connection between Stockton Bend and Friendship Substations.				
Effect on operating budget: Maintenance.				

<i>Project</i>	<i>Department</i>	<i>Fund</i>	<i>Source of Funds</i>	<i>Amount</i>
Air Break Switches	Electric	Utility	Utility Fund Operating	\$33,000
Installation of Airbrake Switches to Accommodate Alternate Feeds.				
Effect on operating budget: Maintenance.				

TOTAL ELECTRIC UTILITY IMPROVEMENT PROGRAM \$ 145,000

CAPITAL IMPROVEMENTS

OTHER IMPROVEMENT PROGRAMS

AIRPORT

Project	Department	Fund	Source of Funds	Amount
Airport Signage	Airport	Airport	Airport Fund Operating	\$10,000
		Airport runway and taxiway signage.		
		Effect on operating budget: Maintenance.		

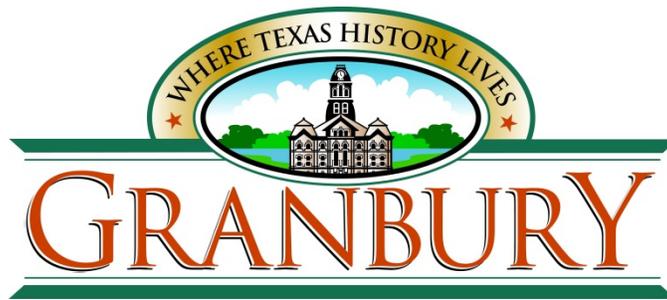
Project	Department	Fund	Source of Funds	Amount
12,000 Gallon AVGas Storage Tank	Airport	Airport	RAMP Grant	\$55,000
		Replace 10,000 gallon tank with 12,000 gallon tank and all the necessary piping and accessories.		
		Effect on operating budget: Maintenance.		

TOURISM

Project	Department	Fund	Source of Funds	Amount
Tram	Comm. & Marketing	Tourism	Tourism Fund Operating	\$39,000
		Tram to replace trolley used to transport visitors around the square.		
		Effect on operating budget: Routine maintenance and fuel.		

TOTAL OTHER IMPROVEMENT PROGRAMS \$ 104,000

TOTAL CAPITAL IMPROVEMENTS **\$1,507,107**



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SUMMARY OF CAPITAL IMPROVEMENTS

FISCAL YEARS 2013-2018

Uses of Funds by Program	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
MUNICIPAL FACILITIES					
Council	-	102,206			
Management Info. Sys.	-				
	-	102,206	-	-	-
PUBLIC SAFETY					
Police	-	138,000	174,000	138,000	174,000
Fire	14,300	50,000	-	-	-
	14,300	188,000	174,000	138,000	174,000
CITY SERVICES					
Warehouse	-	25,000	-	-	-
Parks & Recreation	1,026,200	43,500	88,500	213,750	222,750
Cemetery	-	-	-	-	-
Building Maintenance	24,000	-	-	-	-
Fleet Maintenance	25,000	38,000	-	25,000	-
	1,075,200	106,500	88,500	238,750	222,750
WATER/WASTEWATER					
Meter Reading	50,000	50,000	50,000	50,000	50,000
Water Distribution	50,000	-	-	45,000	-
Wastewater Treatment	34,707	-	-	25,000	-
Wastewater Collection	33,900	-	-	-	-
	168,607	50,000	50,000	120,000	50,000
ELECTRIC					
Electric	145,000	145,000	112,000	150,000	-
	145,000	145,000	112,000	150,000	-
OTHER FUNDS					
Airport	65,000	-	235,000	200,000	200,000
Tourism	39,000	100,000	65,000	-	-
	104,000	100,000	300,000	200,000	200,000
Grand Total	1,507,107	691,706	724,500	846,750	646,750

SOURCE OF FUNDS

FISCAL YEARS 2013-2018

Source of Funds	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Operating Budget - General Fund	299,740	396,706	262,500	376,750	396,750
Operating Budget - Utility Fund	246,107	195,000	162,000	270,000	50,000
Operating Budget - Airport Fund	10,000	-	235,000	200,000	200,000
Operating Budget - Tourism Fund	39,000	100,000	65,000	-	-
Impact Fees	67,500	-	-	-	-
Grants	844,760	-	-	-	-
Grand Total	1,507,107	691,706	724,500	846,750	646,750



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OVERVIEW OF BONDS AND DEBT SERVICE

OVERVIEW

Major capital improvements such as streets, drainage, buildings, and other facilities are often financed by bonds. This funding mechanism allows payment for infrastructure improvements to be made over multiple years, usually over the life of the improvement.

DEBT SERVICE POLICY

The City's goal is to fund capital improvement projects on a "pay-as-you-go" basis whenever possible. For large infrastructure projects or large pieces of equipment, debt financing is sometimes required. The City's debt management objective is to maintain levels of debt service that does not adversely impact tax or utility rates and does not hinder the City's ability to effectively operate the utility systems, street network, or other facilities. Debt financed projects must meet the City's long-term financing criteria as included in the Fiscal and Budgetary Policy.

When the City of Granbury utilizes long-term debt financing, it will ensure that the debt is soundly financed by:

- Conservatively projecting the revenue sources that will be utilized to pay the debt.
- Financing the improvement over a period of time not greater than the useful life of the asset.

THE CITY OF GRANBURY'S BONDS ARE RATED:

	<u>GO</u>	<u>URB</u>
Fitch Ratings	AA	A+
Standard & Poor's	AA-	A

Debt Service accounts for all funds required to finance the payment of interest and principal on all general debt, serial and term, other than the payable exclusively from special assessments and revenue debt issued for and serviced by a governmental enterprise. The City has authorized the following issues:

GENERAL DEBT SERVICE

GENERAL OBLIGATION INTEREST AND SINKING FUND

This fund derives its revenue from property taxes. The amount of the taxes levied is determined by the City Council. The function of this fund is to retire bonded indebtedness and pay the interest on the indebtedness. The debt, which this fund retires, was issued by the City for General Fund capital equipment and infrastructure.

WATER/WASTEWATER BONDS

Detail for Utility-related debt is located in the non-departmental section of the Utility Fund's budget.

CURRENT DEBT REQUIREMENTS

The total Debt Service requirement for the City of Granbury in fiscal year 2013-14 is \$4,532,301. The total General Obligation (GO) debt service requirement for fiscal year 2013-14 is \$3,288,148 while the Water, Sewer and Electric systems revenue bond requirement equals \$1,244,153.

Funds for the GO Debt Service expenses will come from Ad Valorem Taxes (\$2,753,459). Also, contributing to the Debt Service is the Utility Fund (\$537,152). The Water, Sewer and Electric System Revenue Bonds are funded by and paid directly from the Utility Operating Fund.

The following pages detail the future annual principal and interest requirements for the City's outstanding debt obligations as of October 1, 2013. Through 2032, the City's General Obligation debt has as total of \$23,422,331 in principal to retire and \$8,200,420 in interest payments.

GENERAL OBLIGATION BONDS

General Obligation Refunding Bonds, Series 2008 – Issued in the aggregate principal amount of \$4,540,000 to provide funds sufficient to refund all of the outstanding Tax and Utility System Revenue Certificates of Obligation, Series 1997, and all of the outstanding Combination Tax and Revenue Certificates of Obligation, Series 1999, and to pay the costs related to the issuance of the Bonds.

General Obligation Refunding Bonds, Series 2011 – Issued in the aggregate principal amount of \$5,845,000 to provide funds sufficient to refund all of the outstanding Combination Tax Certificates of Obligation, Series 2001, all of the outstanding Combination Tax and Revenue Certificates of Obligation Series 2003, and Series 2005; and all of the outstanding General Obligation Refunding Bonds, Series 2004, and to pay the costs related to the issuance of the Bonds.

General Obligation Refunding Bonds, Series 2013 – The City Council authorized an ordinance on April 12, 2013, for general obligation refunding bonds in the amount of \$8,170,000. The bonds will be used to refund the 2005 General Obligation Bond, a portion of the Tax and Utility Revenue Certificates of Obligation, Series 2006, and to pay the costs associated with the issuance of the bonds.

CERTIFICATES OF OBLIGATION**Combination Tax and Revenue Certificates of Obligation, Series 2006** –

The City Council adopted a resolution on February 21, 2006, authorizing the publication of the Notice of Intent to Issues certificates of obligation in the amount of \$4,980,000. The funds will be used for the purpose of financing parks and recreation improvements, street and sidewalk improvements, water and sewer line improvements, improvements to water wells, electric utility improvements including replacement of lines, and acquisition of land for parks and recreation purposes.

Combination Tax and Revenue Certificates of Obligation, Series 2006A –

The City Council adopted a resolution on September 5, 2006, authorizing the publication of the Notice of Intent to Issues certificates of obligation in the amount of \$680,000. The funds will be used for the purpose of acquisition and construction of a surface parking lot, and for professional service including

fiscal, engineering, architectural, and legal fees and other such costs incurred in connection therewith including costs of issuing the Certificates.

Combination Tax and Revenue Certificates of Obligation, Series 2007 –

The City Council adopted a resolution on September 18, 2007, authorizing the publication of the Notice of Intent to Issues certificates of obligation in the amount of \$15,050,000. The funds will be used for the purpose of improvements to the City's streets and drainage system and public sidewalks; parks and recreation improvements; construction of parking facilities; acquisition of land for parks and recreation purposes; improvements to public buildings, to wit: the Conference Center, the Opera House, and Fire Station Number 1; and for professional service including fiscal, engineering, architectural, and legal fees and other such costs incurred in connection therewith including costs of issuing the Certificates.

