

CITY OF BURLESON
ANNUAL OPERATING BUDGET

FY 2017 - 18



Burleson
TEXAS

BURLESONTX.COM

"HOMETOWN, DONE RIGHT"

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City of Burleson Fiscal Year 2017-2018 Budget Cover Page

This budget will raise more revenue from property taxes than last year's budget by an amount of \$1,181,241, which is a 5.94 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$865,391.

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

FOR:

AGAINST:

PRESENT and not voting:

ABSENT:

Property Tax Rate Comparison

| | 2017-2018 | 2016-2017 |
|--|------------------|------------------|
| Property Tax Rate: | \$0.7350/100 | \$0.7350/100 |
| Effective Tax Rate: | \$0.7056/100 | \$0.7303/100 |
| Effective Maintenance & Operations Tax Rate: | \$0.5019/100 | \$0.5209/100 |
| Rollback Tax Rate: | \$0.7542/100 | \$0.7747/100 |
| Debt Rate: | \$0.2122/100 | \$0.2122/100 |

Total debt obligation for City of Burleson secured by property taxes: \$141,625,000

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Burleson
Texas**

For the Fiscal Year Beginning

October 1, 2016

Executive Director

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TABLE OF CONTENTS

| | | | |
|-----|--|-----|---|
| | <u>Introduction and Overview</u> | 104 | Human Resources |
| 9 | City Brief | 106 | Communications |
| 14 | Strategic Goals and Strategies | 108 | City Secretary |
| 15 | The Game Plan | 110 | Records |
| 16 | City Planning Processes | 112 | Judicial Services |
| 17 | Manager's Message | 113 | Library |
| 42 | Fee Changes | 115 | Finance |
| | | 117 | Support Services |
| | <u>Financial Structure, Policy, and Process</u> | 119 | Purchasing |
| 47 | Organizational Chart | 121 | Police |
| 48 | Fund Structure by Budgetary Basis | 124 | Fire |
| 49 | Fund Descriptions | 126 | Fire Prevention and Code Enforcement |
| 51 | Basis of Budgeting | | Municipal Court |
| 52 | Functional Units | 129 | Marshal Division |
| 53 | Financial Policies | 130 | Public Works Administration |
| 64 | Budget Process | 132 | Facilities Maintenance |
| 67 | Budget Calendar | 134 | Street Maintenance - Pavement |
| | | 136 | Street Maintenance - Drainage |
| | <u>Financial Summaries</u> | 138 | Street Maintenance - Traffic |
| 69 | Three Year Fund Summaries by Revenue, Expenses and Fund Balance | 140 | Neighborhood Services - Administration |
| 86 | Explanation of Changes in Fund Balances Greater than 10% | 142 | Animal Services |
| 87 | Overview of Budgeted Revenues and Expenditures by Class | 144 | Environmental Services |
| 89 | Assessed Taxable Property | 146 | Development Services Administration |
| 90 | Sales Tax History | 148 | Planning |
| | | 149 | Building Inspection |
| | <u>Capital and Debt</u> | 151 | Code Enforcement |
| 91 | Definition of Capital and Maintenance and Operations Costs of Completed Capital Projects | 153 | Planning and Engineering Services - Capital |
| 91 | Legal Debt Margin | 155 | Planning and Engineering Services - Development |
| 92 | Capital Improvement Program Summary | 157 | Gas Well Development |
| 94 | Financing Alternatives | 159 | Parks and Recreation Administration |
| 95 | General Long Term Debt Principal and Interest Requirements | 161 | Recreation |
| 96 | Burleson 4A Development Corporation Long Term Debt Principal and Interest Requirements | 163 | Park Maintenance |
| 97 | Burleson Community Services Development Corporation Long Term Debt Principal and Interest Requirements | 165 | Senior Activity Center |
| 98 | Water and Wastewater Long Term Debt Principal and Interest Requirements | 167 | Economic Development Fund |
| 99 | Golf Course Long Term Debt Principal and Interest Requirements | 169 | Parks Performance Fund |
| | | 171 | Water/Wastewater Fund |
| | <u>Departmental Information</u> | 177 | Hidden Creek Golf Course Fund |
| 101 | Three Year Detailed Departmental Budgeted Full Time Equivalents | 184 | Other Funds |
| 103 | General Fund: City Manager's Office | 188 | |
| | | | <u>Supplemental Information</u> |
| | | 193 | Map |
| | | 194 | Water Daily Average Consumption |
| | | 195 | Glossary of Terms |
| | | 201 | Top Ten Taxpayers |

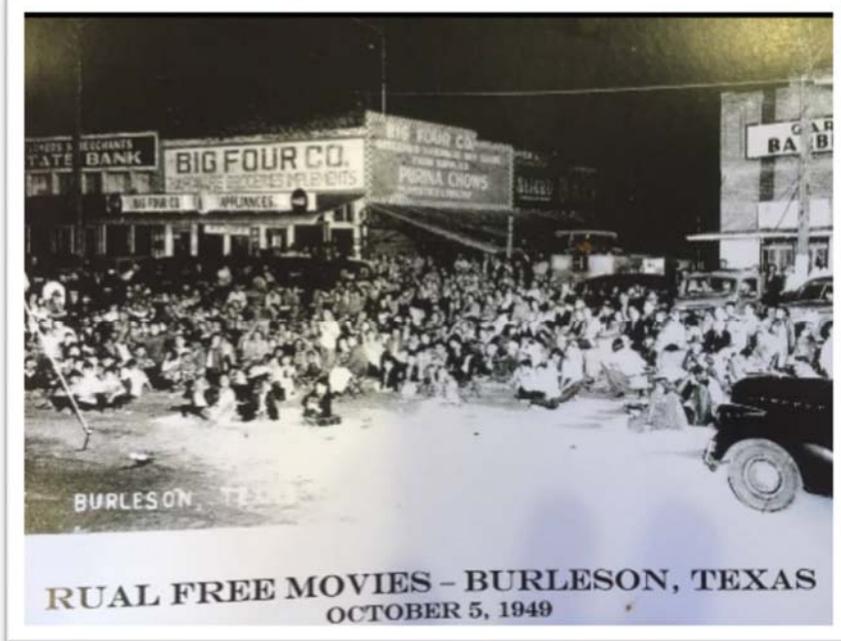
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CITY BRIEF



Burleson was founded in 1881 when construction of the M-K-T Railroad began. The fledgling town was named in honor of pioneer educator and preacher, Dr. Rufus C.

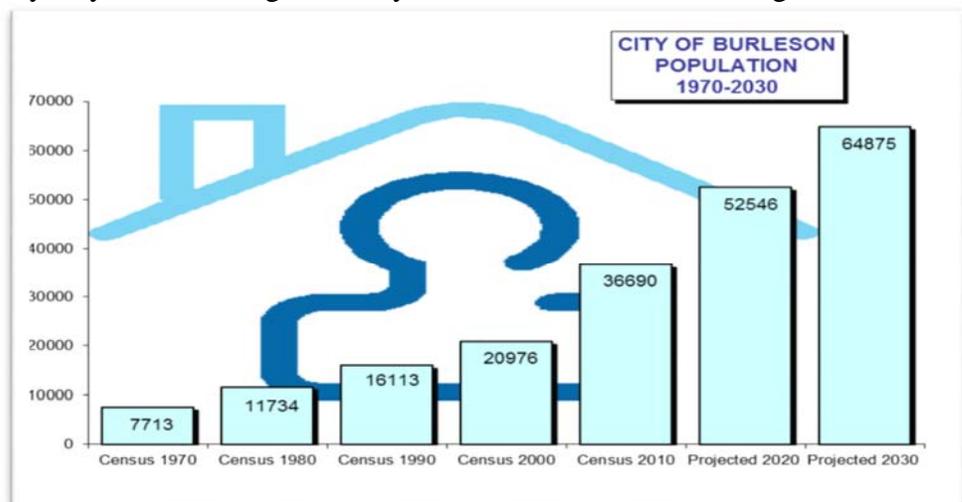
Burleson is located on the southwest edge of the Dallas-Fort Worth Metropolitan area (DFW), yet Burleson has retained its distinct personality. It is 12 miles south of downtown Fort Worth and 35 miles southwest of Dallas. The average commute is 27 minutes. There are three major airports within 45 minutes, as well as the well-equipped and local Spinks airport with a lighted 6,000 foot concrete runway for commuter and executive travel. As of 2014, commuting became even faster thanks to opening of the new Chisholm Trail toll way.



Burleson, who later twice became president of Baylor University and baptized Sam Houston in 1854.

Burleson's population has increased 100% since 2000 to 45,016, according to the U.S. Consensus Bureau in 2016 and is expected to hit 64,875 by 2030. At the same time sale prices of preowned single-family homes have risen more than 50% in the last five years all over DFW according to the Dallas

About a decade after the turn of the century, the Northern Texas Traction Company built an interurban railway system through Burleson connecting Fort Worth and Cleburne. In 1912, a vote of the people made the town a city, and in 1969, Burleson was established as a "home rule" city when citizens adopted the Home Rule Charter.



Morning News (Brown, 2017)¹, and in Burleson home value were still slightly above the 8.2% average at 8.7%. The effects can be seen directly in the local housing pricing and new starts. 2016 saw 545 new home starts while the average home value rose from a year ago value of \$152,904 up to \$166,274.

To support the growing population, the community has access to six hospitals that are within a thirty minute drive, including a pediatric hospital and a trauma center. Also, the Burleson ISD is made up of ten elementary and seven secondary schools whose consistently bring in SAT and ACT scores that higher than the state and national averages. Another two schools, Nicholas Middle School and North Joshua Elementary School also fall within the Burleson city limits to serve citizens. For higher education opportunities, forty colleges and universities are located within an hour drive, including Hill College and Texas Wesleyan University both located within the Burleson city limits.

Thanks to Burleson's humble beginnings



and strategic bisection by one of the most

travelled interstates in American, and close location next to the DFW, affords citizens the advantages of an urban lifestyle, while retaining the “small town” feel.

The city's leadership is focus-driven to enhance citizens quality a life by supporting support community improvements and events. In March of 2015 City Council approved a \$1 million dollar plus contract to improve its Old Town district, home to many of the city's most popular events, attractions, and local government services.

Old Town now sports its own microbrewery, Old Texas Brewing Company, in addition to other restaurant favorites: Fuzzy's Taco, Grumps, The Hickory Tree Grill, Frescos Mexican restaurant and the world famous Babe's Chicken Dinner House.

Highlight of some of the city sponsored



events, some right in the middle of Old Town, are:

- Bunny Daze egg hunt
- Hot Sounds of

Summer free concert series, featuring a variety of music performed by well-known artists each Friday night during the month of June

- Christmas Parade of Lights

- Founder's Day

celebration, held in October to

commemorate the City's history with of the restored Interurban Depot and Museum

In addition to the city's great events, it has many community facilities and attractions.

For avid golf fans, Hidden Creek Golf Course was built in 1997, and fairly recently had a completed renovation. It has been voted the "toughest public golf course" in the DFW two years running by the Ft. Worth Business Press and the Dallas Business Journal listed Hidden Creek in the "top five public golf courses in the state". It boasts a well-designed, moderately challenging golf course complete with a pro shop, a restaurant, and practice facilities. Rates are very competitive and fees are daily, no membership. More information <http://www.hiddencreekgc.com/> can be found on Hidden Creek Golf Course website.



Other community features are:

- ✓ *Senior Activity Center* open to citizens 50 or older
- ✓ *Russel Farm Art Center*, offering art woodworking classes and a wonderful outdoor venue to host wedding, reunions, or family gatherings
- ✓ *Burleson Public Library* offering books for all ages, digital as well as hardback.
- ✓ *Burleson Recreation Center (BRiCk)* with an indoor pool park,

gymnasium, meeting rooms which offers exercise classes and pool parties. Membership is required.

- ✓ *Chisenhall Sports Complex*, along with 16 parks and playgrounds, and one nature preserve.

Businesses are racing to Burleson to serve the growing population. With a 3% household growth rate, \$69,686 average

annual income, well-educated workers, 58% of which have some college experience, retailers, industrial and professional service providers find Burleson is THE place to be.

Construction is the primary industry in Burleson at this time, closely followed by the



retail trade.

Healthcare/social assistance and hotel/motel establishments represent nearly a third of the industries in Burleson.

Burleson's Highpoint Business Park is filling up fast and expanding through private investment. In the last 24 months, five

facilities have been opened with two more to follow:

- LKQ – 100,000 square foot facility for auto parts distribution.
- Chicken E Food Service – 100,000 square foot headquarters and food distribution facility.
- Staurt Industries – 40,000 square foot headquarters and aerospace parts distribution.

- Hayes & Stolz – 144,000 square foot headquarters and manufacturing facility. (*under construction*)

Texans love Burleson and Burleson loves newcomers. The City of Burleson and the local Chamber of Commerce actively help relocate, start and grow new business in the area. Continued infrastructure improvements, planned street construction



- Wagner-Smith Equipment Company – Expansion of local company to 55,000 square foot manufacturing center for wireline components.
- Airforce Airguns – 25,000 square foot headquarters and air gun manufacturer.

and stormwater drainage improvements, make Burleson very business-friendly.

Overall, the City of Burleson is a dynamic, rapidly expanding home in which to relax and kick back while still enjoying all the benefits of living near the DFW without hassle.

| MAJOR EMPLOYERS | | | |
|-----------------------------|------------------|------------------------------|---------------------------|
| Name | Employees | Industry | Product |
| Burleson ISD | 1000-2500 | Public Administration | Education |
| Huguley Hospital | 1000-2500 | Healthcare/Social Assistance | Healthcare |
| H-E-B Grocery | 250-499 | Retail | Retail |
| Wal-Mart | 250-499 | Retail | Retail |
| City of Burleson | 250-499 | Public Administration | Government |
| KWS Manufacturing | 100-250 | Manufacturing | Conveyor Systems |
| Champion Buildings | 100-250 | Manufacturing | Manufactured Homes |
| Thomas Conveyor | 100-250 | Manufacturing | Conveyor Systems |
| Universal Forest Products | 75-100 | Manufacturing | Lumber and Wood |
| Birdwell Screw Conveyors | 75-100 | Manufacturing | Cleaning Supplies |
| Industrial Screw Conveyors | 50-75 | Manufacturing | Conveyor Systems |
| Indicom Buildings | 50-75 | Manufacturing | Manufactured Buildings |
| United Aviation Accessories | 50-75 | Manufacturing | Aviation Components |
| Basden Steel | 50-75 | Manufacturing | Structural Steel |
| Haliburton | 50-75 | Manufacturing | Oil/Gas Services |
| Wagner-Smith | 50-75 | Manufacturing | Power Line Tools/Products |
| Burley Fence | 50-75 | Manufacturing | Fencing Tools/Products |
| Chicken E Food Service | 50-75 | Distributor | Food Products Wholesaler |
| LKQ Corporation | 50-75 | Wholesaler/Distributor | Automotive |

STRATEGIC GOALS AND STRATEGIES

During the 2009 fiscal year, a project was begun entitled "Imagine Burleson: Roadmap to 2030". The project included a nine-month long public involvement process which started in January. The process included stakeholder presentations by staff at 14 service clubs, at various City boards and commission meetings and at Chamber of Commerce events. Other stakeholders participated at five interactive workshops at five town hall meetings. The common themes that emerged from these meetings regarding the desires of the residents for what Burleson should be in the future were presented to a 14 member Comprehensive Plan Steering Committee. The outcome of all the meetings and presentations was a shared vision and a statement of desires, dreams and hopes for the future: a statement of what we hope to become. According to the "Imagine Burleson" project:

We are...

- Focused on building a dynamic future, while preserving our rich history.
- Dedicated to establishing a great place to live, learn, work, and play.
- Committed to being a sustainable community for all, through every stage of life.

According to the "Imagine Burleson" document: "This planning document forms the bases for policy decisions such as development ordinances and short- and long-term action plans. Policy makers and City staff will use this document as a guide while reviewing development projects, city budget, and prioritizing capital improvement projects, and drafting ordinances to direct growth that leads to the vision identified in this document."

It is within this framework that The City of Burleson's budget process occurs. It is a continuous process with no defined beginning or end. Budgeting activities which have taken place at a more individual and informal manner in prior years are becoming more standardized and are being documented more completely than in the past. The changes in the process are a reflection of the recognition that along with the growth of the population, the complexity of managing the city's interests has grown also.

The changes in the budget process are also acknowledgement that although the City of Burleson has been graced with strong growth and has been somewhat insulated from the vagaries of the market thanks to the development of the Barnett Shale, the drastic decline in

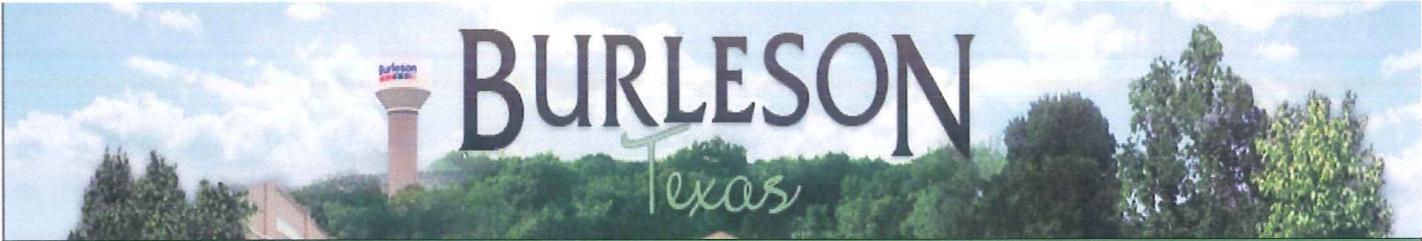
interest rates, fuel costs which have risen and fallen at astronomical rates and the burst of the housing bubble do have an enormous impact on the citizenry and the way the City plans for the future.

It is with this knowledge and the burden of planning in uncertain times that department managers have been required to monitor their budgets more closely and plan more cautiously. "Needs" are closely scrutinized. Non-essential requests are quickly discarded.

Under the direction of the City Manager, the Budget Team analyzes the proposed data and formulates a recommended course of action which is formally presented to the City Council in late summer. The purpose of these work sessions is to blend together programs that the City has embarked upon during the current and prior periods with new goals and programs which the City Council envisions for both the upcoming budget year and beyond. The funding strategies necessary to deliver anticipated services are carefully reviewed in order to assure that the overall cost of services fits within the parameters specified by the Council on behalf of the citizenry as a whole.

In addition to the City-wide mission and goals established by the citizenry, the administrative organization of the City adopted "The Game Plan" in August of 2011. This planning document follows on the next page.





BURLESON Texas

GAME PLAN

OUR VISION

The City of Burleson will be a premier municipal organization in the North Central Texas Region through outstanding performance, timely problem identification and resolution, unequalled service delivery, and customer satisfaction.

OUR MISSION

The City of Burleson exists to create an environment which provides municipal services that are highly valued by its citizens, delivered using the best practices available utilizing a workforce that is well trained, equipped, and committed to innovation, productivity and teamwork.

OUR GOALS



Efficiency: Doing things right; measured by a comparison of production with cost (as in energy, time, and money)



Transparency: citizens can see how public business is conducted and participate in it.



Honesty: the quality of being honest; upright and fair; truthful, sincere; absence of deceit or fraud.



Innovation: The process by which a new idea or invention adds value to the services we provide to our citizens.



Customer Service: Providing courteous, helpful service that exceeds what the customer would reasonably define as normal or expected.

OUR VALUES

- The organization's greatest asset is its employees and we will invest in them to achieve their highest potential.
- Services should be delivered at the lowest cost with the highest value.
- Burleson's leadership has a future focus and a commitment to success through measurable results.
- The organization is the vehicle to get us to the future and it must recognize adaptability, innovation, perseverance and creativity will be required along the way.
- Technology is the "right tool for the job" in solving problems and improving productivity in the future.
- Mistakes provide opportunities to learn so as not to repeat them in the future.
- The City Manager is the Chief Executive Officer responsible for daily operations and implementation of the Game Plan.
- Employees are committed to honesty, respect, fairness, equality, teamwork and doing what is right for the citizens and the workplace.
- The organization belongs to the people and they require their government to be open, accessible and transparent.

CITY PLANNING PROCESSES

| | Description | Purpose | Budget Impacts |
|--|--|---|--|
| Target Industry Study | Plan that identifies 5 - 8 targeted industries that fit in Burleson with strategies included to help in recruiting them to town. | To direct industrial and office recruitment activities of the Economic Development Department | Allows planning for strategic recruitment operations, as well as capital improvement and development needs. |
| Retail Recruitment Strategy | Plan that analyzes the retail market / trade area and assesses consumer propensity to be customers of retail businesses. | To match our market / trade area's consumers to retail businesses to aid in the recruitment of additional retail | Has a direct link to increasing sales tax, property tax, development fees, and water / sewer funds. |
| Capital Improvement Plan (CIP) | Five-year plan that includes projects by plan year, and indicates funding source | Plan is prepared by the Engineering Department and approved by City Council | Allows planning for funding and debt service requirements. Also identifies funding offsets from bond funds for salary reimbursements and general fund impacts. |
| Photo Enforcement Funds 5-year Plan | Five-year plan that includes projects by plan year for photo enforcement funds | Plan is prepared by the Engineering Department and approved by City Council as part of Budget process. | Allows planning for funding received from photo enforcement funds. |
| Master Water and Wastewater Plan | City's Master Plan of water and wastewater improvement needs for a 20 year period | Identify needed improvements based on anticipated growth, in accordance with the city's Future Land Use and Zoning documents. | Provides planning information for capital outlay needs from water and sewer revenue and indication of long term bond funding needs. |
| Master Mobility Plan | City's Thoroughfare, Bike Path and Trail Master Plans | Identify transportation corridor improvements needed to support growth long term | Provides a basis for estimating the long range funding needs for transportation infrastructure. |
| Master Drainage Study | City's planning document for stormwater run-off and water quality | Identify future improvement needs to ensure capacity for stormwater generated by growth is considered, as well as water quality improvements | Provides a basis for estimating the long range funding needs for storm water infrastructure. |
| Impact Fee Study | Detailed study of anticipated water and sewer improvements, and cost associated with development | Identify cost of expanding our existing systems to serve development, and setting, according to State guidelines, impact fees charged to development. | Provides planning information on anticipated funds to be received which will offset the cost of water and sewer infrastructure. |
| Master Plan for Parks, Recreation, and Open Space Development | Twenty year plan to anticipate how parks recreation and open spaces will be developed to enhance city living. | To identify priorities to be presented to Park and Recreation Board and the City Council for funding approval. | Establishes annual capital and maintenance costs required for the construction and operation of new amenities. |

CITY MANAGER'S MESSAGE

FOR THE FY 2017-2018 PROPOSED BUDGET

TO

MAYOR KENNETH D. SHETTER

AND

MEMBERS OF THE BURLESON CITY COUNCIL

August 9, 2017

In accordance with the Texas Local Government Code and the Charter of the City of Burleson, the Proposed Annual Operating Budget for the fiscal year beginning October 1, 2017 and ending September 30, 2018 is hereby submitted. The proposed budget presents, in financial terms, the plan for accomplishment of the delivery of municipal services during the forthcoming fiscal year. The narrative which follows provides a detailed overview of the proposed budget.

PROPOSED GENERAL FUND BUDGET

Revenues

Total operating revenues for FY 2017-18 are \$34,963,704 as proposed, approximately \$1,912,340 more than in FY 2016-17.

Property Taxes

Tax Valuation

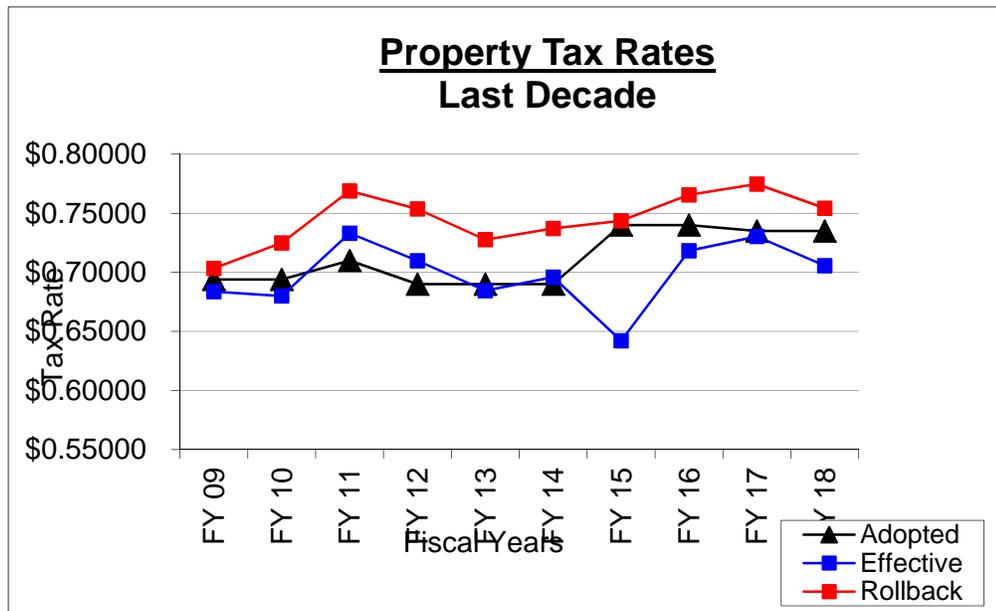
The City's 2017 property value, as certified by the Johnson County Appraisal District and Tarrant Appraisal District is \$3,217,000,495 – an increase of \$181,299,050 or 5.97% over 2016's \$3,035,701,445. This increase in value can be attributed primarily to \$107,380,493 in the value of new improvements added to the tax base. Total taxable value increased \$224,505,871 (8.5%) from last year's \$2,640,189,455 to \$2,864,695,326.

Tax Rate

The property tax rate in the proposed base budget is \$0.7350, which is the existing rate.

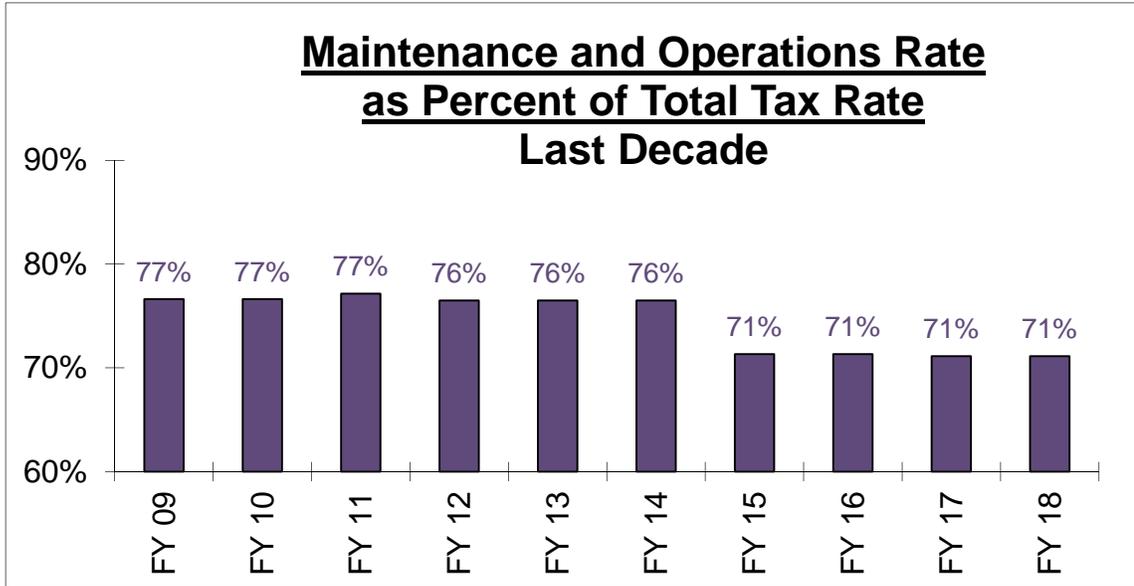
Effective Tax Rate

The effective tax rate for FY 2017-18 is \$0.7056, which is \$0.0294 lower than the current rate of \$0.735. The effective maintenance and operations tax rate is \$0.5019. The chart below shows the historical trend of the City's tax rate since FY 2009.



Maintenance and Operations Rate (M & O rate)

The proposed budget maintains the current M&O rate of \$0.5228. The following graph illustrates the M&O rate as a percent of the total tax rate since FY 09.

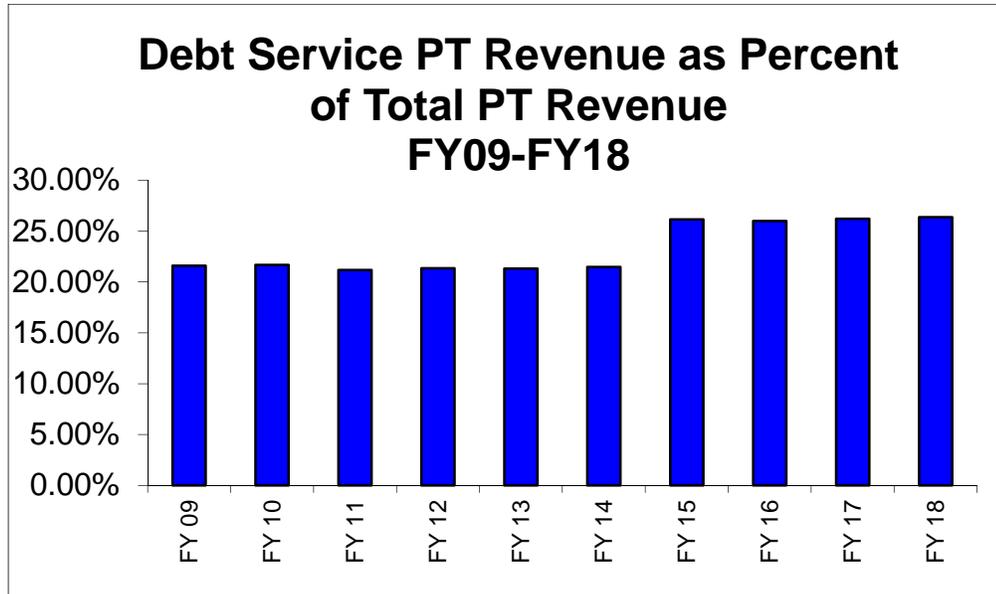


Debt Service Rate (I&S rate)

The debt service rate remains the same at \$0.2122. The debt rate is 28.9% of the total tax rate., 2.2% more than the median of 26.7% for the 33 Tarrant County cities which had a debt rate in FY 2017.

Manager's Message
Proposed FY 2017-2018 Budget

| Jurisdiction Name | Tax Rate | M&O Rate | M&O as % | I&S Rate | I&S as % |
|---------------------------|-----------|---|----------|-----------|----------|
| City of Everman | \$ 1.2300 | \$ 0.9625 | 78.3% | \$ 0.2675 | 21.7% |
| City of Forest Hill | \$ 0.9900 | \$ 0.8589 | 86.8% | \$ 0.1311 | 13.2% |
| City of Pelican Bay | \$ 0.8985 | \$ 0.8542 | 95.1% | \$ 0.0443 | 4.9% |
| City of Fort Worth | \$ 0.8350 | \$ 0.6615 | 79.2% | \$ 0.1735 | 20.8% |
| City of White Settlement | \$ 0.7557 | \$ 0.6029 | 79.8% | \$ 0.1528 | 20.2% |
| City of Kennedale | \$ 0.7675 | \$ 0.1858 | 24.2% | \$ 0.5817 | 75.8% |
| City of Sansom Park | \$ 0.7673 | \$ 0.5441 | 70.9% | \$ 0.2232 | 29.1% |
| City of Mansfield | \$ 0.7100 | \$ 0.4708 | 66.3% | \$ 0.2392 | 33.7% |
| City of Grand Prairie | \$ 0.6700 | \$ 0.4735 | 70.7% | \$ 0.1964 | 29.3% |
| City of Benbrook | \$ 0.6500 | \$ 0.6225 | 95.8% | \$ 0.0275 | 4.2% |
| Haltom City | \$ 0.7000 | \$ 0.4623 | 66.0% | \$ 0.2377 | 34.0% |
| City of Arlington | \$ 0.6448 | \$ 0.4538 | 70.4% | \$ 0.1910 | 29.6% |
| City of Azle | \$ 0.6795 | \$ 0.5606 | 82.5% | \$ 0.1189 | 17.5% |
| City of Crowley | \$ 0.7393 | \$ 0.5136 | 69.5% | \$ 0.2257 | 30.5% |
| City of Watauga | \$ 0.6184 | \$ 0.4230 | 68.4% | \$ 0.1954 | 31.6% |
| City of Hurst | \$ 0.5879 | \$ 0.4616 | 78.5% | \$ 0.1263 | 21.5% |
| City of N Richland Hills | \$ 0.6100 | \$ 0.3481 | 57.1% | \$ 0.2619 | 42.9% |
| City of Richland Hills | \$ 0.5956 | \$ 0.4714 | 79.1% | \$ 0.1242 | 20.9% |
| Town of Trophy Club | \$ 0.4730 | \$ 0.3630 | 76.7% | \$ 0.1100 | 23.3% |
| City of Bedford | \$ 0.4765 | \$ 0.3037 | 63.7% | \$ 0.1728 | 36.3% |
| City of Westworth Village | \$ 0.5000 | \$ 0.2530 | 50.6% | \$ 0.2470 | 49.4% |
| City of Saginaw | \$ 0.5130 | \$ 0.2933 | 57.2% | \$ 0.2197 | 42.8% |
| City of Euless | \$ 0.4625 | \$ 0.3631 | 78.5% | \$ 0.0994 | 21.5% |
| City of Lake Worth | \$ 0.4607 | \$ 0.1801 | 39.1% | \$ 0.2805 | 60.9% |
| City of Southlake | \$ 0.4620 | \$ 0.3620 | 78.4% | \$ 0.1000 | 21.6% |
| City of Flower Mound | \$ 0.4390 | \$ 0.3377 | 76.9% | \$ 0.1013 | 23.1% |
| City of Keller | \$ 0.4300 | \$ 0.3136 | 72.9% | \$ 0.1164 | 27.1% |
| Town of Pantego | \$ 0.4200 | \$ 0.4200 | 100.0% | \$ - | 0.0% |
| City of Roanoke | \$ 0.3751 | \$ 0.1584 | 42.2% | \$ 0.2167 | 57.8% |
| City of Colleyville | \$ 0.3391 | \$ 0.3220 | 94.9% | \$ 0.0172 | 5.1% |
| City of Grapevine | \$ 0.2893 | \$ 0.1265 | 43.7% | \$ 0.1628 | 56.3% |
| City of Haslet | \$ 0.2903 | \$ 0.2410 | 83.0% | \$ 0.0493 | 17.0% |
| Dalworthington Gardens | \$ 0.2740 | \$ 0.2378 | 86.8% | \$ 0.0362 | 13.2% |
| City of Westlake | \$ 0.1370 | \$ 0.1288 | 94.1% | \$ 0.0081 | 5.9% |
| Average | \$ 0.5821 | \$ 0.4216  | 72.4% | \$ 0.1605 | 27.6% |
| Median | \$ 0.5918 | \$ 0.3915  | 66.2% | \$ 0.1578 | 26.7% |
| Burleson | \$ 0.7350 | \$ 0.5228 | 71.1% | \$ 0.2122 | 28.9% |



Taxable Value of Average Residential Property

The taxable value of an average residential property in Burleson grew from \$152,904 in 2016 to \$166,274.

The proposed rate, applied to the increased taxable value, will result in an increase of \$98.27 in the tax bill for the average residential property, from \$1,123.85 in the current year to \$1,222.12 in the proposed budget.

Property Tax Revenue

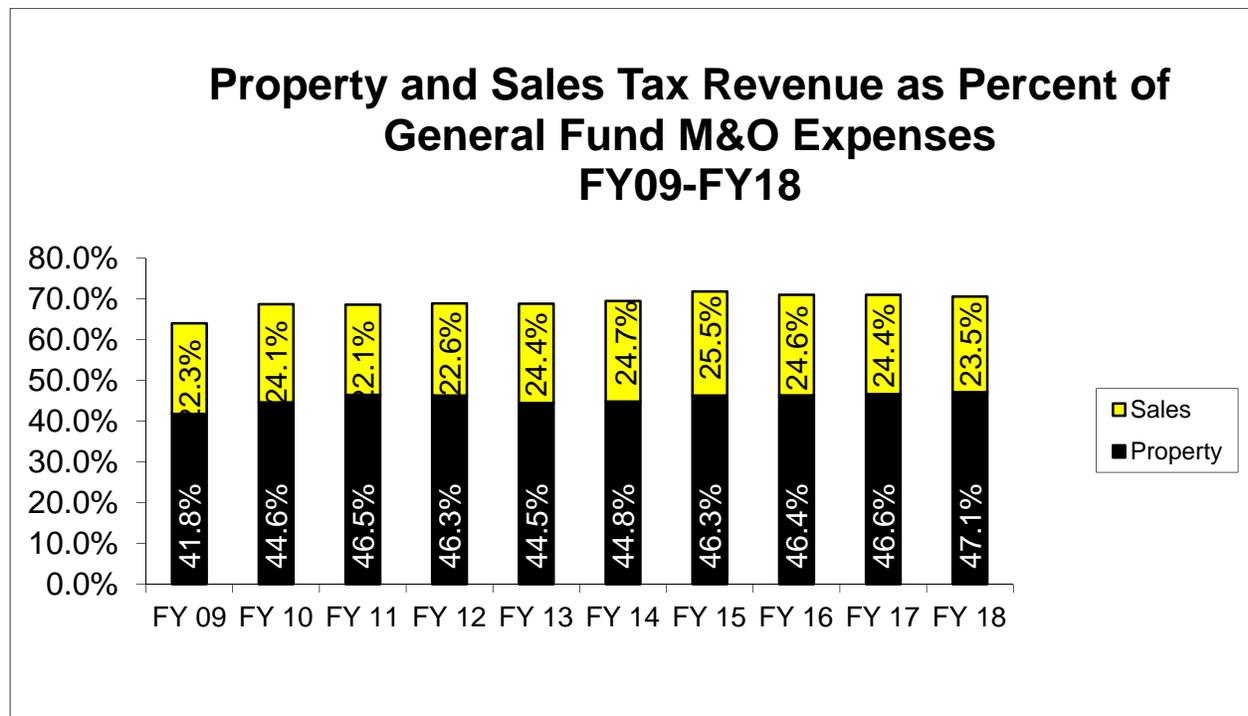
Overall, revenue from ad valorem (property) taxes is up \$1,259,799 (8.1 %) from the current year to \$16,804,131. Taxes on new value added since the last appraisal total \$552,964. The value of properties subject to the senior tax freeze increased from \$381.5 million in 2016 to \$436.5 million in 2017. Frozen properties now account for 13.5% of the tax base – up 1.0% from FY 2016-17.

For FY 2017-18, one cent on the ad valorem tax rate will generate \$282,172 - allowing for protested and frozen values and assuming a 98.5% collection rate.

Sales Taxes.

Sales tax (including liquor tax) revenues are projected to increase \$253,000 (+3.1%) from current adopted levels. Revenue from sales tax in FY 2018 is projected at \$8,468,000 (24.2% of total revenue).

Combined, property and sales taxes will fund approximately 70.6% of General Fund maintenance and operations expenses for FY 2017. The graph below illustrates this relationship since FY 2009.



Other revenue:

Other revenue categories are projected to be a mixed bag next year, including an increase of \$83,950 (8.8 %) in fees from Permits and Licenses. Projected fine and forfeiture revenues increase by \$95,000 (8.6%). Franchise fees are expected to decrease by \$176,000 (7.1%), Miscellaneous revenues are increasing \$231,100 (17.6%), and Other Sources are expected to increase \$24,316 (<1%).

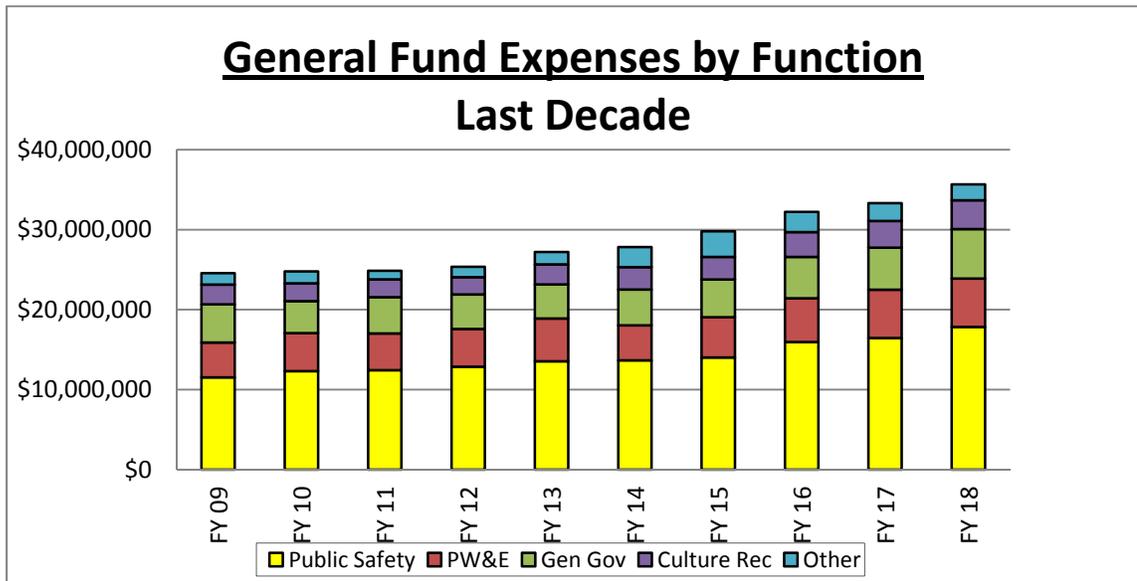
Expenditures

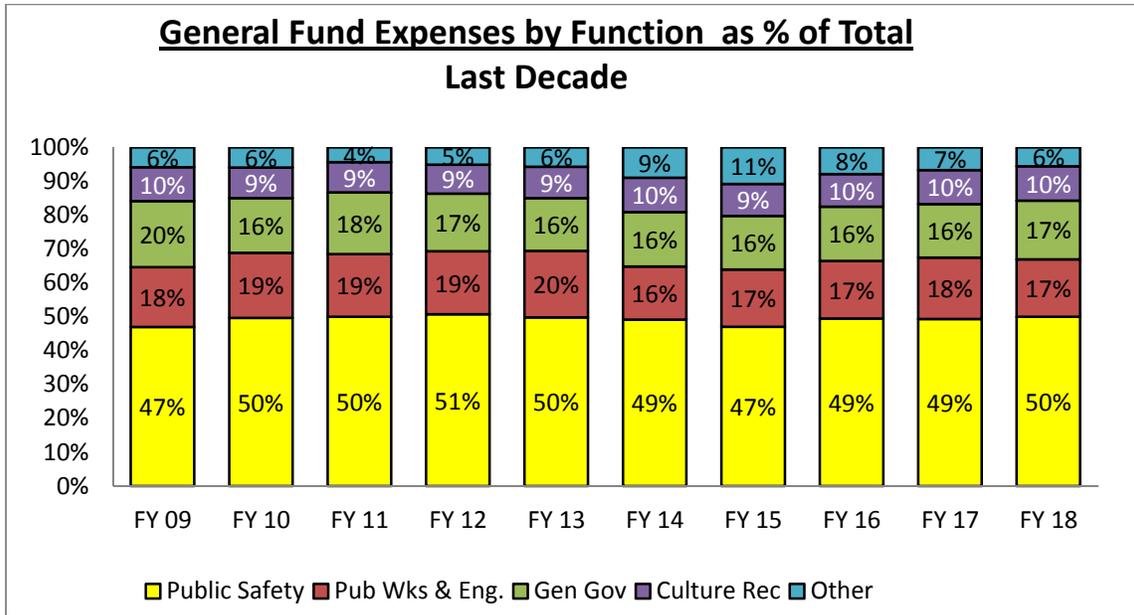
Overview

Proposed total expenditures are \$2,340,503 (7%) higher than the current year adopted budget. Of this amount, \$760,061 comprises capital or one-time expenditures. The remaining operating expenditures of \$34,844,304 are \$119,400 less than operating revenues. Expenditures are customarily divided into 5 major functions:

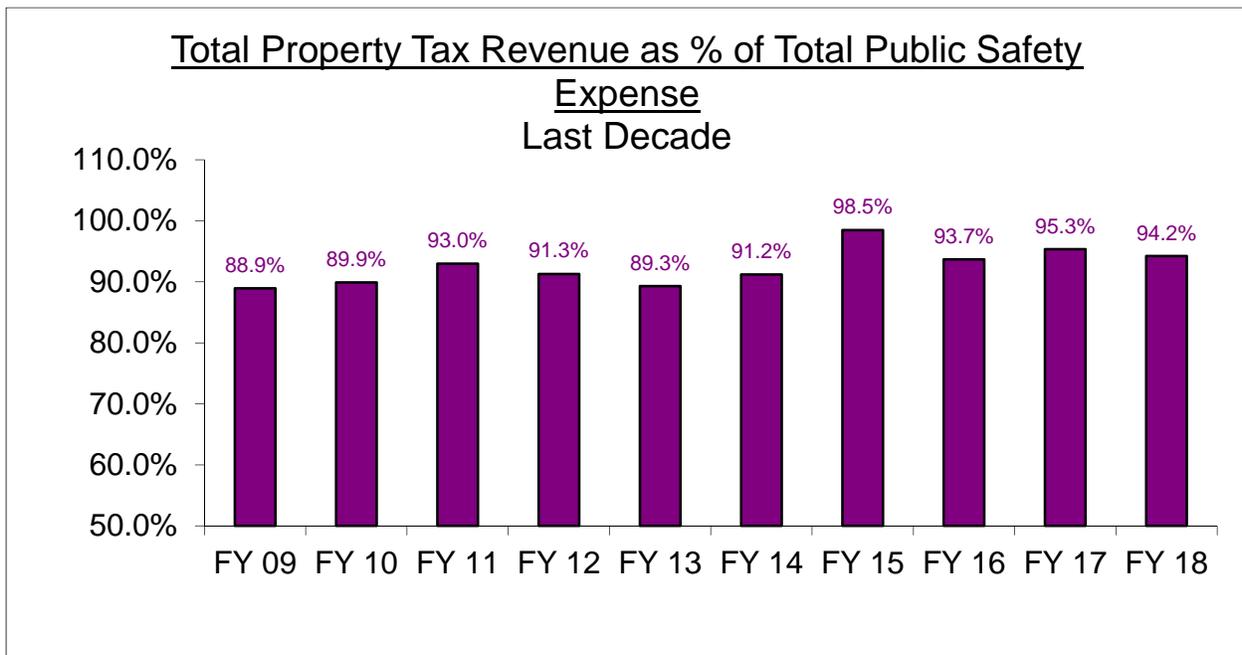
- Public Safety (Police, Fire, Fire Prevention, Animal Control & Municipal Court)
- Public Works (including Engineering)
- General Government (Finance, Human Resources, City Manager's Office, City Secretary's Office, etc.)
- Culture & Recreation (Library, Parks and Recreation)
- Other (Neighborhood Services & Community Development)

The following two graphs illustrate the spending in these categories over the last ten years.





Since FY 2009-10, Public Safety expenses have comprised at least one-half of all General Fund expenditures. **In FY 2017-18, if all of the property tax collected in the General Fund were to be allocated to Public Safety, it would only pay for 94% of Public Safety expenses.** The graph below illustrates this relationship since FY 09.



Salary and Related Costs

In FY 2012-13 we reinstated a revised Step Plan in Public Safety. The proposed FY 2017-18 Budget fully funds this Step Plan and revises it to increase our competitiveness in the metroplex public safety employee market..

The proposed budget also includes funds to make merit based pay adjustments to civilian positions equivalent to 3% of civilian payroll. About \$835,000 is budgeted for the step plan. Normal step increases with no plan changes cost about \$245,000 and another \$590,000 has been added to make public safety compensation more competitive. Other cities are adjusting their public safety compensation during this budget year, so additional changes are expected in the coming years.

FUND BALANCE

The Fund Balance in the General Fund is estimated to be \$8,470,989 at the end of FY 2016-17. This amount is \$1.6 million above the 20% reserve amount established by Council policy. The proposed budget utilizes an appropriation from fund balance of \$700,661 for the following one-time purchases:

| | | |
|---------|------------|---|
| 8,000 | Emer Serv | Smart Board |
| 10,471 | BU | Computers |
| 20,290 | Police | Camera, training and software |
| 35,000 | Police | 2 more mobile cameras |
| 38,000 | Police | Vehicle and one-time expenses for CID position |
| 22,000 | Library | Replace computer desks, new electronic screens, and software to check out eBooks |
| 16,000 | Library | Smart Lockers at BRiCk - check out Library items; automatic check-in when returned. 50% funding |
| 34,200 | Parks | Truck - to replace vehicle not on replacement schedule |
| 15,100 | PBW | Message Board for streets |
| 125,000 | Facilities | Carpeting/Flooring - City Hall, Library, Senior Center |
| 30,000 | HR | HR Data acquisition - compensation analysis |
| 250,000 | PBW/ENG | Stormwater study |
| 156,000 | PBW | Bucket Truck |
| <hr/> | | |
| 760,061 | | |

As tabulated below, the fund balance in the General Fund at the end of FY 2018 is projected to be at 22% of annual operations. This is \$637 thousand above the 20% policy minimum.

GENERAL FUND: FUND BALANCE STATUS

| | | |
|----|--------------|--|
| \$ | 34,963,704 | Revenues |
| | (34,904,304) | Recurring Expenses |
| \$ | 59,400 | Difference |
| | | |
| \$ | 8,470,989 | Estimated Available Fund Balance Oct 1, 2017 |
| | 34,963,704 | Revenues |
| | (34,904,304) | Recurring Expenses |
| | (760,061) | One Time Expenses |
| \$ | 7,770,328 | Estimated Ending Fund Balance |
| | | |
| \$ | 7,132,873 | Minimum Fund balance with 20% Target |

WATER/WASTEWATER FUND

Revenue requirements in this fund are projected to increase to \$20,706,031 in the proposed FY 2017-18 budget – an increase of 1,131,710 (5.7%) from the FY 2016-17 adopted budget.

Expenditures

Proposed expenditures for FY 2018 total \$20,706,031 – about 6.1% more than the FY 2017 adopted budget. Operating expenditures are increasing in 2018 by more than \$1,185,000 due primarily to the issuance of bonds and increases in product costs.

Water Rates

The proposed FY 2017-2018 budget includes an overall increase of 5.5% to average water rates, and to average wastewater rates. The impact of this increase to a representative residential customer using 7,000 gallons of water and 4,700 gallons of wastewater would experience an increase of \$4.60/month.

The base water rates are as follows:

Manager's Message
Proposed FY 2017-2018 Budget

| <u>Meter size (in inches)</u> | <u>FY16/17 Water Rate</u> | <u>FY17/18 Water Rate</u> |
|-------------------------------|---------------------------|---------------------------|
| 3/4 | \$14.34 | \$15.13 |
| 1.0 | \$20.65 | \$21.79 |
| 1.5 | \$38.89 | \$41.03 |
| 2.0 | \$57.32 | \$60.47 |
| 3.0 | \$137.87 | \$145.45 |
| 4.0 | \$229.78 | \$242.42 |
| 6.0 | \$458.54 | \$483.76 |
| 8.0 | \$687.31 | \$725.11 |
| 10 | \$914.05 | \$964.32 |
| 12 | \$1,055.45 | \$1,113.50 |

(Note: The 3/4 inch meter is the size meter used by most water customers.)

The proposed volumetric water rates per 1,000 gallons are as follows:

| | <u>FY16/17</u> | <u>FY17/18</u> |
|----------------------------------|----------------|----------------|
| 1 gallon to 10,000 gallons | \$4.39 | \$4.63 |
| 10,001 gallons to 20,000 gallons | \$5.30 | \$5.59 |
| Over 20,000 gallons | \$6.06 | \$6.39 |
| Gas Well Drilling (all volumes) | \$12.61 | \$13.18 |

Wastewater Rates

The proposed FY2017-18 budget includes an average 5.5% increase in wastewater rates. The proposed base rate goes from \$16.17/month to \$17.06/month, and the volumetric rate goes from \$4.49/1,000 gallons to \$4.74/1,000 gallons. These rates are the same for both residential and commercial customers, except that residential accounts are billed on the average water consumption during the winter months with a maximum of 12,000 gallons.

Working Capital Notes

FY2017-18 is projected to leave a working capital balance of \$3,535,674, or 25% of operating expenses (excluding debt service and capital) – well in excess of the policy minimum of 20%.

GOLF COURSE FUND

Revenues in the Golf Course Fund are estimated at \$2,434,363, which exceeds budgeted expenditures by \$556. Included on the revenue side are transfers from the Type B (4B) fund of \$357,263 for debt service and \$587,000 for operational subsidy.

SOLID WASTE FUND

The proposed FY 2017-18 budget includes Solid Waste expenditures of \$3,240,916. Proposed revenues of \$3,274,000 will produce a net working capital increase of \$33,084, assuming maintenance of the current rate of \$19.20 per month. Staff projects working capital at the end of FY 2017-18 to be \$1,337,530, or 41% of operating expenditures.

HOTEL/MOTEL FUND

The proposed FY 2017-18 budget includes total revenues of \$207,000 and total expenditures of \$185,809, including \$125,809 of ongoing City expenditures and \$60,000 of community grant funding.

PARKS PERFORMANCE FUND

Designed to better control the more business-like “pay for play” parks facilities such as the BRiCk, Russell Farm, Chisenhall Fields and the Hidden Creek complex, the Parks Performance Fund budget includes revenues equal to expenditures of \$3,727,080. This budget requires subsidies of \$1,364,763 from the Type B Corporation. The BRiCk’s revenues are projected to cover 75% of its expenses, while revenues associated with the two athletic fields will cover about 27% of those expenses, and Russell Farm 26%. A summary of the Park Performance Fund is tabulated on the following page.

Manager's Message
Proposed FY 2017-2018 Budget

PARK PERFORMANCE FUND: Proposed Budget FY 2017-18

| <u>BRiCk Operations</u> | | | | | | |
|--------------------------------|-----------------------|-----------------------|-----------------------|---------------------|-----------|--|
| | ACTUAL | YEAR END | PROPOSED | Chng From | Revised | |
| Revenues | FY 2016 | FY 2017 | FY 2018 | Dollars | Percent | |
| Recreation Fees | \$ (285,422) | \$ (300,000) | \$ (305,000) | \$ (5,000) | 2% | |
| Recreation Memberships | \$ (1,430,849) | \$ (1,395,000) | \$ (1,536,017) | \$ (141,017) | 10% | |
| Recreation Room Rentals | \$ (112,507) | \$ (100,000) | \$ (87,000) | \$ 13,000 | -13% | |
| Indoor Athletic/Rec Fees | \$ (13,841) | \$ (15,000) | \$ (15,000) | \$ - | 0% | |
| Swimming Pool Fees | \$ (94,731) | \$ (80,000) | \$ (85,000) | \$ (5,000) | 6% | |
| Swimming Lessons Revenue | \$ (61,294) | \$ (50,000) | \$ (65,000) | \$ (15,000) | 30% | |
| Merchandise Sales | \$ (4,979) | \$ (5,000) | \$ (5,000) | \$ - | 0% | |
| Returned Checks Fees | \$ (6,579) | \$ (5,000) | \$ (5,000) | \$ - | 0% | |
| Recreation Memberships | \$ (20,194) | \$ - | \$ - | \$ - | | |
| Securities Interest | \$ (2,097) | \$ - | \$ - | \$ - | | |
| CD/Money Market Interest | \$ (259) | \$ - | \$ - | \$ - | | |
| Gain/Loss on Security Val | \$ 1,194 | \$ - | \$ - | \$ - | | |
| TexPool Interest | \$ (689) | \$ (6,500) | \$ (12,000) | \$ (5,500) | 85% | |
| TexPool Prime Interest | \$ (848) | \$ - | \$ - | \$ - | | |
| Logic Interest | \$ (1,113) | \$ - | \$ - | \$ - | | |
| TexSTAR Interest | \$ (455) | \$ - | \$ - | \$ - | | |
| Cash Over/Short | \$ 57 | \$ - | \$ - | \$ - | | |
| Other Misc Revenue | \$ (35) | \$ - | \$ - | \$ - | | |
| Other Revenue | \$ - | \$ - | \$ - | \$ - | | |
| Total | \$ (2,034,641) | \$ (1,956,500) | \$ (2,115,017) | \$ (158,517) | 8% | |
| Expenditures | \$ 2,566,283 | \$ 2,600,156 | \$ 2,805,636 | \$ 205,480 | 8% | |
| Rev. (Over)/Under Exp. | \$ 531,642 | \$ 643,656 | \$ 690,619 | \$ 46,963 | | |
| Percent Self Sustaining | 79% | 75% | 75% | | | |

| <u>Athletic Fields Operations</u> | | | | | | |
|--|---------------------|---------------------|---------------------|--------------------|------------|--|
| | ACTUAL | YEAR END | PROPOSED | Chng From | Revised | |
| Revenues | FY 2016 | FY 2017 | FY 2018 | Revised | | |
| Recreation Leagues | \$ (55,309) | \$ (75,000) | \$ (75,000) | \$ - | 0% | |
| Park Rentals | \$ (14,653) | \$ (7,000) | \$ (24,420) | \$ (17,420) | 249% | |
| Concession Revenue | \$ (833) | \$ (600) | \$ (600) | \$ - | 0% | |
| Tournament Fees | \$ (56,850) | \$ (99,500) | \$ (110,000) | \$ - | 0% | |
| Per Player Fees | \$ (7,864) | \$ (5,280) | \$ (5,280) | \$ - | 0% | |
| Total | \$ (135,509) | \$ (187,380) | \$ (215,300) | \$ (27,920) | 15% | |
| Expenditures | \$ 746,584 | \$ 818,572 | \$ 800,379 | \$ (18,193) | -2% | |
| Rev. (Over)/Under Exp. | \$ 611,075 | \$ 631,192 | \$ 585,079 | \$ (46,113) | | |
| Percent Self Sustaining | 18% | 23% | 27% | | | |

| <u>Russell Farm</u> | | | | | | |
|-------------------------------|--------------------|--------------------|--------------------|--------------------|-------------|--|
| | ACTUAL | YEAR END | PROPOSED | Chng From | Revised | |
| Revenues | FY 2016 | FY 2017 | FY 2018 | Revised | | |
| Rental Fees-Russell Farm | \$ (24,369) | \$ (30,000) | \$ (32,000) | \$ 0 | 0% | |
| Activity Fees-Russell Frm | \$ (110) | \$ - | \$ - | \$ 0 | #DIV/0! | |
| Total | \$ (24,479) | \$ (30,000) | \$ (32,000) | \$ (2,000) | 7% | |
| Expenditures | \$ 122,598 | \$ 144,738 | \$ 121,065 | \$ (23,673) | -16% | |
| Rev. (Over)/Under Exp. | \$ 98,119 | \$ 114,738 | \$ 89,065 | \$ (25,673) | | |
| Percent Self Sustaining | 20% | 21% | 26% | | | |

| <u>PPF FUND TOTALS</u> | | | | | | |
|------------------------------------|-----------------------|-----------------------|-----------------------|---------------------|------------|--|
| TOTAL REVENUES LESS SUBSIDY | \$ (2,194,629) | \$ (2,173,880) | \$ (2,362,317) | \$ (188,437) | 9% | |
| TOTAL EXPENSES | \$ 3,435,465 | \$ 3,563,466 | \$ 3,727,080 | \$ 163,614 | 5% | |
| Rev. (Over)/Under Exp. | \$ 1,240,836 | \$ 1,389,586 | \$ 1,364,763 | \$ (24,823) | -2% | |
| Percent Self Sustaining | 64% | 61% | 63% | | | |

| <u>PPF FUND SUBSIDY BREAKDOWN</u> | | | | | | |
|--|-----------------------|-----------------------|-----------------------|------------------|------------|--|
| 4B Subsidy | \$ (1,340,024) | \$ (1,420,487) | \$ (1,364,763) | \$ 55,724 | -4% | |
| General Fund Subsidy | \$ - | \$ - | \$ - | \$ - | | |
| Total Subsidy for PPF | \$ (1,340,024) | \$ (1,420,487) | \$ (1,364,763) | \$ 55,724 | -4% | |
| Amount (TO)/FROM PPF Fund Balance | \$ (99,188) | \$ (30,901) | \$ - | \$ - | | |

SUPPORT SERVICES FUND

The Support Services Fund records the activities of support services functions (currently only Information Technology), and allows for the costs of these services to be reflected as expenditures of the “customer” departments. Revenues in this budget are projected at \$1,875,751, and expenditures are projected at \$1,999,059, drawing down working capital by \$123,308. This draw-down is caused primarily by a couple of large one-time or infrequent purchases – consulting fees related to development of a strategic plan for IT, and a time and attendance system that will benefit the entire City.

CEMETERY FUND

The Cemetery Fund is an enterprise fund used to account for the cost of operating the Burleson Memorial Cemetery. Operations are financed by revenues from the sale of cemetery lots and interest on investments. Revenues are projected at \$ 7,500 in FY 2017-18. Expenditures are projected at \$5,181.

Fund Balance

The end-of-year working capital in the Cemetery Fund is estimated to be \$285,789 in FY 2017-18. Mineral royalties have been segregated from the operating fund.

EQUIPMENT SERVICES FUND

The Equipment Service Fund is an internal service fund used to enhance accountability for the expenses associated with vehicle and equipment operation. All costs associated with these operations are charged to the using department to offset the proposed budget expenses of this fund. Revenues in the proposed FY 2017-18 budget are projected at \$475,374. Fund expenditures are projected at \$609,917. The fund balance draw-down of \$134,543 is attributable to two large one-time capital purchases – a lift to expand fire truck maintenance capabilities, and a mezzanine for additional storage.

Fund Balance

The end-of-year working capital in the Equipment Service Fund for FY2017-18 is projected to be \$109,560.

EQUIPMENT REPLACEMENT FUNDS

There are two Equipment Replacement funds: the Governmental Equipment Replacement Fund, and the Proprietary Equipment Replacement Fund. The Proprietary Equipment Replacement Fund is used as a funding, management, and planning tool that provides a systematic approach to the replacement of City-owned vehicles and equipment used by the Water and Wastewater Fund. The Governmental Equipment Replacement Fund Provides for the replacement of vehicles and equipment utilized by all other City departments. The funds are proprietary, internal service funds that enable the City to fund major equipment purchases without substantially affecting the stability of the ad valorem tax rate.

GOVERNMENTAL EQUIPMENT REPLACEMENT FUND

Revenues and Expenditures

Revenues in this fund for FY2017-18 are projected at \$1,342,626. Expenditures are estimated to be \$1,348,102. The fund will pay for the purchase of 14 pieces of equipment scheduled for replacement, and 1 new truck in Parks Maintenance. Actual replacement, however, will depend upon an assessment of the specific piece of equipment at the time of the scheduled replacement, and there is \$300,000 included in this budget for unexpected replacements.

Fund Balance

The end-of-year working capital in the Governmental Equipment Replacement Fund is projected to be \$3,616,924 for FY 2017-18.

PROPRIETARY EQUIPMENT REPLACEMENT FUND

Revenues and Expenditures

Revenues in this fund for FY 2017-18 are projected at \$323,122. Expenditures are estimated to be \$793,500. There are nine pieces of water fund equipment scheduled for replacement this year. Actual replacement, however, will depend upon an assessment of the specific piece of equipment at the time of the scheduled replacement. This budget includes \$200,000 for unexpected replacements.

Fund Balance

The end-of-year working capital in the Proprietary Equipment Replacement Fund is projected to be \$1,122,818 for FY 2017-18.

TYPE A ECONOMIC DEVELOPMENT CORPORATION

In 2001 the citizens of Burleson approved an additional one half of one percent sales tax to be used for economic development. The City began collecting the ½ cent sales tax in December 2001. The Burleson 4A Economic Development Corporation established to administer the Type A EDC sales tax is represented on the books of the City by three funds: a special revenue fund, a debt service fund, a capital project fund.

The Special Revenue Fund accounts for the receipt of sales tax revenue and subsequent transfer to the debt service fund, as well as expenses related to the City's Office of Economic Development. The Debt Service Fund accounts for the receipt of money from the special revenue fund and payment of debt service on the Corporation's bonds. The Capital Project Fund accounts for the construction of facilities funded by the bonds. An annual budget is adopted for the Special Revenue and Debt Service funds.

Special Revenue Fund

Revenues in the Special Revenue Fund are projected to be \$4,530,625 in FY 2017-18, an increase of 4.5% from the \$4,334,625 estimated in the approved FY 2016-17 budget. Expenditures are projected to be \$5,758,303 in FY 2017-18, a 7.6% increase from the \$5,351,108 projected for the current year in the approved FY 2016-17 budget, due primarily to some large development incentives expected in next year's budget.

Debt Service Fund

FY 2017-18 debt requirements in this fund are \$2,062,898 including \$1,558,840 principal and \$502,558 interest. Transfers from the Type A EDC Special Revenue Fund are budgeted at \$2,062,359.

TYPE B COMMUNITY SERVICES DEVELOPMENT CORPORATION

The citizens of Burlison approved an additional one half of one percent sales tax in 1993 to be used to fund the construction and acquisition of municipal facilities, and for other purposes provided for by the enabling state statute. Like the Type A Corporation, the Type B Burlison Community Services Development Corporation is represented on the books of the City by three funds: a special revenue fund, a debt service fund, a capital project fund.

The Special Revenue Fund accounts for the receipt of ½ cent sales tax revenue and subsequent transfer to the debt service fund. The Debt Service Fund accounts for the receipt of money from the special revenue fund and payment of debt service on the Corporation's bonds. The Capital Project Fund accounts for the construction of facilities funded by the bonds. An annual budget is adopted for the Special Revenue and Debt Service funds.

Special Revenue Fund

Revenues in the Special Revenue Fund are projected to be \$4,351,000 in FY 2017-18, an increase of 4.2% from the \$4,177,575 estimated in the approved FY 2016-17 budget. Expenditures are projected to be \$4,230,834 in FY 2017-18, a .06% increase from the \$4,228,465 projected for the current year in the approved FY 2016-17 budget.

Debt Service Fund

FY 2017-18 debt requirements in this fund are \$1,856,857 including \$1,270,000 principal and \$585,807 interest. Transfers from the Type B Special Revenue Fund are budgeted at \$1,855,808.

ECONOMIC DEVELOPMENT INCENTIVE FUND

The Economic Development Incentive Fund (EDIF) is a special revenue fund used to account for the cost of incentives offered by the City of Burleson to encourage economic development. Revenues in this fund include property taxes from the Tax Increment Reinvestment Zones and sales taxes estimated to have been generated by businesses with which the City has entered an economic development agreement. Expenditures of this fund represent the payment of these incentives upon substantiation.

Revenues and Expenditures

Total EDIF revenues in the proposed FY 2017-18 budget are projected at \$1,105,000. Expenditures are projected at \$1,096,000.

ALL FUNDS SUMMARY

The proposed base budget expenditures for all funds is \$91,967,341, an increase of 5.9% from the current (FY17) adopted budget. Most of this increase is due to the

Manager's Message
Proposed FY 2017-2018 Budget

increase in capital expenditures in the Governmental Equipment Replacement, and General Funds, and business incentives in the Type A corporation. A summary of all funds is tabulated below.

| | <u>Current (FY17)</u> | <u>Proposed (FY18)</u> | <u>% Change</u> |
|-------------------------------------|-----------------------|------------------------|-----------------|
| GENERAL FUND | 33,323,862 | 35,664,365 | 7.02% |
| GENERAL DEBT SERVICE FUND | 5,967,144 | 6,248,682 | 4.72% |
| HOTEL/MOTEL TAX FUND | 203,142 | 185,809 | -8.53% |
| WATER & WASTEWATER FUND | 19,520,411 | 20,706,031 | 6.07% |
| SOLID WASTE FUND | 3,193,323 | 3,240,916 | 1.49% |
| CEMETERY FUND | 5,166 | 5,181 | 0.29% |
| PARKS PERFORMANCE FUND | 3,525,967 | 3,727,080 | 5.70% |
| EQUIPMENT SERVICE FUND | 472,553 | 609,917 | 29.07% |
| GOLF COURSE FUND | 2,369,233 | 2,433,807 | 2.73% |
| GOVERNMENTAL EQP REP FUND | 1,557,909 | 1,348,102 | -13.47% |
| PROPRIETARY EQP REP FUND | 353,890 | 793,500 | 124.22% |
| SUPPORT SERVICES FUND | 1,837,366 | 1,999,059 | 8.80% |
| ECONOMIC DEVELOPMENT INCENTIVE FUND | 965,930 | 1,096,000 | 13.47% |
| 4A SALES TAX REVENUE | 5,351,108 | 5,758,303 | 7.61% |
| 4A SALES TAX DEBT SERVICE | 2,075,132 | 2,062,898 | -0.59% |
| 4B SALES TAX REVENUE | 4,228,465 | 4,230,834 | 0.06% |
| 4B SALES TAX DEBT SERVICE | 1,895,697 | 1,856,857 | -2.05% |
| TOTAL EXPENDITURES | <u>86,846,298</u> | <u>91,967,341</u> | <u>5.90%</u> |

SPECIAL RESTRICTED USE FUNDS

We currently have three special restricted use funds that are not included for adoption in the formal operating budget because they typically cross fiscal years. Expenditures from these funds are typically approved by separate action of the Council. One such fund is the Red Light Camera (RLC) Fund, derived from the City's portion of the revenue from the red light photo enforcement at certain signalized traffic intersections. Use of these funds is restricted by state law. The other two special restricted use funds were established by City Council from revenues received from the gas leases on City-owned property. These two are the Park Improvement Fund (Fund 353) and the Community Service Facilities Fund (Fund 354), and are restricted by Council action. Statements for these three funds have been appended to this memo for Council consideration.

Appendix A contains a 5-year plan for capital improvements to be funded by RLC funds, prepared at Council's request. Appendix B contains the Park Improvement Fund (Fund 353), and Appendix C contains the Community Service Facilities Fund (Fund 354). Funds 353 and 354 have projects with dedicated amounts previously authorized by Council, and also show anticipated revenue not yet allocated to a specific project. Appendix D is the Cemetery Gas Royalty Fund which currently has no projects in progress.

Conclusion

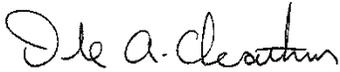
Below is a summary of key budget items/issues:

- \$835,000 for the Public Safety step plan
- \$59,000 for partial year funding for Criminal Investigation Division position.
Additional \$38,000 budget for vehicle and related one-time expenditures
- \$50,000 for partial year funding for a Firefighter
- \$600,000 increase in insurance costs in the General Fund. Citywide, insurance cost increasing \$814,000
- \$72,000 for a Plans Examiner position; most of this position is funded by fee increase
- \$50,000 for street subgrade repairs
- \$68,000 GIS position in Support Services (IT) Fund
- \$113,000 additional revenue by providing IT services to other governmental entities
- \$42,000 for Fire Shift Commanders
- \$30,000 for Oak Valley Trail repairs to be funded from Park Gas Funds
- \$30,000 to extend trail from Valley Terrace to Hidden Creek Parkway to be funded from Park Development Fees
- Capital lease financing of replacement pumper truck. Anticipate replacement funding plan to be implemented in 2019.

Manager's Message
Proposed FY 2017-2018 Budget

The 2017-8 Budget is respectfully submitted for your consideration. I look forward to discussing these and other issues at the budget meeting on August 9, 2017.