GENERAL DEBT SERVICE

	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
REVENUES				
Ad Valorem Taxes				
Current Taxes	2,606,192	2,782,647	2,692,833	2,733,459
Delinquent Taxes	19,829	10,000	34,434	10,000
Penalty & Interest	29,587	10,000	34,987	10,000
Total Ad Valorem Taxes	<u>2,655,608</u>	<u>2,802,647</u>	<u>2,762,254</u>	<u>2,753,459</u>
Miscellaneous Income				
Interest	8,750	-	14,894	-
Total Miscellaneous Income	<u>8,750</u>	<u>-</u>	<u>14,894</u>	<u>-</u>
Other Revenue				
From Fund Balance	-	-	-	-
Bond Premiums	-	-	371,129	-
Bond Proceeds	-	-	4,980,000	-
Total Other Revenue	<u>-</u>	<u>-</u>	<u>5,351,129</u>	<u>-</u>
Interfund Transfers				
UT transfer for shared I&S	538,902	573,966	573,966	537,152
Transfer TO/FR UT Debt Svc	-	-	-	-
Transfer TO/FR General Debt	-	-	-	-
Tourism Debt Sv. Fund	-	-	-	-
Airport Debt Sv. Fund	-	-	-	-
Total Intrafund Transfers	<u>538,902</u>	<u>573,966</u>	<u>573,966</u>	<u>537,152</u>
TOTAL REVENUES	<u><u>3,203,259</u></u>	<u><u>3,376,612</u></u>	<u><u>8,702,242</u></u>	<u><u>3,290,611</u></u>

GENERAL DEBT SERVICE

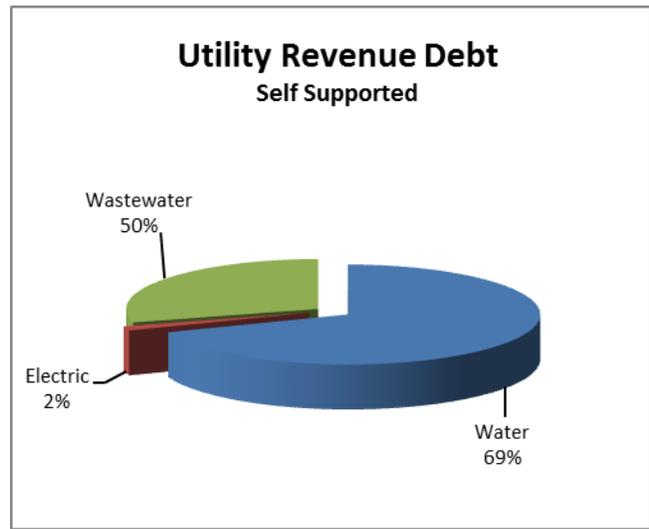
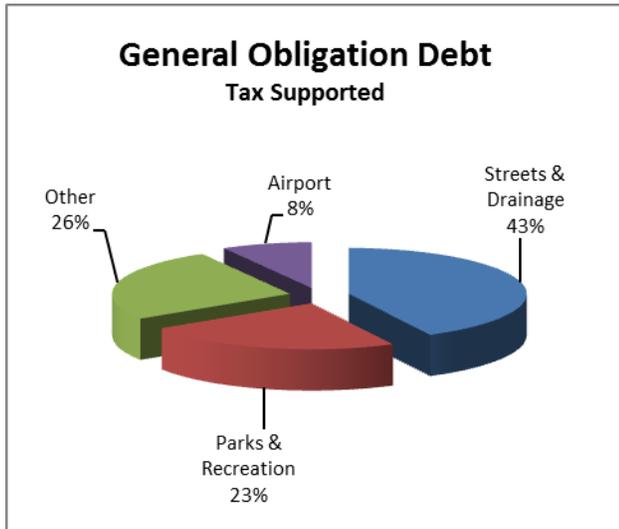
Account Number	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Proposed FY 2014
EXPENDITURES				
Transfer to GF	-	-	-	-
Agent Fees	2,777	2,777	2,777	2,463
Cost of Issuance of Bonds	-	-	119,303	-
Refund of Existing Debt	-	-	5,231,783	-
05 GO Refunding - Principal	285,000	420,000	-	-
05 GO Refunding - Interest	207,028	196,340	98,170	-
05 Tax/Rev CO's - Principal	-	-	-	-
05 Tax/Rev CO's - Interest	-	-	-	-
06 Tax CO's - Principal	245,000	255,000	197,625	265,000
06 Tax CO's - Interest	165,120	155,320	88,060	10,600
06-A Tax/Rev CO's Principal	40,000	45,000	45,000	45,000
06-A Tax/Rev CO's Interest	22,473	20,693	20,693	18,690
07 Tax/Rev CO's Principal	415,000	430,000	430,000	450,000
07 Tax/Rev CO's Interest	585,133	568,533	568,533	551,333
08 GO Refunding - Principal	265,000	220,000	220,000	220,000
08 GO Refunding - Interest	135,100	125,825	125,825	118,125
11 GO Refunding - Principal	580,000	790,000	790,000	805,000
11 GO Refunding - Interest	158,725	147,125	147,125	131,325
13 GO Refunding - Principal	-	-	-	475,000
13 GO Refunding - Interest	-	-	-	198,075
Total Debt Service	3,106,355	3,376,612	8,084,894	3,290,611
TOTAL EXPENDITURES	3,106,355	3,376,612	8,084,894	3,290,611

OUTSTANDING DEBT SUMMARY

BY TYPE, AS OF OCTOBER 1, 2013

	<u>Debt Outstanding</u>	%	<u>2013-14 Principal & Interest</u>
GENERAL OBLIGATION DEBT:			
Tax Supported:			
Streets & Drainage	9,924,789	36%	1,165,898
Parks & Recreation Facilities	5,503,261	20%	646,487
Airport	1,951,265	7%	229,222
Other Improvements	<u>6,043,017</u>	22%	<u>709,893</u>
Subtotal - Tax Supported GO Debt	23,422,331		2,751,500
Self Supporting:			
Electric	1,787,103	40%	212,523
Water	770,110	3%	91,582
Wastewater	<u>1,955,456</u>	7%	<u>232,543</u>
Subtotal - Self Supporting GO Debt	4,512,669		536,648
Total General Obligation Debt	27,935,000	100%	3,288,148
<hr/> <hr/>			
UTILITY REVENUE DEBT:			
Electric	181,000	1%	17,764
Water	8,774,476	69%	861,149
Wastewater	<u>3,721,524</u>	29%	<u>365,240</u>
Total Utility Revenue Debt	12,677,000	100%	1,244,153
<hr/> <hr/>			
TOTAL DEBT	40,612,000		4,532,301

OUTSTANDING DEBT BY TYPE



Debt and Tax Rate Limitations

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

Calculation of Legal Debt Margin – October 1, 2013

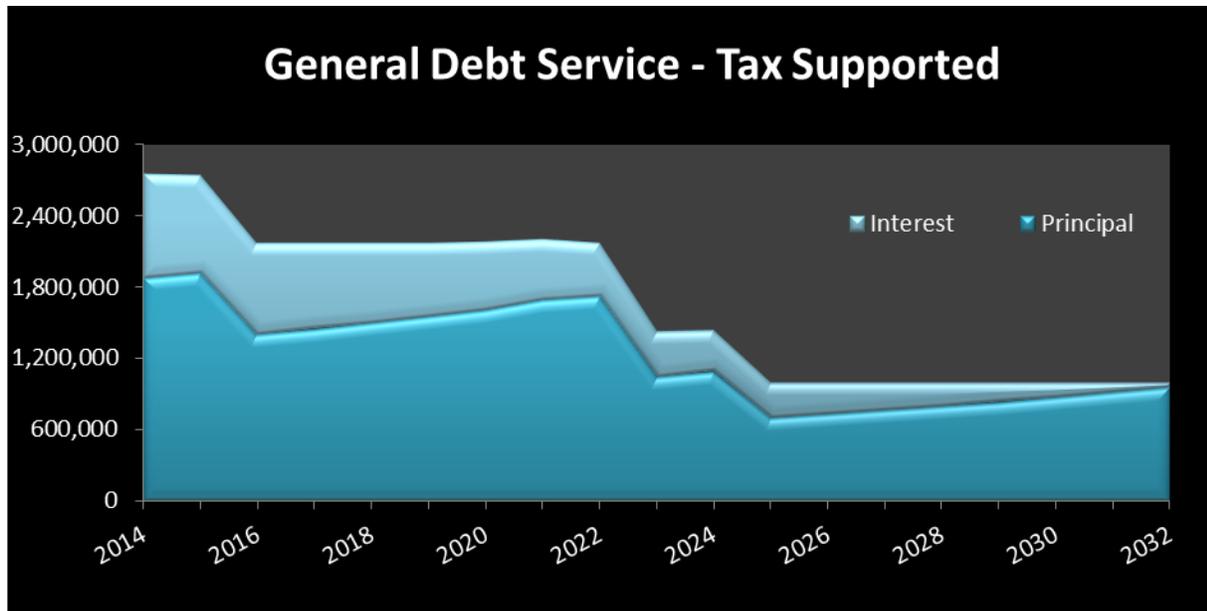
Taxable Assessed Valuation	\$1,104,710,497
Constitutional Limit	2.50% of assessed valuation
Maximum Constitutional Revenue Available	\$27,617,762
Tax Rate to Achieve Maximum Tax Revenue	\$2.50 per \$100 of valuation
Tax Rate for FY 2013-14	\$0.39926/\$100 of valuation
Available Unused Constitutional Max Tax Rate	\$2.10% of assessed valuation

The City operates under a Home Rule Charter that adopts the constitutional provisions. Under rules promulgated by the Office of the Attorney General of Texas, such office will not approve tax bonds of the City unless the City can demonstrate its ability to pay debt service requirements on all outstanding City tax bonds, including the issue to be approved.

Current debt levels are relatively high, which does put a certain level of limitations on new projects and operational capital investments.

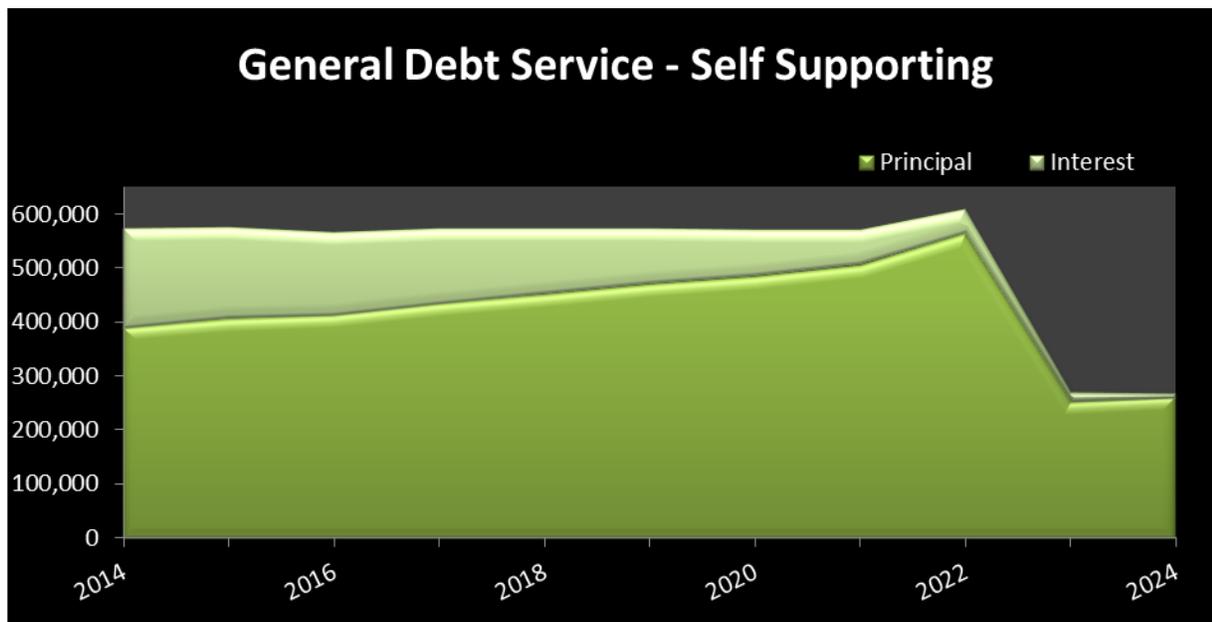
SUMMARY OF DEBT SERVICE CHARGES TO MATURITY GENERAL OBLIGATION BONDS AND CERTIFICATE OF OBLIGATIONS – TAX SUPPORTED