Sincerely,



Dale Cheatham
City Manager

Attachments:

- Appendix A. Photo Enforcement Projects
- Appendix B. Park Improvement Fund (Fund 353)
- Appendix C. Community Service Facilities Fund (Fund 354)
- Appendix D. Cemetery Royalty Fund (Fund 430)

Appendix A

| City of Burleson Capital Improvements Photo Enforcement Projects D = Design R = Right-of-Way C = Construction | | | |
|---|------------|------------|----------|
| PROJECT | 2017 | 2018 | COMMENTS |
| PHOTO ENFORCEMENT | | | |
| Crosswalk Safety Improvements | | | |
| Radio Control System for School Zones | 35 | C | |
| Johnson Midblock Crossing at Warren Park/Library | 35 | C | |
| Miscellaneous Locations | | 30 | C |
| Old Town Sidewalk Program | | | |
| OT Pedestrian Features (Parking, Handicap Ramps) | | | Complete |
| Safe Routes to School | | | |
| Crosswalks on Summercrest / Thomas / Sundown | | | Complete |
| Sidewalks on Thomas @ Summercrest | 40 | C | |
| Miscellaneous Locations | 20 | C | |
| School Zone/Crosswalk Enhancement | | | |
| Flashing SZ Signs on Thomas at Hughes and Mound | | | Complete |
| Miscellaneous Locations | 10 | C | |
| Traffic Safety Improvements | | | |
| East Hidden Creek Parkway | 20 | C | |
| Miscellaneous Locations | | 26 | C |
| TOTAL BY YEAR - Photo Enforcement Projects | | | |
| | 160 | 56 | |
| CUMULATIVE TOTAL - Photo Enforcement Projects | | | |
| | 160 | 216 | |

Appendix B

**Park Improvement Fund
Fund 353**

| | | |
|---|--------|------------------|
| Fund Balance 9/30/2016 | | 1,581,515 |
| Estimated 2017 Fiscal Year Results | | |
| + Revenues *** | | 16,000 |
| - Expenditures | | <u>(370,358)</u> |
| Est. Fund Bal @ 9/30/17 | | 1,227,157 |
| Projected 2018 Fiscal Year Results | | |
| Revenues | | 10,000 |
| Expenditures | | |
| Oak Valley Trail Repair | | (30,000) |
| Bailey Lake Park | PK0708 | <u>(73,231)</u> |
| Estimated Funds Available | | 1,133,926 |
| Amounts dedicated to Projects (net of 2017 exp) | | |
| Contingency | | (659,000) |
| Warren Park/Senior Parking | | (37,412) |
| Burlison Meadows Imp. | PK0705 | (1,799) |
| Mistletoe Hill Park | PK0707 | (1,630) |
| Meadowcrest Park | PK0709 | (20,371) |
| Recreation Center | PK0714 | (14,012) |
| McAlister School | PK0716 | (10,000) |
| Cedar Ridge | PK0717 | (5,000) |
| Village at Wakefield | PK0719 | (4,848) |
| Bartlett Parking Improvements | PK1202 | (2,180) |
| Senior Center Parking Lot | PK1602 | (8,198) |
| Warren Park PG Shade | PK1701 | (5,918) |
| Mistletoe Hill PG Shade | PK1702 | (6,358) |
| Dog Park | PK1704 | <u>(350,000)</u> |
| Estimated Unallocated Balance | | 7,200 |

**Cemetery Royalty Fund
Fund 430**

| | |
|---|-----------------------------|
| Fund Balance 9/30/2016 | 1,170,681 |
| Estimated 2017 Fiscal Year Results | |
| + Revenues *** | 20,000 |
| - Expenditures | <u>(500,000)</u> |
| Est. Fund Bal @ 9/30/17 | 690,681 |
| Projected 2018 Fiscal Year Results | |
| Revenues | 20,000 |
| Expenditures | <u> </u> |
| Estimated Funds Available | 710,681 |
| Amounts dedicated to Projects (net of 2017 exp) | |
| Contingency | (20,000) |
| Estimated Unallocated Balance | 690,681 |

Fee Change Summary

| Department/Description | Current Rate | Proposed Rate |
|--|---------------------------------------|---|
| <u>Fire Prevention</u> | | |
| Cost recovery | | |
| Public Event Permit Fee | \$0 | \$250 |
| <u>Building and Code Enforcement</u> | | |
| Cost Recovery/(*legislation update) | | |
| Fees for new structural occupancy (Single Family dwelling, duplex, townhouse) | \$.45/ft <i>all under one roof</i> | \$.50/ft <i>all under one roof</i> |
| Certificate of Occupancy (Commercial remodel, new tenant, & tenant finish out) | | |
| Temporary Certificate of Occupancy | \$0 | \$300/30 days <i>not to exceed 90 days</i> |
| Reinspection Fee - 2nd red tag for same item | \$100 | \$75 |
| Reinspection Fee - 3rd red tag for same item | \$100 | \$150 |
| Plans Review | | |
| Residential Plan Review (New) | \$0 | \$50 |
| Residential Plan Review (Remodel/Addition) | \$0 | \$30 |
| Electrician's License* | | |
| A. Master | | |
| 1. First Annual | \$100 | \$0 |
| 2. Renewal | \$50 | \$0 |
| B. Journeyman | | |
| 1. First Annual | \$25 | \$0 |
| 2. Renewal | \$15 | \$0 |

Fee Change Summary

| Department/Description | Current Rate | Proposed Rate |
|--|---------------|-----------------|
| C. Sub-Contractor Base Permit Fee / Validation Fee | \$30 | \$50 |
| Mechanical License B. Sub-Contractor Base Permit Fee / Validation Fee | \$30 | \$50 |
| Plumbing Contractor's Registration 3. Sub-Contractor Base Permit Fee / Validation Fee | \$30 | \$50 |
| <u>Engineering</u> | | |
| Cost Recovery | | |
| Traffic Study Fee | \$500 | \$1,250 |
| Flood Study Reviews | \$500 minimum | \$2,000 minimum |
| <u>Water and Wastewater</u> | | |
| Cost Recovery | | |
| Tap Fees | | |
| A. 5.8" Meter Set | \$280.00 | \$295.59 |
| B. 5/8" Meter, dig out, U Branch | \$399.00 | \$415.80 |
| C. 5/8" Tap, Meter and Box in easement <i>(pavement work : Get quote from Public Works)</i> | \$1,370.00 | \$1,379.88 |
| D. 1" Meter Set | \$368.00 | \$385.54 |
| E. 1" Water Tap, Meter and Box in easement | \$1,446.00 | \$1,458.53 |
| F. 1 1/2" Meter Set | \$555.00 | \$578.75 |
| G. 1 1/2" Tap, Meter and Box <i>(positive displacement meter in easement, pavement work: Get quote from Public Works)</i> | \$2,232.00 | \$2,204.33 |

Fee Change Summary

| Department/Description | Current Rate | Proposed Rate |
|--|--------------|--------------------------------|
| H. 1 1/2" Tap, Meter and Box <i>(turbine meter in easement, pavement work: Get quote from Public Works)</i> | \$2,566.00 | \$2,601.35 |
| I. 1 1/2" Meter (positive disp.) | \$558.00 | \$578.75 |
| J. 1 1/2" Meter (turbine) | \$752.00 | \$835.77 |
| K. 2" Meter (positive disp.) | \$715.00 | \$749.10 |
| L. 2" Meter (turbine) | \$812.00 | \$850.32 |
| M. 2" Meter (compound) | \$1,630.00 | \$1,711.32 |
| N. 2" Tap, Meter and Box <i>(Positive displacement meter in easement, pavement work: Get quote from Public Works)</i> | \$2,516.00 | \$2,314.90 |
| O. 2" Tap, Meter and Box <i>(turbine meter in easement, pavement work: Get quote from Public Works)</i> | \$2,579.00 | \$2,416.12 |
| P. 2" Tap, Meter and Box <i>(compound meter in easement, pavement work: Get quote from Public Works)</i> | \$3,398.00 | \$3,277.12 |
| S. 4" Sewer Tap in Pavement | \$866.00 | Get Quote from Public Works |
| T. 4" Sewer Tap in Easement | \$472.00 | \$985.41 |
| Z. Double Meter Box | \$28.00 | \$30.50 |
| AA. 2" and 1 1/2" Meter Box | \$197.00 | \$217.00 |

Burleson Recreation Center (BRiCk)

Cost Recovery

Annual Guest Membership paid in full, in advance

| PROPOSED | | | | |
|----------|----------|-----------|--------------|----------|
| | Resident | Corporate | Non-Resident | Military |
| Youth | \$234 | N/A | \$316 | \$187 |
| Adult | \$328 | \$287 | \$442 | \$262 |
| Senior | \$281 | \$246 | \$379 | 225 |
| Family* | \$505 | \$443 | \$682 | \$404 |
| CURRENT | | | | |
| | Resident | Corporate | Non-Resident | Military |
| Youth | \$210 | N/A | \$284 | \$168 |
| Adult | \$294 | \$260 | \$397 | \$235 |
| Senior | \$252 | \$226 | \$340 | N/A |
| Family* | \$454 | \$404 | \$612 | \$363 |

Annual Guest Membership paid monthly via EFT (1 year contract)

| PROPOSED | | | | |
|----------|--|---------------------|---------------------|---------------------|
| | | Resident | Non-Resident | Military |
| Youth | | \$306 (\$25.50/mo.) | \$413 (\$34.43/mo.) | \$245 (\$20.40/mo.) |
| Adult | | \$428 (\$35.70/mo.) | \$578 (\$48.20/mo.) | \$343 (\$28.56/mo.) |
| Senior | | \$367 (\$30.60/mo.) | \$496 (\$41.31/mo.) | \$294 (\$24.48/mo.) |
| Family* | | \$661 (\$55.08/mo.) | \$892 (\$74.36/mo.) | \$529 (\$44.06/mo.) |
| CURRENT | | | | |
| | | Resident | Non-Resident | Military |
| Youth | | \$243 (\$20.25/mo.) | \$328 (\$27.33/mo.) | \$194 (\$16.17/mo.) |
| Adult | | \$342 (\$28.50/mo.) | \$462 (\$38.50/mo.) | \$274 (\$22.83/mo.) |
| Senior | | \$297 (\$24.75/mo.) | \$401 (\$33.42/mo.) | N/A |
| Family* | | \$531 (\$44.25/mo.) | \$717 (\$59.75/mo.) | \$425 (\$35.42/mo.) |

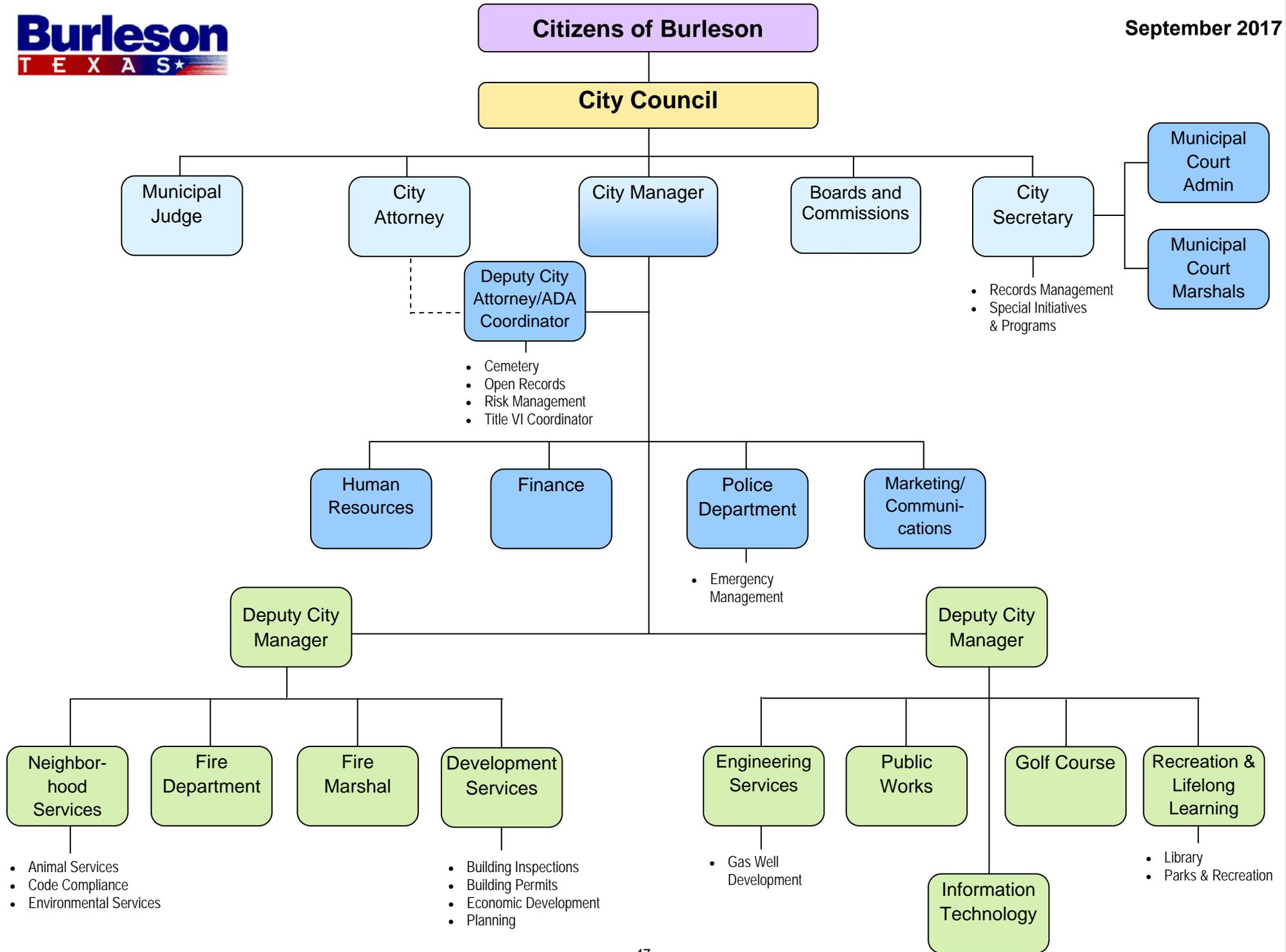
3 Month Guest Membership

| PROPOSED | | | | |
|----------|--|----------|--------------|----------|
| | | Resident | Non-Resident | Military |
| Youth | | \$79 | \$107 | \$63 |
| Adult | | \$111 | \$150 | \$89 |
| Senior | | \$95 | \$128 | 76 |
| Family* | | \$171 | \$231 | \$137 |

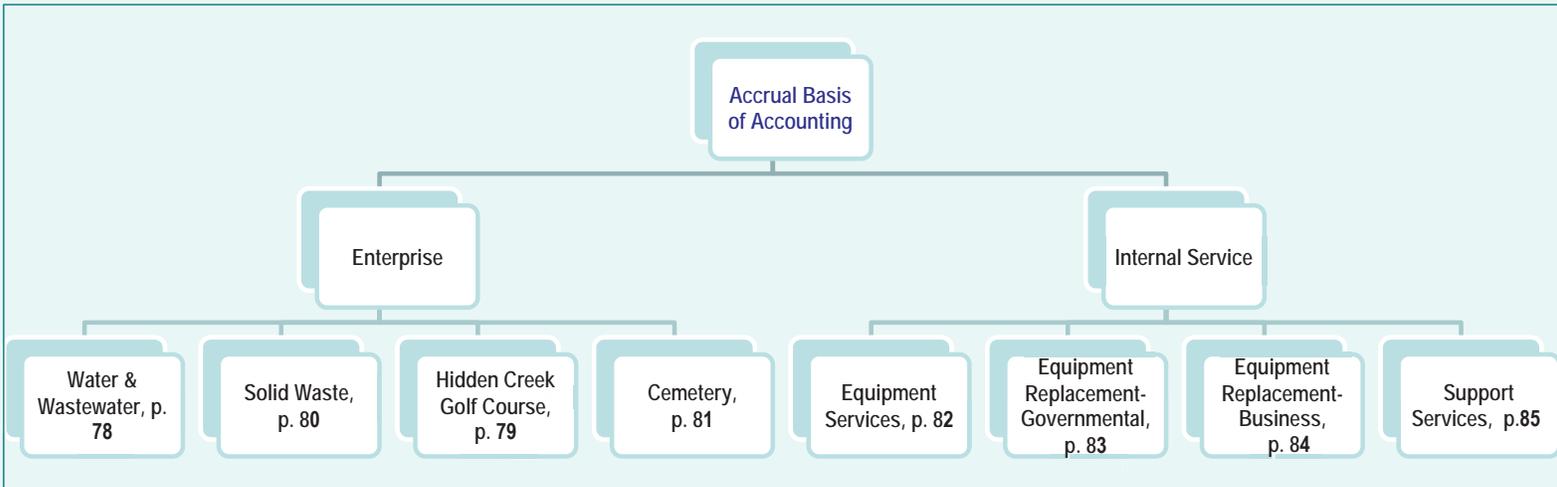
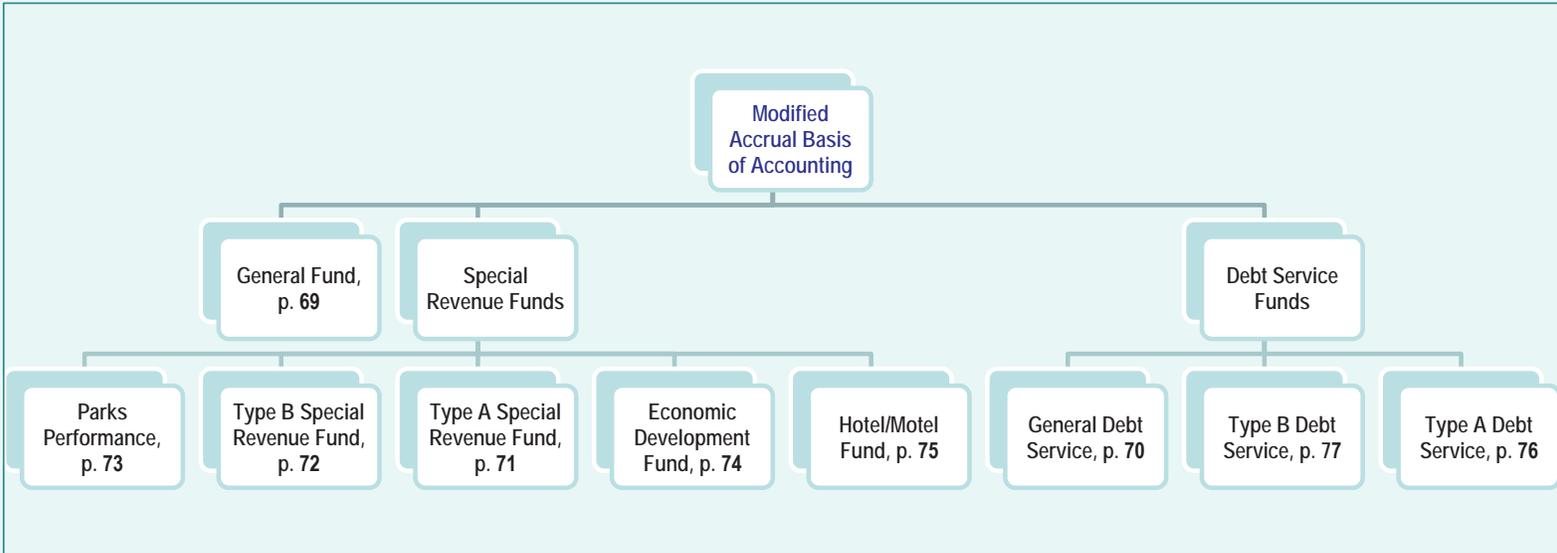
Currently we do not offer the 3 Month Guest Membership option.

Monthly Guest Membership

| PROPOSED | | | | |
|----------|--|----------|--------------|----------|
| | | Resident | Non-Resident | Military |
| Youth | | \$30 | \$41 | \$24 |
| Adult | | \$42 | \$57 | \$34 |
| Senior | | \$36 | \$49 | 29 |
| Family* | | \$65 | \$87 | \$52 |
| CURRENT | | | | |
| | | Resident | Non-Resident | Military |
| Youth | | \$27 | \$37 | \$21 |
| Adult | | \$38 | \$51 | \$30 |
| Senior | | \$33 | \$45 | N/A |
| Family* | | \$59 | \$80 | \$47 |



City of Burleson Fund Structure By Budgetary Basis



**CITY OF BURLESON FUND DESCRIPTIONS
GOVERNMENTAL – MODIFIED ACCRUAL BASIS OF ACCOUNTING**

Major Funds

| <u>FUND</u> | <u>DESCRIPTION</u> | <u>MAJOR REVENUE SOURCES</u> | <u>MAJOR SERVICES PROVIDED</u> |
|---|-----------------------------|--|---|
| General | Most basic fund used in COB | <ul style="list-style-type: none"> • Property Taxes • Sales Taxes • Licenses and Permits • Fines & Forfeitures • Interest • Miscellaneous • Other Sources | <ul style="list-style-type: none"> • General Administration • Public Safety • Community Services • Public Works (Except Water/Wastewater and Solid Waste) |
| Burleson Community Services Development Corporation (4B) Special Revenue Fund | Special Revenue Fund | <ul style="list-style-type: none"> • 1/2 cent Sales Tax | <ul style="list-style-type: none"> • Economic Development |
| 4A Corporation Special Revenue Fund | Special Revenue Fund | <ul style="list-style-type: none"> • 1/2 cent Sales Tax | <ul style="list-style-type: none"> • Economic Development |
| Parks Performance Special Revenue Fund | Special Revenue Fund | <ul style="list-style-type: none"> • User Fees | <ul style="list-style-type: none"> • Burleson Recreation Center (BRiCK) • Ballfields |
| General Debt Service Fund | Debt Service Fund | <ul style="list-style-type: none"> • Property Taxes | <ul style="list-style-type: none"> • Payment of General Long-term Debt Obligations |

Non-Major Funds

| <u>FUND</u> | <u>DESCRIPTION</u> | <u>MAJOR REVENUE SOURCES</u> | <u>MAJOR SERVICES PROVIDED</u> |
|---|----------------------|---|--|
| Economic Development Fund | Special Revenue Fund | <ul style="list-style-type: none"> • Property Taxes • Sales Taxes | <ul style="list-style-type: none"> • Economic Development Incentives |
| Hotel/Motel Fund | Special Revenue Fund | <ul style="list-style-type: none"> • 7% room occupancy tax | <ul style="list-style-type: none"> • Economic Development |
| Burleson 4A Corporation Debt Service Fund | Debt Service Fund | <ul style="list-style-type: none"> • 1/2 cent Sales Tax | <ul style="list-style-type: none"> • Payment of 4A Long-term Debt Obligations |
| Burleson Community Service Development Corporation (4B) Fund Special Revenue Fund | Debt Service Fund | <ul style="list-style-type: none"> • 1/2 cent Sales Tax | <ul style="list-style-type: none"> • Payment of 4B Long-term Debt Obligations |

**CITY OF BURLESON FUNDS
ENTERPRISE FUNDS – ACCRUAL BASIS OF ACCOUNTING**

Major Funds

| <u>FUND</u> | <u>DESCRIPTION</u> | <u>MAJOR REVENUE SOURCES</u> | <u>MAJOR SERVICES PROVIDED</u> |
|-------------------------------|--------------------|--|---|
| Water & Wastewater Fund | Enterprise Fund | <ul style="list-style-type: none"> Water and Wastewater Charges | <ul style="list-style-type: none"> Water and wastewater services for citizens |
| Hidden Creek Golf Course Fund | Enterprise Fund | <ul style="list-style-type: none"> Golf Fees | <ul style="list-style-type: none"> Golf Course |
| Solid Waste | Enterprise Fund | <ul style="list-style-type: none"> Solid Waste Fees | <ul style="list-style-type: none"> Garbage and recycling services for citizens |

Non-Major Funds

| <u>FUND</u> | <u>DESCRIPTION</u> | <u>MAJOR REVENUE SOURCES</u> | <u>MAJOR SERVICES PROVIDED</u> |
|-------------|--------------------|---|--|
| Cemetery | Enterprise Fund | <ul style="list-style-type: none"> Cemetery Fees | <ul style="list-style-type: none"> Maintenance and operations of Cemetery |

Internal Service Funds

| <u>FUND</u> | <u>DESCRIPTION</u> | <u>MAJOR REVENUE SOURCES</u> | <u>MAJOR SERVICES PROVIDED</u> |
|--------------------------------------|-----------------------|---|---|
| Equipment Services | Internal Service Fund | <ul style="list-style-type: none"> Equipment charges received from other funds | <ul style="list-style-type: none"> Vehicles and other equipment for other departments |
| Equipment Replacement - Governmental | Internal Service Fund | <ul style="list-style-type: none"> Replacement charges from other governmental departments | <ul style="list-style-type: none"> Money set aside for replacement of governmental funds' vehicles and equipment |
| Equipment Replacement - Business | Internal Service Fund | <ul style="list-style-type: none"> Replacement charges from enterprise departments | <ul style="list-style-type: none"> Money set aside for replacement of enterprise funds' vehicles and equipment |
| Support Services Fund | Internal Service Fund | <ul style="list-style-type: none"> Transfers from other funds | <ul style="list-style-type: none"> Centralized Information Technology charges |

BASIS OF BUDGETING

Governmental Funds

All budgets prepared for governmental funds are budgeted on a basis similar to the modified accrual basis of accounting. Under this basis of accounting, revenues are recognized when they become measurable and available to finance expenditures of the current period. Expenditures are generally recognized when the related fund liability is incurred. However, there are two fundamental differences between the bases used to report the City's financial plan, (i.e., the budget) versus the basis used to report the historical results of financial operations (the Comprehensive Annual Financial Report or CAFR).

Firstly, the City employs full encumbrance accounting at the budgetary level. Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrances outstanding at year end represent the estimated amount of expenditures ultimately to result if unperformed contracts in process at year-end are completed. Encumbrances outstanding at year-end constitute neither expenditures nor liabilities on a modified accrual basis of accounting. However, on a budgetary basis these amounts are reflected as having been funded by appropriations of the budget in force at the time the encumbrance was created. For example, assume that an item was encumbered and ordered in 20X4 then delivered and invoiced in 20X5. For budgetary purposes, the transaction would be reflected in the 20X4 budget, the year the encumbrance is established. For financial reporting purposes, the transaction would be reported in 20X5; the year the item was delivered and the related liability was incurred. One should note that encumbrance accounting affects the timing of expenditure recognition, not the amount. Employing encumbrance accounting at the budgetary level tends to promote the earliest possible recognition of financial obligations and requires the City to officially identify and appropriate funding at this early stage. The City's CAFR contains a reconciliation between the budget or financial plan and the actual results of operations. This reconciliation reflects the adjustments necessary to report the results of operations on a budgetary basis rather than a modified accrual basis.

Enterprise and Internal Service Funds

Budgets for the Enterprise and Internal Service Funds (Proprietary Funds) are prepared in a manner similar to the basis used in the accrual method of accounting.

But again, the treatment of capital purchases represents an area in which fundamental differences exist. These differences are, once again related to the timing rather than the amount of expenditures. In an accrual accounting environment, such as that used in the preparation of appropriate sections of the CAFR, capital purchases do not immediately give rise to expenses. Instead, capital items are recorded as assets and depreciated over their useful lives. Each year, an amount of depreciation is recorded as an expense. So, in effect, the cost of the asset is spread over a period equal to the life of the asset. For budgetary purposes, the full cost of the asset is charged to the budget during the period in which the item was purchased. This method accelerates the recognition of an item's cost and forces the City to officially identify and appropriate funding at the earliest possible stage.

THE RELATIONSHIP BETWEEN FUNCTIONAL UNITS

| OPERATIONS/ACCOUNTING FUNDS | | GENERAL | WATER WASTEWATER | SOLID WASTE | EQUIPMENT SERVICE | GOLF COURSE | GOVT EQUIP REPLACE | PROP EQUIP REPLACE | PARKS PERFORMANCE | 4A SPECIAL REVENUE FUND | SUPPORT SERVICES |
|--|--------------------------------------|---------|---------------------|-------------|----------------------|-------------|-----------------------|-----------------------|----------------------|----------------------------|---------------------|
| ADMINISTRATIVE SERVICES | | | | | | | | | | | |
| 1011 | City Manager's Office | | | | | | | | | | |
| 1015 | Human Resources | | | | | | | | | | |
| 1016 | Legal Services | | | | | | | | | | |
| 1017 | Communications | | | | | | | | | | |
| CITY SECRETARY'S OFFICE | | | | | | | | | | | |
| 1411 | City Secretary's Office | | | | | | | | | | |
| 1412 | City Council | | | | | | | | | | |
| 1413 | Records & Information Services | | | | | | | | | | |
| 1415 | Judicial Services | | | | | | | | | | |
| LIBRARY | | | | | | | | | | | |
| 1611 | Library | | | | | | | | | | |
| 1612 | Burleson University | | | | | | | | | | |
| FINANCE | | | | | | | | | | | |
| 2010 | Finance | | | | | | | | | | |
| 2013 | Support Services | | | | | | | | | | |
| 2014 | Purchasing | | | | | | | | | | |
| PUBLIC SAFETY | | | | | | | | | | | |
| 3011 | Police | | | | | | | | | | |
| 3012 | Fire | | | | | | | | | | |
| 3013 | Fire Prevention | | | | | | | | | | |
| 3014 | Emergency Services | | | | | | | | | | |
| 3015 | Municipal Court | | | | | | | | | | |
| 3016 | Marshals | | | | | | | | | | |
| PUBLIC WORKS | | | | | | | | | | | |
| 2041 | Utility Customer Service | | | | | | | | | | |
| 4011 | Public Works Admin | | | | | | | | | | |
| 4013 | Solid Waste | | | | | | | | | | |
| 4016 | Facilities Maintenance | | | | | | | | | | |
| 4017 | Streets Pavement Maintenance | | | | | | | | | | |
| 4018 | Streets Drainage Maintenance | | | | | | | | | | |
| 4019 | Streets Traffic Maintenance | | | | | | | | | | |
| 4041 | Water/Wastewater Services | | | | | | | | | | |
| 4042 | Wastewater Services | | | | | | | | | | |
| 4051 | Equipment Services | | | | | | | | | | |
| NEIGHBORHOOD SERVICES | | | | | | | | | | | |
| 4511 | Neighborhood Services Administration | | | | | | | | | | |
| 4514 | Animal Services | | | | | | | | | | |
| 4515 | Environmental Services | | | | | | | | | | |
| 5013 | Code Enforcement | | | | | | | | | | |
| PLANNING AND ENGINEERING SERVICES | | | | | | | | | | | |
| 5010 | Development Services Admin | | | | | | | | | | |
| 5011 | Planning | | | | | | | | | | |
| 5012 | Building Inspections | | | | | | | | | | |
| 5511 | Engineering - Capital | | | | | | | | | | |
| 5512 | Engineering - Development | | | | | | | | | | |
| 5513 | Gas Well Development | | | | | | | | | | |
| PARKS AND RECREATION | | | | | | | | | | | |
| 6011 | Parks & Recreation Admin | | | | | | | | | | |
| 6012 | Recreation | | | | | | | | | | |
| 6013 | Parks | | | | | | | | | | |
| 6015 | Senior Citizens Center | | | | | | | | | | |
| 6017 | BRiCk | | | | | | | | | | |
| 6018 | Ballfields | | | | | | | | | | |
| 6019 | Russell Farm | | | | | | | | | | |
| 4A SPECIAL REVENUE FUND | | | | | | | | | | | |
| 1014 | Economic Development | | | | | | | | | | |
| HIDDEN CREEK GOLF COURSE | | | | | | | | | | | |
| 8011 | Golf Course Administration | | | | | | | | | | |
| 8012 | Pro Shop | | | | | | | | | | |
| 8013 | Golf Course Maintenance | | | | | | | | | | |
| 8015 | Food & Beverage Services | | | | | | | | | | |
| TECHNOLOGY SERVICES | | | | | | | | | | | |
| 1511 | Information Technology | | | | | | | | | | |

FINANCIAL POLICY STATEMENTS

REVISED 02/17/13

I. STATEMENT OF PURPOSE

The intent of the following Financial Policy and Financial Management Policy is to enable the City to achieve a long-term stable and positive financial condition. The guiding principles of the City's financial management include integrity, prudent stewardship, planning, accountability, and full disclosure.

The more specific purpose is to provide guidelines to the Finance Director in planning and directing the City's day-to-day financial affairs and in developing recommendations to the City Manager and City Council.

The scope of these policies generally spans, among other issues, accounting, auditing, financial reporting, internal controls, operating and capital budgeting, revenue management, cash and investment management, expenditure control, debt management, and planning concepts, in order to:

- a. present fairly and with full disclosure the financial position and results of financial operations of the City in conformity to generally accepted accounting principles (GAAP) as set forth by the governmental accounting standards board (GASB), and
- b. determine and demonstrate compliance with finance related legal and contractual issues in accordance with provisions of the Texas Local Government Code and other pertinent legal documents and mandates.

II. GENERAL IMPLEMENTATION AND COMPLIANCE GUIDELINES

- A. FINANCE COMMITTEE. A committee designated as the Finance Committee will be appointed annually by the Mayor and consist of two members of the Council, the City Manager and the Finance Director. The committee will meet quarterly, or as needed. The committee will report to the City Council within 10-14 days after each meeting. The function of the committee will be:
 - 1) Fiscal policy review.
 - 2) Auditor selection recommendation.
 - 3) Investment policy review and guidance.
 - 4) Long Range Planning.
- B. ANNUAL REVIEW. Based upon the results and recommendations of the Finance Committee review, the Council will annually approve the fiscal policies.
- C. IMPLEMENTATION, COMPLIANCE, ACCOUNTABILITY AND REVIEW. The Finance Director will be accountable for implementing these policies and will to the best of his or her knowledge make the City Manager, Finance Committee and the City Council aware of any variances in, practice from these policies or any other deviation from prudent financial practices in accordance with GAAP, the city charter, state laws and/or ethics of the profession. Any variances will be presented at quarterly meetings of the Finance Committee, unless there is a need for a special meeting.

III. ACCOUNTING, AUDITING, AND FINANCIAL REPORTING

- A. ACCOUNTING. The City is solely responsible for the reporting of its financial affairs, both internally and externally. The City Manager is the City's Chief Fiscal Officer and the head of the administrative branch of the City government. The Director of Finance is appointed by the City Manager to have full charge of the administration of the financial affairs of the City, as specified in the City's Charter Article VII, Section 68.
- B. AUDITING. An independent certified public accounting (CPA) firm will perform annual financial audits.
 - 1) Qualifications of the Auditor. In conformance with the City's Charter and according to the provisions of Texas Local Government Code, Title 4, Chapter 103, the City will be audited annually by outside independent accountants. ("auditor").

- 2) Auditor Repute. The auditor must be a CPA firm of good reputation and must demonstrate that it has the breadth and depth of staff to conduct the City's audit in accordance with generally accepted auditing standards and contractual requirements. The auditor must be registered as a partnership or corporation or certified public accountants, holding a license under Article 41a-1, Section 9, of the Civil Statutes of Texas, capable of demonstrating that it has sufficient staff which will enable it to conduct the City's audit in accordance with generally accepted auditing standards as required by the City Charter and applicable state and federal laws.
- 3) Timing. The auditor's report on the City's financial statements will be completed within 150 days of the City's fiscal year end.
- 4) Management Letter. The independent CPA firm shall provide a management letter, if one is issued, no later than March 31 following the end of each fiscal year. The auditor will prepare and will jointly review the management letter with the Finance Committee within 20 working days of its receipt by the staff. Within 10 days of this joint review, the Finance Director shall respond in writing to the City Manager and City Council regarding the auditor's management letter, addressing the issues contained therein. The Council shall schedule its formal acceptance of the auditor's report upon the resolution of any issues resulting from the joint review.
- 5) Responsibility of Auditor to City Council. The auditor is accountable to the City Council and will have access to direct communication with the City Council if the City Staff is unresponsive to auditor recommendations or if the Auditor considers such communication necessary to fulfill its legal and professional responsibilities.
- 6) Rotation of Auditor. The City will not require an auditor rotation, but will circulate requests for proposal for audit services at least every five years. Should the City Council be dissatisfied with the auditor's performance, it may request new proposals at any time. Year to year authorization to continue shall be done by July 1st of each year.
- 7) Auditor Accountability to Staff. The following will be provided to City Staff by the auditor:
 - a. Hourly time sheets accounting for time spent both by audit phase and level of auditor will be submitted to the City on a monthly basis.
 - b. Copies of all work papers, including diskettes and schedules, will be furnished to the City upon completion of the audit. Originals will be maintained at the auditor's office.