Year Ending September 30	Outstanding Beginning of Year	Principal	Interest	Total Requirements
2014	23,422,331	1,874,726	876,774	2,751,500
2015	21,547,606	1,915,274	827,233	2,742,508
2016	19,632,331	1,402,101	769,242	2,171,343
2017	18,230,231	1,447,839	725,054	2,172,893
2018	16,782,392	1,495,431	677,586	2,173,018
2019	15,286,961	1,550,143	626,752	2,176,895
2020	13,736,818	1,605,633	571,689	2,177,323
2021	12,131,184	1,690,585	512,468	2,203,053
2022	10,440,600	1,725,536	448,572	2,174,108
2023	8,715,064	1,047,564	386,556	1,434,120
2024	7,667,500	1,092,500	344,880	1,437,380
2025	6,575,000	700,000	301,000	1,001,000
2026	5,875,000	730,000	269,850	999,850
2027	5,145,000	765,000	237,000	1,002,000
2028	4,380,000	800,000	202,576	1,002,576
2029	3,580,000	835,000	165,576	1,000,576
2030	2,745,000	875,000	126,956	1,001,956
2031	1,870,000	915,000	86,488	1,001,488
2032	955,000	955,000	44,168	999,168



SUMMARY OF DEBT SERVICE CHARGES TO MATURITY GENERAL OBLIGATION BONDS AND CERTIFICATE OF OBLIGATIONS – SELF SUPPORTING

Year Ending September 30	Outstanding Beginning of Year	Principal	Interest	Total Requirements
2014	4,512,669	389,625	182,535	572,160
2015	4,123,044	406,875	168,380	575,255
2016	3,716,169	412,750	153,375	566,125
2017	3,303,419	435,000	137,905	572,905
2018	2,868,419	452,250	121,372	573,622
2019	2,416,169	470,625	103,282	573,907
2020	1,945,544	485,375	84,997	570,372
2021	1,460,169	506,250	64,770	571,020
2022	953,919	564,625	44,053	608,678
2023	389,294	253,000	20,837	273,837
2024	136,294	261,375	10,588	271,963



DEBT RATIOS
RATIO OF NET GENERAL BONDED DEBT TO ASSESSED VALUE
AND NET BONDED DEBT PER CAPITA

Year Ended Sept. 30	Est. Pop.	Assessed Value (Adjusted)	Gross Bonded Debt	Less: Debt Service Funds	Net Bonded Debt	Net General Bonded Debt to Assessed Value	Net General Bonded Debt Per Capita
2004	6,450	\$466,267,320	\$11,338,000	\$393,092	\$10,944,908	2.35%	\$1,697
2005	6,700	\$503,686,504	\$15,230,000	\$428,935	\$14,801,065	2.94%	\$2,209
2006	7,050	\$560,829,540	\$18,069,500	\$464,599	\$17,604,901	3.14%	\$2,497
2007	7,400	\$704,439,830	\$17,890,300	\$688,822	\$17,201,478	2.44%	\$2,325
2008	7,600	\$872,539,194	\$31,429,250	\$957,812	\$30,471,438	3.49%	\$4,009
2009	7,850	\$954,340,060	\$29,986,250	\$141,370	\$29,844,880	3.13%	\$3,802
2010	8,200	\$1,056,606,134	\$28,494,375	\$182,969	\$28,311,406	2.68%	\$3,453
2011	8,030	\$1,051,053,040	\$26,819,750	\$175,130	\$26,644,620	2.54%	\$3,318
2012	8,648	\$1,074,657,827	\$25,319,875	\$273,016	\$25,046,859	2.33%	\$2,896
2013	8,650	\$1,104,710,497	\$23,422,331	\$266,352	\$23,155,979	2.10%	\$2,677

UTILITY DEBT SERVICE

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

UTILITY REVENUE BONDS

Subordinate Lien Utility System Revenue Bonds, Series 1998 – On October 20, 1998, the City Council passed an ordinance authorizing the issuance of \$3,352,000 in bonds for the purpose of providing funds to construct improvements and extensions to the City's sewer system and to pay the associated costs of issuance.

Subordinate Lien Utility System Revenue Bonds, Series 1999 – On July 6, 1999, the City Council passed an ordinance authorizing the issuance of \$270,000 in bonds for the purpose of providing funds to construct improvements and extensions to the City's sewer system and to pay the associated costs of issuance.

Utility System Revenue Improvement and Refunding Bonds, Series 2003 – On July 15, 2003, the City Council passed

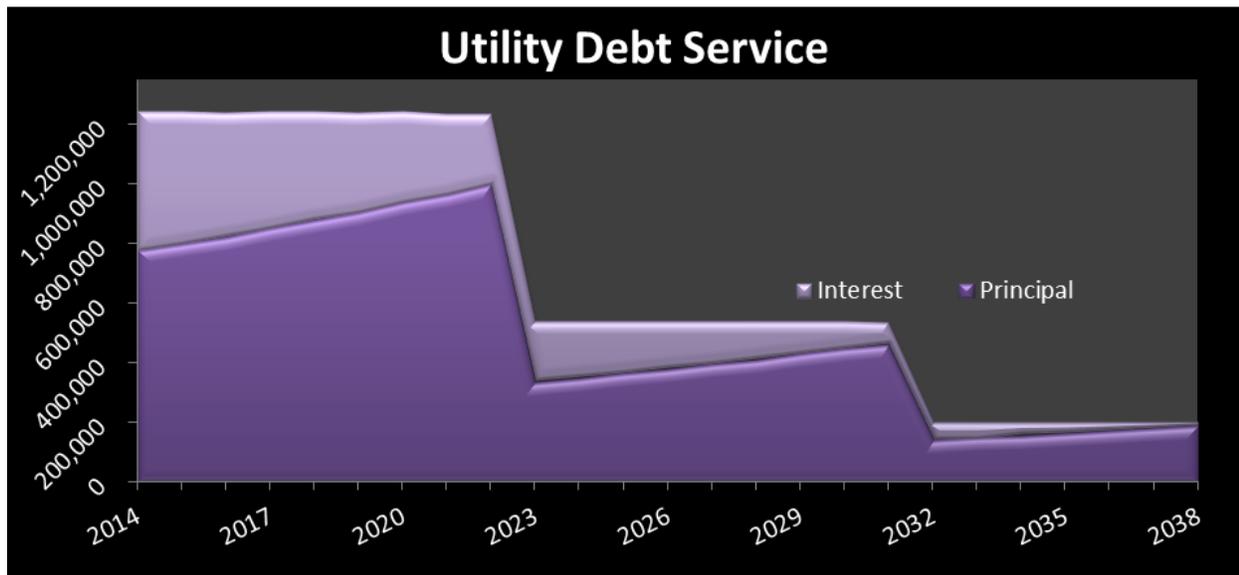
an ordinance to refund the City's Utility System Combination and Subordinate Lien Revenue Refunding Bonds, Series 2003, in the amount of \$4,005,000, to make improvements, repairs and extensions to the City's water and sewer systems and to pay the costs associated with issuing the bonds.

Utility System Revenue Refunding Bonds, Series 2010 – Issued in the aggregate principal amount of \$5,910,000 to provide funds sufficient to refund maturities 2011 through 2021 of the City's Utility System Improvement and Refunding Bonds, Series 2001 in the amount of \$3,245,000 and to refund maturities 2011 through 2013 of the City's Utility System Revenue Bonds, Series 2008, in the amount of \$2,500,000, and to pay cost of issuance relating to Bonds.

Utility System Revenue Refunding Bonds, Series 2012 – On January 1, 2012, the City Council passed an ordinance authorizing the issuance of \$4,700,000 in bonds for the purpose of providing funds to construct and improve the City's water and wastewater system, including the acquisition of sites and pay costs related to the issuance of the Bonds.

SUMMARY OF UTILITY DEBT SERVICE CHARGES TO MATURITY

Year Ending September 30	Outstanding Beginning of Year	Principal	Interest	Total Requirements
2014	12,677,000	775,000	469,153	1,244,153
2015	11,902,000	798,000	446,278	1,244,278
2016	11,104,000	821,000	421,318	1,242,318
2017	10,283,000	849,000	395,623	1,244,623
2018	9,434,000	878,000	366,168	1,244,168
2019	8,556,000	901,000	338,658	1,239,658
2020	7,655,000	935,000	308,875	1,243,875
2021	6,720,000	963,000	275,019	1,238,019
2022	5,757,000	998,000	239,334	1,237,334
2023	4,759,000	337,000	201,480	538,480
2024	4,422,000	351,000	187,515	538,515
2025	4,071,000	366,000	172,970	538,970
2026	3,705,000	381,000	157,800	538,800
2027	3,324,000	397,000	142,005	539,005
2028	2,927,000	412,000	125,540	537,540
2029	2,515,000	432,000	108,450	540,450
2030	2,083,000	448,000	90,535	538,535
2031	1,635,000	464,000	71,950	535,950
2032	1,171,000	146,000	52,695	198,695
2033	1,025,000	152,000	46,125	198,125
2034	873,000	159,000	39,285	198,285
2035	714,000	166,000	32,130	198,130
2036	548,000	174,000	24,660	198,660
2037	374,000	183,000	16,830	199,830
2038	191,000	191,000	8,595	199,595



SCHEDULE OF TOTAL BOND INDEBTEDNESS

PRINCIPAL AND INTEREST REQUIREMENTS FOR FY 2013-2014

Long-Term Debt	Total Outstanding 10/01/13	FY 2014 Principal	FY 2014 Interest	FY 2014 Total P/I
Certificates of Obligation 2006 Combination Tax & Revenue CO's	265,000	265,000	10,600	275,600
Certificates of Obligation 2006-A CO's	420,000	45,000	18,690	63,690
Certificates of Obligation 2007 CO's	12,635,000	450,000	551,333	1,001,333
General Obligation Bond 2008 Refunding Bonds	3,070,000	220,000	118,125	338,125
General Obligation Bond 2011 Refunding Bonds	3,870,000	805,000	131,325	936,325
General Obligation Bond 2013 Refunding Bonds	7,675,000	475,000	198,075	673,075
Revenue Bonds 1998 Subordinate Lien Utility System	2,712,000	60,000	122,040	182,040
Revenue Bonds 1999 Subordinate Lien Utility System	215,000	5,000	9,675	14,675
Revenue Improvement & Refunding Bonds 2003-B Utility System	255,000	255,000	7,650	262,650
Revenue Bonds 2010 Refunding Bond	5,125,000	270,000	166,688	436,688
Revenue Bonds 2012 Utility System	4,370,000	185,000	163,100	348,100
TOTAL	\$ 40,612,000	\$ 3,035,000	\$ 1,497,300	\$ 4,532,300

DEBT SCHEDULES:

Combination Tax and Revenue Bond Certificates of Obligation 2006- \$4,980,000 Principal Due - August 15			
<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014	265,000	145,120	410,120
2015	275,000	134,520	409,520
2016	290,000	123,520	413,520
2017	300,000	111,920	411,920
2018	310,000	99,920	409,920
2019	325,000	87,520	412,520
2020	335,000	74,520	409,520
2021	350,000	61,120	411,120
2022	365,000	46,945	411,945
2023	380,000	32,163	412,163
2024	395,000	16,393	411,393
Total	<u>3,590,000</u>	<u>933,661</u>	<u>4,523,661</u>

Tax and Revenue Bond Certificates of Obligation 2006A- \$680,000 Principal Due - August 15			
<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014	45,000	18,690	63,690
2015	45,000	16,688	61,688
2016	50,000	14,685	64,685
2017	50,000	12,460	62,460
2018	55,000	10,235	65,235
2019	55,000	7,788	62,788
2020	60,000	5,340	65,340
2021	60,000	2,670	62,670
Total	<u>420,000</u>	<u>88,555</u>	<u>508,555</u>

DEBT SCHEDULES:

Tax and Revenue Bond Certificates of Obligation 2007- \$15,050,000 Principal Due - August 15			
<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014	450,000	551,332	1,001,332
2015	465,000	533,332	998,332
2016	485,000	514,732	999,732
2017	505,000	495,332	1,000,332
2018	525,000	475,132	1,000,132
2019	545,000	454,132	999,132
2020	570,000	432,332	1,002,332
2021	590,000	409,532	999,532
2022	615,000	384,458	999,458
2023	640,000	358,320	998,320
2024	670,000	330,480	1,000,480
2025	700,000	301,000	1,001,000
2026	730,000	269,850	999,850
2027	765,000	237,000	1,002,000
2028	800,000	202,576	1,002,576
2029	835,000	165,576	1,000,576
2030	875,000	126,956	1,001,956
2031	915,000	86,488	1,001,488
2032	955,000	44,168	999,168
Total	12,635,000	6,372,728	19,007,728

DEBT SCHEDULES:

Combination General Obligation Refunding Bonds 2008- \$4,540,000 Principal Due - August 15			
<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014	220,000	118,125	338,125
2015	235,000	110,425	345,425
2016	230,000	102,200	332,200
2017	250,000	94,150	344,150
2018	255,000	85,400	340,400
2019	265,000	75,200	340,200
2020	275,000	64,600	339,600
2021	285,000	53,600	338,600
2022	375,000	42,200	417,200
2023	335,000	27,200	362,200
2024	345,000	13,800	358,800
Total	<u>3,070,000</u>	<u>786,900</u>	<u>3,856,900</u>

Combination General Obligation Refunding Bonds 2011- \$5,845,000 Principal Due - August 15			
<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014	805,000	131,325	936,325
2015	825,000	107,175	932,175
2016	280,000	82,425	362,425
2017	290,000	74,025	364,025
2018	295,000	65,325	360,325
2019	310,000	55,000	365,000
2020	325,000	42,600	367,600
2021	365,000	29,600	394,600
2022	375,000	15,000	390,000
Total	<u>3,870,000</u>	<u>602,475</u>	<u>4,472,475</u>

DEBT SCHEDULES:

Combination General Obligation Refunding Bonds 2013- \$8,170,000 Principal Due - August 15			
<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014	475,000	198,075	673,075
2015	760,000	188,575	948,575
2016	770,000	173,375	943,375
2017	785,000	157,975	942,975
2018	810,000	138,350	948,350
2019	830,000	118,100	948,100
2020	845,000	97,350	942,350
2021	875,000	72,000	947,000
2022	895,000	45,750	940,750
2023	310,000	18,900	328,900
2024	320,000	9,600	329,600
Total	<u>7,675,000</u>	<u>1,218,050</u>	<u>8,893,050</u>

DEBT SCHEDULES:

Subordinate Lien Utility System Revenue Bonds			
Series 1998- \$3,352,000			
Principal Due - September 15			
<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2013	57,000	124,605	181,605
2014	60,000	122,040	182,040
2015	63,000	119,340	182,340
2016	66,000	116,505	182,505
2017	69,000	113,535	182,535
2018	72,000	110,430	182,430
2019	75,000	107,190	182,190
2020	79,000	103,815	182,815
2021	82,000	100,260	182,260
2022	86,000	96,570	182,570
2023	90,000	92,700	182,700
2024	94,000	88,650	182,650
2025	98,000	84,420	182,420
2026	103,000	80,010	183,010
2027	108,000	75,375	183,375
2028	113,000	70,515	183,515
2029	118,000	65,430	183,430
2030	123,000	60,120	183,120
2031	129,000	54,585	183,585
2032	135,000	48,780	183,780
2033	141,000	42,705	183,705
2034	147,000	36,360	183,360
2035	154,000	29,745	183,745
2036	161,000	22,815	183,815
2037	169,000	15,570	184,570
2038	177,000	7,965	184,965
Total	2,769,000	1,990,035	4,759,035

DEBT SCHEDULES:

Subordinate Lien Utility System Revenue Bonds			
Series 1999 - \$270,000			
Principal Due September 15			
<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014	5,000	9,675	14,675
2015	5,000	9,450	14,450
2016	5,000	9,225	14,225
2017	5,000	9,000	14,000
2018	6,000	8,775	14,775
2019	6,000	8,505	14,505
2020	6,000	8,235	14,235
2021	6,000	7,965	13,965
2022	7,000	7,695	14,695
2023	7,000	7,380	14,380
2024	7,000	7,065	14,065
2025	8,000	6,750	14,750
2026	8,000	6,390	14,390
2027	9,000	6,030	15,030
2028	9,000	5,625	14,625
2029	9,000	5,220	14,220
2030	10,000	4,815	14,815
2031	10,000	4,365	14,365
2032	11,000	3,915	14,915
2033	11,000	3,420	14,420
2034	12,000	2,925	14,925
2035	12,000	2,385	14,385
2036	13,000	1,845	14,845
2037	14,000	1,260	15,260
2038	14,000	630	14,630
Total	215,000	148,545	363,545

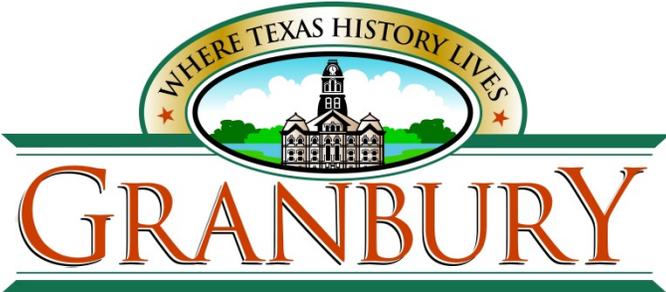
DEBT SCHEDULES:

Utility System Revenue and Improvement Bonds Series 2003B - \$4,005,000 Principal Due - September 15			
<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014	255,000	7,650	262,650
Total	255,000	7,650	262,650

Utility System Revenue and Refunding Bonds Series 2010 - \$5,910,000 Principal Due - September 15			
<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014	270,000	166,688	436,688
2015	545,000	159,938	704,938
2016	560,000	143,588	703,588
2017	575,000	126,788	701,788
2018	595,000	106,663	701,663
2019	615,000	88,813	703,813
2020	635,000	68,825	703,825
2021	655,000	47,394	702,394
2022	675,000	24,469	699,469
Total	5,125,000	933,166	6,058,166

DEBT SCHEDULES:

Utility System Revenue and Refunding Bonds			
Series 2012 - \$4,700,000			
Principal Due - September 15			
<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014	185,000	163,100	348,100
2015	185,000	157,550	342,550
2016	190,000	152,000	342,000
2017	200,000	146,300	346,300
2018	205,000	140,300	345,300
2019	205,000	134,150	339,150
2020	215,000	128,000	343,000
2021	220,000	119,400	339,400
2022	230,000	110,600	340,600
2023	240,000	101,400	341,400
2024	250,000	91,800	341,800
2025	260,000	81,800	341,800
2026	270,000	71,400	341,400
2027	280,000	60,600	340,600
2028	290,000	49,400	339,400
2029	305,000	37,800	342,800
2030	315,000	25,600	340,600
2031	325,000	13,000	338,000
Total	<u>4,370,000</u>	<u>1,784,200</u>	<u>6,154,200</u>



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FISCAL AND BUDGETARY POLICIES

I. Statement of Purpose

The City of Granbury is committed to financial management through integrity, prudent stewardship, planning, accountability, full disclosure and communication. The broad purpose of these Fiscal and Budgetary Policies are to enable the City to achieve and maintain a long-term stable and positive financial condition, and provide guidelines for the day-to-day planning and operations of the City's financial affairs.

Policy scope generally spans areas of accounting and fiscal reporting, internal controls, both operating and capital budgeting, revenue management, investment and asset management, debt management and forecasting. This is done in order to:

- Demonstrate to the citizens of Granbury, the investment community, and the bond rating agencies that the City is committed to a strong fiscal operation;
- Provide precedents for future policy-makers and financial managers on common financial goals and strategies;
- Fairly present and fully disclose the financial position of the City on conformity to generally accepted accounting principals (GAAP); and
- Demonstrate compliance with finance-related legal and contractual issues in accordance with the Texas Local Government Code and other legal mandates.

These policies will be reviewed and updated annually as part of the budget preparation process.

II. Operating Budget Policy Statement

A. Preparation

Budgeting is an essential element of financial planning, control, and evaluation process of municipal government. The "Operating Budget" is the City's annual financial operating plan. The budget includes all of the operating departments of the City. It also includes the debt service funds, all capital improvement programs, and all enterprise funds. The Finance Department prepares the budget, with the cooperation of all departments, and under the direction of the City Manager who makes necessary changes and transmits the document to the City Council.

1. Proposed Budget – Under the City Charter, the City Manager is responsible for preparing and recommending an operating budget for City Council consideration. Such budget shall provide a complete plan for the fiscal year within the provisions of the City Charter.