C. FINANCIAL REPORTING.

- 1) External Reporting.
 - a. Scope. The Financial Report shall be prepared in accordance with generally accepted accounting principles (GAAP).
 - b. Timing. The Report shall be presented to the Council within 150 calendar days of the City's fiscal year end. If City staffing limitations preclude such timely reporting, the Finance Director will inform the City Council of the delay and the reasons thereof.
 - c. Awards. The Report shall be presented annually to the Government Finance Officer's Association (GFOA) for evaluation and consideration for the Certificate of Achievement for Excellence in Financial Reporting. (For a discussion of this award, see XI.C. below).
- 2) Internal Reporting. The Finance Department will prepare internal financial reports, sufficient to plan, monitor, and control the City's financial affairs. Internal financial reporting objectives are addressed throughout these policies. (See Section IV. Budgeting, C. Reporting, below).

IV. OPERATING BUDGET.

- A. PREPARATION. Budgeting is an essential element of the financial planning, control, and evaluation process of municipal government. The City's "operating budget" is the City's annual financial operating plan.
 - 1) Scope. The scope of the budget includes all funds for which the City will adopt a formal budget, including Government Funds, Proprietary Funds, and Fiduciary Funds.
 - 2) Budgetary Process. The budget is prepared by the City Manager or his/her designee with the cooperation of all City Departments. The budget should be presented to the City Council between 60

and 90 days prior to fiscal year end, and should be enacted by the City Council prior to fiscal year end in accordance with the Charter.

- 3) Awards. If feasible, the operating budget will be submitted to the GFOA annually for evaluation and consideration for the Award for Distinguished Budget Presentation.
 - 4) Basis of Budgeting. The basis of budgeting will be the same as the basis of accounting; that is, that budgets for the General Fund and the Special Revenue Funds are prepared on the modified accrual basis of accounting, and budgets for the Utility (Proprietary) Funds are prepared on a full accrual basis, except that capital purchases and depreciation are not adjusted until year-end financial reporting.
 - 5) Financial Forecast. A five-year financial forecast shall be prepared annually projecting revenues and expenditures for all operating and capital funds. This forecast shall be used as a planning tool in developing the following year's operating budget.
 - 6) Proposed Budget Format. A proposed budget shall be prepared by the Manager with the participation of all of the City's Department Directors, within the provisions of the City Charter. The budget shall include at least four basic segments for review and evaluation. These segments are: (1) personnel costs, (2) operations and maintenance costs, (3) capital and other (non-capital) project costs, and (4) revenues. A four column format should be used such that prior year actual, current year budget and revised, and next year proposed are all clearly shown.
 - 7) Council Participation. The budget review process shall include Council participation in the development of each of the four segments of the proposed budget and a Public Hearing to allow for citizen participation in the budget preparation. The budget process shall span sufficient time to address policy and fiscal issues by the Council. The budget process will be coordinated so as to identify major policy issues for City Council consideration prior to the budget approval date so that proper decision analysis can be made.
 - 8) Filing and Adoption. Upon the presentation of a proposed budget document acceptable to the Council, the Council shall call and publicize a public hearing and adopt by Ordinance such budget as the City's Official Budget, effective for the fiscal year beginning. A copy of the proposed budget shall be filed with the City Secretary in accordance with the provisions of the City Charter. Should the Council fail to take final action on or before the last day of the fiscal year, the budget as submitted by the City Manager shall be deemed to have been finally adopted by the City Council.
 - 9) Amending the Official Budget. The council may amend the budget for municipal purposes in accordance with state law.
 - 10) Encumbrances. Encumbrances outstanding at the end of each fiscal year shall be reflected as reservations of fund balance. Subsequent year's payments on previously encumbered funds will be reflected as expenditures of the prior year with a corresponding decrease of the reservation of fund balance.
- B. **BALANCED BUDGET**. The operating budget will be balanced with current revenues and other resources greater than or equal to current expenditures/expenses. Use of beginning balances and other reserves to balance operations will be disclosed in the document with the underlying rationale.
- C. **REPORTING**. Monthly financial reports will be prepared to enable the Department Managers to manage their budgets and to enable the Finance Director to monitor and control the budget as authorized by the City Manager. Summary financial reports will be presented to the departments within 7 days and to the City Council within 30 days after the end of each reporting period. Such reports will be in format appropriate to enable the City Council to understand the budget status at a level of summary executive detail.
- D. **CONTROL**. Operating Expenditure Control is addressed in Section VI.C. of these Policies.
- E. **ACTIVITY INDICATORS AND STATISTICS**. Where appropriate, activity indicators and statistics will be used as guidelines and reviewed for efficiency and effectiveness. This information will be considered in the annual budgeting process and reported to the City Council regularly.
- F. **OPERATING POSITION**. The guidelines that the City should be following to assure fiscal stability are those outlined in Financial Condition/ Reserves/Stability Ratios (IX.A. through F.).

V. REVENUE MANAGEMENT.

- A. The City will strive for the following optimum characteristics in its revenue system:
- 1) **SIMPLICITY.** The City, where possible and without sacrificing accuracy, will strive to keep the revenue system simple in order to reduce compliance costs and to make it more understandable to the taxpayer or service recipient. The City will avoid nuisance taxes or charges as revenue source.
 - 2) **CERTAINTY.** A knowledge and understanding of revenue sources increases the reliability of the revenue system. The City will understand its revenue sources and enact consistent collection policies to provide assurances that the revenue base will materialize according to budgets and plans.
 - 3) **EQUITY.** The City shall make every effort to maintain, equity in its revenue system structure; i.e., the City shall seek to minimize or eliminate all forms of subsidy between entities, funds, services, utilities, and customers. The City shall require that there be a balance in the revenue system; i.e., the revenue base will have the characteristic of fairness and neutrality as it applies to cost of service, willingness to pay, and ability to pay.
 - 4) **ADMINISTRATION.** The benefits of a revenue will exceed the cost of collecting and administering the revenue program. The cost of collection will be reviewed annually for cost effectiveness as a part of the indirect cost and cost of services analysis. Where appropriate, the City will use the administrative processes of State or Federal collection agencies in order to reduce administrative costs.
 - 5) **DIVERSIFICATION AND STABILITY.** In order to protect from fluctuations in a revenue source due to fluctuations in the economy and variations in weather, a diversified revenue system will be maintained which has a stable source of income. This stability is also achieved by a balance between elastic and inelastic sources of revenues.
 - 6) **GRANTS AND RESTRICTED REVENUES.** In order to maintain flexibility in the revenue system, restricted revenues will be kept to a minimum, and shall be pursued on a cost-benefit basis. All grants and other federal/state, and restricted funds shall be managed and accounted to comply with the laws, regulations, and guidance of the grantor.
- B. The following considerations and issues will guide the City in its revenue policies concerning specific sources of funds:
- 1) **COST/BENEFIT OF ABATEMENT.** The City will use due caution in the analysis of any tax or fee incentives that are used to encourage development. Ideally, a cost/benefit (fiscal impact) analysis will be performed as a part of such caution.
 - 2) **NON-RECURRING REVENUES.** One-time or non-recurring revenues will not be used to finance current ongoing operations. Non-recurring revenues should be used only for one-time expenditures such as long-lived capital needs.
 - 3) **PROPERTY TAX REVENUES.** All real and business personal property located within the City shall be valued at 100% of the fair market value for any given year based on the current appraisal supplied to the City by the Johnson County Appraisal District. Total taxable valuation will be reappraised and reassessed in accordance with State statute, in order to maintain current market values.

A 98% collection rate shall serve each year as a goal for tax collections. All taxes shall be aggressively pursued each year by the City's appointed tax assessor/collector. Tax accounts delinquent July 1st shall be submitted for collection each year to an attorney selected by the City Council. A penalty shall be assessed on all property taxes delinquent in accordance with State law and shall include all court costs, as well as an amount for compensation of the attorney as permitted by State law and in accordance with the attorney's contract with the City. Annual performance criteria will be developed for the attorney.

- 4) INTEREST INCOME. Interest earned from investment of available monies, whether pooled or not, will be distributed to the funds in accordance with the operating and capital budgets which, wherever possible, will be in accordance with the equity balance of the fund from which monies were provided to be invested.
- 5) USER-BASED FEES AND SERVICE CHARGES. For services associated with a user fee or charge, the direct and indirect costs of that service will be offset by a fee where possible. There will be an annual review of fees and charges to ensure that fees provide adequate coverage of costs of services. User charges may be classified as "Full Cost Recovery", "Partial Cost Recovery," and "Minimal Cost Recovery," based upon City Council policy.
- 6) UTILITY RATES. The City will review and adopt utility rates annually that will generate revenues required to fully cover operating expenditures, meet the legal restrictions of all applicable bond covenants, and provide for an adequate level of working capital needs. This policy does not preclude drawing down cash balances to finance current operations. However, it is best that any extra cash balance be used instead to finance capital projects. Components of Utility Rates will include transfers to the General Fund as follows:
 - a. General and Administrative Charge. An administrative fee will be charged to the Utility Fund for services of general overhead, such as administration, finance, personnel, data processing, and legal counsel. This fee will be documented through a cost allocation procedure.
 - b. Franchise payment. A rate consistent with those charged to private utilities will be charged to the Utility Fund. Presently these rates vary between 2% & 4% of gross sales. This rate may be either raised or lowered so as to be consistent with those of the private utilities.
 - c. Payment in lieu of Property Tax (PILOT). A fee will be charged to the Utility Fund to equate to property taxes lost due to municipal ownership. Net book value will be used as a basis, barring absence of known market value. The existing tax rate will be applied to this base to determine the PILOT charge.
- 7) REVENUE MONITORING. Revenues actually received will be regularly compared to budgeted revenues and variances will be investigated. This process will be summarized in the appropriate budget report.

VI. EXPENDITURE CONTROL

- A. APPROPRIATIONS. The level of budgetary control is at the Department level budget in the General and Enterprise Funds, and at the fund level in all other funds. When budget adjustments among Departments and/or funds are necessary, these must be approved by the City Council. Budget appropriation amendments at lower levels of control shall be made in accordance with the applicable administrative procedures.
- B. AMENDMENTS TO THE BUDGET. In accordance with the City Charter, all budget amendments shall be approved by the Council.
- C. CENTRAL CONTROL. No recognized or significant salary or capital budgetary savings in any Department shall be spent by the Department Director without the prior authorization of the City Manager.
- D. PURCHASING. All purchases should be in accordance with the City's purchasing policies as defined in the Purchasing Manual. In accordance with Charter provisions, purchases and contracts which exceed \$3,000 will be reviewed and recommended by staff and presented to Council for approval.
- E. PROMPT PAYMENT. All invoices approved for payment by the proper City authorities shall be paid by the Finance Department within thirty (30) calendar days of receipt in accordance with the provisions of Article 601f, Section 2, of the State of Texas Civil Statutes. :

- F. EQUIPMENT FINANCING. Equipment is accounted for at the original acquisition cost, which includes purchase price plus any costs incurred to place the equipment in service. Equipment may be leased or financed when the unit purchase price is \$5,000 or more and the useful life is at least five years. Departments shall contact the Finance Department for transfer or disposal instructions.
- G. RISK MANAGEMENT. The City will aggressively pursue every opportunity to provide for the Public's and City employees' safety and to manage its risks. The goal shall be to minimize the risk of loss of resources through liability claims with an emphasis on safety programs. All reasonable options will be investigated to finance risks. Such options may include risk transfer, insurance, and risk retention.

VII. ASSET MANAGEMENT

- A. INVESTMENTS. The Finance Director shall promptly invest all City funds with the Bank Depository in accordance with the provisions of the current Bank Depository Agreement or in any negotiable instrument that the Council has authorized under the provisions of the Public Funds Investment Act of 1987, and in accordance with the City Council approved Investment Policies.

At the end of each fiscal year a report on investment performance will be provided to the City Council. Quarterly, the Finance Director shall prepare and provide a written recapitulation of the City's investment portfolio to a staff Investment Committee and Council detailing each City investment instrument with its rate of return and maturity date.

- B. CASH MANAGEMENT. The City's cash flow will be managed to maximize the cash available to invest. Such cash management will entail the centralization of cash collections, where feasible, including property tax payments, utility bills, municipal fines, building and related permits and licenses, and other collection offices as appropriate. Cycle billing will be used where appropriate.
- C. FIXED ASSETS AND INVENTORY. These assets will be reasonably safeguarded and properly accounted for, and prudently insured. A fixed asset of the City shall be defined as a purchased or otherwise acquired piece of equipment, vehicle, furniture, fixture, capital improvement, addition to existing capital investments, land, buildings or accessioned Library materials. The cost or value of any such acquisition must be \$5,000 or more within an expected useful life greater than one year. All City departments with inventory are required to conduct a physical inventory under their control on an annual basis.
- D. DEPOSITORIES. The City Council, having given due consideration to all of its options and taking into consideration what is in the best interest of the municipality, hereby authorizes the consideration of applications of depositories not doing business within the City of Burleson, Texas so long as that bank maintains a business location within a five-mile radius of Burleson City Hall. This authorization encompasses all of the depository uses and requirements of the City.

VIII. CAPITAL BUDGET AND PROGRAM

- A. PREPARATION. The City will endeavor to develop a capital budget which will include all capital projects and all capital resources. The budget will be prepared annually on fiscal year basis. The capital budget will be prepared by the Finance Director with the involvement of all required City Departments.

All final payments of construction contracts will be approved by City Council. This will require previous involvement of departments in order to verify that all specifications have been satisfactorily met.

- B. CONTROL. All capital project expenditures must be appropriated in the capital budget. The Finance Department must certify the availability of such appropriations or the availability of resources so any appropriation can be made before a capital project contract is presented to the City Council for approval.
- C. PROGRAM PLANNING. The capital budget will include capital improvements program plans for future years. The planning time frame should normally be at least five years. The replacement and maintenance for capital items should also be projected for the next 5 years. Future maintenance and operational costs will be

considered, so that these costs can be included in the operating budget.

- D. FINANCING PROGRAMS. Where applicable, assessments, impact fees, pro-rate charges, or other fees should be used to fund capital projects which have a primary benefit to specific, identifiable property owners.
- E. INFRASTRUCTURE MAINTENANCE. The City recognizes that deferred maintenance increases future capital costs. Therefore, a portion of the appropriate fund's budget will be set aside each year to maintain the quality of the City's infrastructure. The inclusion of infrastructure maintenance and replacement costs in the current operating budget places the burden of the costs and repairs on the current users of the systems.
- F. REPORTING. Periodic financial reports will be prepared to enable the Department Managers to manage their capital budgets and to enable the Finance Department to monitor and control the capital budget as authorized by the City Manager. Summary capital projects status reports should be presented to the City Council semi-annually.

IX. FINANCIAL CONDITIONS, RESERVES, AND STABILITY RATIOS

- A. OPERATIONAL COVERAGE. (NO OPERATING DEFICITS). The City will maintain an operational coverage factor of 1.00, such that current operating revenues (plus approved fund balance appropriations) will equal or exceed current operating expenditures.

Deferrals, short-term loans, or one-time sources will be avoided as budget balancing techniques. Reserves will be used only for emergencies or non-recurring expenditures, except when balances can be reduced because their levels exceed guideline minimums as stated in Paragraph B, following.

B. OPERATING RESERVES/FUND BALANCES

- 1) Governmental funds of the City of Burleson shall be defined as follows:

General Fund

The general fund should be used to account for and report all financial resources not accounted for and reported in another fund.

Special Revenue Funds

Special revenue funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. The restricted or committed proceeds of specific revenue sources should be expected to continue to comprise a substantial portion of the inflows reported in the fund. Other resources (investment earnings and transfers from other funds, for example) also may be reported in the fund if those resources are restricted, omitted, or assigned to the specified purpose of the fund. Governments should discontinue reporting a special revenue fund, and instead report the fund's remaining resources in the general fund, if the government no longer expects that a substantial portion of the inflows will derive from restricted or committed revenue sources.

Capital Projects Funds

Capital projects funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets. Capital projects funds exclude those types of capital-related outflows financed by proprietary funds or for assets that will be held in trust for individuals, private organizations, or other governments.

Debt Service Funds

Debt service funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest, even if it is being accumulated for future years' payments. Debt service funds should be used to report resources if legally mandated.

Permanent Funds

Permanent funds should be used to account for and report resources that are restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs. Permanent funds do not include private-purpose trust funds, which should be used to report situations in which the government is required to use the principal or earnings for the benefit of individuals, private organizations, or other governments. Currently the City of Burleson does not have any Permanent Funds.

- 2) Ending fund balances of the City of Burleson shall be reported according to the following classifications:

DEBT SERVICE FUNDS:

201 Debt Service Fund – General – Restricted
202 4B Sales Tax Debt Service – Restricted
203 4A Sales Tax Debt Service – Restricted

SPECIAL REVENUE FUNDS:

101 General Government SRF - Restricted
102 Public Safety SRF - Restricted
103 Public Works SRF – Restricted
104 Culture & Recreation SRF – Restricted
105 Hotel/Motel SRF - Restricted
106 BCDC 4B Sales Tax SRF – Restricted
107 Public Safety Grants SRF – Restricted
109 Culture & Recreation Grant SRF – Restricted
110 BCDC 4A Sales Tax SRF – Restricted
113 Economic Development Incentive SRF – Restricted
114 TIF #2 SRF – Restricted
115 Traffic Safety SRF – Restricted
116 Parks Performance SRF – Committed
117 General Government Grants SRF – Restricted

CAPITAL PROJECT FUNDS:

301 Street Paving Trust – Committed
302 Park Dedication Fund – Committed
352 Miscellaneous Capital Projects – Committed
351 4A Sales Tax Capital Project Fund – Committed
350 4B Sales Tax Capital Project Fund – Committed
307 – 336 Bond Funded Capital Projects Funds – Restricted
353-354 Mineral Lease Funded Capital Projects – Committed

- 3) Order of expenditure -- When committed, assigned and unassigned resources can be used for the same purpose, funds shall be spent in the sequence of committed resources first, assigned second, and unassigned last.
- 4) When it is appropriate for fund balance to be assigned, the Council delegates that authority to the Director of Finance.
- 5) It is the goal of the City that the unassigned fund balance of the General Fund should be at least 20% of the General Fund annual expenditures. This percentage is the equivalent of 73 days expenditures. In order to adhere to the principles of matching current revenues with current expenditures and minimizing property taxes, the City will take action to reduce the fund balance if the unassigned balance grows beyond 90 days expenditures.

- 6) The Water and Wastewater Fund working capital should be maintained at least at 20% of total operating expenditures or the equivalent of 73 days.
- 7) Cash and investment balances in the City's economic development corporation special revenue funds should be maintained at a minimum of 25% of the next 12 months' budgeted expenditures and transfers

B. CAPITAL AND DEBT SERVICE FUNDS

- 1) Items in the Capital Projects Funds will be completed and paid for within 36 months of receipt of proceeds. Balances will be used to generate interest income to offset construction costs.
- 2) General Obligation Debt Service Funds will not have reserves or balances in excess of one month of principal and interest plus 15% of the principal outstanding for unrefunded debt issued prior to September 1, 1986. This maximum is dictated by Federal law and does not include the amounts accrued for the next debt service payment.

The policy above does not preclude the debt service reserves normally established to market revenue bonds. The City's policy and bond ordinance requirements are to maintain these debt service reserves at the level of the average annual debt service.

- 3) Revenue Obligations will maintain Debt Coverage Ratios as specified by the bond covenants. The City is currently required to have net revenues in excess of average annual debt by 1.25 times. Net revenues must also exceed the maximum outstanding debt by 1.10 times. Both these tests must be met in order to issue additional bonds.
- 4) Obligations of Burleson's economic development corporations will maintain coverage ratios as specified by bond covenants. If the City issues obligations partially secured by a limited pledge of the corporations' sales tax revenues, not subject to the coverage ratios of the revenue bond covenants, coverage shall be maintained at no less than 1.25 times average annual debt service, and 1.15 times the maximum annual debt service. Both of these tests must be met in order to issue additional bonds.

- C. COMPENSATED ABSENCES. The City will establish an additional reserve within its operating funds to pay for material accrued reimbursable vacation and sick leave.

X. TREASURY AND DEBT MANAGEMENT

- A. CASH MANAGEMENT. Periodic review of cash flow position will be performed to determine performance of cash management and investment policies. A detailed policy structure will be followed with respect to Cash/Treasury Management. The underlying theme will be that idle cash will be invested with the intent to 1) safeguard assets, (2) maintain liquidity, and 3) maximize return. Where legally permitted, pooling of investments will be done.

The City will adhere to the investments authorized through the Public Funds Investment Act of 1987 and will additionally establish a comprehensive Investment Policies and Guidelines. Such policies will clarify acceptable investment securities, brokers, terms, and other pertinent investment information.

B. TYPES OF DEBTS

- 1) SHORT-TERM DEBT. Pursuant to the City Charter, tax anticipation notes ("TAN") will be retired annually and will not exceed 25% of anticipated taxes. Bond anticipation notes ("BAN") will be retired within six months of completion of the project. Any short-term debt outstanding at year-end will not exceed 5% (including TAN but excluding BAN) of net operating revenues.

- 2) LONG-TERM DEBT. Long-term debt will not be used for operating purposes, and the life of a bond issue will not exceed the useful life of a project financed by that bond issue.
 - 3) SELF-SUPPORTING DEBT. When appropriate, self-supporting revenues will pay debt service in lieu of tax revenues.
- C. ANALYSIS OF FINANCING ALTERNATIVES. The City will explore all financing alternatives in addition to long-term debt including leasing, grants and other aid, developer contributions, impact fees, and use of reserves of current monies.
- D. DISCLOSURE. Full disclosure of operations will be made to the bond rating agencies and other users of financial information. The City staff, with the assistance of financial advisors and bond counsel, will prepare the necessary materials for presentation to the rating agencies, will aid in the production of Offering Statements, and will take 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 STRUCTURING. The City will issue general obligation bonds with an average life of 10.5 years or less, not to exceed the life of the asset acquired.

The structure should approximate level debt service unless operational matters dictate otherwise or if market conditions indicate a potential savings could result from modifying the level payment stream.

Consideration of market factors, such as the tax-exempt qualification, minimum tax alternative, and so forth will be given during the structuring of long-term debt instruments.

G. DEBT ISSUANCE.

- 1) Method of Sale. The City will use a competitive bidding process in the sale of bonds unless the nature of the issue warrants a negotiated bid. In situations where a competitive bidding process is not elected, the City will publicly present the reasons why, and the City will participate with the financial advisor in the selection of the underwriter or direct purchaser.
- 2) Bidding Parameters. The notice of sale will be carefully constructed so as to ensure the best possible bid for the City in light of the existing market conditions and other prevailing factors. Parameters to be examined include:
 - a. Limits between lowest and highest coupons
 - b. Coupon requirements relative to the yield curve
 - c. Method of underwriter compensation, discount or premium coupons
 - d. Use of True Interest Cost (TIC) vs. Net Interest Cost (NIC)
 - e. Use of bond insurance
 - f. Original Issue discount bonds/Capital Appreciation Bonds
 - g. Variable rate bonds
 - h. Call provisions (25 years by Charter)
- 3) Bond Issuance Costs. The City will be involved in the selection of all financial advisors, underwriters, paying agents, and bond counsel. The City shall evaluate the merits of rotating professional advisors and consultants and the kinds of services and fee structures available from independent financial advisors, investment banking firms, and commercial banks. The City will carefully itemize and scrutinize all costs associated with the issuance of bonds.
- 4) Financial Advisor. The City will discourage perceived conflicts of interest which arise when a financial advisor is allowed to bid on debt obligations of the City. The financial advisor will be expected to provide

planning and analytical services which extend beyond the issuance of debt. The payment to the Financial Advisor should be related to the costs of providing their service to the City.

XI. INTERNAL CONTROLS

- A. WRITTEN PROCEDURES. Written procedures will be established and maintained by the Director of Finance for all functions and financial cycles including cash handling and accounting throughout the City.

These procedures will embrace the general concepts of fiscal responsibility set forth in this policy statement.

- B. DEPARTMENT DIRECTORS AND MANAGERS RESPONSIBILITY. City administrators and manager are charged with the responsibility for establishing a network of processes with the objective of controlling the operations of the City in a manner which provides reasonable assurance that:

- 1) Data and information published either internally or externally is accurate, reliable, complete, and timely.
- 2) The actions of administrators and employees are in compliance with the City's charter, plans, policies and procedures, and all relevant laws and regulations.
- 3) The City's resources including its people, systems, data/information, assets, and citizens are adequately protected.
- 4) Resources are acquired economically and employed effectively.
- 5) The City's internal controls promote the achievement of plans, programs, goals, and objectives.

Each Department Manager is responsible to ensure that good internal controls are followed throughout his or her Department, that all Finance Department directives or internal controls are implemented, and that all independent auditor internal control recommendations are addressed.

XII. STAFFING AND TRAINING

- A. ADEQUATE STAFFING. Staffing levels will be adequate for the fiscal functions of the City to operate effectively. Overtime shall be used only to address temporary or seasonal demands that require excessive hours. Workload shedding alternatives will be explored before adding staff.
- B. TRAINING. The City will support the continuing education efforts of all financial staff including the investment in time and materials for maintaining a current perspective concerning financial issues. Staff will be held accountable for communicating, teaching, sharing with other staff members all information and training materials acquired from seminars, conferences, and related education efforts.
- C. AWARDS, CREDENTIALS AND RECOGNITION. The City will support efforts and involvements which result in meeting standards and receiving exemplary recitations on behalf of any of the City's fiscal policies, practices, processes, products, or personnel. Staff certifications may include Certified Public Accountant, Management Accountant, Certified Internal Auditor, and Certified Cash Manager. Further, the Finance Director will try to obtain and maintain the designation of Certified Government Finance Officer as awarded by the GFOA of Texas.

The City will strive to maintain a high level of excellence in its accounting policies and practices as it prepares its Financial Report. The Report will be presented to the Government Finance Officers Association (GFOA) for review of qualifications necessary to obtain the Certificate of Achievement for Excellence in Financial Reporting. Additionally, the City will submit its annual budget to GFOA for consideration for Distinguished Budget Award.

BUDGET PROCESS OVERVIEW

The budget process for the City of Burleson is a year-round, continuous process. On October 1st, when the new fiscal year begins, department heads use the encumbrance system to create purchase orders identifying expenses which will be arising throughout the year. When invoices are received for goods and services for funds, which have been previously encumbered, the invoices are paid against those encumbrances and the encumbrances are relieved. Encumbrances are the fundamental budget control in place for department heads' use.

On a monthly basis, department heads compare their actual expenditures to their adopted budgets, researching and investigating any unexpected expenditure. This monthly review is another fundamental budgetary control that is utilized.

Throughout the year, department heads can shift budget amounts from account to account within a category without further approval as long as the budgeted total for the category does not change. Although it does not happen frequently, if an unforeseen need arises during the budget year, department heads may request the City Manager move amounts around within a fund with no further approval necessary. Changes between funds or increases in the

budget require a budget amendment approved by City Council.

Early in the calendar year, a new budget calendar is created detailing the various deadlines required by the state for both tax rate adoption and formal budget adoption. Less formal deadlines such as when documents are due, presentation meetings and planning meetings are set as well. This calendar is then distributed to the departments at the budget kick off meeting in early April.

At the budget kickoff meeting, the City Manager describes his overall plan for the budget process, detailing which documents are required, meetings he expects to have and any other expectations he has or anticipates from City Council. The budget kick off meeting allows department heads to ask any questions or receive any information needed to complete the next step in the formal budget process.

In order to nurture an environment where long range planning could take place in a cohesive manner, changes have been made in how departments make their presentations to the City Manager's Office and City Council. Rather than emphasis being placed on the details and the budget being built "from the ground up", there has been a shift to the presentation of Five Year

Plans and major issues confronting City departments in the near future.

After the budget kickoff, budget packets are distributed to each director in very early spring. Budget packets include a budget preparation manual, calendar, and worksheets for forecasting budget needs. Directors are also given access to electronic files which included budget forms and decision packets to outline new initiatives for the coming budget year.

Department heads prepare re-estimates for the current budget year and estimates for the next five years. They also review and update their five year plans, performance measures.

After the proposed base budget estimates are completed, departments develop decision packets for service enhancement they wish to propose to the City Council for the next fiscal year. Service enhancements include any change in program emphasis, expenditure of funds, or allocation of personnel or equipment. In other words, a service enhancement is any proposed change in program which will result in a change in the level of service currently being delivered. All requests for new personnel, fleet, or equipment which represent net additions to operations are considered service enhancements. The department must describe the program, itemize all new costs and provide an extensive explanation of why the service enhancement is needed. Decision packets are prioritized according to

needs perceived by the departments. Each decision packet is prepared as a separate request to allow for independent consideration of each and to allow the mixing of all decision packets into a master priority list for consideration during the remainder of the budget process.

Soon after the documentation is prepared and reviewed by the budget team, the budget team consisting of the City Manager, Deputy City Manager, Finance Director and other support staff meet with department heads, including their supporting staff. Each aspect of the budget is discussed with special attention given to the supplemental requests for the upcoming year's budget.

Additions and deletions are made to the budget based the City Manager's request, while the revenue forecasting which began in early April continues until July 25th when the certified tax rolls are distributed to municipalities and school districts.

REVENUES

For the first time in 2013, departments were asked to come up with estimates for the revenues specific to their departments. In the past the Finance Department prepared estimates for revenues and projections for the coming year's revenues based on available historical data, known changes in population growth, performance in Barnett Shale, the recession and

changes in national trends, among other data. City management felt that the departments themselves had a better feel for what the future would hold for the revenues their departments were responsible for collecting. Water, wastewater, and solid waste rate requirements are determined with input from the Finance Department. Departments review the fee schedule and request changes by submitting a fee change form to Finance. Finance reviews the fee change requests and prepares an analysis of the requested changes.

Once the certified tax roll is received, calculations are made to determine the effective tax rate and the roll back tax rate which may drive decisions made by City Council. The City Manager presents his budget to City Council at a special Budget Work session between the first and second City Council meetings in August. The Council makes comments regarding their priorities and asks questions of the City Manager regarding various City programs.

According to Texas Local Government Code, two public hearings are required before adopting a tax rate which exceeds the lower of the effective tax rate and the roll back tax rate. Special notice of the dates and times of the public hearings are posted on the City's website, the posting board and the Fort Worth Star Telegram which is a local paper of general circulation.

Public hearings are held for the tax rate and a public hearing also required by state law is held for the budget. Two readings of the tax rate ordinance, the budget ordinance and utility ordinances are required by City charter.

The budget and tax rate are required to be adopted by September 29th or the City Manager budget presented by the City Manager will become the budget for the following fiscal year.

After the budget is adopted, departmental heads and managers take into consideration base budget and decision packets approved by City Council and begin to plan for the next year's budget process by including those decisions in their long range planning process. Their long range plans are revised accordingly and the process begins again for the next year.

BUDGET AMENDMENTS

As provided for in the ordinance adopting the budget, the City Council may, at the recommendation of the City Manager or on its own volition, transfer part or all of any unencumbered appropriation balance from one department or fund to another department or fund by resolution if they feel that a change in the budget is necessary to fulfill municipal purposes.