- a. A budget message which shall outline the proposed financial policies for the next year with explanations of any change from previous years in expenditures and any major changes in policy and complete statement regarding the financial conditions of the City.
 - b. The budget shall include four basic segments for review and evaluation: (1) personnel costs, (2) line item budget for operations and maintenance costs, (3) service level adjustments for increases or decreases to existing service levels, and (4) revenues.
 - c. The budget review process shall include the City Council participation in the development of each of the four segments of the proposed budget.
2. Adoption of the Budget – The budget and all supporting schedules shall be filed with the City Secretary when submitted to the Council and shall be open for public inspection by anyone interested.

At the Council meeting at which time the budget is submitted, the Council will name the time and place of a budget public hearing and will publish the notice of the public hearing at least ten (10) days before the date of the hearing. At this hearing, interested citizens may express their opinions concerning items of expenditure, giving their reasons for wishing the increase or decrease in any items of expense. After the public hearing, the Council shall analyze the budget, making any additions or deletions which they feel appropriate, and shall, at least twenty (20) days prior to the beginning of the next fiscal year, adopt the budget by a favorable majority vote of all members of the Council. Should the Council take no action on or prior to such day, the budget, as submitted, shall be deemed to have been finally and unanimously adopted by the Council.

3. The Operating Budget shall be submitted to the Government Finance Officers Association (GFOA) annually for evaluation and consideration for the Award for Distinguished Budget Presentation.

B. Balanced Budget

A Balanced Budget is defined as a budget with total expenditures not exceeding total revenues and monies available in the fund balance within an individual fund. The goal of the City is to balance the operating budget with the current revenues, whereby, current revenues would match and fund on-going expenditures.

C. Planning

The budget process will be coordinated so that major policy issues are identified prior to the budget approval date. This will allow the City Council adequate time for consideration of appropriate decisions and analysis of financial impacts.

D. Reporting

Summary financial reports will be presented to the City Council quarterly. These reports will be in a format appropriate to enable the City Council to understand the overall budget and financial status. The City Manager will also present a mid-year report to the City Council following the end of the second fiscal quarter which updates the status of projects and related financial goals set forth in the budget.

E. Control and Accountability

Each Department Director, appointed by the City Manager, will be responsible for the administration of his/her departmental budget. This includes accomplishing the objectives adopted as part of the budget and monitoring each departmental budget for compliance with spending limitations.

F. Contingency Appropriations

The budget may include contingency appropriations within designated operating departmental budgets. These funds are to offset expenditures for unexpected maintenance or other unanticipated or unforeseen expenses that might occur during the year. The Contingency Accounts for 2011/12 is \$100,000 in the General Fund and \$100,000 in the Utility Fund.

III. Asset Management**A. Cash Management and Investments**

The City Council has formally approved a separate Investment Policy for the City of Granbury that meets the requirements of the public Funds Investment Act (PFIA), Section 2256 of the Texas Local Government Code. This policy is reviewed annually by the City Council and it applies to all financial assets held by the City.

1. Statement of Cash Management Philosophy – The City shall maintain a comprehensive cash management program to include the effective collection of all accounts receivable, the prompt deposit of receipts to the City’s depository, the payment of obligations, and the prudent investment of idle funds in accordance with this policy.
2. Objectives - The City’s investment program will be conducted as to accomplish the following listed in priority order:
 - a. Safety of the principal invested
 - b. Liquidity and availability of cash to pay obligations when due
 - c. Receive the highest possible rate of return (yield) consistent with the City’s investment policy.
3. Safekeeping and Custody - Investments may only be purchased through brokers/dealers who meet the criteria detailed in the

investment policy, which also addresses internal controls related to investments.

4. Standard of Care and Reporting – Investments will be made with judgment and care, always considering the safety of principal to be invested and the probable income to be derived. The Director of Finance is responsible for overall management of the City's investment program and ensures all investments are made in compliance with the investment policy. An investment report, providing both summary and detailed information, will be presented to the City Council quarterly.
5. Authorized Investments – The City can currently invest in the following:
 - a. U.S Treasury and Agency securities;
 - b. Obligations of this state or other states, agencies, counties, cities, rated as to investment quality by a nationally recognized investment rating firm of not less than A;
 - c. Certificates of Deposit;
 - d. Fully collateralized Repurchase Agreements;
 - e. No-load Money Market Mutual Funds;
 - f. Investment Pools that meet the requirements of PFIA.

B. Capital Expenditures

These assets will be reasonably safeguarded and properly accounted for, and prudently insured.

1. Capitalization Criteria – For purposes of budgeting and accounting classification, capital expenditures are defined as a purchase of an asset that contains the following criteria:
 - The asset is owned by the City.
 - The expected useful life of the asset must be longer than one year, or extend the life of an identifiable existing asset by more than one year.
 - The original cost of the asset must be at least \$5,000.
 - The asset must be tangible.
 - On-going repairs and general maintenance are not capitalized.
2. New Purchases – All costs associated with bringing the asset into working order will be capitalized as part of the asset costs. This will include start up costs, engineering or consultant type fees as part of the asset cost once the decision or commitment to purchase the asset is made. The cost of land acquired should include all related costs associated with its purchase.
3. Improvements and Replacement – Improvements will be capitalized when they extend the original life of an asset or when they make the asset more valuable than it was originally. The replacement of assets components will normally be expensed unless they are of a significant nature and meet all the capitalization criteria.

4. Contributed Capital – Infrastructure assets received from developers or as a result of annexation will be recorded as equity contributions when they are received.
5. Distributions Systems – All costs associated with public domain assets, such as streets and utility distribution lines will be capitalized in accordance with the capitalization policy. Costs should include engineering, construction and other related costs including right of way acquisition.
6. Reporting and Inventory – The Finance Department will maintain the permanent records of the City's fixed assets, including description, cost, department of responsibility, date of acquisition, depreciation and expected useful life. Periodically, random sampling at the department level will be performed to inventory fixed assets assigned to that department. Responsibility for safeguarding the City's fixed assets lies with the department Director whose department has been assigned the asset.

IV. Debt Management

The City of Granbury recognizes the primary purpose of capital facilities is to provide services to the citizens. Using debt financing to meet the capital needs of the community must be evaluated according to efficiency and equity. Efficiency must be evaluated to determine the highest rate of return for a given investment of resources. Equity is resolved by determining who should pay for the cost of capital improvements. In meeting demand for additional services, the City will strive to balance the needs between debt financing and "pay-as-you-go" methods. The City realizes that failure to meet the demands of growth may inhibit its continued economic vitality, but also realizes that too much debt may have detrimental effects on the City's long-range financial condition.

The City will issue debt only for the purpose of acquiring or constructing capital assets for the general benefit of its citizens and to allow it to fulfill its various purposes as a city.

- A. Usage of Debt** – Debt financing will be considered for non-continuous capital improvements which citizens will be benefited. Alternatives for financing will be explored prior to debt issuance and include, but not limited to:

- Grants
- Use of Reserve Funds
- Use of Current Revenues
- Contributions from developers and others
- Leases
- Impact Fees

When the City utilizes long-term financing, it will ensure that the debt is soundly financed by conservatively projecting revenue sources that will be used to pay the debt. It will not finance the improvement over a period of time greater than the useful life of the improvement and it will determine that the cost benefit of the improvement, including interest costs, is positive to the community.

B. Types of Debt –

1. General Obligation Bonds – General obligation bonds must be authorized by a vote of the citizens of Granbury. They are used only to fund capital assets of the general government and are not to be used to fund operating needs of the City. The full faith and credit of the City as well as the City's ad valorem taxing authority back general obligation bonds. Conditions for issuance of general obligation debt include:
 - When the project will have a significant impact on the tax rate;
 - When the project may be controversial even though it is routine in nature; or
 - When the project falls outside normal bounds of projects the City has typically done.
2. Revenue Bonds – Revenue bonds will be issued to provide for the capital needs of any activities where the capital requirements are necessary for a continuation or expansion of a service. The improved activity shall produce a revenue stream to fund the debt service requirements of the necessary improvement to provide service expansion. The average life of the obligation should not exceed the useful life of the asset(s) to be funded by the bond issue.
3. Certificates of Obligation, Contract Obligations (CO's) – Certificates of obligation or contract obligations may be used to fund capital requirements that are not otherwise covered either by general obligation or revenue bonds. Debt service for CO's may be either from general revenues (tax-supported) by a specific revenue stream(s) or a combination of both. Typically, the City may issue CO's when the following conditions are met:
 - When the proposed debt will have a minimal impact on future effective property tax rates;
 - When the projects to be funded are within the normal bounds of city capital projects, such as roads, parks, various infrastructure and City facilities; and
 - When the average life of the obligation does not exceed the useful life of the asset(s) to be funded by the issue.

Certificates of obligation will be the least preferred method of financing and will be used with prudent care and judgment by the City Council. Every effort will be made to ensure public participation in decisions relating to debt financing.

- C. **Method of Sale** – The City will use a competitive bidding process in the sale of bonds unless conditions in the bond market or the nature of the issue warrant a negotiated bid. In such situations, the City will publicly present the reasons for the negotiated sale. The City will rely on the recommendation of the financial advisor in selection of the underwriter or direct purchaser.

- D. **Disclosure** – Full disclosure of operating costs along with capital costs will be made to the bond rating agencies and other users if financial information. The City staff, with the assistance of the financial advisor and bond counsel, will prepare the necessary materials for presentation to the rating agencies and will aid in the production of the preliminary Official Statements. The City will take the responsibility for the accuracy of all financial information released.
- E. **Federal Requirements** – The City will maintain procedures to comply with arbitrage rebate and other Federal requirements.
- F. **Debt Restructuring** – The City will issue bonds not to exceed the useful life of the asset being financed. The structure should approximate level debt service unless operational matters dictate otherwise. Market factors, such as the effects of tax-exempt designations, the cost of early redemption options and the like, will be given consideration during the structuring of long-term debt instruments.
- G. **Debt Coverage Ratio** – Refers to the number of times the current combined debt service requirements or payments would be covered by the current operating revenues, net of on-going operating expenses of the City's combined utilities (Electric, Water, and Wastewater). The current bond ordinance for outstanding utility debt requires a combined minimum 1.25 times coverage ratio.
- H. **Bond Reimbursement Resolutions** – The City may utilize bond reimbursements a tool to manage its debt issues, due to arbitrage requirements and project timing. In so doing, the City uses its capital reserves "cash" to delay bond issues until such time when issuance is favorable and beneficial to the City.

The City Council may authorize a bond reimbursement resolution for General Capital projects that have a direct impact on the City's ad valorem tax rate when the bonds will be issued within the term of the existing City Council.

The City Council may also authorize revenue bond reimbursements for approved utility and other self-supporting capital projects.

V. **Other Funding Alternatives**

When at all possible, the City will research alternative funding opportunities prior to issuing debt or increasing user-related fees.

- A. **Grants** – All potential grants will be examined for any matching requirements and the source of those requirements identified. A grant funding worksheet, reviewed by Finance, that clearly identifies funding sources, outcomes and other relevant information will be presented and approved by the City Council prior to any grant application being submitted. It must be clearly understood that any resulting operation requirements of the grant could be discontinued once the term and

conditions of the project have been terminated. The City Council must authorize acceptance of any grant funding.

- B. **Use of Reserve Funds** - The City may authorize the use of reserve funds to potentially delay or eliminate a proposed bond issue. This may occur due to higher than anticipated fund balances in prior years, thus eliminating or reducing the needs for debt proceeds, or postpone a bond issue until market conditions are more beneficial or timing of the related capital improvements does not correspond with the planned bond issue. Reserve funds used in this manner are replenished upon issuance of the proposed debt.
- C. **Developer Contributions** - The City will require developers who negatively impact the City's utility capital plans to offset those impacts.
- D. **Leases** - The City may authorize the use of lease financing for certain operating equipment when it is determined that the cost benefit of such arrangement is advantageous to the City.
- E. **Impact Fees** - The City will impose impact fees as allowable under state law for both water and wastewater services. These fees will be calculated in accordance with statute and reviewed at least every three years. All fees collected will fund projects identified within the Fee study and as required by state laws.

VI. Financial Conditions and Reserves

The City of Granbury will maintain budgeted minimum reserves in the ending working capital/fund balances to provide a secure, healthy financial base for the City in the event of a natural disaster or other emergency, allow stability of City operations should revenues fall short of budgeted projections and provide available resources to implement budgeted expenditures without regard to actual timing of cash flows into the City.

- A. **Operational Coverage** - The City's goal is to maintain operations coverage of 1.00, such that operating revenues will at least equal or exceed current operating expenditures. Deferrals, short-term loans, or one-time sources will be avoided as budget balancing techniques.
- B. **Operating Reserves** - City wide the City will maintain reserves at a minimum of ninety (90) days (25%) of net budgeted operating expenditures. Net budgeted operating expenditures are defined as total budgeted expenditures less interfund transfers and charges, general debt service (tax-supported), direct cost for purchased power and payments from third party grant monies.
 1. General Fund - The unobligated fund balance in the General Fund should equal at least ninety (90) days or 25% of annual budgeted General Fund expenditures.
 2. Utility Fund - Working capital reserves in the Utility Fund should be 25% or ninety (90) days.

For all other funds, the fund balance is the excess of assets over liabilities which is an indication of strength of each particular fund at a specific time. The ultimate goal of each such fund is to have expended the fund balance at the conclusion of the activity for which the fund was established.

Reserve requirements will be calculated as part of the annual budget process and any additional required funds to be added to the reserve balances will be appropriated within the budget. Funds in excess of the minimum reserves may be expended for City purposes at the will of the City Council once it has been determined that the use of the excess will not endanger reserve requirements in future years.

- C. **Liabilities and Receivables** – Procedures will be followed to maximize discounts and reduce penalties offered by creditors. Current liabilities will be paid within 30 days of receiving the invoice. Accounts receivable procedures will target collection for a maximum of 30 days of service. Receivables aging past 120 days will be sent to a collection agency.
- D. **Capital Projects Funds** – Every effort will be made for all monies within the Capital Projects Funds to be expended within thirty-six (36) months of receipt. The fund balance will be invested and income generated will offset increases in construction costs or other costs associated with the projects. Capital project funds are intended to be expended totally, with any unexpected excess to be transferred to the Debt Service Fund to service project-related debt service.
- E. **General Debt Service Funds** - Revenues within this fund are stable, based on property tax revenues. Balances are maintained to meet contingencies and to make certain that the next year's debt service payments may be met in a timely manner. The fund balance should not fall below one month or 1/12th annual debt service requirements, in accordance with IRS guidelines.
- E. **Investment of Reserve Funds** - The reserve funds will be invested in accordance with the City's investment policy.

VII. Internal Controls

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

BASIS OF ACCOUNTING & BUDGETING

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

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

APPROVED POSITIONS

	FY2010-11		FY2011-12		FY2012-13		FY2013-14		TOTAL
	FT	PT	FT	PT	FT	PT	FT	PT	
GENERAL FUND									
City Manager	2		2		2		2		2
City Secretary	2		2		2		2		2
City Attorney	1		1		1		0		0
Human Resources	2		2		2		2		2
Finance	5	1	4	1	5		5		5
Purchasing	2		2		2		2		2
Warehouse	2		2		2		2		2
Management Info Services	2		2		2		2		2
WIFI	1		1		1		1		1
Granbury TV	2	1	1	1	1	2	2	1	3
Assistant City Manager	0		0		0		1		1
Public Works	4		5		5		5		5
Economic Development	2		2		2		2		2
Community Development	10		5		5		5		5
Neighborhood Services	0		2		2		1		1
Municipal Court	3	2	3	2	3	2	3	2	5
Police	38		37		37		38		38
Streets	5		4		4	1	5	1	6
Fleet Maintenance	3		3		3		4		4
Building Maintenance	7		7		9		9		9
Parks and Recreation	18	10	18	10	17	8	19	6	25
Cemetery	1		1		1		1		1
TOTAL GENERAL FUND	112	14	106	14	108	13	113	10	123
UTILITY FUND									
Utility Administration	2		2		2		3		3
Meter Reading	2		2		3		3		3
Ground Water	0		0		0		0		0
Water Treatment	5		5		6		7		7
Electric	6		6		7		7		7
Water Distribution	4.5		4		4		4		4
Wastewater Treatment	6		6		6		6		6
Wastewater Collection	1.5		2		3		4		4
City Services	2		2		2		2		2
TOTAL UTILITY FUND	29	0	29	0	33	0	36	0	36
AIRPORT FUND									
Airport	0	6	2	3	2	3	2	3	5
TOTAL AIRPORT FUND	0	6	2	3	2	3	2	3	5
TOURISM FUND									
Communication & Marketing		4	3	4	3	5	4	5	9
Conference Center	6	1	5	5	5	6	6	5	11
TOTAL TOURISM FUND	6	5	8	9	8	11	10	10	20
TOTAL EMPLOYEES	147	25	145	26	151	27	161	23	184

UTILITY RATE SCHEDULE

Electric Rates (decreased 06/15/13)

Residential Rate Structure		
<i>Electric</i>	<i>Inside City Limits</i>	<i>Outside City Limits</i>
Minimum charge	13.75	25.00
Rate per/kWh	0.1083	0.1083

Commercial/ Multi Unit Rate Structure		
<i>Electric</i>	<i>Inside City Limits</i>	<i>Outside City Limits</i>
Minimum- Small Commercial	35.00	45.00
Minimum- Large Commercial	72.00	82.00
Minimum- Multi Unit	13.75	25.00
Rate per/kWh	0.1083	0.1083

<i>All Customers</i>	<i>Inside City Limits</i>	<i>Outside City Limits</i>
Residential Sales Tax	1.50%	n/a
Commercial Sales Tax	8.25%	6.25%

Garbage Rates (decreased 07/05/13)

<i>Garbage</i>	<i>Inside City Limits</i>	<i>Outside City Limits</i>
Residential Customer	8.57	n/a
Commercial Customer	*varies	n/a

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

<i>All Customers</i>	<i>Inside City Limits</i>	<i>Outside City Limits</i>
Residential Sales Tax	8.25%	n/a
Commercial Sales Tax	8.25%	n/a

Water Rates (increased 06/15/13)

Residential Rate Structure

<i>Water</i>	<i>Inside City Limits</i>	<i>Outside City Limits</i>
Minimum Charge	16.00	24.60
Rate per 1,000 gallons:		
0-2,000 gallons	5.00	7.00
2,000- 10,000 gallons	6.75	9.45
10,001-20,000 gallons	7.75	9.75
over 20,000 gallons	8.00	10.00

Commercial/ Multi Unit Rate Structure

<i>Water</i>	<i>Inside City Limits</i>	<i>Outside City Limits</i>
Minimum Per Meter Size:		
3/4" Meters	18.00	25.00
1" Meters	37.00	52.00
2" Meters	174.00	244.00
3" and 4" Meters	348.00	488.00
Rate per 1,000 gallons:		
0-2,000 gallons	5.00	7.00
2,000- 10,000 gallons	6.75	9.45
10,001-20,000 gallons	7.75	9.75
over 20,000 gallons	8.00	10.00

Monthly Residential Small User Discount	Year 1-	\$15.00
(Qualification: Water Customer using under 2,000 gallons per month)	Year 2-	\$10.00
	Year 3-	\$5.00

Wastewater Rates (increased 06/15/13)

Residential Rate Structure

<i>Sewer</i>	<i>Inside City Limits</i>	<i>Outside City Limits</i>
Minimum Charge	24.00	34.00
Rate per 1,000 gallons	3.50	5.25

Commercial/ Multi Unit Rate Structure

<i>Sewer</i>	<i>Inside City Limits</i>	<i>Outside City Limits</i>
Minimum- Small Commercial	36.50	44.50
Minimum- Large Commercial	36.50	44.50
Minimum- Multi Unit	6.50	10.00
Rate per 1,000 gallons	3.50	5.25

ORDINANCE NO.13-575

AN ORDINANCE APPROVING THE ANNUAL BUDGET OF THE CITY OF GRANBURY, TEXAS FOR FISCAL YEAR 2013-2014; PROVIDING FOR SEVERABILITY CLAUSE; AND NAMING AN EFFECTIVE DATE.

WHEREAS, it is the responsibility of the City Council under the Laws of the State of Texas and the City Charter to approve a fiscal budget for the operation of City Government in providing services and community development; and

WHEREAS, a public hearing for citizen participation was held on September 3, 2013 for consideration of the proposed budget for Fiscal Year 2013-2014;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GRANBURY, TEXAS:

SECTION 1. ADOPTION OF FISCAL BUDGET

That the proposed annual budget for the fiscal year 2013-2014 of the City of Granbury, Texas, commencing on the 1st day of October, 2013, and ending on the 30th day of September, 2014, heretofore prepared and submitted to the City Council by the City Manager be approved and adopted. Copies of said budget shall be kept on file in the office of the City Secretary.

SECTION 2. SEVERABILITY CLAUSE

That if any section, provision, subsection, paragraph, sentence, clause, phrase or word in this Ordinance or application thereof to any person or circumstance is held invalid by any court of competent jurisdiction, such holdings shall not affect the validity of the remaining portions of this Ordinance, and the City Council of the City of Granbury, Texas hereby declares it would have enacted such remaining portions, despite such invalidity.

SECTION 3. REPEALING CLAUSE

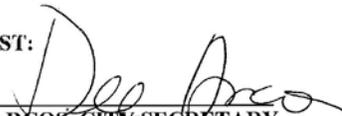
All Ordinances or parts of Ordinances in conflict herewith are repealed to the extent of conflict only.