2017 Planning Calendar

City of Burlleson

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| April 4th, 2017 | Budget Preparation materials handed out to Directors. |
| April 14, 2017 | Budget input training 2pm at City Hall in the Council Chambers |
| April 18, 2017 | Deadline for HR request for new positions or changes to existing positions. |
| April 26, 2017 | Deadline for requests for IT, HR and equipment requests. |
| May 18, 2017 | Deadline for departments to have all documents to Finance and entered in H T E. |
| June 14, 2017 | Deadline to get CMO budget books to budget team. |
| June 26 – June 28, 2017 | Department director meetings with CMO and budget team. |
| July 5, 2017 | Budget revision deadline to be sent to the Finance Department |
| July 25, 2017 | Receive certified tax rolls from appraisal districts (JCAD & TAD) |
| July 27, 2017 | Calculation of effective and rollback tax rates to governing body. |
| August 3, 2017 | 72-hour meeting notice (Open meeting notice). Work Session books delivered to Council and posted on Website. |
| August 3, 2017 | Send 1st Tax Rate Public Hearing Notice information to Burlleson Star |
| August 4, 2017 | Budget filed with City Secretary. |
| August 7, 2017 | Meeting of governing body to discuss tax rate; if proposed tax rate will exceed the rollback rate or the effective tax rate (whichever is lower), take record vote and schedule public hearing. |
| August 10, 2017 | Publish the Notice of Property Tax Rates by September 1, 2017. Notice must also be posted on the municipality's website until tax rate adopted. |
| August 10, 2017 | 1st Tax Rate Public Hearing Notification published |
| August 16, 2017 | 72-hour notice for public hearing (Open meeting notice) |
| August 17, 2017 | Send Budget and 2nd Tax Rate public hearing information to Burlleson Star |
| August 21, 2017 | Public Hearing for 1st Tax Rate proposal |
| | |

| | |
|---------------------------|---|
| August 24, 2017 | Budget and 2nd Tax Rate public hearing published |
| August 31, 2017 | 72-hour notice for public hearing (Open meeting notice) |
| September 5, 2017 | Second public hearing on tax rate and public hearing on budget; schedule and announce meeting to adopt tax rate 3-14 days from this date. Some action must be taken on budget, such as setting a meeting to adopt at a later date. |
| September 14, 2017 | 72-hour notice for public hearing (Open meeting notice) |
| September 18, 2017 | Meeting to adopt the tax rate and budget. Meeting is 3-14 days after second public hearing. Taxing unit must adopt tax rate by September 30 or 60 days after receiving certified appraisal roll, whichever is later. |

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENSES AND FUND BALANCES
FY 2018**

| | MAJOR GOVERNMENTAL FUND | | | |
|--|-------------------------|----------------------|----------------------|----------------------|
| | GENERAL FUND | | | |
| | 2015-16 | 2016-17 | 2016-17 | 2017-18 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| BUDGETED BEGINNING FUND BALANCE / WORKING CAPITAL | \$ 9,692,002 | \$ 9,273,423 | \$ 9,273,423 | \$ 8,365,326 |
| REVENUES | | | | |
| AD VALOREM TAXES | \$ 15,861,952 | \$ 15,544,332 | \$ 15,544,332 | \$ 16,804,131 |
| SALES TAXES | \$ 8,173,108 | \$ 8,215,000 | \$ 8,215,000 | \$ 8,468,000 |
| FRANCHISE FEES | \$ 2,471,851 | \$ 2,492,000 | \$ 2,376,706 | \$ 2,316,000 |
| LICENSES AND PERMITS | \$ 1,050,198 | \$ 953,250 | \$ 952,700 | \$ 1,037,200 |
| OTHER CHARGES FOR SERVICE | | | | |
| WATER&SEWER | | | | |
| FINES AND FORFEITURES | \$ 1,098,089 | \$ 1,100,000 | \$ 1,075,754 | \$ 1,195,000 |
| INTEREST | \$ 67,335 | \$ 35,000 | \$ 105,596 | \$ 150,000 |
| MISCELLANEOUS | \$ 1,284,070 | \$ 1,312,468 | \$ 1,656,532 | \$ 1,543,568 |
| OTHER SOURCES | \$ 4,923,578 | \$ 3,399,314 | \$ 3,476,087 | \$ 3,449,805 |
| TOTAL REVENUES | \$ 34,930,181 | \$ 33,051,364 | \$ 33,402,707 | \$ 34,963,704 |
| EXPENDITURES | | | | |
| PERSONAL SERVICES | \$23,295,607 | \$23,715,631 | \$23,495,560 | \$25,823,852 |
| MATERIALS AND SUPPLIES | \$1,056,772 | \$987,774 | \$1,036,810 | \$1,090,866 |
| PURCHASED SERVICES & INVENTORY | \$2,986,530 | \$2,826,997 | \$2,866,725 | \$2,733,866 |
| MAINTENANCE AND REPAIR | \$1,979,521 | \$2,177,867 | \$1,807,844 | \$2,405,566 |
| OTHER EXPENDITURES | \$4,977,139 | \$3,276,743 | \$4,702,794 | \$3,366,106 |
| CAPITAL OUTLAY | \$1,053,191 | \$338,850 | \$401,070 | \$244,109 |
| DEBT SERVICE | | | | |
| TRANSFERS | | | | |
| PILOT | | | | |
| FRANCHISE FEE | | | | |
| TOTAL EXPENDITURES | \$ 35,348,760 | \$ 33,323,862 | \$ 34,310,803 | \$ 35,664,365 |
| INCREASE/(DECREASE) IN FUND BALANCE/WORKING CAPITAL | \$ (418,579) | \$ (272,498) | \$ (908,096) | \$ (700,661) |
| GAAP ADJUSTMENT | \$ - | \$ - | \$ - | \$ - |
| BUDGETED ENDING FUND BALANCE / WORKING CAPITAL | \$ 9,273,423 | \$ 9,000,925 | \$ 8,365,327 | \$ 7,664,665 |

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENSES AND FUND BALANCES
FY 2018**

| | MAJOR GOVERNMENTAL FUND | | | |
|--|---------------------------|---------------------|---------------------|---------------------|
| | GENERAL DEBT SERVICE FUND | | | |
| | 2015-16 | 2016-17 | 2016-17 | 2017-18 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| BUDGETED BEGINNING FUND BALANCE / WORKING CAPITAL | \$ 873,318 | \$ 815,726 | \$ 815,726 | \$ 751,363 |
| REVENUES | | | | |
| AD VALOREM TAXES | \$ 5,279,728 | \$ 5,516,063 | \$ 5,545,431 | \$ 6,012,700 |
| SALES TAXES | | | | |
| FRANCHISE FEES | | | | |
| LICENSES AND PERMITS | | | | |
| OTHER CHARGES FOR SERVICE | | | | |
| WATER&SEWER | | | | |
| FINES AND FORFEITURES | | | | |
| INTEREST | | | | |
| MISCELLANEOUS | \$ 1,758,891 | \$ 357,350 | \$ 357,350 | \$ 169,017 |
| OTHER SOURCES | \$ 9,975,000 | \$ - | \$ - | \$ - |
| TOTAL REVENUES | \$ 17,013,619 | \$ 5,873,413 | \$ 5,902,781 | \$ 6,181,717 |
| EXPENDITURES | | | | |
| PERSONAL SERVICES | | | | |
| MATERIALS AND SUPPLIES | | | | |
| PURCHASED SERVICES & INVENTORY | | | | |
| MAINTENANCE AND REPAIR | | | | |
| OTHER EXPENDITURES | | | | |
| CAPITAL OUTLAY | | | | |
| DEBT SERVICE | \$ 17,071,211 | \$ 5,967,144 | \$ 5,967,144 | \$ 6,248,682 |
| TRANSFERS | | | | |
| PILOT | | | | |
| FRANCHISE FEE | | | | |
| TOTAL EXPENDITURES | \$ 17,071,211 | \$ 5,967,144 | \$ 5,967,144 | \$ 6,248,682 |
| INCREASE/(DECREASE) IN FUND BALANCE/WORKING CAPITAL | \$ (57,592) | \$ (93,731) | \$ (64,363) | \$ (66,965) |
| GAAP ADJUSTMENT | | | | |
| BUDGETED ENDING FUND BALANCE / WORKING CAPITAL | \$ 815,726 | \$ 721,995 | \$ 751,363 | \$ 684,398 |

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENSES AND FUND BALANCES
FY 2018**

| | MAJOR GOVERNMENTAL FUND | | | |
|--|-------------------------|-----------------------|---------------------|-----------------------|
| | 4A SALES TAX REVENUE | | | |
| | 2015-16 | 2016-17 | 2016-17 | 2017-18 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| BUDGETED BEGINNING FUND BALANCE / WORKING CAPITAL | \$ 5,087,651 | \$ 3,446,097 | \$ 3,446,097 | \$ 4,063,902 |
| REVENUES | | | | |
| AD VALOREM TAXES | | | | |
| SALES TAXES | \$ 4,123,039 | \$ 4,176,000 | \$ 4,176,000 | \$ 4,316,000 |
| FRANCHISE FEES | | | | |
| LICENSES AND PERMITS | | | | |
| OTHER CHARGES FOR SERVICE | | | | |
| WATER&SEWER | | | | |
| FINES AND FORFEITURES | | | | |
| INTEREST | \$ 17,011 | \$ 3,000 | \$ 26,000 | \$ 59,000 |
| MISCELLANEOUS | \$ 333,897 | \$ 155,625 | \$ 155,625 | \$ 155,625 |
| OTHER SOURCES | | | | |
| TOTAL REVENUES | \$ 4,473,947 | \$ 4,334,625 | \$ 4,357,625 | \$ 4,530,625 |
| EXPENDITURES | | | | |
| PERSONAL SERVICES | \$ 231,735 | \$ 257,184 | \$ 255,456 | \$ 263,227 |
| MATERIALS AND SUPPLIES | \$ 9,663 | \$ 10,750 | \$ 11,175 | \$ 10,750 |
| PURCHASED SERVICES & INVENTORY | \$ 94,786 | \$ 120,500 | \$ 124,250 | \$ 111,380 |
| MAINTENANCE AND REPAIR | \$ 23,822 | \$ 25,000 | \$ 59,717 | \$ 25,000 |
| OTHER EXPENDITURES | \$ 1,120,581 | \$ 2,445,192 | \$ 796,740 | \$ 3,056,031 |
| CAPITAL OUTLAY | \$ 2,062,949 | \$ - | \$ - | \$ - |
| DEBT SERVICE | \$ - | \$ - | \$ - | \$ - |
| TRANSFERS | \$ 2,571,965 | \$ 2,492,482 | \$ 2,492,482 | \$ 2,291,915 |
| PILOT | \$ - | \$ - | \$ - | \$ - |
| FRANCHISE FEE | \$ - | \$ - | \$ - | \$ - |
| TOTAL EXPENDITURES | \$ 6,115,501 | \$ 5,351,108 | \$ 3,739,820 | \$ 5,758,303 |
| INCREASE/(DECREASE) IN FUND BALANCE/WORKING CAPITAL | \$ (1,641,554) | \$ (1,016,483) | \$ 617,805 | \$ (1,227,678) |
| GAAP ADJUSTMENT | | | | |
| BUDGETED ENDING FUND BALANCE / WORKING CAPITAL | \$ 3,446,097 | \$ 2,429,614 | \$ 4,063,902 | \$ 2,836,224 |

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENSES AND FUND BALANCES
FY 2018**

| | MAJOR GOVERNMENTAL FUND | | | |
|--|-------------------------|---------------------|---------------------|---------------------|
| | 4B SALES TAX REVENUE | | | |
| | 2015-16 | 2016-17 | 2016-17 | 2017-18 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| BUDGETED BEGINNING FUND BALANCE / WORKING CAPITAL | \$ 2,959,160 | \$ 3,036,218 | \$ 3,036,218 | \$ 2,997,753 |
| REVENUES | | | | |
| AD VALOREM TAXES | | | | |
| SALES TAXES | \$ 4,123,039 | \$ 4,176,000 | \$ 4,176,000 | \$ 4,316,000 |
| FRANCHISE FEES | | | | |
| LICENSES AND PERMITS | | | | |
| OTHER CHARGES FOR SERVICE | | | | |
| WATER&SEWER | | | | |
| FINES AND FORFEITURES | | | | |
| INTEREST | \$ 7,209 | \$ 1,575 | \$ 14,000 | \$ 35,000 |
| MISCELLANEOUS | | | | |
| OTHER SOURCES | | | | |
| TOTAL REVENUES | \$ 4,130,248 | \$ 4,177,575 | \$ 4,190,000 | \$ 4,351,000 |
| EXPENDITURES | | | | |
| PERSONAL SERVICES | | | | |
| MATERIALS AND SUPPLIES | | | | |
| PURCHASED SERVICES & INVENTORY | \$ - | \$ 3,500 | \$ 3,500 | \$ 3,500 |
| MAINTENANCE AND REPAIR | | | | |
| OTHER EXPENDITURES | | | | |
| CAPITAL OUTLAY | | | | |
| DEBT SERVICE | \$ 4,053,189 | \$ 4,224,965 | \$ 4,224,965 | \$ 4,227,334 |
| TRANSFERS | | | | |
| PILOT | | | | |
| FRANCHISE FEE | | | | |
| TOTAL EXPENDITURES | \$ 4,053,189 | \$ 4,228,465 | \$ 4,228,465 | \$ 4,230,834 |
| INCREASE/(DECREASE) IN FUND BALANCE/WORKING CAPITAL | \$ 77,059 | \$ (50,890) | \$ (38,465) | \$ 120,166 |
| GAAP ADJUSTMENT | \$ - | | | |
| BUDGETED ENDING FUND BALANCE / WORKING CAPITAL | \$ 3,036,219 | \$ 2,985,328 | \$ 2,997,753 | \$ 3,117,919 |

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENSES AND FUND BALANCES
FY 2018**

| | MAJOR GOVERNMENTAL FUND | | | |
|--|-------------------------|---------------------|---------------------|---------------------|
| | PARKS PERFORMANCE | | | |
| | 2015-16 | 2016-17 | 2016-17 | 2017-18 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| BUDGETED BEGINNING FUND BALANCE / WORKING CAPITAL | \$ 586,528 | \$ 685,716 | \$ 685,716 | \$ 596,608 |
| REVENUES | | | | |
| AD VALOREM TAXES | | | | |
| SALES TAXES | | | | |
| FRANCHISE FEES | | | | |
| LICENSES AND PERMITS | | | | |
| OTHER CHARGES FOR SERVICE | \$ 2,183,805 | \$ 2,099,880 | \$ 2,162,380 | \$ 2,345,317 |
| WATER&SEWER | | | | |
| FINES AND FORFEITURES | | | | |
| INTEREST | \$ 4,267 | \$ 600 | \$ 6,500 | \$ 12,000 |
| MISCELLANEOUS | \$ 1,340,024 | \$ 1,420,487 | \$ 1,420,487 | \$ 1,364,763 |
| OTHER SOURCES | \$ 6,557 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| TOTAL REVENUES | \$ 3,534,653 | \$ 3,525,967 | \$ 3,594,367 | \$ 3,727,080 |
| EXPENDITURES | | | | |
| PERSONAL SERVICES | \$ 1,936,785 | \$ 1,866,384 | \$ 1,802,911 | \$ 1,722,395 |
| MATERIALS AND SUPPLIES | \$ 152,515 | \$ 93,521 | \$ 165,575 | \$ 168,859 |
| PURCHASED SERVICES & INVENTORY | \$ 729,216 | \$ 772,537 | \$ 747,905 | \$ 861,151 |
| MAINTENANCE AND REPAIR | \$ 243,305 | \$ 265,637 | \$ 199,137 | \$ 260,362 |
| OTHER EXPENDITURES | \$ 345,063 | \$ 448,072 | \$ 413,381 | \$ 464,979 |
| CAPITAL OUTLAY | \$ 28,581 | \$ 79,816 | \$ 354,566 | \$ 85,720 |
| DEBT SERVICE | | | | |
| TRANSFERS | | | | |
| PILOT | | | | |
| FRANCHISE FEE | | | | |
| TOTAL EXPENDITURES | \$ 3,435,465 | \$ 3,525,967 | \$ 3,683,475 | \$ 3,563,466 |
| INCREASE/(DECREASE) IN FUND BALANCE/WORKING CAPITAL | \$ 99,188 | \$ - | \$ (89,108) | \$ 163,614 |
| GAAP ADJUSTMENT | | | | |
| BUDGETED ENDING FUND BALANCE / WORKING CAPITAL | \$ 685,716 | \$ 685,716 | \$ 596,608 | \$ 760,222 |

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENSES AND FUND BALANCES
FY 2018**

| | NON-MAJOR GOVERNMENTAL FUND | | | |
|--|-------------------------------------|-------------------|-------------------|---------------------|
| | ECONOMIC DEVELOPMENT INCENTIVE FUND | | | |
| | 2015-16 | 2016-17 | 2016-17 | 2017-18 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| BUDGETED BEGINNING FUND BALANCE / WORKING CAPITAL | \$ 419,717 | \$ 494,369 | \$ 494,369 | \$ 494,369 |
| REVENUES | | | | |
| AD VALOREM TAXES | \$ 541,222 | \$ 730,930 | \$ 730,930 | \$ 870,000 |
| SALES TAXES | \$ 176,341 | \$ 235,000 | \$ 235,000 | \$ 235,000 |
| FRANCHISE FEES | | | | |
| LICENSES AND PERMITS | | | | |
| OTHER CHARGES FOR SERVICE | | | | |
| WATER&SEWER | | | | |
| FINES AND FORFEITURES | | | | |
| INTEREST | | | | |
| MISCELLANEOUS | | | | |
| OTHER SOURCES | | | | |
| TOTAL REVENUES | \$ 717,563 | \$ 965,930 | \$ 965,930 | \$ 1,105,000 |
| EXPENDITURES | | | | |
| PERSONAL SERVICES | | | | |
| MATERIALS AND SUPPLIES | | | | |
| PURCHASED SERVICES & INVENTORY | | | | |
| MAINTENANCE AND REPAIR | | | | |
| OTHER EXPENDITURES | \$ 642,911 | \$ 965,930 | \$ 965,930 | \$ 1,096,000 |
| CAPITAL OUTLAY | | | | |
| DEBT SERVICE | | | | |
| TRANSFERS | | | | |
| PILOT | | | | |
| FRANCHISE FEE | | | | |
| TOTAL EXPENDITURES | \$ 642,911 | \$ 965,930 | \$ 965,930 | \$ 1,096,000 |
| INCREASE/(DECREASE) IN FUND BALANCE/WORKING CAPITAL | \$ 74,652 | \$ - | \$ - | \$ 9,000 |
| GAAP ADJUSTMENT | | | | |
| BUDGETED ENDING FUND BALANCE / WORKING CAPITAL | \$ 494,369 | \$ 494,369 | \$ 494,369 | \$ 503,369 |

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENSES AND FUND BALANCES
FY 2018**

| | NON-MAJOR GOVERNMENTAL FUND | | | |
|--|-----------------------------|--------------------|--------------------|-------------------|
| | HOTEL/MOTEL TAX FUND | | | |
| | 2015-16 | 2016-17 | 2016-17 | 2017-18 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| BUDGETED BEGINNING FUND BALANCE / WORKING CAPITAL | \$ 572,720 | \$ 623,803 | \$ 623,803 | \$ 580,331 |
| REVENUES | | | | |
| AD VALOREM TAXES | | | | |
| SALES TAXES | \$ 203,392 | \$ 160,000 | \$ 160,000 | \$ 207,000 |
| FRANCHISE FEES | | | | |
| LICENSES AND PERMITS | | | | |
| OTHER CHARGES FOR SERVICE | | | | |
| WATER&SEWER | | | | |
| FINES AND FORFEITURES | | | | |
| INTEREST | \$ 1,100 | | | |
| MISCELLANEOUS | | | | |
| OTHER SOURCES | | | | |
| TOTAL REVENUES | \$ 204,492 | \$ 160,000 | \$ 160,000 | \$ 207,000 |
| EXPENDITURES | | | | |
| PERSONAL SERVICES | | | | |
| MATERIALS AND SUPPLIES | \$ - | \$ 1,767 | \$ 1,767 | \$ 1,767 |
| PURCHASED SERVICES & INVENTORY | \$ 23,048 | \$ 63,268 | \$ 63,598 | \$ 77,605 |
| MAINTENANCE AND REPAIR | \$ - | \$ 1,883 | \$ 1,883 | \$ 1,883 |
| OTHER EXPENDITURES | \$ 145,119 | \$ 136,224 | \$ 136,224 | \$ 104,554 |
| CAPITAL OUTLAY | | | | |
| DEBT SERVICE | | | | |
| TRANSFERS | | | | |
| PILOT | | | | |
| FRANCHISE FEE | | | | |
| TOTAL EXPENDITURES | \$ 168,167 | \$ 203,142 | \$ 203,472 | \$ 185,809 |
| INCREASE/(DECREASE) IN FUND BALANCE/WORKING CAPITAL | \$ 36,325 | \$ (43,142) | \$ (43,472) | \$ 21,191 |
| GAAP ADJUSTMENT | | | | |
| BUDGETED ENDING FUND BALANCE / WORKING CAPITAL | \$ 609,045 | \$ 580,661 | \$ 580,331 | \$ 601,522 |

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENSES AND FUND BALANCES
FY 2018**

| | NON-MAJOR GOVERNMENTAL FUND | | | |
|--|-----------------------------|---------------------|---------------------|---------------------|
| | 4A SALES TAX DEBT SERVICE | | | |
| | 2015-16 | 2016-17 | 2016-17 | 2017-18 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| BUDGETED BEGINNING FUND BALANCE / WORKING CAPITAL | \$ 529,026 | \$ 531,427 | \$ 531,427 | \$ 533,888 |
| REVENUES | | | | |
| AD VALOREM TAXES | | | | |
| SALES TAXES | | | | |
| FRANCHISE FEES | | | | |
| LICENSES AND PERMITS | | | | |
| OTHER CHARGES FOR SERVICE | | | | |
| WATER&SEWER | | | | |
| FINES AND FORFEITURES | | | | |
| INTEREST | \$ 1,489 | \$ 250 | \$ 3,000 | \$ 6,000 |
| MISCELLANEOUS | | | | |
| OTHER SOURCES | \$ 5,755,595 | \$ 2,074,593 | \$ 2,074,593 | \$ 2,062,359 |
| TOTAL REVENUES | \$ 5,757,084 | \$ 2,074,843 | \$ 2,077,593 | \$ 2,068,359 |
| EXPENDITURES | | | | |
| PERSONAL SERVICES | | | | |
| MATERIALS AND SUPPLIES | | | | |
| PURCHASED SERVICES & INVENTORY | \$ 1,201 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| MAINTENANCE AND REPAIR | | | | |
| OTHER EXPENDITURES | | | | |
| CAPITAL OUTLAY | | | | |
| DEBT SERVICE | \$ 5,753,482 | \$ 2,073,632 | \$ 2,073,632 | \$ 2,061,398 |
| TRANSFERS | | | | |
| PILOT | | | | |
| FRANCHISE FEE | | | | |
| TOTAL EXPENDITURES | \$ 5,754,683 | \$ 2,075,132 | \$ 2,075,132 | \$ 2,062,898 |
| INCREASE/(DECREASE) IN FUND BALANCE/WORKING CAPITAL | \$ 2,401 | \$ (289) | \$ 2,461 | \$ 5,461 |
| GAAP ADJUSTMENT | | | | |
| BUDGETED ENDING FUND BALANCE / WORKING CAPITAL | \$ 531,427 | \$ 531,138 | \$ 533,888 | \$ 539,349 |

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENSES AND FUND BALANCES
FY 2018**

| | NON-MAJOR GOVERNMENTAL FUND | | | |
|--|-----------------------------|---------------------|---------------------|---------------------|
| | 4B SALES TAX DEBT SERVICE | | | |
| | 2015-16 | 2016-17 | 2016-17 | 2017-18 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| BUDGETED BEGINNING FUND BALANCE / WORKING CAPITAL | \$ 2,564,417 | \$ 2,569,233 | \$ 2,569,233 | \$ 2,573,683 |
| REVENUES | | | | |
| AD VALOREM TAXES | | | | |
| SALES TAXES | | | | |
| FRANCHISE FEES | | | | |
| LICENSES AND PERMITS | | | | |
| OTHER CHARGES FOR SERVICE | | | | |
| WATER&SEWER | | | | |
| FINES AND FORFEITURES | | | | |
| INTEREST | \$ 2,826 | \$ 510 | \$ 5,500 | \$ 1,400 |
| MISCELLANEOUS | | | | |
| OTHER SOURCES | \$ 9,518,683 | \$ 1,894,647 | \$ 1,894,647 | \$ 1,855,808 |
| TOTAL REVENUES | \$ 9,521,509 | \$ 1,895,157 | \$ 1,900,147 | \$ 1,857,208 |
| EXPENDITURES | | | | |
| PERSONAL SERVICES | | | | |
| MATERIALS AND SUPPLIES | | | | |
| PURCHASED SERVICES & INVENTORY | \$ 792 | \$ 1,050 | \$ 1,050 | \$ 1,050 |
| MAINTENANCE AND REPAIR | | | | |
| OTHER EXPENDITURES | | | | |
| CAPITAL OUTLAY | | | | |
| DEBT SERVICE | \$ 9,515,901 | \$ 1,894,647 | \$ 1,894,647 | \$ 1,855,807 |
| TRANSFERS | | | | |
| PILOT | | | | |
| FRANCHISE FEE | | | | |
| TOTAL EXPENDITURES | \$ 9,516,693 | \$ 1,895,697 | \$ 1,895,697 | \$ 1,856,857 |
| INCREASE/(DECREASE) IN FUND BALANCE/WORKING CAPITAL | \$ 4,816 | \$ (540) | \$ 4,450 | \$ 351 |
| GAAP ADJUSTMENT | | | | |
| BUDGETED ENDING FUND BALANCE / WORKING CAPITAL | \$ 2,569,233 | \$ 2,568,693 | \$ 2,573,683 | \$ 2,574,034 |

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENSES AND FUND BALANCES
FY 2018**

| | MAJOR ENTERPRISE FUND | | | |
|--|-------------------------|----------------------|----------------------|----------------------|
| | WATER & WASTEWATER FUND | | | |
| | 2015-16 | 2016-17 | 2016-17 | 2017-18 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| BUDGETED BEGINNING FUND BALANCE / WORKING CAPITAL | \$ 4,010,652 | \$ 4,124,004 | \$ 4,124,004 | \$ 3,535,674 |
| REVENUES | | | | |
| AD VALOREM TAXES | | | | |
| SALES TAXES | | | | |
| FRANCHISE FEES | | | | |
| LICENSES AND PERMITS | | | | |
| OTHER CHARGES FOR SERVICE | | | | |
| WATER&SEWER | \$ 17,081,453 | \$ 18,228,290 | \$ 17,340,000 | \$ 19,222,000 |
| FINES AND FORFEITURES | | | | |
| INTEREST | \$ 22,668 | \$ 12,000 | \$ 40,000 | \$ 50,000 |
| MISCELLANEOUS | \$ 1,610,427 | \$ 494,000 | \$ 511,000 | \$ 494,000 |
| OTHER SOURCES | \$ 870,452 | \$ 840,031 | \$ 1,090,031 | \$ 940,031 |
| TOTAL REVENUES | \$ 19,585,000 | \$ 19,574,321 | \$ 18,981,031 | \$ 20,706,031 |
| EXPENDITURES | | | | |
| PERSONAL SERVICES | \$ 1,682,828 | \$ 1,845,953 | \$ 1,743,524 | \$ 1,876,445 |
| MATERIALS AND SUPPLIES | \$ 176,764 | \$ 141,670 | \$ 138,780 | \$ 138,780 |
| PURCHASED SERVICES & INVENTORY | \$ 8,256,928 | \$ 8,092,941 | \$ 8,184,130 | \$ 8,830,022 |
| MAINTENANCE AND REPAIR | \$ 235,443 | \$ 316,040 | \$ 301,256 | \$ 299,580 |
| OTHER EXPENDITURES | \$ 3,757,833 | \$ 1,773,325 | \$ 1,826,229 | \$ 1,812,376 |
| CAPITAL OUTLAY | | \$ 436,851 | \$ 461,811 | \$ 420,248 |
| DEBT SERVICE | \$ 1,713,457 | \$ 5,524,631 | \$ 5,524,631 | \$ 5,880,580 |
| TRANSFERS | | | | |
| PILOT | \$ 638,000 | \$ 676,000 | \$ 676,000 | \$ 679,000 |
| FRANCHISE FEE | \$ 679,000 | \$ 713,000 | \$ 713,000 | \$ 769,000 |
| TOTAL EXPENDITURES | \$ 17,140,253 | \$ 19,520,411 | \$ 19,569,361 | \$ 20,706,031 |
| INCREASE/(DECREASE) IN FUND BALANCE/WORKING CAPITAL | \$ 2,444,747 | \$ 53,910 | \$ (588,330) | \$ - |
| GAAP ADJUSTMENT | \$ (2,331,395) | | | |
| BUDGETED ENDING FUND BALANCE / WORKING CAPITAL | \$ 4,124,004 | \$ 4,177,914 | \$ 3,535,674 | \$ 3,535,674 |

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENSES AND FUND BALANCES
FY 2018**

| | MAJOR ENTERPRISE FUND | | | |
|--|-----------------------|---------------------|---------------------|---------------------|
| | GOLF COURSE FUND | | | |
| | 2015-16 | 2016-17 | 2016-17 | 2017-18 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| BUDGETED BEGINNING FUND BALANCE / WORKING CAPITAL | \$ (464,481) | \$ (64,637) | \$ (64,637) | \$ (76,438) |
| REVENUES | | | | |
| AD VALOREM TAXES | | | | |
| SALES TAXES | | | | |
| FRANCHISE FEES | | | | |
| LICENSES AND PERMITS | | | | |
| OTHER CHARGES FOR SERVICE | \$ 1,304,162 | \$ 1,515,610 | \$ 1,462,433 | \$ 1,480,000 |
| WATER&SEWER | | | | |
| FINES AND FORFEITURES | | | | |
| INTEREST | | | | |
| MISCELLANEOUS | \$ 18,469 | \$ 10,100 | \$ 5,100 | \$ 10,100 |
| OTHER SOURCES | \$ 746,909 | \$ 846,831 | \$ 846,831 | \$ 944,263 |
| TOTAL REVENUES | \$ 2,069,540 | \$ 2,372,541 | \$ 2,314,364 | \$ 2,434,363 |
| EXPENDITURES | | | | |
| PERSONAL SERVICES | \$ 1,143,991 | \$ 1,252,230 | \$ 1,205,880 | \$ 1,360,569 |
| MATERIALS AND SUPPLIES | \$ 80,605 | \$ 102,700 | \$ 94,200 | \$ 102,700 |
| PURCHASED SERVICES & INVENTORY | \$ 435,727 | \$ 400,271 | \$ 423,253 | \$ 387,637 |
| MAINTENANCE AND REPAIR | \$ 47,046 | \$ 68,000 | \$ 58,800 | \$ 68,000 |
| OTHER EXPENDITURES | \$ 356,845 | \$ 544,337 | \$ 542,337 | \$ 501,078 |
| CAPITAL OUTLAY | \$ - | \$ 1,695 | \$ 1,695 | \$ 13,823 |
| DEBT SERVICE | | | | |
| TRANSFERS | | | | |
| PILOT | | | | |
| FRANCHISE FEE | | | | |
| TOTAL EXPENDITURES | \$ 2,064,214 | \$ 2,369,233 | \$ 2,326,165 | \$ 2,433,807 |
| INCREASE/(DECREASE) IN FUND BALANCE/WORKING CAPITAL | \$ 5,326 | \$ 3,308 | \$ (11,801) | \$ 556 |
| GAAP ADJUSTMENT | \$ 394,518 | | | |
| BUDGETED ENDING FUND BALANCE / WORKING CAPITAL | \$ (64,637) | \$ (61,329) | \$ (76,438) | \$ (75,882) |

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENSES AND FUND BALANCES
FY 2018**

| | MAJOR ENTERPRISE FUND | | | |
|--|-----------------------|---------------------|---------------------|---------------------|
| | SOLID WASTE FUND | | | |
| | 2015-16 | 2016-17 | 2016-17 | 2017-18 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| BUDGETED BEGINNING FUND BALANCE / WORKING CAPITAL | \$ 692,829 | \$ 1,111,737 | \$ 1,111,737 | \$ 1,304,446 |
| REVENUES | | | | |
| AD VALOREM TAXES | | | | |
| SALES TAXES | | | | |
| FRANCHISE FEES | | | | |
| LICENSES AND PERMITS | | | | |
| OTHER CHARGES FOR SERVICE | \$ 3,264,787 | \$ 3,259,000 | \$ 3,259,000 | \$ 3,259,000 |
| WATER&SEWER | | | | |
| FINES AND FORFEITURES | | | | |
| INTEREST | | | | |
| MISCELLANEOUS | \$ 6,370 | \$ 1,000 | \$ 8,500 | \$ 15,000 |
| OTHER SOURCES | | | | |
| TOTAL REVENUES | \$ 3,271,157 | \$ 3,260,000 | \$ 3,267,500 | \$ 3,274,000 |
| EXPENDITURES | | | | |
| PERSONAL SERVICES | \$ 24,352 | \$ 26,924 | \$ 22,539 | \$ 24,553 |
| MATERIALS AND SUPPLIES | | \$ 2,500 | \$ 10,000 | \$ 10,000 |
| PURCHASED SERVICES & INVENTORY | \$ 2,665,802 | \$ 3,009,862 | \$ 2,890,715 | \$ 3,048,682 |
| MAINTENANCE AND REPAIR | \$ 1,261 | \$ 3,836 | \$ 1,336 | \$ 1,336 |
| OTHER EXPENDITURES | \$ 153,835 | \$ 150,201 | \$ 150,201 | \$ 156,345 |
| CAPITAL OUTLAY | \$ 6,999 | \$ - | \$ - | \$ - |
| DEBT SERVICE | \$ - | \$ - | \$ - | \$ - |
| TRANSFERS | | \$ - | \$ - | \$ - |
| PILOT | | | | |
| FRANCHISE FEE | | | | |
| TOTAL EXPENDITURES | \$ 2,852,249 | \$ 3,193,323 | \$ 3,074,791 | \$ 3,240,916 |
| INCREASE/(DECREASE) IN FUND BALANCE/WORKING CAPITAL | \$ 418,908 | \$ 66,677 | \$ 192,709 | \$ 33,084 |
| GAAP ADJUSTMENT | | | | |
| BUDGETED ENDING FUND BALANCE / WORKING CAPITAL | \$ 1,111,737 | \$ 1,178,414 | \$ 1,304,446 | \$ 1,337,530 |

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENSES AND FUND BALANCES
FY 2018**

| | NON-MAJOR ENTERPRISE FUND | | | |
|--|---------------------------|-------------------|-------------------|-------------------|
| | CEMETERY FUND | | | |
| | 2015-16 | 2016-17 | 2016-17 | 2017-18 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| BUDGETED BEGINNING FUND BALANCE / WORKING CAPITAL | \$ 263,366 | \$ 282,091 | \$ 282,091 | \$ 283,410 |
| REVENUES | | | | |
| AD VALOREM TAXES | | | | |
| SALES TAXES | | | | |
| FRANCHISE FEES | | | | |
| LICENSES AND PERMITS | | | | |
| OTHER CHARGES FOR SERVICE | \$ 7,022 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| WATER&SEWER | | | | |
| FINES AND FORFEITURES | | | | |
| INTEREST | \$ 1,453 | \$ 2,500 | \$ 2,500 | \$ 3,500 |
| MISCELLANEOUS | | | | |
| OTHER SOURCES | \$ - | \$ 15,000 | \$ - | \$ - |
| TOTAL REVENUES | \$ 8,475 | \$ 21,500 | \$ 6,500 | \$ 7,500 |
| EXPENDITURES | | | | |
| PERSONAL SERVICES | | | | |
| MATERIALS AND SUPPLIES | | | | |
| PURCHASED SERVICES & INVENTORY | | | | |
| MAINTENANCE AND REPAIR | \$ 197 | | | |
| OTHER EXPENDITURES | \$ 178 | \$ 166 | \$ 181 | \$ 181 |
| CAPITAL OUTLAY | | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| DEBT SERVICE | \$ - | | | |
| TRANSFERS | | | | |
| PILOT | | | | |
| FRANCHISE FEE | | | | |
| TOTAL EXPENDITURES | \$ 375 | \$ 5,166 | \$ 5,181 | \$ 5,181 |
| INCREASE/(DECREASE) IN FUND BALANCE/WORKING CAPITAL | \$ 8,100 | \$ 16,334 | \$ 1,319 | \$ 2,319 |
| GAAP ADJUSTMENT | \$ 10,625 | | | |
| BUDGETED ENDING FUND BALANCE / WORKING CAPITAL | \$ 282,091 | \$ 298,425 | \$ 283,410 | \$ 285,729 |

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENSES AND FUND BALANCES
FY 2018**

| | INTERNAL SERVICE FUND | | | |
|--|------------------------|-------------------|-------------------|---------------------|
| | EQUIPMENT SERVICE FUND | | | |
| | 2015-16 | 2016-17 | 2016-17 | 2017-18 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| BUDGETED BEGINNING FUND BALANCE / WORKING CAPITAL | \$ 151,683 | \$ 199,901 | \$ 199,901 | \$ 244,103 |
| REVENUES | | | | |
| AD VALOREM TAXES | | | | |
| SALES TAXES | | | | |
| FRANCHISE FEES | | | | |
| LICENSES AND PERMITS | | | | |
| OTHER CHARGES FOR SERVICE | \$ 381,830 | \$ 522,995 | \$ 522,995 | \$ 464,374 |
| WATER&SEWER | | | | |
| FINES AND FORFEITURES | | | | |
| INTEREST | | | | |
| MISCELLANEOUS | | | | |
| OTHER SOURCES | \$ 11,901 | \$ 11,000 | \$ 11,000 | \$ 11,000 |
| TOTAL REVENUES | \$ 393,731 | \$ 533,995 | \$ 533,995 | \$ 475,374 |
| EXPENDITURES | | | | |
| PERSONAL SERVICES | \$ 234,628 | \$ 231,873 | \$ 202,030 | \$ 218,280 |
| MATERIALS AND SUPPLIES | \$ 13,355 | \$ 20,168 | \$ 60,924 | \$ 65,167 |
| PURCHASED SERVICES & INVENTORY | \$ 27,002 | \$ 100,714 | \$ 97,888 | \$ 107,994 |
| MAINTENANCE AND REPAIR | \$ 4,876 | \$ 6,245 | \$ 12,745 | \$ 9,745 |
| OTHER EXPENDITURES | \$ 37,132 | \$ 36,521 | \$ 36,521 | \$ 43,655 |
| CAPITAL OUTLAY | \$ 30,011 | \$ 77,032 | \$ 79,685 | \$ 165,076 |
| DEBT SERVICE | | | | |
| TRANSFERS | | | | |
| PILOT | | | | |
| FRANCHISE FEE | | | | |
| TOTAL EXPENDITURES | \$ 347,004 | \$ 472,553 | \$ 489,793 | \$ 609,917 |
| INCREASE/(DECREASE) IN FUND BALANCE/WORKING CAPITAL | \$ 46,727 | \$ 61,442 | \$ 44,202 | \$ (134,543) |
| GAAP ADJUSTMENT | \$ 1,491 | | | |
| BUDGETED ENDING FUND BALANCE / WORKING CAPITAL | \$ 199,901 | \$ 261,343 | \$ 244,103 | \$ 109,560 |

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENSES AND FUND BALANCES
FY 2018**

| | INTERNAL SERVICE FUND | | | |
|--|---------------------------|---------------------|---------------------|---------------------|
| | GOVERNMENTAL EQP REP FUND | | | |
| | 2015-16 | 2016-17 | 2016-17 | 2017-18 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| BUDGETED BEGINNING FUND BALANCE / WORKING CAPITAL | \$ 3,319,702 | \$ 3,944,943 | \$ 3,944,943 | \$ 3,622,400 |
| REVENUES | | | | |
| AD VALOREM TAXES | | | | |
| SALES TAXES | | | | |
| FRANCHISE FEES | | | | |
| LICENSES AND PERMITS | | | | |
| OTHER CHARGES FOR SERVICE | | | | |
| WATER&SEWER | | | | |
| FINES AND FORFEITURES | | | | |
| INTEREST | | | | |
| MISCELLANEOUS | | | | |
| OTHER SOURCES | \$ 1,278,260 | \$ 1,198,366 | \$ 1,235,366 | \$ 1,342,626 |
| TOTAL REVENUES | \$ 1,278,260 | \$ 1,198,366 | \$ 1,235,366 | \$ 1,342,626 |
| EXPENDITURES | | | | |
| PERSONAL SERVICES | | | | |
| MATERIALS AND SUPPLIES | | | | |
| PURCHASED SERVICES & INVENTORY | \$ 6,100 | | \$ - | |
| MAINTENANCE AND REPAIR | | | | |
| OTHER EXPENDITURES | \$ 622,656 | | | |
| CAPITAL OUTLAY | \$ 714,583 | \$ 1,557,909 | \$ 1,557,909 | \$ 1,348,102 |
| DEBT SERVICE | | | | |
| TRANSFERS | | | | |
| PILOT | | | | |
| FRANCHISE FEE | | | | |
| TOTAL EXPENDITURES | \$ 1,343,339 | \$ 1,557,909 | \$ 1,557,909 | \$ 1,348,102 |
| INCREASE/(DECREASE) IN FUND BALANCE/WORKING CAPITAL | \$ (65,079) | \$ (359,543) | \$ (322,543) | \$ (5,476) |
| GAAP ADJUSTMENT | \$ 690,320 | | | |
| BUDGETED ENDING FUND BALANCE / WORKING CAPITAL | \$ 3,944,943 | \$ 3,585,400 | \$ 3,622,400 | \$ 3,616,924 |

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENSES AND FUND BALANCES
FY 2018**

| | INTERNAL SERVICE FUND | | | |
|--|--------------------------|---------------------|---------------------|---------------------|
| | PROPRIETARY EQP REP FUND | | | |
| | 2015-16 | 2016-17 | 2016-17 | 2017-18 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| BUDGETED BEGINNING FUND BALANCE / WORKING CAPITAL | \$ 1,411,411 | \$ 1,580,918 | \$ 1,580,918 | \$ 1,593,196 |
| REVENUES | | | | |
| AD VALOREM TAXES | | | | |
| SALES TAXES | | | | |
| FRANCHISE FEES | | | | |
| LICENSES AND PERMITS | | | | |
| OTHER CHARGES FOR SERVICE | | | | |
| WATER&SEWER | | | | |
| FINES AND FORFEITURES | | | | |
| INTEREST | | | | |
| MISCELLANEOUS | | | | |
| OTHER SOURCES | \$ 396,710 | \$ 352,668 | \$ 366,168 | \$ 323,122 |
| TOTAL REVENUES | \$ 396,710 | \$ 352,668 | \$ 366,168 | \$ 323,122 |
| EXPENDITURES | | | | |
| PERSONAL SERVICES | | | | |
| MATERIALS AND SUPPLIES | | | | |
| PURCHASED SERVICES & INVENTORY | | | | |
| MAINTENANCE AND REPAIR | | | | |
| OTHER EXPENDITURES | \$ 227,203 | | | |
| CAPITAL OUTLAY | \$ - | \$ 353,890 | \$ 353,890 | \$ 793,500 |
| DEBT SERVICE | | | | |
| TRANSFERS | | | | |
| PILOT | | | | |
| FRANCHISE FEE | | | | |
| TOTAL EXPENDITURES | \$ 227,203 | \$ 353,890 | \$ 353,890 | \$ 793,500 |
| INCREASE/(DECREASE) IN FUND BALANCE/WORKING CAPITAL | \$ 169,507 | \$ (1,222) | \$ 12,278 | \$ (470,378) |
| GAAP ADJUSTMENT | | | | |
| BUDGETED ENDING FUND BALANCE / WORKING CAPITAL | \$ 1,580,918 | \$ 1,579,696 | \$ 1,593,196 | \$ 1,122,818 |

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENSES AND FUND BALANCES
FY 2018**

| | INTERNAL SERVICE FUND | | | |
|--|-----------------------|---------------------|---------------------|---------------------|
| | SUPPORT SERVICES | | | |
| | 2015-16 | 2016-17 | 2016-17 | 2017-18 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| BUDGETED BEGINNING FUND BALANCE / WORKING CAPITAL | \$ (42,614) | \$ 36,890 | \$ 36,890 | \$ 16,328 |
| REVENUES | | | | |
| AD VALOREM TAXES | | | | |
| SALES TAXES | | | | |
| FRANCHISE FEES | | | | |
| LICENSES AND PERMITS | | | | |
| OTHER CHARGES FOR SERVICE | | | | |
| WATER&SEWER | | | | |
| FINES AND FORFEITURES | | | | |
| INTEREST | | | | |
| MISCELLANEOUS | | | | |
| OTHER SOURCES | \$ 1,675,873 | \$ 1,823,250 | \$ 1,828,150 | \$ 1,875,751 |
| TOTAL REVENUES | \$ 1,675,873 | \$ 1,823,250 | \$ 1,828,150 | \$ 1,875,751 |
| EXPENDITURES | | | | |
| PERSONAL SERVICES | \$ 873,397 | \$ 874,572 | \$ 884,460 | \$ 980,662 |
| MATERIALS AND SUPPLIES | \$ 92,999 | \$ 95,496 | \$ 95,496 | \$ 178,265 |
| PURCHASED SERVICES & INVENTORY | \$ 40,534 | \$ 49,839 | \$ 51,048 | \$ 115,766 |
| MAINTENANCE AND REPAIR | \$ 413,495 | \$ 546,115 | \$ 546,364 | \$ 599,315 |
| OTHER EXPENDITURES | \$ 175,944 | \$ 1,244 | \$ 1,244 | \$ 2,551 |
| CAPITAL OUTLAY | \$ - | \$ 270,100 | \$ 270,100 | \$ 122,500 |
| DEBT SERVICE | | | | |
| TRANSFERS | | | | |
| PILOT | | | | |
| FRANCHISE FEE | | | | |
| TOTAL EXPENDITURES | \$ 1,596,369 | \$ 1,837,366 | \$ 1,848,712 | \$ 1,999,059 |
| INCREASE/(DECREASE) IN FUND BALANCE/WORKING CAPITAL | \$ 79,504 | \$ (14,116) | \$ (20,562) | \$ (123,308) |
| GAAP ADJUSTMENT | \$ - | | | |
| BUDGETED ENDING FUND BALANCE / WORKING CAPITAL | \$ 36,890 | \$ 22,774 | \$ 16,328 | \$ (106,980) |

EXPLANATION OF CHANGES IN FUND BALANCE GREATER THAN 10%

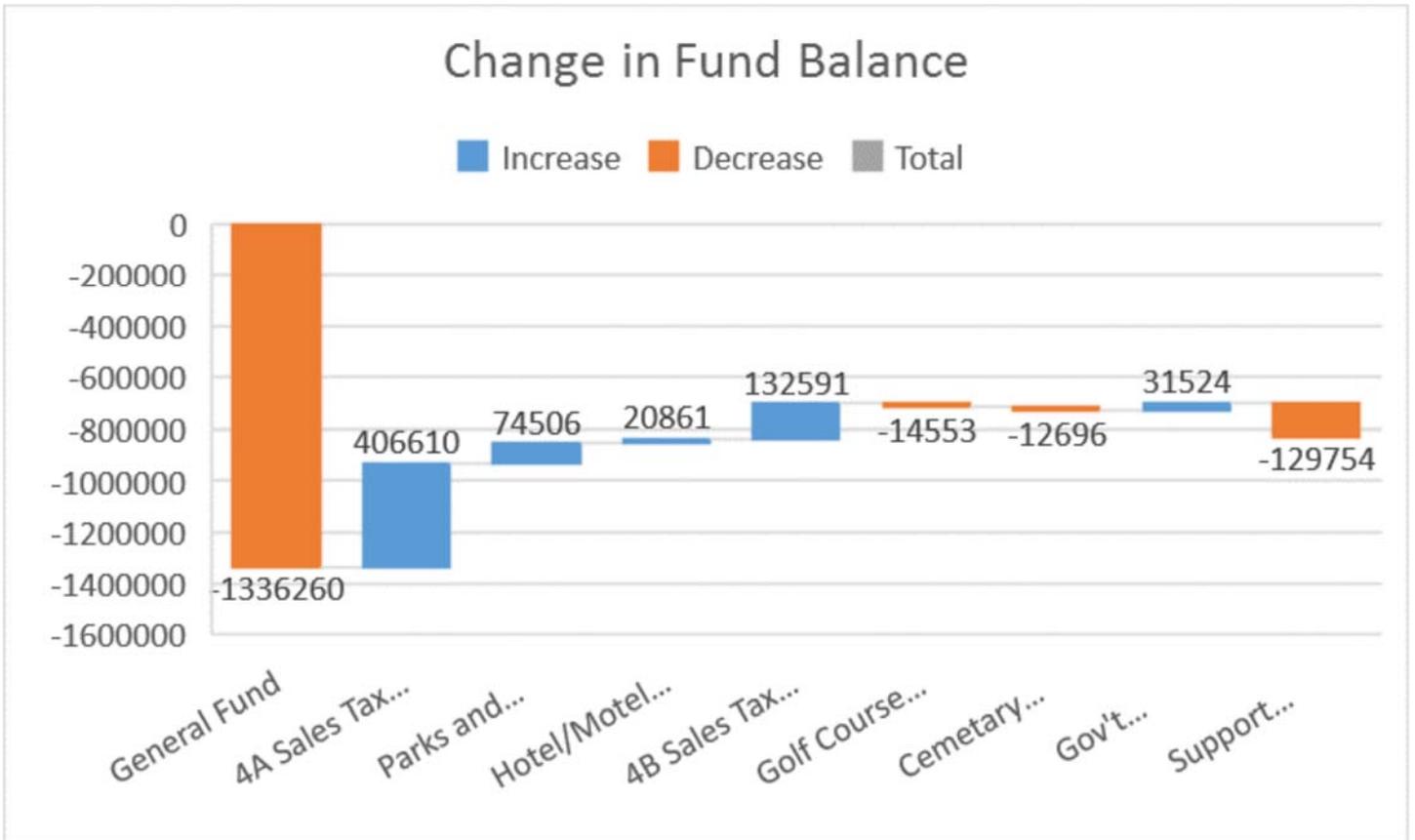
GENERAL DEBT SERVICE FUND: The 2018 fund balance for this fund is projected to be about 14.85% less primarily due to two reasons: the city's increased debt obligation and increased maintenance and repair cost.

PROPRIETARY EQUIPMENT REPLACEMENT FUND – The decrease in fund balance in this fund is due to pieces of equipment scheduled to be purchased this year, yet relatively the same revenue in order to pay for future replacement.

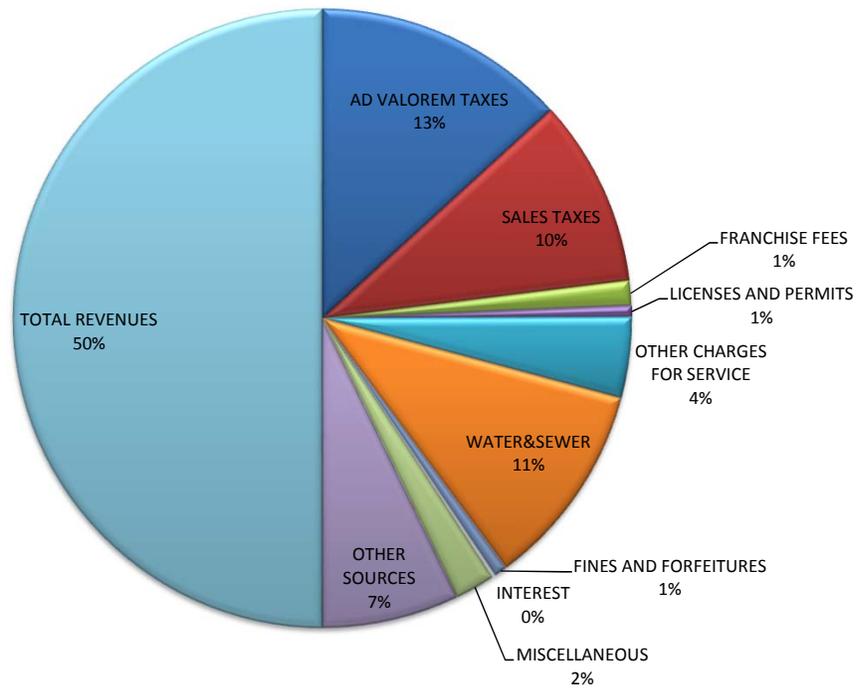
4A SALES TAX REVENUE FUND: The 2018 fund balance for this fund is projected to be about 17% increase primarily due to anticipated increased sales tax receipts due to growth.

GOVERNMENTAL EQUIPMENT REPLACEMENT FUND – The increase in fund balance in this fund is insignificant, about the revenue and expenses are expected this year as compared to last year.

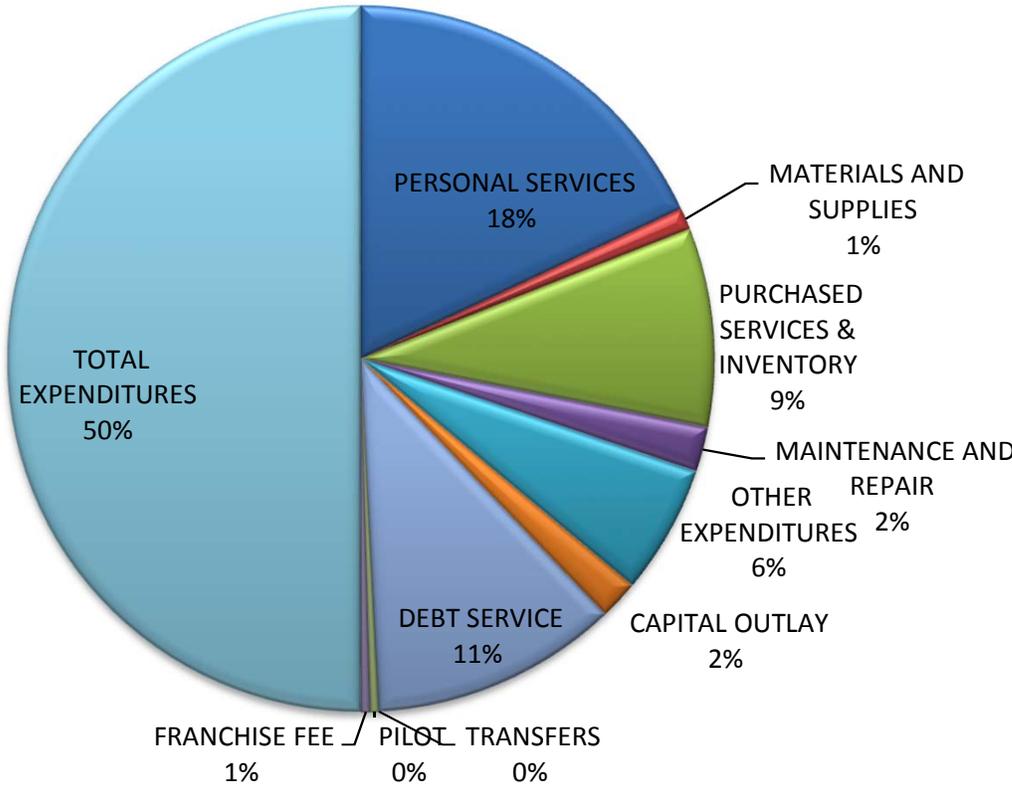
EQUIPMENT SERVICE FUND – The 2017 fund balance for this fund is projected to be about \$151,783 decrease due growth.



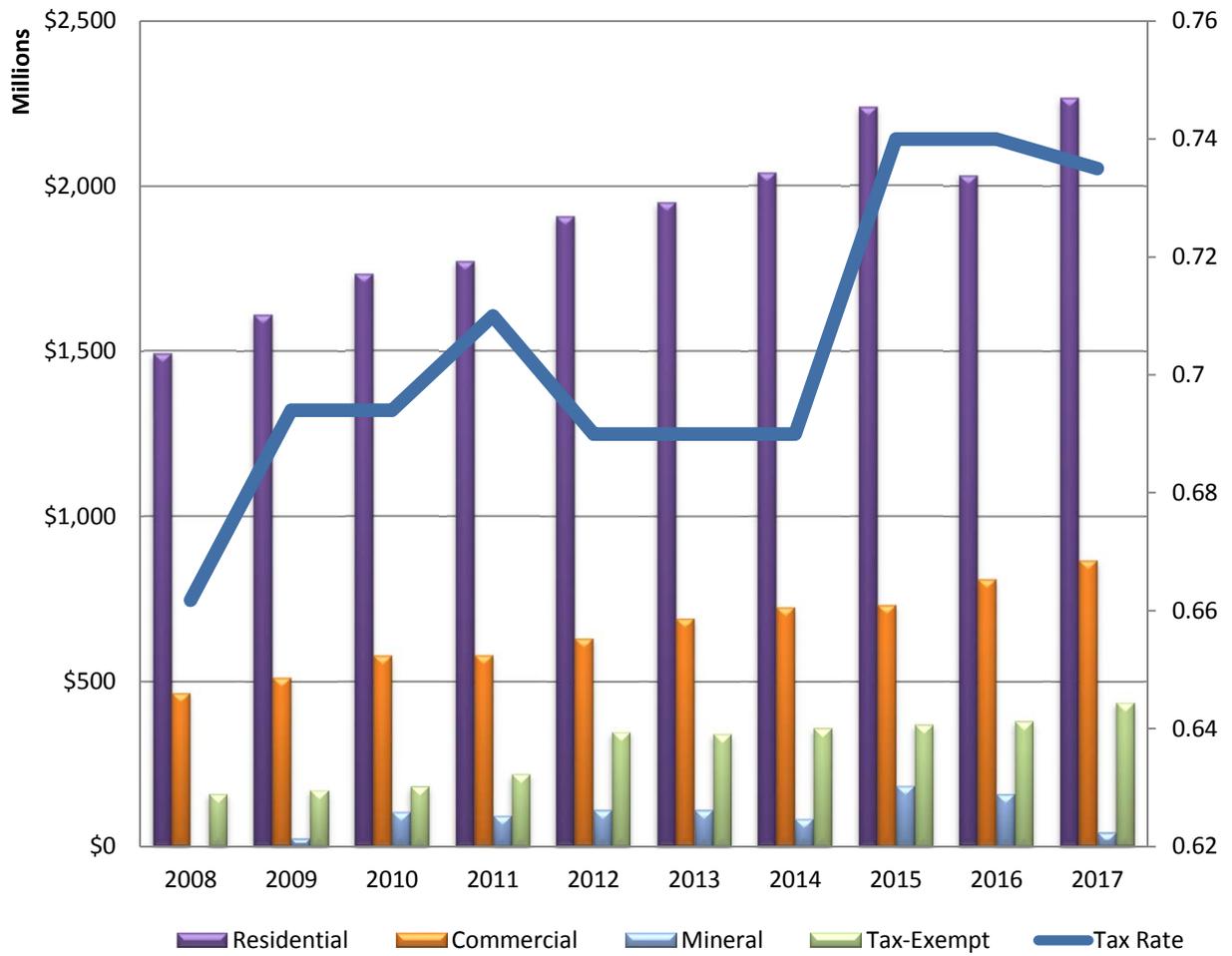
**BUDGETED CITY-WIDE REVENUES
BY SOURCE 2016-2017**



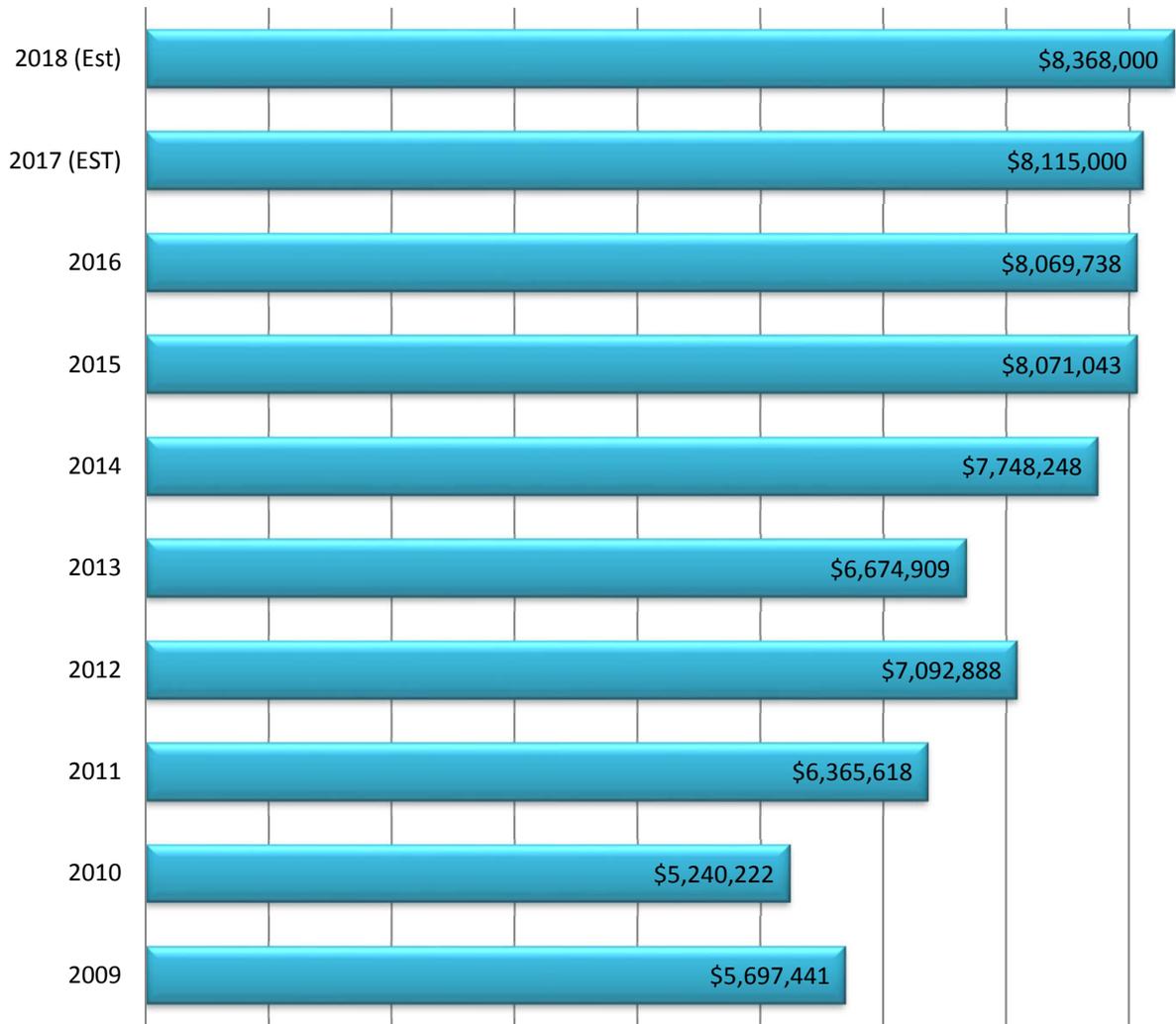
BUDGETED CITY-WIDE EXPENDITURES BY CLASS 2017-2018



Assessed Taxable Property Values and Tax Rate History



Sales and Use Tax History



CAPITAL DEFINITION

Capital assets are generally defined as assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvement other than building, machinery and equipment. Government Finance Officers Association (GFOA) recommends that state and local governments establish a capitalization threshold of no less than \$5,000 for any individual item. In Burleson, an item is capitalized as a fixed asset if it is over \$5,000 in value and has a useful life in excess of one year.

Amounts budgeted in FY 2017 for items other than the Capital Improvement Program can be found on page 19 of the Manager's Message.

MAINTENANCE AND OPERATIONS OF COMPLETED CAPITAL PROJECTS

It is imperative to calculate the future operating costs related to the implementation of completed projects. Reliable estimates enable the City to plan for future operating costs of those completed projects and identify revenues to finance increased operations resulting from newly implemented projects. Below are estimates of future maintenance and operations costs of capital projects currently in progress:

| IMPROVEMENT | COST |
|--------------------------------|--------------------|
| Special Use Parks | \$205,000/annually |
| Linear Parks | \$7,000/annually |
| Neighborhood Parks | \$23,000/annually |
| Roads (per mile) | \$4,205/annually |
| Water lines (per mile of pipe) | \$14,523/annually |
| Sewer lines (per mile of pipe) | \$2,827/annually |

LEGAL DEBT MARGIN FOR GENERAL OBLIGATIONS:

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 IX, Section 5 of the Texas Constitution is applicable to the City of Burleson and limits the maximum ad valorem tax rate to \$2.50 per \$100 assessed valuation (for all City purposes).

CURRENT GENERAL LONG-TERM DEBT RATE

The current debt service rate needed to support general long term debt is \$0.2122/\$100 of assessed valuation. The rate did not change this year.

| CAPITAL IMPROVEMENT PROGRAM | | | | | |
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| SUMMARY SHEET (in 1,000's) | | | | | |
| PROJECT | 2017-2018 Projected | 2018-2019 Projected | 2019-2020 Projected | 2020-2021 Projected | 2021-2022 Projected |
| STREETS | | | | | |
| Annual Sidewalk Program | 200 | 200 | 200 | 200 | 200 |
| Neighborhood Street Reconstruction | 1,000 | - | 1,250 | - | 1,250 |
| Hemphill Bridge | - | 1,524 | - | - | - |
| Old Town Connector - Hemphill (Hillary to Renfro) | - | 560 | 1,140 | - | - |
| Candler - Bridge/Box Only | - | 1,778 | - | - | - |
| ROW Acquisition | 650 | - | - | - | - |
| Lakewood Extension & BNSF Crossing Reimbursement | 1,500 | - | - | - | - |
| Summercrest Intersection Rebuild - RR-ing | - | - | - | 4,372 | - |
| Traffic Calming | - | - | - | - | - |
| Transportation Safety - Signals | - | - | - | - | - |
| DRAINAGE | | | | | |
| Suzanne Terrace (174/North) | 639 | 1,259 | 1,732 | - | - |
| Fox Lane Culvert (Creek Crossing Imp) | - | - | - | 1,275 | - |
| Trails End Drainage Improvements | 130 | - | - | - | - |
| King & North Johnson Drainage Improvements | 115 | - | - | - | - |
| Johnson at Town Creek (Creek Crossing Imp) | - | - | - | 1,080 | - |
| Dobson at Town Creek (Creek Crossing Imp) | - | - | 586 | 1,301 | - |
| Warren at Town Creek (Creek Crossing Imp) | - | - | - | - | 1,554 |
| Town Creek Tarrant to Warren Park (Channel Imp) | - | - | - | - | 107 |
| Town Creek Johnson to Tx174 (Channel Imp) | - | - | - | - | 203 |
| WATER | | | | | |
| Rehabilitation w/Street Rebuild | 330 | 150 | 365 | 365 | 365 |
| Rehabilitation/Independent | 440 | 200 | 485 | 485 | 485 |
| Public Works Water Main Replacement | 110 | 116 | 121 | 121 | 121 |
| Turkey Peak Pump Station | 1,666 | - | - | - | - |
| Hidden Vistas to Dobson Mains | 240 | 755 | - | - | - |
| Wilshire to FM 731 16-inch Lines | 937 | - | - | - | - |
| Mountain Valley Elevated Storage | 300 | - | 1,821 | - | - |
| Offsite Fort Worth Water Supply | - | 2,723 | 1,227 | 2,070 | - |
| Alsburly No. 2 PS Expansion | - | - | 227 | 864 | 1,328 |
| Wilshire 16-inch Line | - | - | - | 136 | 1,300 |
| SW of Wilshire Blvd - 16-inch Line | - | - | - | - | 441 |

| CAPITAL IMPROVEMENT PROGRAM | | | | | |
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| SUMMARY SHEET (in 1,000's) | | | | | |
| PROJECT | 2017-2018 Projected | 2018-2019 Projected | 2019-2020 Projected | 2020-2021 Projected | 2021-2022 Projected |
| SEWER | | | | | |
| Rehabilitation w/Street Rebuild | 330 | 350 | 365 | 365 | 365 |
| Sewer Rehabilitation / Independent | 440 | 460 | 485 | 485 | 485 |
| Public Works Sewer Main Replacement | 110 | 116 | 121 | 121 | 121 |
| 1 MGD Lift Station - 10-inch Forced Main 121/1016 area | 1,896 | - | - | - | - |
| 10-inch from Lift Station to CR914 | 260 | - | - | - | - |
| 10-inch Sewer Ext-SE John Jones to Tantarra Dr | 260 | - | - | - | - |
| 10-inch Sewer Interceptor-NW Town Creek Basin | 120 | 413 | - | - | - |
| 24-inch Sewer Interceptor-FM 731 to Village Creek | 175 | - | 1,210 | - | - |
| 24-inch Sewer Interceptor-Oakbrook to FM731 | 200 | 1,975 | - | - | - |
| 10-inch Sewer Ext-central region Willow Creek Basin | 400 | - | - | - | - |
| 2.5 MGD Lift Station/Main/Interceptor SW Burleson | - | 640 | 790 | 1,610 | 1,164 |
| 12-inch Sewer Interceptor-Chisholm Trail Pkwy | - | - | - | 100 | 372 |
| PARKS | | | | | |
| 10 Mil Loop - 3 Missing Trail Links | 2,700 | 45 | - | - | - |
| Centennial Park Gazebo | 15 | - | - | - | - |
| Willow Creek Crossing Trail Replacement | 25 | - | - | - | - |
| Bailey Lake Park Natura Trail Enhancement | 20 | - | - | - | - |
| Concrete Stain-Chisenhall & BRiCk | 24 | - | - | - | - |
| Oak Valley Park North Trail Enhancement | 13 | 37 | - | - | - |
| Miscellaneous/Minor Projects/Rehab | 10 | 10 | 10 | 10 | 10 |
| Disc Golf Course | 25 | 75 | - | - | - |
| Prairie Timber Park Improvements | 75 | 225 | - | - | - |
| Totals (in 1,000's) | 15,355 | 13,611 | 12,135 | 14,960 | 9,871 |

FINANCING ALTERNATIVES CURRENTLY IN USE BY THE CITY OF BURLESON

| Types of Financing | Applications | Positive Points | Negative Points |
|--|--|--|---|
| <p align="center">Pay as You Go-Current Operating Revenues</p> | <p>Recurring expenses (vehicles) or small projects</p> | <p>No interest or issuance costs; lesser demands on management's time and shorter time period necessary to initiate projects</p> | <p>Not normally feasible for larger projects; possibly slower completion of projects; current users paying to benefit future users.</p> |
| <p align="center">General Obligation Bonds</p> | <p>Medium and large projects</p> | <p>Lowest interest rate, flexible terms; no restrictive covenants involved; requires voter approval confirming public support.</p> | <p>Issuance costs higher than short term type of financing, but lower than revenue bonds; requires time and expense for voter approval.</p> |
| <p align="center">Revenue Bonds</p> | <p>Large projects</p> | <p>Not faith and credit pledged; voter approval not required.</p> | <p>High interest and issuance costs; restrictive covenants involved; evidence of public support not obtained.</p> |
| <p align="center">Combination Tax & Revenue Certificates of Obligations</p> | <p>Large projects</p> | <p>Not faith and credit pledged; voter approval not required.</p> | <p>Higher interest and issuance cost; restrictive covenants involved; evidence of public support not obtained.</p> |

**CITY OF BURLESON
GENERAL LONG TERM DEBT
PRINCIPAL AND INTEREST REQUIREMENTS
As of September 30, 2017**

| YEAR | PRINCIPAL | INTEREST | TOTAL REQUIREMENT |
|-------|----------------------|----------------------|----------------------|
| 2018 | 3,469,732 | 2,076,843 | 5,546,575 |
| 2019 | 3,510,846 | 1,967,346 | 5,478,192 |
| 2020 | 3,616,423 | 1,846,564 | 5,462,987 |
| 2021 | 3,763,771 | 1,709,633 | 5,473,404 |
| 2022 | 3,654,991 | 1,573,351 | 5,228,342 |
| 2023 | 3,966,741 | 1,422,802 | 5,389,543 |
| 2024 | 4,297,391 | 1,252,292 | 5,549,683 |
| 2025 | 4,543,603 | 1,070,216 | 5,613,819 |
| 2026 | 3,786,545 | 887,630 | 4,674,174 |
| 2027 | 3,513,971 | 716,709 | 4,230,680 |
| 2028 | 3,078,971 | 565,953 | 3,644,924 |
| 2029 | 1,948,824 | 458,413 | 2,407,237 |
| 2030 | 2,033,824 | 375,475 | 2,409,299 |
| 2031 | 1,506,251 | 298,425 | 1,804,676 |
| 2032 | 1,576,251 | 230,944 | 1,807,194 |
| 2033 | 1,605,000 | 160,975 | 1,765,975 |
| 2034 | 1,675,000 | 88,488 | 1,763,488 |
| 2035 | 920,000 | 35,925 | 955,925 |
| 2036 | 510,000 | 10,200 | 520,200 |
| 2037 | - | - | - |
| | | | |
| TOTAL | <u>\$ 52,978,131</u> | <u>\$ 16,748,186</u> | <u>\$ 69,726,317</u> |

BURLESON 4A ECONOMIC DEVELOPMENT CORPORATION
LONG TERM DEBT
PRINCIPAL AND INTEREST REQUIREMENTS
As of September 30, 2017

| YEAR | PRINCIPAL | INTEREST | TOTAL REQUIREMENT |
|-------|----------------------|---------------------|----------------------|
| 2018 | 1,733,840 | 683,859 | 2,417,698 |
| 2019 | 1,779,655 | 621,270 | 2,400,925 |
| 2020 | 1,846,648 | 555,784 | 2,402,432 |
| 2021 | 1,905,587 | 486,645 | 2,392,232 |
| 2022 | 1,572,580 | 416,295 | 1,988,875 |
| 2023 | 1,463,402 | 363,103 | 1,826,505 |
| 2024 | 1,349,038 | 315,726 | 1,664,763 |
| 2025 | 1,466,684 | 269,877 | 1,736,561 |
| 2026 | 863,456 | 229,039 | 1,092,495 |
| 2027 | 896,029 | 194,059 | 1,090,088 |
| 2028 | 931,029 | 157,071 | 1,088,100 |
| 2029 | 571,176 | 128,021 | 699,197 |
| 2030 | 596,176 | 105,898 | 702,074 |
| 2031 | 618,750 | 81,400 | 700,149 |
| 2032 | 643,750 | 55,875 | 699,624 |
| 2033 | 625,000 | 30,175 | 655,175 |
| 2034 | 350,000 | 8,750 | 358,750 |
| | <hr/> | <hr/> | <hr/> |
| TOTAL | <u>\$ 19,212,796</u> | <u>\$ 4,702,848</u> | <u>\$ 23,915,644</u> |

BURLESON COMMUNITY SERVICES DEVELOPMENT CORPORATION
LONG TERM DEBT
PRINCIPAL AND INTEREST REQUIREMENTS
As of September 30, 2017

| YEAR | PRINCIPAL | INTEREST | TOTAL REQUIREMENT |
|--------------|----------------------|---------------------|----------------------|
| 2018 | 1,270,000 | 585,808 | 1,855,808 |
| 2019 | 1,285,000 | 544,225 | 1,829,225 |
| 2020 | 1,320,000 | 499,875 | 1,819,875 |
| 2021 | 1,370,000 | 450,225 | 1,820,225 |
| 2022 | 970,000 | 400,325 | 1,370,325 |
| 2023 | 1,005,000 | 362,950 | 1,367,950 |
| 2024 | 1,040,000 | 320,538 | 1,360,538 |
| 2025 | 1,085,000 | 275,750 | 1,360,750 |
| 2026 | 1,140,000 | 224,100 | 1,364,100 |
| 2027 | 1,030,000 | 170,875 | 1,200,875 |
| 2028 | 1,085,000 | 119,900 | 1,204,900 |
| 2029 | 285,000 | 88,450 | 373,450 |
| 2030 | 295,000 | 76,850 | 371,850 |
| 2031 | 305,000 | 64,850 | 369,850 |
| 2032 | 315,000 | 52,450 | 367,450 |
| 2033 | 335,000 | 39,450 | 374,450 |
| 2034 | 345,000 | 25,850 | 370,850 |
| 2035 | 360,000 | 12,475 | 372,475 |
| TOTAL | \$ 14,840,000 | \$ 4,314,946 | \$ 19,154,946 |