SECTION 4. EFFECTIVE DATE

This ordinance shall become effective from and after its passage and publication as required by law.

Presented, passed and approved on the 3rd day of September, 2013, at a regular meeting of the City Council of the City of Granbury, Texas.


NIN HULETT, MAYOR PRO-TEM

ATTEST: 
DEE ARCOS, CITY SECRETARY

ORDINANCE NO. 13-576

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF GRANBURY, TEXAS, LEVYING TAXES FOR THE TAX YEAR 2013-14; ENACTING PROVISIONS INCIDENT AND RELATING TO THE SUBJECT AND PURPOSE OF THIS ORDINANCE; PROVIDING A SEVERABILITY CLAUSE; REPEALING CONFLICTING ORDINANCES; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City council has approved, by separate ordinance adopted on September 3, 2013, an annual budget for the fiscal year beginning October 1, 2013 and ending September 30, 2014 (tax year 2013-2014); and

Whereas, the City Council finds that as ad valorem tax must be levied to provide the revenue requirements of the Budget for the tax year 2013-2014; and

Whereas, all statutory and constitutional requirements concerning the levying and assessing of ad valorem taxes have been complied with.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GRANBURY, TEXAS:

SECTION 1.

The City of Granbury, Texas does hereby levy and adopt a tax rate for tax year 2013-14 and for each year thereafter until otherwise ordained as follows:

\$0.157383	for the purposes of maintenance and operation
<u>\$0.237210</u>	for the payment of principal and interest on debt of this City
\$0.394593	Total Tax Rate

The above tax rate shall be assessed and collected on each One Hundred Dollars (\$100.00) of assessed value of all taxable property, real, personal, and mixed, situated within the corporate limits of the City of Granbury on January 1, 2013 and not exempt from taxation by the Constitution and statutes of the State of Texas.

SECTION 2.

That the tax so levied and assessed shall be apportioned to the accounts and funds in the amount as set forth above and in the Annual Budget of the City adopted for the Fiscal Year commencing October 1, 2013.

SECTION 3.

Ad Valorem taxes levied by this Ordinance shall be due and payable on October 1, 2013, and shall become delinquent on the first day of February, 2014. Payment of such tax is due in one full installment. Taxes shall be payable at the Office of the Hood County Tax Collector. There shall be no discount for taxes paid prior to January 31, 2014.

SECTION 4.

If the tax is unpaid after January 31, 2014, such tax will become delinquent and penalty and interest will attach and accrue as provided by Texas Tax Code, Section 33.01.

SECTION 5.

As provided by Texas Tax Code, Section 33.07, in the event the taxes become delinquent and remain delinquent on July 1, 2014 and in the event such delinquent taxes are referred to an attorney for collection, an additional penalty in the amount of compensation to be paid in connection with the collection of the delinquent taxes as specified in the contract with the attorney shall be added as collection costs to be paid by the taxpayer.

SECTION 6.

The Hood County Tax Collector is hereby authorized to collect the taxes levied under this Ordinance. The City and Hood County shall have available all rights and remedies provided by law for the enforcement of the collection of taxes levied under this Ordinance.

SECTION 7.

It is hereby declared to be the intention of the City Council that the phrases, clauses, sentences, paragraphs, or sections of this ordinance are severable, and if any section, provision, subsection, paragraph, sentence, clause, phrase, or word in this Ordinance shall be declared unconstitutional by the valid judgment or decree of any court of competent jurisdiction, such unconstitutionality shall not affect any of the remaining phrases, clauses, sentences, paragraphs, or sections of this ordinance, since the same would have been enacted by the City Council without the incorporation in this ordinance of any such unconstitutional phrase, clause, sentence, paragraph, or section.

SECTION 8.

All Ordinances or parts of Ordinances in conflict herewith are repealed to the extent of conflict only.

SECTION 9.

This Ordinance shall become effective from and after its date of passage and publication.

Presented, passed and approved on the 3rd day of September, 2013 at a regular meeting of the City Council of the City of Granbury, Texas.


 NIN HULETT, MAYOR PRO-TEM

ATTEST:

 Dee Arcos, City Secretary



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ADVISORY BOARDS & COMMISSIONS

In addition to the permanent advisory boards and commissions listed, the Council also appoints temporary advisory committees from time to time to address specific, short term issues. The 2013-2014 Membership of Advisory Boards and Commissions include:

Airport Advisory Board. Studies and makes recommendations to the City Council regarding operations and facility improvements of the municipal airport. Ensures that the municipal airport is efficiently and adequately meeting the needs of the City and the air transportation industry.

Jackie W. Vaughn
Susan Hamilton
John Headrick

Timothy Rothenbush
Andy Rash
Paula Holder

Rich Chiappe
Terry Strange
Rick Huber

Building Standards, Plumbing, Adjustments & Appeals Board. Hears and renders decisions on rulings by City building inspectors or officials in regards to code interpretation, enforcement and substandard housing or structures within the City.

David Zunker
Russell Pruitt
Robert Young

Billy Friesen
Bob White
Brian Fine

Richard Heiser
Terry Taylor

Cemetery Board. Studies and makes recommendations to the City Council regarding operations and facility improvements of the municipal cemetery. Ensures that the cemetery is efficiently and adequately meeting the needs of the citizens.

Billy Wiley
Sylvia Campbell
David Southern

John Boozer
Lometa Kennon
Jean Robertson

Burton Burks
C.D. McReynolds

Historic Preservation Commission. Adopts regulations and restrictions for the preservation of historical places and areas of historical significance. Also establishes criteria for granting or denying requests for alterations to buildings in established historical districts.

Sara Baker
Bob Pannell
Carrie Young

Stan Wasielewski
Kay Collerain

Shirley Hooks
Tony Hedges

Municipal Utility Advisory Board. Recommends annual utility budget to City Council. Reviews all utility rates for services and make recommendations to the City Council for any changes. Before Council making final decisions reviews all proposed expansions or contractions of the utility systems and the making of improvements, incurring indebtedness, issuing bonds and the fixing of rates and charges for utility services. Recommends all capital improvement projects for the upcoming five-year period.

Ken Hackett
Karen Jennings

Gary Goldston
Barbara Boozer

James Jarrett

Parks and Recreation Advisory Board. Recommends, to the City Council, uses of parkland and parks/recreation facilities and improvements in programs, activities and facilities to meet community recreation needs and interests.

Jean Cate
Bev Groves
Jone Snider

Barbara Boozer
Cathy Kuban
Julia Pannell

Kay Wasilewski
Jo Parker
Marty Edwards

Planning and Zoning Commission. Studies and reviews plans and recommends to the City Council action to be taken in regard to City growth and development and comprehensive community planning. Also, makes recommendations and acts as a hearing board on zoning requests. Drafts new development regulations and conducts periodic review of plans and regulations.

Lee D. Daniels
Stephen Ellis
Reda Kay

Walter Hardin
Steve Gerhardt
Gary Couch

Cathey Briscoe
Eddie Hewitt

Zoning Board of Adjustment. Hears and decides appeals that allege that there was an error in any order, requirement, decision or determination made by a City administrative officer, department or board. Also acts on applications that are submitted for a variance or a special exception to City zoning regulations.

Gene Ellis
Betty Jacobs
Ernestine Shugart

Eilleen M. Cate
Jim Leitch

Tom Baker
Tom DiCicco



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LOCATION OF GRANBURY



MILES FROM...

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

Pop-Facts: Population Quick Facts 2012 Report

County, (see appendix for geographies), aggregate

Description	Total County	%
Population		
2017 Projection	58,144	
2012 Estimate	53,044	
2000 Census	41,100	
1990 Census	28,981	
Growth 2012 - 2017	9.61%	
Growth 2000 - 2012	29.06%	
Growth 1990 - 2000	41.82%	
2012 Est. Population by Age		
	53,044	
Age 0 - 4	3,251	6.13
Age 5 - 9	3,145	5.93
Age 10 - 14	3,206	6.04
Age 15 - 17	2,055	3.87
Age 18 - 20	1,660	3.13
Age 21 - 24	2,218	4.18
Age 25 - 34	5,402	10.18
Age 35 - 44	5,933	11.19
Age 45 - 54	7,899	14.89
Age 55 - 64	7,871	14.84
Age 65 - 74	6,279	11.84
Age 75 - 84	3,063	5.77
Age 85 and over	1,062	2.00
Age 16 and over	42,742	80.58
Age 18 and over	41,387	78.02
Age 21 and over	39,727	74.89
Age 65 and over	10,404	19.61
2012 Est. Median Age		
	44.41	
2012 Est. Average Age		
	42.10	



Prepared On: Tues Aug 14, 2012 Page 1 Of 3

Prepared By:

Nielsen Solution Center 1 800 866 6511

Prepared For:

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Pop-Facts: Population Quick Facts 2012 Report

County, (see appendix for geographies), aggregate

Description	Total County	%
2012 Est. Population by Single Race Classification		
White Alone	48,945	92.27
Black or African American Alone	277	0.52
American Indian and Alaska Native Alone	360	0.68
Asian Alone	339	0.64
Native Hawaiian and Other Pacific Islander Alone	42	0.08
Some Other Race Alone	2,285	4.31
Two or More Races	796	1.50
2012 Est. Population Hispanic or Latino		
Hispanic or Latino	5,687	10.72
Not Hispanic or Latino	47,357	89.28
2012 Est. Population by Sex		
Male	26,136	49.27
Female	26,908	50.73



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LEADING TAXPAYERS		
2012		
Taxpayer	\$000 Assessed Value	% of Total Assessed Val.
1. Health Care Reit Inc	23,437	2.3%
2. Hood General Hospital	13,300	1.3%
3. Wal-Mart Real Estate	8,600	0.8%
4. Wal-Mart Properties	7,918	0.8%
5. Lowes Home Centers	6,917	0.7%
6. Lake Granbury Medical	6,835	0.7%
7. Home Depot	6,816	0.7%
8. The Shops of Granbury	6,800	0.7%
9. Tapestry Group	6,500	0.6%
10. 1909 Partners LP	6,296	0.6%

LEADING EMPLOYERS	
2012	
Employer	Number of Employees
1. Granbury ISD	921
2. Wal-Mart Supercenter	411
3. Hood County	350
4. Lake Granbury Medical	323
5. H - E - B	250
6. Culberson Construction	228
7. Equibrand Corp	200
8. Granbury Care Center	178
9. City of Granbury	175
10. United Cooperative Svc	153

TEN LARGEST ELECTRIC CUSTOMERS	
2012	
Customer	000 Kwh Consumed
1. Granbury ISD	6,119
2. Lake Granbury Medical	4,639
3. City of Granbury	3,954
4. Lowe's Home Center	3,083
5. Brookshire Grocery Co.	2,934
6. Hood County	2,362
7. Waterview Point Retirement	1,614
8. Waterview Cove	1,264
9. AT&T	1,152
10. Creative Solutions	1,068

TEN LARGEST WATER CUSTOMERS	
2012	
Customer	Gallons (hundreds) Consumed
1. City of Granbury	64,669
2. Hood County	47,139
3. Lake Granbury Medical Ctr	42,446
4. Bella Firma Dev.	36,158
5. Creative Solutions	33,206
6. Granbury Heights Apartments	32,091
7. Jerry Durant Toyota	31,907
8. Mike Brown Dodge	30,390
9. Courtyard	24,999
10. Mike Brown Ford	24,721

5 YEAR STRATEGIC PLANS

As part of the budget process, five year strategic plans are forecasted out for each of the four major funds. These strategic plans assume that revenues and expenses will increase at a 3% growth rate each year. The capital improvement projects that have been requested by department heads have also been included for each of the five years. These strategic plans each result in an estimated budget surplus or deficit.