CITY OF BURLESON
WATER AND WASTEWATER
PRINCIPAL AND INTEREST REQUIREMENTS
As of September 30, 2017

| YEAR | PRINCIPAL | INTEREST | REQUIREMENT |
|-------|----------------------|----------------------|----------------------|
| 2018 | 3,875,000 | 2,002,578 | 5,877,578 |
| 2019 | 3,660,000 | 1,882,356 | 5,542,356 |
| 2020 | 3,620,000 | 1,763,631 | 5,383,631 |
| 2021 | 3,645,000 | 1,634,494 | 5,279,494 |
| 2022 | 3,750,000 | 1,502,794 | 5,252,794 |
| 2023 | 3,905,000 | 1,354,294 | 5,259,294 |
| 2024 | 4,075,000 | 1,188,788 | 5,263,788 |
| 2025 | 3,795,000 | 1,020,797 | 4,815,797 |
| 2026 | 3,440,000 | 862,450 | 4,302,450 |
| 2027 | 3,045,000 | 720,547 | 3,765,547 |
| 2028 | 2,365,000 | 605,006 | 2,970,006 |
| 2029 | 2,135,000 | 515,163 | 2,650,163 |
| 2030 | 2,235,000 | 429,247 | 2,664,247 |
| 2031 | 2,335,000 | 336,300 | 2,671,300 |
| 2032 | 1,880,000 | 251,950 | 2,131,950 |
| 2033 | 1,645,000 | 183,300 | 1,828,300 |
| 2034 | 1,565,000 | 119,947 | 1,684,947 |
| 2035 | 1,205,000 | 68,453 | 1,273,453 |
| 2036 | 885,000 | 32,438 | 917,438 |
| 2037 | 490,000 | 8,269 | 498,269 |
| | | | |
| TOTAL | <u>\$ 53,550,000</u> | <u>\$ 16,482,800</u> | <u>\$ 70,032,800</u> |

**CITY OF BURLESON
HIDDEN CREEK GOLF COURSE
PRINCIPAL AND INTEREST REQUIREMENTS
As of September 30, 2017**

| YEAR | PRINCIPAL | INTEREST | REQUIREMENT |
|-----------|-------------------------|-----------------------|-------------------------|
| 2018 | 261,429 | 95,334 | 356,763 |
| 2019 | 274,500 | 84,616 | 359,116 |
| 2020 | 291,929 | 73,287 | 365,216 |
| 2021 | 300,643 | 61,435 | 362,078 |
| 2022 | 322,429 | 48,974 | 371,403 |
| 2023 | 339,857 | 35,729 | 375,586 |
| 2024 | 348,572 | 21,960 | 370,532 |
| 2025 | 374,714 | 7,494 | 382,208 |
| 2026 | - | - | - |
| 2027 | - | - | - |
| 2028 | - | - | - |
| 2029 | - | - | - |
| 2030 | - | - | - |
| 2031 | - | - | - |
| 2032 | - | - | - |
| 2033 | - | - | - |
| 2034 | - | - | - |
| TOTAL | <u>\$ 2,514,073</u> | <u>\$ 428,829</u> | <u>\$ 2,942,902</u> |

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DETAILED DEPARTMENTAL BUDGETED FTEs

| <i>Fund/ Dept#</i> | <i>Department</i> | <i>FY 2016</i> | <i>FY 2017</i> | <i>FY 2018</i> | <i>DIFFERENCE</i> | <i>EXPLANATION</i> |
|------------------------|-----------------------------|----------------|----------------|----------------|-------------------|---|
| 001-1011 | City Manager | 5 | 4 | 4 | 0 | |
| 001-1015 | Human Resources | 4 | 4 | 4 | 0 | |
| 001-1016 | Legal Services | 1 | 1 | 1 | 0 | |
| 001-1017 | Communications | 1 | 2 | 2 | 0 | |
| 001-1411 | City Secretary | 4.5 | 4 | 4 | 0 | |
| 001-1413 | Records | 1 | 1 | 1 | 0 | |
| 001-1415 | Judicial | 2 | 2 | 2 | 0 | |
| 001-1611 | Library | 12 | 11 | 11.5 | 0.5 | Add PT position as Library Program Assistance |
| 001-2011 | Finance | 9 | 8 | 8 | 0 | |
| 001-2013 | Support Services | 1 | 1.5 | 1.5 | 0 | |
| 001-2014 | Purchasing | 1 | 1.5 | 1 | -0.5 | Hired replacement Purchasing Manager before retirement for training in 2017 |
| 001-3011 | Police | 85 | 85 | 85 | 0 | |
| 001-3012 | Fire | 40 | 46.5 | 47 | 0.5 | Added six grant funded Firefighters & partial year funding for non-grant funded Firefighter |
| 001-3013 | Fire Prevention | 3 | 3 | 3 | 0 | |
| 001-3015 | Municipal Court | 5.5 | 4 | 4 | 0 | Re-organization of department |
| 001-3016 | Marshals | 4 | 3 | 3 | 0 | |
| 001-4011 | Public Works Administration | 6 | 6 | 6 | 0 | |
| 001-4016 | Facilities | 2 | 5 | 5 | 0 | |
| 001-4017 | Street | 11 | 11 | 11 | 0 | |
| 001-4018 | Street Drainage | 5 | 4 | 4 | 0 | |
| 001-4019 | Street Traffic Maintenance | 2 | 2 | 2 | 0 | |
| 001-4511 | Neighborhood Services | 2 | 2 | 2 | 0 | |
| 001-4514 | Animal Services | 5 | 5.5 | 5.5 | 0 | |
| 001-4515 | Environmental Services | 1.5 | 2 | 2 | 0 | |
| 001-5010 | Development Services | 2 | 2.5 | 2.5 | 0 | |
| 001-5011 | Community Development | 5 | 5 | 5 | 0 | |
| 001-5012 | Bldg Inspections | 6 | 6 | 7 | 1 | Added a Plans Examiner Position |
| 001-5013 | Code Compliance | 3 | 3 | 3 | 0 | |
| 001-5014 | Development Services | 2 | 2.5 | 2.5 | 0 | Added Assistant Director of Development (50%) |

DETAILED DEPARTMENTAL BUDGETED FTEs

| <i>Fund/ Dept#</i> | <i>Department</i> | <i>FY 2016</i> | <i>FY 2017</i> | <i>FY 2018</i> | <i>DIFFERENCE</i> | <i>EXPLANATION</i> |
|------------------------|---------------------------|----------------|----------------|----------------|-------------------|--------------------|
| 001-5511 | Engineering - Capital | 5.34 | 7.34 | 7.34 | 0 | |
| 001-5512 | Engineering - Development | 2.93 | 1.93 | 1.93 | 0 | |
| 001-5513 | Gas Well Development | 2.73 | 2.73 | 2.73 | 0 | |
| 001-6011 | Parks/Recreation | 2 | 2 | 2 | 0 | |
| 001-6012 | Recreation | 1 | 1 | 1 | 0 | |
| 001-6013 | Park Maint | 12 | 13.2 | 13.2 | 0 | |
| 001-6015 | Senior Citizen Center | 1.92 | 2.92 | 2.92 | 0 | |
| 110-1014 | Economic Development | 2.5 | 2.5 | 2.5 | 0 | |
| 116-6017 | BRiCk | 58 | 59.75 | 59.75 | 0 | |
| 116-6018 | Athletic Fields | 10 | 10 | 10 | 0 | |
| 116-6019 | Russell Farm | 1 | 1 | 1 | 0 | |
| 401-2041 | Utility Billings | 8 | 8 | 8 | 0 | |
| 401-4013 | Solid Waste | 1 | 1 | 1 | 0 | |
| 401-4041 | Water Operations | 16 | 16 | 16 | 0 | |
| 401-4042 | Wastewater Operations | 5 | 5 | 5 | 0 | |
| 402-8011 | Golf Administration | 2 | 2 | 2 | 0 | |
| 402-8012 | Golf Club House | 6.5 | 6.5 | 6.5 | 0 | |
| 402-8013 | Golf Maintenance | 9 | 9.5 | 9.5 | 0 | |
| 402-8015 | Golf Food/Beverages | 5.85 | 5.33 | 5.33 | 0 | |
| 501-4051 | Equipment Services | 3 | 3 | 3 | 0 | |
| 504-1511 | Info Technology | 8 | 8 | 8 | 0 | |
| | | 395.27 | 406.7 | 408.2 | 1.5 | FTEs |



CITY MANAGER'S OFFICE

GENERAL GOVERNMENT

Mission Statement:

The City Manager's Office is responsible for the day-to-day operation of all city operations. The City Manager is appointed by and serves at the pleasure of the Burleson City Council. The Deputy City Manager, Executive Assistant, and Development & Process Improvement Manager are a part of the City Manager's Office.

Description:

To implement city council policy through professional management and oversight of all city operations, coordinating the work of department heads and other employees to ensure equitable, effective and efficient service delivery.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To develop and recommend program and policy alternatives to the City Council for consideration.
2. To effectively communicate with citizens and employees.
3. To adhere to the ICMA's "Practices of Effective Local Government Management."
4. To formulate, present, and administer the City budget in a manner to ensure responsive and cost effective city services.
5. To provide vision into the future of the Burleson community in an effort to aid in the future planning process, as well as to anticipate potential problems which may need to be addressed.

Objectives for Fiscal Years 2017-2018:

1. Proceed with the design and construction of projects included in the debt issuances.
2. Continue pursuit of higher education partnership(s).
3. Update Water/Wastewater Master Plan and 121/135 Land Use Plan.
4. More fully incorporate performance measures throughout the City.
5. Continue development and training through Burleson University.
6. Continue to actively address substandard structures.
7. Meet public safety demands.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|---|------------------|------------------|------------------|------------------|
| Personal Services | 923,820 | 904,142 | 900,429 | 874,502 |
| Materials & Supplies | 15,470 | 1,250 | 1,250 | 1,200 |
| Operating Expenditures | 3,814 | 6,146 | 5,246 | 5,285 |
| Maintenance & Repair | 0 | 0 | 0 | 0 |
| Other Expenditures | 33,514 | 21,491 | 21,491 | 22,384 |
| Capital Outlay | 5,601 | 0 | 0 | 0 |
| TOTAL | 982,219 | 933,029 | 928,416 | 903,371 |
| AUTHORIZED POSITIONS | 2015-2016 | 2015-2016 | 2016-2017 | 2017-2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| City Manager | 1 | 1 | 1 | 1 |
| Deputy City Manager | 1 | 2 | 2 | 2 |
| Executive Assistant | 1 | 1 | 1 | 1 |
| Development & Process Improvement Manager | 1 | 1 | 0 | 0 |
| TOTAL PERSONNEL | 4 | 5 | 4 | 4 |



HUMAN RESOURCES

GENERAL GOVERNMENT

Mission Statement:

To assist applicants, employees, and city management in all areas of employment so that employees are well-qualified, motivated, productive and have a sense of excellence and pride in the work performed for the citizens of Burleson.

Description:

The Human Resources department provides services to the City in the areas of: recruitment, benefits management, policy development, employee training and development as it relates to Human Resources, compensation plan development, management assistance with performance evaluations and employee counseling for improvement.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To provide effective and timely recruitment of qualified and diverse applicants to fill vacant positions.
2. To monitor changes that may impact industry related wages, total compensation, and benefits striving for a competitive place in the market.
3. To review the benefits program (health, dental, life, ancillary coverage), and make changes where required to meet the need and the budget.
4. To streamline recordkeeping and internal procedures in an effort to be more efficient and control the volume of information coming in.

Objectives for Fiscal Years 2017-2018:

1. Further the paperless recordkeeping efforts within the department while developing efficient retrieval systems for records.
2. Educate employees on health benefits issues including how to be more consumer driven and learn to use healthcare benefits for maximum effect. This includes building a broader employee knowledge base on how employee engagement and cost containment matter in the area of employee health benefits.
3. Further develop H.R. staff enhancing their opportunities for development through Burleson University and outside training in areas related to benefits and employment law updates.
4. Find creative ways to highlight employee accomplishments.
5. Cross-train in some areas within H.R. staff.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|-------------------------------|------------------|------------------|------------------|------------------|
| Personal Services | 453,286 | 472,818 | 509,134 | 480,186 |
| Materials & Supplies | 15,844 | 24,800 | 24,800 | 23,650 |
| Operating Expenditures | 53,396 | 78,758 | 87,308 | 97,559 |
| Maintenance & Repair | 0 | 0 | 0 | 0 |
| Other Expenditures | 25,331 | 24,339 | 24,339 | 25,212 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 547,857 | 600,715 | 645,581 | 626,607 |
| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Director of Human Resources | 1 | 1 | 1 | 1 |
| Human Resources Generalist I | 1 | 1 | 1 | 1 |
| Human Resources Generalist II | 1 | 1 | 1 | 1 |
| Benefits Manager | 1 | 1 | 1 | 1 |
| TOTAL | 4 | 4 | 4 | 4 |

| PERFORMANCE MEASURES | 2015-2016 ACTUAL | 2016-2017 GOAL | 2016-2017 ESTIMATE | 2017-2018 GOAL |
|---------------------------------|---------------------|-------------------|-----------------------|-------------------|
| Customer Service Survey Results | * | * | * | # |
| Job Vacancy Forms Processed | 95 | 95 | 97 | 97 |
| Applications Processed | 3,500 | 3,500 | 3,800 | 3,800 |
| New Employees Hired/Oriented | 140 | 140 | 145 | 145 |
| Terminations | 100 | 100 | 90 | 90 |
| Retirements | 8 | 8 | 5 | 5 |
| Work related injuries | 60 | 75 | 60 | 60 |

* This is a new performance measure and there is no data available for the previous fiscal year

SIGNIFICANT CHANGES

No significant changes anticipated in H.R. staffing or programs for 2017-2018. Possible relocation of department in FY2018. Benefit changes, if any, will be reflective of claims experience and trend.



Recognition

Employee



Luncheons





COMMUNICATIONS

GENERAL GOVERNMENT

Mission Statement:

The mission of this department is to keep all channels of communication open among the City, media, and public and build trust among those entities by responding promptly, accurately, and thoroughly .

Description:

The Marketing/Communications Office serves as the liaison among the City, media, and community. Main responsibilities are the City Focus newsletter, E-Newsletter, news releases, City website, City Facebook page, Burleson Animal Shelter Facebook page, City Twitter page, digital billboards, video of City events and photo coverage of all major City events. The Marketing/Communication Director is responsible for arranging media interviews; acting as spokesperson for the City, police, and fire department; and is the primary staff person responsible for emergency phone notifications.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To use multiple tools to reach out to the community, including the City website, monthly City Focus newsletter, weekly City E-Newsletter, Facebook, Twitter, the digital bill board, emergency phone notifications and video. The goal is to increase fans, followers and engagement and increase exposure to City programs/service/events at the most efficient level. This is an ever-evolving goal.
2. To develop a comprehensive marketing/communication plan.

Objectives for Fiscal Years 2017-2018:

1. To respond immediately and disseminate information quickly concerning public safety incidents, traffic issues, environmental/health issues, and weather-related issues.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|------------------------|----------------|----------------|------------------|----------------|
| Personal Services | 153,221 | 215,940 | 210,425 | 261,824 |
| Materials & Supplies | 5,644 | 5,500 | 9,015 | 2,600 |
| Operating Expenditures | 8,505 | 9,635 | 14,570 | 16,299 |
| Maintenance & Repair | 0 | 0 | 0 | 0 |
| Other Expenditures | 7,516 | 7,194 | 7,194 | 7,470 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 174,886 | 238,269 | 241,204 | 288,193 |

| AUTHORIZED POSITIONS | 2015-2016 ACTUAL | 2016-2017 BUDGET | 2016-2017 ESTIMATE | 2017-2018 BUDGET |
|-------------------------------------|---------------------|---------------------|-----------------------|---------------------|
| Public Information Officer | 1 | 1 | 0 | 0 |
| Marketing / Communications Director | 0 | 0 | 1 | 1 |
| Communication Coordinator | 0 | 0 | 1 | 1 |
| TOTAL PERSONNEL | 1 | 1 | 2 | 2 |

| PERFORMANCE MEASURES | 2015-2016 ACTUAL | 2016-2017 GOAL | 2016-2017 ESTIMATE | 2017-2018 GOAL |
|--|---------------------|-------------------|-----------------------|-------------------|
| <u>Social Media metrics</u> | | | | |
| City of Burleson Likes-average | 11,000 | 12,500 | 12,500 | 12,500 |
| City of Burleson Engagement-average percentage | 60% | 50% | 50% | 50% |
| City of Burleson Total Reach | 60,000 | 60,000 | 60,000 | 60,000 |
| Animal Shelter Likes-average | 3,700 | 4,000 | 4,000 | 4,000 |
| Animal Shelter Engagement-average percentage | 35% | 35% | 35% | 35% |
| Animal Shelter Total Reach | 7,200 | 7,200 | 7,200 | 7,200 |
| City Focus Newsletters | 10 | 10 | 10 | 10 |
| News Releases | 185 | 185 | 185 | 185 |
| E-News Feature Articles/Sidebars | 925 | 925 | 925 | 925 |
| Breaking News (issue within 24 hrs) | 100% | 100% | 100% | 100% |
| Public Safety (Everbridge, City Web site; issue immediately) | 100% | 100% | 100% | 100% |
| City festivals/events coverage | 50 | 50 | 50 | 50 |
| News Releases | 55 | 55 | 55 | 55 |
| E-News Feature Articles | 225 | 225 | 225 | 225 |
| Facebook | 220 | 220 | 220 | 220 |
| City Focus | 110 | 110 | 110 | 110 |
| Twitter | 55 | 55 | 55 | 55 |
| Google Plus | 55 | 55 | 55 | 55 |
| E-Newsletters (1 / week) | 56 | 56 | 56 | 56 |

SIGNIFICANT CHANGES

FAR OUT FAMILY FUN CAMPOUT AND FISHING ADVENTURES AT BAILEY LAKE





CITY SECRETARY'S OFFICE

GENERAL GOVERNMENT

Mission Statement:

The City Secretary's Office mission is to support, facilitate and strengthen the governmental processes of the City of Burleson.

Description:

The City Secretary's Office (CSO) is the historian for the city. We provide continuity as elected officials change. We are the main resource for the citizens seeking information. We are unique in the fact that as the records keeper for the City, we touch every department within the city as well as citizens, boards, commissions and the Council. The CSO exists to allow the city's departments to operate within the boundaries of the City's Charter and law. We take care of the documentation and process of paperwork to meet the legal mandates.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. Promote an open path of communication to the City Council.
2. Improve clear and easy path for anyone to obtain city records and information.
3. Promote Community engagement through Community Initiatives.
4. Conduct Elections legally and with the utmost integrity.

Objectives for Fiscal Years 2017-2018:

1. Continue to market Connect with Council—through social media, brochures, email blasts, targeted groups and city events.
2. Continue to grow all the city's community initiatives through larger events, marketing and partnerships in the community.
3. Continue to enhance and promote more direct portals of communication for citizens to interact with City Council.

MAJOR GOALS & OBJECTIVES - COMMUNITY INITIATIVES

Mission Statement:

The Community Initiatives and Special Projects division's mission to work collaboratively with citizens, groups, committees, businesses and organizations to create and invest in community initiatives that benefit the public, raise quality of life, educate, empower and enrich the City of Burleson.

Major Goals:

1. Increase partnerships with community organizations to promote a comprehensive directory and greater public awareness of health and wellness opportunities in the community—Be Healthy.
2. To serve as a youth advisory board to the city council by representing the full diversity of thought and experience among all Burleson citizens under the age of eighteen— Mayor's Youth Council.
3. To encourage graduating high school seniors to further their education in Burleson and to provide every high school graduate from Burleson the opportunity to attain post-secondary education—Burleson Opportunity Fund.

Objectives for Fiscal Year 2017-2018:

1. Be Healthy—Strengthen current partnerships and develop new opportunities to promote Burleson as a widely recognized health and wellness community.
2. Mayor's Youth Council—Identify key issues related to Burleson youth while coordinating with city council/staff on education, strategies, and solutions and continue to develop the framework for a youth master plan through public forums, dialogue, and surveys.
3. Burleson Opportunity Fund- Support the board of directors and BOF partners in promoting program awareness, development, finances, and events.



Be Healthy 5k/10k

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|------------------------|----------------|----------------|------------------|----------------|
| Personal Services | 456,079 | 433,916 | 437,101 | 457,974 |
| Materials & Supplies | 1,404 | 1,400 | 1,650 | 1,700 |
| Operating Expenditures | 8,559 | 14,100 | 11,700 | 14,600 |
| Maintenance & Repair | 4,800 | 0 | 0 | 0 |
| Other Expenditures | 113,693 | 137,809 | 151,809 | 136,804 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 584,535 | 587,225 | 602,260 | 611,078 |

| AUTHORIZED POSITIONS | 2015-2016 ACTUAL | 2016-2017 BUDGET | 2016-2017 ESTIMATE | 2017-2018 BUDGET |
|------------------------------------|---------------------|---------------------|-----------------------|---------------------|
| City Secretary | 1 | 1 | 1 | 1 |
| Deputy City Secretary | 1 | 1 | 1 | 1 |
| Community Initiatives Manager | 1 | 1 | 1 | 1 |
| Executive Assistant | 1 | 1 | 0 | 0 |
| Assistant to the City Council | 1 | 0 | 1 | 1 |
| City Admin Coordinator (part-time) | 0 | 0.5 | 0 | 0 |
| TOTAL PERSONNEL | 5 | 4.5 | 4 | 4 |

| PERFORMANCE MEASURES | 2015-2016 ACTUAL | 2016-2017 GOAL | 2016-2017 ESTIMATE | 2017-2018 GOAL |
|---|---------------------|-------------------|-----------------------|-------------------|
| All City meetings held in compliance with Texas Open Meeting Act | Yes | Yes | Yes | Yes |
| Legal administrative compliance for open meetings including posting, publication, minutes and filings | 100% | 100% | 100% | 100% |
| Elections conducted according to State Law | 2 | 0 | 1 | 1 |
| Community Initiative event participation | 3 | 6 | 12 | 12 |
| Proclamations and City Tours | 28 | 30 | 30 | 30 |
| Mayor's Youth Council Events attended | N/A | 11 | 14 | 14 |



*Mayor's Youth Council
Public Art*

Mayor's Youth Council





RECORDS & INFORMATION

GENERAL GOVERNMENT

Mission Statement:

The Records & Information Services department's mission to implement the City of Burleson's Records Policy providing professional, efficient and lawful policies in compliance with all applicable laws.

Description:

The City Secretary is designated as the Records Management Officer for the City of Burleson responsible for coordinating and implementing the record policies of the city. These policies are related to records retention and destruction, monitoring the records storage centers, overseeing the control of electronically stored records, and upgrading technology to provide for efficient and economic storage of records. The City Manager, pursuant to Section 29(b)(4) of the Burleson City Charter, has designated the City Secretary as the Public Information Coordinator primarily responsible for administering the responsibilities of the City of Burleson under the Texas Public Information Act, Chapter 552 of the Texas Government Code.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To execute the City's Records Policy and comply with State Library Retention Schedule.
2. To assist all departments in Records activities.
3. To insure reliable storage and retrieval of official records.
4. To utilize technology when possible to fulfill these tasks.

Objectives for Fiscal Year 2017-2018:

1. Implementation of yearly inter-departmental scheduling, cataloging, scanning and process improvement for electronic records conversion.
2. Continue to pioneer new procedures for providing excellent customer service while increasing productivity and cost savings through proper records destruction and electronic records use.
3. Complete full electronic conversion, allocation and mapping of city land file records for greater efficiencies across multiple departments.
4. Create and implement electronic records content management system (Optiview) basic end user training program facilitated through Burleson University.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|----------------------------------|------------------|------------------|------------------|------------------|
| Personal Services | 73,643 | 76,814 | 72,633 | 77,856 |
| Materials & Supplies | 5,397 | 1,500 | 1,500 | 1,500 |
| Operating Expenditures | 21,171 | 15,700 | 12,600 | 18,700 |
| Maintenance & Repair | 0 | 0 | 0 | 0 |
| Other Expenditures | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 100,211 | 94,014 | 86,733 | 98,056 |
| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Records & Information Specialist | 1 | 1 | 1 | 1 |
| TOTAL PERSONNEL | 1 | 1 | 1 | 1 |

| PERFORMANCE MEASURES | 2015-2016 ACTUAL | 2016-2017 GOAL | 2016-2017 ESTIMATE | 2017-2018 GOAL |
|--|---------------------|-------------------|-----------------------|-------------------|
| Number of boxes held in off site storage facility | 1,671 | 1,671 | 1,400 | 1,400 |
| Percentage of quarterly destructions held according to Texas State Library Retention Standards | 100% | 100% | 100% | 100% |
| Total number of boxes destroyed | 334 | 334 | 450 | 450 |
| Number of City departments utilizing Optiview for electronic records management | 10 | 10 | 12 | 12 |
| Number of Optiview training sessions held for city employees | 2 | 2 | 4 | 4 |





JUDICIAL SERVICES

GENERAL GOVERNMENT

Mission Statement:

The mission of the Judiciary is to preserve the rule of law and protect the rights and liberties guaranteed by the Constitution and laws of the United States, State of Texas and laws of the City of Burleson.

Description:

The Municipal Court Judges are appointed by the City Council and charged with preserving the rule of law and protecting the rights of the citizens. There is a Presiding Judge who is responsible for administering the Judicial functions of the Court and guide the Associate Judges.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. Promote public confidence in the integrity, independence, competency, and impartiality of the Judiciary.
2. Interpret and adjudicate applicable state laws and city ordinances in a professional manner and to ensure accessibility, fairness, and courtesy in the administration of justice.
3. Provide case resolution in an efficient manner without excessive cost, inconvenience, or delay.
4. Maintain the independence of the Judiciary while strengthening relations with the public and the City Council.

Objectives for Fiscal Years 2017-2018:

| EXPENDITURES | 2015-2016 ACTUAL | 2016-2017 BUDGET | 2016-2017 ESTIMATE | 2017-2018 BUDGET |
|------------------------|---------------------|---------------------|-----------------------|---------------------|
| Personal Services | 98,196 | 113,975 | 105,103 | 106,762 |
| Materials & Supplies | 7 | 450 | 450 | 450 |
| Operating Expenditures | 0 | 480 | 480 | 480 |
| Maintenance & Repair | 0 | 0 | 0 | 0 |
| Other Expenditures | 3,733 | 3,574 | 3,574 | 3,245 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 101,936 | 118,479 | 109,607 | 110,937 |

| AUTHORIZED POSITIONS | 2015-2016 ACTUAL | 2016-2017 BUDGET | 2016-2017 ESTIMATE | 2017-2018 BUDGET |
|---|---------------------|---------------------|-----------------------|---------------------|
| Municipal Court Judge | 0.5 | 0.5 | 0.5 | 0.5 |
| Municipal Court Associate Judge (Part-time-2) | 1 | 1 | 1 | 1 |
| Red Light Camera Judge | 0.5 | 0.5 | 0.5 | 0.5 |
| TOTAL PERSONNEL | 2 | 2 | 2 | 2 |



LIBRARY

RECREATION AND LIFE LONG LEARNING

Mission Statement:

The Burleson Public Library serves as a vital community center providing materials and services to help community residents obtain information meeting their personal, educational, cultural, and professional needs.

Description:

The Burleson Public Library is a Texas State Library and Archives Commission (TSLAC) accredited public library and is a public service-based department of the City of Burleson, Texas, designed to provide library materials, programs, and services to enhance the educational, informational, recreational, and civic life of the residents of the larger community. In conjunction with other community libraries, it serves as a part of a network of libraries insuring that the library service needs of Tarrant and Johnson Counties are being met. The Library develops resources, information/reference services, and programs of interest to all age groups and works with the City Administration and all City departments to enhance opportunities available to all citizens.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To support the non-profit community through funding information services.
2. To enhance early childhood literacy and school readiness programming.
3. To strengthen partnerships with community organizations to encourage entrepreneurship and innovation.

Objectives for Fiscal Years 2017-2018:

1. Expand free learning and collaboration opportunities to assist non-profit organizations with grant funding resources and programming support.
2. Offer family programs and resources that promote good health, early learning, parental involvement, and community partnerships through the Family Place Libraries™ program.
3. Expand small business and technology programs to provide education about emerging technologies and foster creativity and innovation.

| EXPENDITURES | 2015-2016 ACTUAL | 2016-2017 BUDGET | 2016-2017 ESTIMATE | 2017-2018 BUDGET |
|------------------------|---------------------|---------------------|-----------------------|---------------------|
| Personal Services | 659,256 | 675,314 | 649,324 | 721,134 |
| Materials & Supplies | 134,933 | 144,935 | 150,658 | 151,910 |
| Operating Expenditures | 86,713 | 94,707 | 97,690 | 101,569 |
| Maintenance & Repair | 3,475 | 194 | 194 | 194 |
| Other Expenditures | 307,331 | 287,988 | 287,988 | 303,175 |
| Capital Outlay | 0 | 25,000 | 34,262 | 38,000 |
| TOTAL | 1,191,708 | 1,228,138 | 1,220,116 | 1,315,982 |



| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|-------------------------------------|-------------|-------------|-------------|-------------|
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Library Director | 1.0 | | | |
| Library Deputy Director | 0.0 | 1.0 | 1.0 | 1.0 |
| Library Services Manager | 1.0 | | | |
| Library Education Manager | | 1.0 | 1.0 | 1.0 |
| Library Support Services Supervisor | 1.0 | | | |
| Community Engagement Librarian | | 1.0 | 1.0 | 1.0 |
| Reference Public Services Librarian | 1.0 | | | |
| Teen/Public Services Librarian | 1.0 | 1.0 | 1.0 | 1.0 |
| Children's Services Librarian | 1.0 | 1.0 | 1.0 | 1.0 |
| Librarian (Part-time) | 0.5 | 0.5 | 0.5 | 0.5 |
| Library Aide II (Part-time) | 0.5 | 0.5 | 0.5 | 0.5 |
| Library Aide I (Part-time) | 4.0 | 4.0 | 3.2 | 3.2 |
| Library Reference Assistance | | | 1.0 | 1.0 |
| Library Program Specialist* | | | | 0.5 |
| Sr. Administrative Secretary | | 1.0 | | |
| Administrative Secretary | 1.0 | | 0.8 | 0.8 |
| TOTAL PERSONNEL | 12.0 | 11.0 | 11.0 | 11.5 |

* New Position created in 2017-2018 budget

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|-----------------------------------|-----------|-----------|-----------|-----------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Customer service ratings | * | # | 3 | 3.5 |
| Collection size total and by type | 70,545 | 66,556 | 69,110 | 70,592 |
| Circulation rate per capita | 7.34 | 7.82 | 6.11 | 6.23 |
| Number of visitors | 135,827 | 115,542 | 143,093 | 144,954 |
| Total Circulation of Materials | 303,161 | 304,807 | 252,250** | 257,295 |
| Customers Accessing PCs | 15,841 | 16,709 | 15,202 | 15,506 |
| Program Attendance | 10,940 | 11,788 | 12,863 | 13,120 |
| Library Web-Site Visits | 86,860 | 71,101 | 93,225 | 88,597 |

SIGNIFICANT CHANGES

The City's Library Department combined with Parks & Recreation Department to become Department of Recreation and Lifelong Learning. Several position changed as well:

- *Library Services Manager changed to Deputy Director
- *Library Support Services Supervisor changed to Library Business Manager
- *Reference Public Services Librarian changed to Community Engagement Librarian

Other departmental changes were made including adding and upgrading the cash handling and credit card system.



FINANCE

GENERAL GOVERNMENT

Mission Statement:

The mission of the City of Burleson Finance Department is to improve the quality of life in the City of Burleson by providing timely, accurate, clear and complete information and support to other City departments, citizens, and the community at large.

Description:

The Finance Department is the administrative arm of the City's financial operation. The Director of Finance is the chief fiscal officer of the City, with full and direct management responsibility of fiscal management, accounting, tax collection, and investment management. The department is responsible for maintaining a governmental accounting system that presents accurately, and with full disclosure, the financial operations of the funds of the City in conformity with Generally Accepted Accounting Principals. Combined with budgetary data and controls, information so presented shall provide a means by which the general citizenry may ascertain whether public funds are expended efficiently, as well as prioritized and allocated in a manner which is responsive to prevailing community needs and values.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To safeguard the City's assets by principles of maximizing available revenue, controlling costs, and managing the City's investment principal.
2. To direct and oversee the City's financial accountability and ensure the responsible use of the City's funds.
3. To improve service delivery through education and training of Finance Department personnel as well as personnel of customer departments.
4. To develop and provide financial and budgetary data to management or other authorized personnel in the form, frequency, and timeliness needed for management decisions.

Objectives for Fiscal Years 2017-2018:

1. To receive the "Certificate of Achievement in Financial Reporting" from the Government Finance Officers' Association.
2. To present the Comprehensive Annual Financial Report to Council by February 15, 2018.
3. To receive the "Distinguished Budget Presentation Award" from the Government Finance Officers' Association.
4. To continue improvement of year-round budget reporting and planning process and long-term planning process.

| EXPENDITURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|------------------------|----------------|------------------|------------------|------------------|
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Personal Services | 751,207 | 803,372 | 803,886 | 844,400 |
| Materials & Supplies | 4,127 | 3,514 | 5,922 | 3,971 |
| Operating Expenditures | 158,430 | 164,050 | 162,550 | 169,897 |
| Maintenance & Repair | 0 | 0 | 0 | 0 |
| Other Expenditures | 51,797 | 50,699 | 50,699 | 56,204 |
| Capital Outlay | 0 | 0 | 5,903 | 0 |
| TOTAL | 965,561 | 1,021,635 | 1,028,960 | 1,074,472 |

| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|-------------------------------|-----------|-----------|-----------|-----------|
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Director of Finance | 1 | 1 | 1 | 1 |
| Assistant Director of Finance | 1 | 1 | 1 | 1 |
| Senior Accountant | 2 | 2 | 2 | 2 |
| Staff Accountant | 3 | 3 | 3 | 3 |
| Financial Analyst | 1 | 0 | 0 | 0 |
| Accounting Technician | 1 | 0 | 0 | 1 |
| Staff Analyst | 0 | 1 | 1 | 0 |
| TOTAL PERSONNEL | 9 | 8 | 8 | 8 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|---|-----------|-----------|-----------|-----------|
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Unqualified Audit Opinion | Yes | Yes | Yes | Yes |
| GFOA Certificate for Excellence in Financial Reporting | Yes | Yes | Yes | Yes |
| GFOA Distinguished Budget Presentation | Yes | Yes | Yes | Yes |
| GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting | Yes | Yes | Yes | Yes |
| Monthly Operations Report distributed within five working days of month-end | 11 | 11 | 11 | 11 |
| Monthly Financial Report provided to Council at second meeting of following month | 11 | 11 | 11 | 11 |
| Percentage of respondents reporting on internal service survey that Finance services rate excellent or good | NA | NA | NA | NA |

SIGNIFICANT CHANGES



Arbor Day





SUPPORT SERVICES

GENERAL GOVERNMENT

Mission Statement:

To service the general public and represent the city as a first impression at City Hall and on the telephone while also supporting City staff with receptionist services, mail room functions and Ricoh Managed Print Shop Services.

Description:

Support Services offers assistance for a variety of departments. Functions include switchboard and receptionist services, mail room services and Ricoh Managed Print Shop Services. Utility costs for City Hall are included in this budget.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To provide accurate and timely information in a friendly and professional manner to the public and to city employees.
2. To offer up-to-date information related to special activities and programs within the city for the citizens.
3. To support city departments with mail room services expanding the staff to cover the pick/up delivery of mail, copy room services, general building services, etc.
4. To provide printing services on an as needed bases, working with the departments to develop forms, newsletters and advertising for special functions.