GENERAL FUND 5 YEAR STRATEGIC PLAN

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Tax Base	986,095,267	1,015,678,125	1,046,148,469	1,077,532,923	1,109,858,911
Tax Rate	\$ 0.394593	\$ 0.394593	\$ 0.394593	\$ 0.394593	\$ 0.394593
Tax Levy	\$ 3,891,063	\$ 4,007,795	\$ 4,128,029	\$ 4,251,869	\$ 4,379,426
Collection Rate	100.00%	100.00%	100.00%	100.00%	100.00%
Ad Valorem Revenue	\$ 3,891,063	\$ 4,007,795	\$ 4,128,029	\$ 4,251,869	\$ 4,379,426
Add: Tax Ceiling Revenue	\$ 439,729	\$ 452,921	\$ 466,508	\$ 480,504	\$ 494,919
Less: I&S Expense	\$ (2,753,459)	\$ (2,836,062)	\$ (2,921,144)	\$ (3,008,778)	\$ (3,099,042)
Ad Valorem Revenue -M&O	\$ 1,577,333	\$ 1,624,653	\$ 1,673,393	\$ 1,723,595	\$ 1,775,303
Sales Tax	\$ 6,603,000	\$ 6,801,090	\$ 7,005,123	\$ 7,215,276	\$ 7,431,735
Other Taxes, Franchise Fees	1,660,724	1,710,546	1,761,862	1,814,718	1,869,159
Licenses & Permits	682,150	714,357	735,788	757,861	780,597
Municipal Court Revenue	222,400	229,072	235,944	243,022	250,313
Park Revenue	130,800	134,724	138,766	142,929	147,217
Interest Income	28,000	28,840	29,705	30,596	31,514
Other Revenue	594,340	612,170	630,535	649,451	668,935
Other Inter-Govt Revenue	1,049,583	266,423	273,220	280,221	287,433
Subtotal	\$ 10,970,997	\$ 10,497,222	\$ 10,810,943	\$ 11,134,076	\$ 11,466,903
Internal Fund Transfers	\$ 1,203,463	\$ 1,220,981	\$ 1,217,129	\$ 1,306,380	\$ 1,288,570
Non Ad Valorem Revenue	12,174,460	11,718,203	12,028,072	12,440,456	12,755,473
Total Net Revenue	\$ 13,751,793	\$ 13,342,856	\$ 13,701,465	\$ 14,164,051	\$ 14,530,775
Budgeted M&O Expense	\$ 12,528,607	\$ 12,915,134	\$ 13,324,946	\$ 13,692,162	\$ 13,959,648
Required 1% Reserve	133,686	18,766	114,019	95,139	145,308
Net Remaining Funds	1,089,500	408,956	262,500	376,750	425,819
Less Capital Items	1,089,500	408,956	262,500	376,750	396,750
Budget Surplus/Deficit	\$ 0	\$ (0)	\$ (0)	\$ (0)	\$ 29,069

UTILITY FUND

5 YEAR STRATEGIC PLAN

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Electric Revenue	\$ 10,925,804	\$ 11,253,578	\$ 11,591,185	\$ 11,938,921	\$ 12,297,089
Water Revenue	5,263,223	5,421,120	5,583,754	5,751,266	6,038,830
Sewer Revenue	2,370,256	2,441,364	2,514,604	2,590,043	2,719,545
Interest Income	18,000	18,540	19,096	19,669	20,259
Other Revenue	505,100	520,253	535,861	551,936	568,494
Subtotal	<u>\$ 19,082,383</u>	<u>\$ 19,654,855</u>	<u>\$ 20,244,500</u>	<u>\$ 20,851,835</u>	<u>\$ 21,644,217</u>
Impact Fee Utilization	\$ 67,500	\$ 69,525	\$ 71,611	\$ 73,759	\$ 75,972
Internal Fund Transfers	-	-	-	-	-
Total Net Revenue	<u>\$ 19,149,883</u>	<u>\$ 19,724,380</u>	<u>\$ 20,316,111</u>	<u>\$ 20,925,594</u>	<u>\$ 21,720,188</u>
Budgeted M&O Expense	<u>\$ 18,436,192</u>	<u>\$ 18,770,067</u>	<u>\$ 19,267,542</u>	<u>\$ 19,779,940</u>	<u>\$ 21,214,390</u>
Required 1% Reserve	191,499	197,244	203,161	209,256	217,202
Restricted Reserve	208,501	202,756	196,839	190,744	182,798
Net Remaining Funds	<u>313,691</u>	<u>554,313</u>	<u>648,570</u>	<u>745,654</u>	<u>105,798</u>
Less Capital Items	<u>313,607</u>	<u>195,000</u>	<u>162,000</u>	<u>270,000</u>	<u>50,000</u>
Budget Surplus/Deficit	<u>\$ 84</u>	<u>\$ 359,313</u>	<u>\$ 486,570</u>	<u>\$ 475,654</u>	<u>\$ 55,798</u>

AIRPORT FUND

5 YEAR STRATEGIC PLAN

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sale of Aviation Fuel	\$ 552,250	\$ 568,818	\$ 585,882	\$ 603,458	\$ 621,562
Hangar Rent	269,508	277,593	285,921	294,499	303,334
Interest Income	-	-	-	-	-
Other Revenue	24,082	24,804	25,549	26,315	27,105
Subtotal	<u>\$ 845,840</u>	<u>\$ 871,215</u>	<u>\$ 897,352</u>	<u>\$ 924,272</u>	<u>\$ 952,000</u>
Intergovernmental Revenues	\$ 300,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Internal Fund Transfers	174,948	105,485	335,546	297,676	294,721
Total Net Revenue	<u>\$ 1,320,788</u>	<u>\$ 1,176,700</u>	<u>\$ 1,432,897</u>	<u>\$ 1,421,949</u>	<u>\$ 1,446,721</u>
Budgeted M&O Expense	<u>\$ 1,255,788</u>	<u>\$ 1,176,700</u>	<u>\$ 1,197,897</u>	<u>\$ 1,221,949</u>	<u>\$ 1,246,721</u>
Net Remaining Funds	<u>65,000</u>	<u>-</u>	<u>235,000</u>	<u>200,000</u>	<u>200,000</u>
Less Capital Items	<u>65,000</u>	<u>-</u>	<u>235,000</u>	<u>200,000</u>	<u>200,000</u>
Budget Surplus/Deficit	<u>\$ 0</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

TOURISM FUND

5 YEAR STRATEGIC PLAN

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Hotel Occupancy Tax	\$ 558,000	\$ 574,740	\$ 591,982	\$ 609,742	\$ 628,034
Opera House Revenue	22,500	23,175	23,870	24,586	25,324
Langdon Center Income	25,000	25,750	26,523	27,318	28,138
Conference Center Income	454,600	468,238	482,285	496,754	511,656
Interest Income	-	-	-	-	-
Other Revenue	29,220	24,797	25,540	26,307	27,096
Subtotal	\$ 1,089,320	\$ 1,116,700	\$ 1,150,201	\$ 1,184,707	\$ 1,220,248
Internal Fund Trnsfrs - CommMkt	\$ 246,320	\$ 333,710	\$ 255,986	\$ 263,366	\$ 270,967
Internal Fund Trnsfrs - Opera	(2,210)	32,724	33,705	(283)	(292)
Internal Fund Trnsfrs - Langdon	40,400	1,442	1,485	1,530	1,576
Internal Fund Trnsfrs - Conf Ctr	212,930	198,318	234,267	210,395	216,707
Total Internal Transfers	\$ 497,440	\$ 566,193	\$ 525,444	\$ 475,008	\$ 488,958
Total Net Revenue	\$ 1,586,760	\$ 1,682,893	\$ 1,675,645	\$ 1,659,714	\$ 1,709,206
Budgeted M&O Expense	\$ 1,547,760	\$ 1,607,893	\$ 1,645,645	\$ 1,659,714	\$ 1,709,206
Net Remaining Funds	39,000	75,000	30,000	-	-
Less Capital Items	39,000	75,000	30,000	-	-
Budget Surplus/Deficit	\$ -	\$ 0	\$ (0)	\$ -	\$ -

BUDGET GLOSSARY

The Annual Budget contains specialized and technical terminology that is unique to the public finance and budgeting. To help the reader of the Annual Budget document to better understand these terms, a budget glossary has been included in the 2013-14 Annual Operating Budget.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CAFR – see Comprehensive Annual Financial Report

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

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

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

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

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

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

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

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

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

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

to be funded through the instrument. This type of bond generally does not require voter approval.

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

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

CIP – see Capital Improvement Program

COMPREHENSIVE ANNUAL FINANCIAL REPORT OR CAFR – This report summarizes financial data for the previous fiscal year in a standardized format.

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

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

CURRENT TAXES - Taxes that are due within one year.

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

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

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

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

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

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

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

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

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

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

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

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

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

FINANCIAL REPORT - see Comprehensive Annual Financial Report

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

FIXED ASSETS - Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

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

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

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

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

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

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

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

GAAP – see Generally Accepted Accounting Principles

GASB – see Governmental Accounting Standard Board

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

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

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

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

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

GFOA – see Governmental Finance Officers Association.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

OPERATING BUDGET - Operating budgets serve many purposes within a governmental entity, but they have two primary purposes: (1) to plan the services that are going to be offered during the coming year and set priorities; (2) to conform with legal requirements to ensure that expenditures do not exceed those appropriated. Operating budgets are also called Annual Budgets. See **Budget**.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

BUDGET ACRONYMS

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

BRA – Brazos River Authority

BTU – Bryan Texas Utilities

CVB – Convention and Visitors Bureau

ETJ – Extraterritorial Jurisdiction

GISD – Granbury Independent School District

SWATS – Surface Water and Treatment System

TXDOT – Texas Department of Transportation