Objectives for Fiscal Years 2017-2018:

1. Provide customer service to City visitors and callers by being knowledgeable about City departments and functions available to the public.
2. Develop innovative methods to provide printing services for the best cost and quality.

| EXPENDITURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|------------------------|----------------|----------------|----------------|----------------|
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Personal Services | 49,459 | 51,869 | 51,079 | 59,618 |
| Materials & Supplies | 38,889 | 43,700 | 39,700 | 39,700 |
| Operating Expenditures | 19,861 | 20,320 | 41,559 | 24,191 |
| Maintenance & Repair | 42,471 | 46,120 | 44,120 | 46,120 |
| Other Expenditures | 28,196 | 15,185 | 15,185 | 13,895 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 178,876 | 177,194 | 191,643 | 183,524 |

| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|------------------------|-----------|-----------|-----------|-----------|
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Receptionist | 1 | 1 | 1 | 1 |
| TOTAL PERSONNEL | 1 | 1 | 1 | 1 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|--|-----------|-----------|-----------|-----------|
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Average daily calls answered per FTE | 26 | 26 | 35 | 35 |
| Average daily walk-ins greeted by Reception | 94 | 100 | 110 | 110 |
| Percentage of non-utility Support Services cost recovered through printing service charges. | 30% | 28% | 30% | 30% |
| Copy center utilization - expressed as copy center copies as a percentage of total City copies made. | 40% | 42% | 45% | 45% |

SIGNIFICANT CHANGES



PURCHASING

GENERAL GOVERNMENT

Mission Statement:

Promote and maintain high ethical values and purchasing practices that are in accordance with the State Statutes and City Ordinances, which include:

1. Acquisition of goods and services in an efficient and effective manner.
2. Expending public dollars in a way that instills public trust in the City's Procurement System.

Description:

The Purchasing Division of the Finance Department provides procurement-related services to the city's employees. Duties include identifying existing supply sources or establishing price agreements via the sealed bid process for purchases with an annual aggregate over \$50,000; acting as advocate for the city regarding vendor performance issues; coordinating with City departments to dispose of surplus property; and providing research and documentation to support recommendations to management and the city council regarding purchasing-related issues.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To develop and maintain a level performance considered excellent by those we serve as customers while maintaining a high degree of efficiency and economy.
2. To promote a system of material simplification and standardization throughout the City in order that better materials at minimum cost may be secured for all using departments.
3. To generate fair and open competition among all responsible vendors and seek out new vendors as sources of supply.

Objectives for Fiscal Years 2017-2018:

1. Provide a minimum of two procurement training sessions and one PCard refresher in this fiscal year. Update staff on any new procurement procedures, applicable law and H.T.E. Software.
2. As a service department work with all departments to find the best value for the best price for goods and services.
3. Review city-wide use of commodities for possible opportunities to create annual contracts to take advantage of economics of scale.

| EXPENDITURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|------------------------|----------------|----------------|----------------|----------------|
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Personal Services | 124,707 | 154,579 | 202,461 | 95,871 |
| Materials & Supplies | 286 | 1,643 | 1,349 | 650 |
| Operating Expenditures | 11 | 100 | 260 | 350 |
| Maintenance & Repair | 0 | 0 | 0 | 0 |
| Other Expenditures | 3,733 | 5,005 | 5,005 | 3,708 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 128,737 | 161,327 | 209,075 | 100,579 |

| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|------------------------------------|-----------|-----------|------------|-----------|
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Purchasing Manager | 1 | 1 | 1 | 1 |
| Senior Buyer (Partial year funded) | 0 | 0 | 0.5 | 0 |
| TOTAL PERSONNEL | 1 | 1 | 1.5 | 1 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|--|-----------|-----------|-----------|-----------|
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Average number of working days to issue a purchase order (from Director approval to Purchasing issue a purchase order) | 1 | 1 | 1 | 1 |
| Procurement card transaction dollars as a percentage of total purchases. | 16.97% | 25% | 25% | 25% |

SIGNIFICANT CHANGES



POLICE DEPARTMENT

PUBLIC SAFETY

Mission Statement:

The Burlison Police department is committed to protect the lives, property and rights of all. We will enforce all laws impartially while maintaining the highest degree of ethical behavior and professional conduct. We will strive to be part of the community that has empowered us to serve.

Description:

The Police Department, under the direction of the Chief of Police, develops and implements programs to prevent and deter crime and enforce laws in order to protect life and property within the City of Burlison. The Police Department: provides effective and efficient service to all citizens while treating them with dignity and respect; protects individual rights as provided for in Federal, State, and Local laws; provides public safety duties during man made or natural disasters; protects, aids, rescues, and restores individual and community safety; provides a liaison with other criminal justice agencies; and maintains files and statistics on police related matters.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. Maintain a Department-wide community policing philosophy.
2. Continue to improve geographic accountability.
3. Continue to enhance communication with citizens.
4. Foster a more significant relationship with the Mayor's Youth Council to support a common understanding of youth issues as they relate to public safety.
5. Continue to evaluate the use of new and existing community policing activities.
6. Continue to identify and resolve analytical limitations.
7. Continue to evaluate balancing the patrol workload.
8. Continue to conduct weekly police administrative communications meeting.
9. Implement a GIS-based police analysis system.
10. Commit to regularly reviewing the department crime staffing.

Objectives for Fiscal Years 2017-2018:

1. Inform the public of our commitment to community policing through multiple partnerships.
2. Provide on-going in service community policing training.
3. Increase the number of problem solving plans developed by beat Officers.
4. Reward positive behavior and correct inappropriate behavior immediately that does not meet our mission and values.
5. Evaluate call distribution among existing beats and realign beats as necessary.
6. Evaluate our use of Crime Reports, Wise Eyes, Facebook and Twitter.
7. Continue to utilize our Citizens on Patrol program.
8. Increase the number of citizens participating in the Citizens Police Academy.
9. Continue to attend Mayor's Youth Council meetings and discuss issues relevant to public safety.
10. Evaluate existing facilities throughout the city for temporary use by the department.
11. Identify and define all community policing activities both Patrol and Community Resource Officer related.
12. Use the analyst position to provide timely crime and operations analysis as needed.
13. Develop the research capabilities of various sections within each division to provide timely data to police administration.
14. Attempt to keep officers assigned to patrol beats maintaining 40% of their time to community policing activities.
15. Staffing will be based on performance by asking the critical questions. If we add this position what will this organization be able to accomplish that we are not doing now or if we do not add this position what will happen with the service level to our customers.
16. Perform reviews to identify patrol demands.

| EXPENDITURES | 2015-2016 ACTUAL | 2016-2017 BUDGET | 2016-2017 ESTIMATE | 2017-2018 BUDGET |
|------------------------|---------------------|---------------------|-----------------------|---------------------|
| Personal Services | 7,767,340 | 7,704,525 | 7,743,416 | 8,244,032 |
| Materials & Supplies | 375,848 | 303,886 | 344,810 | 384,391 |
| Operating Expenditures | 295,179 | 342,494 | 328,251 | 306,567 |
| Maintenance & Repair | 123,492 | 95,105 | 97,555 | 95,105 |
| Other Expenditures | 1,012,975 | 994,333 | 994,333 | 1,009,116 |
| Capital Outlay | 768,442 | - | 12,355 | 55,290 |
| TOTAL | 10,343,276 | 9,440,343 | 9,520,720 | 10,094,501 |

| AUTHORIZED POSITIONS | 2015-2016 ACTUAL | 2016-2017 BUDGET | 2016-2017 ESTIMATE | 2017-2018 BUDGET |
|---|---------------------|---------------------|-----------------------|---------------------|
| Chief of Police | 1 | 1 | 1 | 1 |
| Deputy Chief | 2 | 2 | 1 | 1 |
| Captain | 2 | 2 | 2 | 2 |
| Sergeant | 9 | 9 | 9 | 9 |
| Police Officer & Recruits | 48 | 50 | 50 | 50 |
| Police Analyst | 1 | 1 | 1 | 1 |
| Supervisor - Records | 1 | 1 | 1 | 1 |
| Records Clerk | 2.5 | 2.5 | 2 | 2 |
| Pub. Safety Communications Supervisor | 1 | 1 | 1 | 1 |
| Lead Pub. Safety Communications Specialist | 1 | 1 | 1 | 1 |
| Records Coordinator | 1 | 1 | 1 | 1 |
| Pub. Safety Communications Specialist | 10 | 10 | 10 | 10 |
| Sr. Administrative Assistant | 1 | 1 | 1 | 1 |
| Property Room Coordinator | 1 | 1 | 1 | 1 |
| Victim Assistance Coordinator (Part- time) | 0.5 | 0.5 | 0.5 | 0.5 |
| Accreditation Coordinator (Part-time) | 0 | 0 | 0.5 | 0.5 |
| Accreditation Manager | 0 | 0 | 1 | 1 |
| Criminal Investigations Clerk | 1 | 1 | 1 | 1 |
| TOTAL PERSONNEL | 83 | 85 | 85 | 85 |



| PERFORMANCE MEASURES | 2015-2016 ACTUAL | 2016-2017 BUDGET | 2016-2017 ESTIMATE | 2017-2018 BUDGET |
|--|---------------------|---------------------|-----------------------|---------------------|
| Part I Crimes compared to similar sized TX cities/US cities (Burleson/TX cities/US Cities) | 1,000 | 995 | 1,000 | 1,000 |
| Average response time for priority calls | 5 | 5 | 5 | 5 |
| Police Department costs per capita | 290 | 239 | 239 | 239 |
| Overtime costs due to workers compensation accidents, illness, injuries, paid time off | 250,000 | 250,000 | 250,000 | 250,000 |
| CALEA Certification | Yes | Yes | Yes | Yes |
| Total calls for service (all) | 80,000 | 76,998 | 80,000 | 80,000 |
| Arrests | 1,200 | 1,016 | 1,200 | 1,200 |
| DWI Arrests | 180 | 128 | 150 | 150 |
| Traffic Enforcement | 8,000 | 6,000 | 8,000 | 8,000 |
| Part I Crimes | 1,000 | 994 | 1,000 | 1,000 |
| Part II Crimes | 1400 | 1438 | 1400 | 1400 |
| Accidents | 725 | 706 | 700 | 700 |

SIGNIFICANT CHANGES





FIRE DEPARTMENT

PUBLIC SAFETY

Mission Statement:

The mission of the Burleson Fire Department is to improve the quality of life and safety of our citizens by providing the highest level of services through, Fire Prevention, Community Risk Reduction, Emergency Response, and Training.

Description:

Our services include fire suppression, community services, emergency medical services. Fire Suppression includes with two engines, two ladders, two brush trucks, and a command vehicle that are housed in three fire stations. Community Services includes fire safety inspections, fire safety education to the public schools and civic organizations, pre-fire plans of all commercial and industrial buildings in the City, and Community Risk Reduction programs. Emergency medical services are provided at the Advanced Life Support Level by

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To provide the Citizens of Burleson with the highest quality fire protection that meets current NFPA 1500/1710, OSHA, and TCFP standards.
2. To provide the Citizens of Burleson an average response time of less than 6 minutes 90% of the time.
3. To provide the highest level of training to our firefighters according to TCFP, DSHS/EPAB, and ISO 1 standards.
4. To provide the Citizens of Burleson with advanced life support emergency medical services.
5. To develop and provide Community Risk Reduction programs that enhance life safety and improve the quality of life of our citizens.

Objectives for Fiscal Years 2017-2018:

1. Develop and implement response and deployment models that increase staffing levels that are in compliance with NFPA 1500/1710, OSHA, and TCFP standards.
2. Develop and implement enhanced EMS response model that includes Advanced Life Support services with Paramedics on ALS equipped fire apparatus
3. Develop and implement Community Risk Reduction programs with specific focus on:
 - Drowning Prevention
 - Hyperthermia (Preventing children from being left unattended in vehicles)
 - Bike helmet safety
 - Car seat installation/safety
 - Collaboration with Burleson "Be Healthy" program
4. Identify future fire station locations and apparatus placement through risk analysis and response model development that is in compliance with the recommendations of NFPA 1500/1710.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|------------------------|------------------|------------------|------------------|------------------|
| Personal Services | 4,305,978 | 4,373,418 | 4,270,060 | 5,026,253 |
| Materials & Supplies | 185,933 | 190,040 | 191,340 | 198,815 |
| Operating Expenditures | 138,515 | 161,490 | 161,620 | 156,795 |
| Maintenance & Repair | 183,554 | 185,213 | 185,513 | 161,243 |
| Other Expenditures | 295,978 | 189,276 | 189,276 | 277,734 |
| Capital Outlay | 123,946 | 101,433 | 101,433 | 60,408 |
| TOTAL | 5,233,904 | 5,200,870 | 5,099,242 | 5,881,248 |

| AUTHORIZED POSITIONS | 2015-2016 ACTUAL | 2016-2017 BUDGET | 2016-2017 ESTIMATE | 2017-2018 BUDGET |
|------------------------------|---------------------|---------------------|-----------------------|---------------------|
| Fire Chief | 1 | 1 | 1 | 1 |
| Assistant Chief | 0 | 0 | 0 | 1 |
| Deputy Chief | 2 | 2 | 2 | 0 |
| Captain | 0 | 3 | 3 | 4 |
| Lieutenant | 9 | 5 | 5 | 6 |
| Apparatus Operator | 9 | 9 | 9 | 9 |
| Fire Fighter | 18 | 25.5 | 25.5 | 25 |
| Sr. Administrative Secretary | 1 | 1 | 1 | 1 |
| TOTAL PERSONNEL | 40 | 46.5 | 46.5 | 47 |

| PERFORMANCE MEASURES | 2015-2016 ACTUAL | 2016-2017 GOAL | 2016-2017 ESTIMATE | 2017-2018 GOAL |
|--|---------------------|-------------------|-----------------------|-------------------|
| ISO Rating | 2 | 2 | 2 | 1 |
| Percentage of response times less than 6 minutes | 72% | 90% | 90% | 90% |
| Fire cost per capita | \$123.00 | \$123.00 | \$123.00 | \$120.00 |
| Mutual Aid provided to other agencies versus Mutual Aid received from other agencies | 90 vs 22 | 181 vs 44 | 170 vs 44 | 125 VS 40 |
| Number of calls for service | 2,400 | 4,800 | 5,000 | 4,000 |
| Completed Preplans | 575 | 2,000 | 2,000 | 1,300 |
| Community Risk Reduction contact hours | 73 | 500 | 600 | 900 |
| Staff Hours of Training | 8,044 | 15,000 | 16,000 | 19,000 |
| SIGNIFICANT CHANGES | | | | |
| Added seven firefighters, six through the SAFER grant. Adding ALS EMS response capabilities to the Fire Apparatus, continue to develop and implement a Community Risk Reduction program, and requesting three Shift Commander positions. | | | | |



FIRE MARSHAL

PUBLIC SAFETY

Mission Statement:

To build community pride by creating a fire safe environment by the enforcement of fire prevention codes, public education and training. It is through these efforts that we strive to prevent, prepare for, or otherwise limit, the extent of any fire or other emergency.

Description:

Fire Prevention is accomplished by identification and elimination of the hazards that cause and support the spread of fire within our community. This goal is accomplished through plan reviews, public fire education, fire inspections and code enforcement.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To provide for the safety of the public through hazard removal by way of fire inspections.
2. To reduce the chance and cause of fire through public education programs.
3. To provide investigations of all fire incidents and make arrests as required.
4. To provide fire safety education to grades pre-k to third grade and all other requests.
5. To provide fair, courteous, equal, firm and consistent service to our citizens and visitors of our community.
6. To maintain a clean city through the enforcement of various city ordinances.

Objectives for Fiscal Years 2017-2018:

1. To inspect 85% of the commercial, industrial, mercantile and institutional buildings to locate and remove fire and other safety hazards at least once annually.
2. To respond to any fire hazard complaint within 24 hours.
3. To respond to any code violation complaint within 24 hours.
4. To assure a quick and timely plan review, within 10 days of plans being submitted.
5. To maintain a quick and timely response time to fire investigation request.
6. To expand the fire safety program by utilizing the fire safety house at more events. This will increase our number of contacts.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|-----------------------------|------------------|------------------|------------------|------------------|
| Personal Services | 381,517 | 400,311 | 397,814 | 430,318 |
| Materials & Supplies | 8,881 | 9,806 | 21,640 | 10,640 |
| Operating Expenditures | 18,105 | 26,164 | 27,213 | 28,255 |
| Maintenance & Repair | 8,267 | 7,590 | 7,590 | 7,590 |
| Other Expenditures | 94,208 | 99,066 | 99,066 | 97,674 |
| Capital Outlay | 0 | 6,300 | 6,300 | 0 |
| TOTAL | 510,978 | 549,237 | 559,623 | 574,477 |
| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Director of Fire Prevention | 1 | 1 | 1 | 1 |
| Fire Inspector | 2 | 2 | 2 | 2 |
| TOTAL PERSONNEL | 3 | 3 | 3 | 3 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|--|-----------|-----------|-----------|-----------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Number of inspections done per year | 4,016 | 3,000 | 2,900 | 3,750 |
| Fire Prevention Personnel Inspections | 1,961 | 1,800 | 1,800 | 2,250 |
| Fire Fighting Personnel Inspections | 2,055 | 1,200 | 1,200 | 1,500 |
| Fire Investigations | 26 | 35 | 30 | 35 |
| % of Fire Investigation Reports completed within 10 days | 100 | 100 | 100 | 100 |
| Fire Safety Training Contacts | 4,230 | 5,500 | 8,000 | 7,000 |
| Fire Hazard Complaints responded to within 24 hours in % | 100 | 100 | 100 | 100 |
| Plan Reviews (site plans, building plans, etc.) | 322 | 300 | 250 | 300 |
| % of Plan Reviewed within 10 days | 94 | 95 | 95 | 95 |



EMERGENCY MANAGEMENT

PUBLIC SAFETY

Mission Statement:

To protect the Citizens of Burleson from undue hazards through hazard mitigation, maintain a high level of emergency preparedness, provide a coordinated and timely response to all types of emergencies and disasters, and facilitate a quick recovery following a disaster.

Description:

The Emergency Management Services Division provides management of all types of emergencies and disasters by coordinating the actions of numerous agencies through all phases of a disaster or emergency activity. Additionally, Emergency Management maintains our current Emergency Operations Plan, Emergency Notification Systems, and our Emergency Operations Center.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. Ensure City preparedness by identifying threats, determining vulnerabilities, and identifying required resources before emergencies are encountered
2. Ensure City response capabilities are sufficient and coordinated
3. Ensure that the City is prepared to recover from an emergency or disaster in a timely manner.
4. Conduct continued Hazard Mitigation analysis to reduce long-term risk to life and property from hazards.

Objectives for Fiscal Years 2017-2018:

1. Conduct a full scale drill including inter-agency participation.
2. Continue to upgrade Emergency Operations Center command and control capabilities via Cost Effective software and technological development.
3. Hire an Emergency Management manager

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|------------------------|----------------|----------------|------------------|----------------|
| Personal Services | 3,312 | 6,600 | 5,600 | 6,600 |
| Materials & Supplies | 8,433 | 2,950 | 6,246 | 2,950 |
| Operating Expenditures | 25,671 | 30,479 | 30,273 | 30,416 |
| Maintenance & Repair | 7,260 | 9,450 | 9,450 | 9,450 |
| Other Expenditures | 36,116 | 41,351 | 41,351 | 47,801 |
| Capital Outlay | 0 | 8,000 | 11,000 | 8,000 |
| TOTAL | 80,792 | 98,830 | 103,920 | 105,217 |

| PERFORMANCE MEASURES | 2015-2016 ACTUAL | 2016-2017 GOAL | 2016-2017 ESTIMATE | 2017-2018 GOAL |
|---|---------------------|-------------------|-----------------------|-------------------|
| Emergency Operations Drill | 1 | 1 | 1 | 1 |
| Increase Outdoor Warning System Coverage | 0 | 0 | 1 | 1 |
| Network Emergency Services with Smartboards | 0 | 1 | 1 | 1 |
| Storm warning 100% of the time | 100% | 100% | 100% | 100% |



MUNICIPAL COURT

PUBLIC SAFETY

Mission Statement:

The Court Clerk’s Office shall serve as the Administrative Arm of the Municipal Court of Record for the City of Burleson. Administrative functions shall include timely and accurate processing of citations and complaints, courteous response to requests for information from the public, responsible collection of assessed fines and fees, and efficient docketing of cases for adjudication.

Description:

The Municipal Court of Record, is under the direction of the City Secretary Office, the court is the Judicial Branch of city government. The Court is responsible for the enforcement of all class C misdemeanor complaints filed. The court consists of a Director of Court Services, Clerk Supervisor/Warrant Clerk, Juvenile Case Manager, a Collections Clerk and one Deputy Court Clerk.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To provide timely and accurate processing of citations and complaints.
2. To provide courteous responses to requests for information from the public.
3. To be responsible for the collection of assessed fines and fees.
4. To provide efficient docketing of cases for adjudication.

Objectives for Fiscal Years 2017-2018:

1. Continue with relocation plans for Municipal Court
2. Work to continue audit of all files and processes of the court

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|-----------------------------|------------------|------------------|------------------|------------------|
| Personal Services | 478,894 | 236,579 | 205,475 | 248,775 |
| Materials & Supplies | 5,851 | 6,300 | 6,300 | 6,400 |
| Operating Expenditures | 41,313 | 45,114 | 31,960 | 30,157 |
| Maintenance & Repair | 0 | 1,247 | 1,247 | 1,247 |
| Other Expenditures | 32,840 | 36,588 | 31,638 | 38,512 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 558,898 | 325,828 | 276,620 | 325,091 |
| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Director of Court Services | 1 | 1 | 0 | 0 |
| Deputy Court Clerk | 2 | 2 | 1 | 1 |
| Clerk Supervisor | 1 | 1 | 1 | 1 |
| Collection Clerk | 1 | 1 | 1 | 1 |
| Juvenile Case Manager | 0 | 0 | 0.5 | 0.5 |
| Clerk Intern | 0.5 | 0.5 | 0.5 | 0.5 |
| TOTAL PERSONNEL | 5.5 | 5.5 | 4 | 4 |

SIGNIFICANT CHANGES

Re-organization of department.



MARSHAL DIVISION

PUBLIC SAFETY

Mission Statement: It is the mission of the Burleson City Marshal's Office to achieve excellence in service to the Municipal Court for the City of Burleson in its efforts to protect the Court and its customers, to serve warrants of arrest and all orders of the court effectively, efficiently, and with equality to all persons while also enforcing the laws of the great State of Texas and the United States of America.

Description: . The City Marshal's Office performs the law enforcement duties of the Municipal Court. These duties include arresting defendants in warrant status and transporting prisoners being held on Burleson Class C warrants issued by the Municipal Court. The City Marshals also provide security support for court operations. City Marshals are specially trained in court security techniques to maintain order in the court and ensure the safety of the judge, prosecutor and all courtroom participants.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To enhance the efficiency of our warrant service process and provide increased security measures for the court.
2. Continue to work with and support local agencies with our knowledge base and assist in warrant services by participating in regional warrant roundups..

Objectives for Fiscal Years 2017-2018:

1. Assist the Mayor's Youth Council as law enforcement Liaisons providing guidance on issues..
2. Participate in joint training sessions with Burleson PD and other surrounding departments.
3. Work in partnership with the Fort Worth Marshal's office and other agencies to provide support for local warrant demands.
4. Create a security program and procedures for new court facility.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|-----------------------------|------------------|------------------|------------------|------------------|
| Personal Services | 286,178 | 257,688 | 238,390 | 287,130 |
| Materials & Supplies | 22,977 | 10,125 | 7,261 | 10,125 |
| Operating Expenditures | 8,277 | 14,174 | 13,361 | 15,211 |
| Maintenance & Repair | 4,078 | 4,481 | 4,481 | 4,481 |
| Other Expenditures | 84,230 | 63,456 | 63,456 | 58,669 |
| Capital Outlay | 10,860 | 7,500 | 7,500 | 7,500 |
| TOTAL | 416,600 | 357,424 | 334,449 | 383,116 |
| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| City Marshal | 1 | 1 | 1 | 1 |
| Deputy City Marshal | 3 | 2 | 2 | 2 |
| TOTAL PERSONNEL | 4 | 3 | 3 | 3 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|-----------------------------|-----------|-----------|-----------|-----------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Contacts | 1,799 | 2,500 | 2,575 | 2,700 |
| Door Hangers | 982 | 1,275 | 1,275 | 1,300 |
| Warrants Cleared | 941 | 1,000 | 1,100 | 1,200 |
| Court Security Incidents | 0 | 0 | 0 | 0 |
| Court Dockets Covered | 200 | 220 | 215 | 220 |
| Warrants Issued | 512 | 1,000 | 950 | 1,000 |
| Active Warrants | 2,422 | 3,065 | 3,100 | 3,100 |
| ALPR Hits Burleson Warrants | 406 | 420 | 260 | 440 |



PUBLIC WORKS
ADMINISTRATION

PUBLIC WORKS

Mission Statement:

The City of Burleson Public Works Department is dedicated to ensuring quality of life by constructing and maintaining to industry standards the City's street, water, sanitary sewer, and drainage infrastructure. We accomplish this by providing exemplary service through the collective efforts of the administrative, and field operations divisions of the department.

Description:

The City of Burleson Public Works Department is dedicated to ensuring quality of life by constructing and maintaining to industry standards the City's street, water, sanitary sewer, and drainage infrastructure. We accomplish this by providing exemplary service through the collective efforts of the administrative, and field operations divisions of the department.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To increase the number of calls for service that are processed in real time.
2. To provide staff support for long-range planning and efficient day-to-day management of the Streets, Solid Waste, Equipment Services, and Water & Wastewater Divisions.
3. To direct, plan and organize Public Works Departmental activities.

Objectives for Fiscal Years 2017-2018:

1. Streamline and improve employee production.
2. Conduct two (2) Continuous Process Improvement (CPI) studies.
3. Implement any cost saving strategies resulting from CPI studies.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|------------------------|----------------|----------------|------------------|----------------|
| Personal Services | 741,831 | 701,269 | 666,638 | 726,235 |
| Materials & Supplies | 5,037 | 2,298 | 9,550 | 2,298 |
| Operating Expenditures | 7,837 | 8,815 | 7,840 | 7,003 |
| Maintenance & Repair | 0 | 439 | 236 | 439 |
| Other Expenditures | 19,063 | 18,510 | 18,510 | 21,471 |
| Capital Outlay | 5,601 | 0 | 0 | 0 |
| TOTAL | 779,369 | 731,331 | 702,774 | 757,446 |



| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|---------------------------------|-----------|-----------|-----------|-----------|
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Director of Public Works | 1 | 1 | 1 | 1 |
| Assistant Public Works Director | 2 | 3 | 3 | 3 |
| Administrative Tech. | 2 | 2 | 2 | 2 |
| TOTAL PERSONNEL | 5 | 6 | 6 | 6 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|----------------------|-----------|-----------|-----------|-----------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |

Measures detailed under each Divison



FACILITIES MAINTENANCE

PUBLIC WORKS

Mission Statement:

The Facilities Division strives to deliver a full range of maintenance programs that will keep the integrity of all City Facilities at a level the public expects.

Description:

The Facility Maint. Dept. provides maintenance for the following buildings and locations: City Hall, Police Dept., Library, Three Fire Stations, Service Center, Senior Center, Transfer Station, Interurban Bldg., Two City Annexes, Hidden Creek Golf Complex, and Hill College/Texas Wesleyan facility along with Russell Farm. This Department is responsible for all maintenance of electrical, plumbing, and HVAC as well as overseeing the custodial service.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To ensure maximum life expectancy of City Facilities, both interior and exterior.
2. To provide routine cleaning and maintenance program to all facilities.
3. To keep the facilities in an acceptable manner necessary to project the proper image our community deserves.
4. To ensure the best possible performance by outside agencies, when needed, in regard to facility repairs and maintenance.

Objectives for Fiscal Years 2017-2018:

1. Preventive Maintenance completed within scheduled week – Greater than 50%.
2. Percentage of available technician hours accounted for as billable hours – 75%.
3. Begin using the Thing Tech Work Management System for Facilities work orders

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|--------------------------------------|------------------|------------------|------------------|------------------|
| Personal Services | 217,919 | 363,813 | 373,486 | 387,483 |
| Materials & Supplies | 30,475 | 37,593 | 38,043 | 38,193 |
| Operating Expenditures | 123,936 | 123,157 | 120,039 | 136,883 |
| Maintenance & Repair | 233,876 | 254,745 | 254,745 | 379,745 |
| Other Expenditures | 15,900 | 58,790 | 58,790 | 27,495 |
| Capital Outlay | 0 | 124,201 | 124,201 | 0 |
| TOTAL | 622,106 | 962,299 | 969,304 | 969,799 |
| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Facility Maintenance Tech III | 2 | 2 | 2 | 2 |
| Facilities Operations Superintendent | 0 | 0 | 1 | 1 |
| Facility Worker II | 0 | 0 | 0 | 0 |
| Facilities Maint Tech I | 0 | 0 | 2 | 2 |
| TOTAL PERSONNEL | 2 | 2 | 5 | 5 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017 -2018 |
|--------------------------------------|-----------|-----------|-----------|------------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Square Feet per employee | 82,767 | 49,660 | 82,767 | 49,660 |
| Number of AC units over 12 years old | 70 | 64 | 64 | 55 |
| % of AC units over 12 years old | 85 | 85 | 80 | 70 |



STREETS PAVEMENT

PUBLIC WORKS

Mission Statement:

The mission of the City of Burleson Pavement Maintenance Division is to effectively maintain a safe infrastructure for the traveling public.

Description:

The Pavement Maintenance Division of the Department of Public Works provides services to the citizens of Burleson by repairing and maintaining paved streets and sidewalks, as well as, city owned parking lots. Additionally, this division provides utility cut repairs and street sweeping operations throughout the city. This Division also manages contract and in house pavement programs including miscellaneous concrete repair & replacement, micro surface, chip seal, crack

MAJOR GOALS & OBJECTIVES

Major Goals:

1. Protect the investment in public streets through adequate repair and preventive maintenance ensuring maximum pavement life.
2. Maintain an ongoing comprehensive concrete pavement repair and replacement program.
3. Continue to look for ways to provide pavement maintenance programs that are both effective and efficient in order to provide the best possible stewardship of public funds.

Objectives for Fiscal Years 2017-2018:

1. Maintain an average Pavement Condition Index (PCI) of 7
 - 375,000 sf of pavement repairs
 - 25 linear miles of crack sealing
 - 18 lane miles of asphalt overlay, micro-surface, pavement rejuvenation
2. Perform pavement repair for utility cuts within 5 days of notification (24,000 sf annually).
3. Provide 1 hour response time on reported pot holes.
4. Provide 30 minute response time for emergency operations due to natural or man made disaster.
5. Update street inventory annually and calculate average PCI.
6. Perform sidewalk repairs based upon resident reported trip hazards.
7. Prioritize sidewalk repair projects to facilitate proactive maintenance program.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|---------------------------------------|------------------|------------------|------------------|------------------|
| Personal Services | 673,077 | 639,239 | 656,553 | 732,947 |
| Materials & Supplies | 14,334 | 19,319 | 19,912 | 19,109 |
| Operating Expenditures | 377,102 | 384,631 | 413,874 | 357,084 |
| Maintenance & Repair | 1,031,207 | 1,176,273 | 760,133 | 1,224,712 |
| Other Expenditures | 230,171 | 230,305 | 680,305 | 412,894 |
| Capital Outlay | 7,968 | 0 | 0 | 15,100 |
| TOTAL | 2,333,859 | 2,449,767 | 2,530,777 | 2,761,846 |
| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Street Superintendent | 1 | 1 | 1 | 1 |
| Street Maintenance Senior Crew Leader | 1 | 1 | 1 | 1 |
| Street Maintenance Crew Leader | 1 | 1 | 1 | 1 |
| Street Equipment Operator | 2 | 2 | 2 | 2 |
| Street Maintenance Worker I and II | 6 | 6 | 6 | 6 |
| TOTAL PERSONNEL | 11 | 11 | 11 | 11 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017 -2018 |
|--|-----------|-----------|-----------|------------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Average Street Rating | 9 | 7 | 8.7 | 8 |
| Percent of lane miles below Goal | 20 | 20 | 25 | 20 |
| Some measures from previous year not reported, all are components of Average Street Rating | | | | |



STREETS DRAINAGE

PUBLIC WORKS

Mission Statement:

The mission of the City of Burleson Drainage Maintenance Division is to maintain an effective storm water program including maintenance of open and closed system drainage facilities for the citizens of Burleson.

Description:

The Drainage Maintenance Division of the Department of Public Works provides services to the citizens of Burleson by repairing and maintaining improved drainage facilities and public underground storm drain systems. Additionally, this division provides the mowing, trimming and clean up of public open channels throughout the city. Furthermore, this division is also responsible for chemical growth control application and storm water management related program monitoring.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. Protect the investment in public drainage systems through adequate repair and preventive maintenance to maximize storm water flow through the community.
2. Establish best management practices for storm water monitoring & maintenance through implementation of a comprehensive storm water management program.
3. Continuously look for improvements in storm water management practices that increase efficiency and effectiveness for the community.

Objectives for Fiscal Years 2017-2018:

1. Perform all Storm Water Management Plan requirements per schedule.
2. Mow 100% of existing 105 acres of drainage channels a minimum of once every 30 days during the growing season. (630 acres of mowing annually).
3. Update drainage outfall inventory annually, recalculate number of outfall points and map on storm water map.
4. Perform 25,000 linear feet of drainage channel maintenance including slope and outfall grading.
5. Perform minor storm sewer repairs as needed.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|--|------------------|------------------|------------------|------------------|
| Personal Services | 281,285 | 219,511 | 214,743 | 230,274 |
| Materials & Supplies | 2,862 | 3,769 | 3,769 | 4,129 |
| Operating Expenditures | 102,166 | 13,567 | 8,936 | 8,447 |
| Maintenance & Repair | 47,670 | 49,168 | 49,168 | 49,328 |
| Other Expenditures | 121,807 | 209,094 | 209,094 | 127,584 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 555,790 | 495,109 | 485,710 | 419,762 |
| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Operations Superintendent/Solid Waste & Drainage | 1 | 1 | 0 | 0 |
| Street Drainage Crew Leader | 2 | 2 | 2 | 2 |
| Street Drainage Equipment Operator | 2 | 2 | 2 | 2 |
| TOTAL PERSONNEL | 5 | 5 | 4 | 4 |

| PERFORMANCE MEASURES | 2015-2016 ACTUAL | 2016-2017 GOAL | 2016-2017 ESTIMATE | 2017 -2018 GOAL |
|----------------------|---------------------|-------------------|-----------------------|--------------------|
| Acres mowed | 382 | 630 | 600 | 630 |



STREETS TRAFFIC

PUBLIC WORKS

Mission Statement:

The mission of the City of Burleson Traffic Maintenance Division is to provide effective and efficient maintenance and operation of the city's transportation infrastructure .

Description:

The Traffic Maintenance Division of the Department of Public Works provides services to the citizens of Burleson by repairing, maintaining and installing traffic signs and pavement markings. Additionally, this division provides school zone flasher, warning flasher, street light & traffic signal monitoring and repair through the use of in-house technicians and established contracts. This division also provides support for traffic control plans and implementation on in-house projects.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. Protect the investment in signs, markings and electronic traffic control devices through adequate repair and preventive maintenance.
2. Maintain an ongoing traffic maintenance program to include all traffic related infrastructure components and maximize the City's investment.
3. Continuously seek to provide the most state of the art installation and maintenance practices for all traffic control related infrastructure components, i.e., signs, markings & electronic devices.

Objectives for Fiscal Years 2017-2018:

1. Maintain a 30 minute response time for emergency repairs for regulatory signs, i.e. stops, speed and school zone 24 hours a day.
2. Maintain a 1 hour "after hours" response time by in-house signal technician for signal malfunctions or reported trouble calls.
3. Perform all signal repairs possible from ground level within 30 minutes of arrival.
4. Perform all aerial signal repairs via contractor within 6 hours of notification.
5. Perform annual preventative maintenance (PM) to 100% of 19 school zone flashers and update annual program for school zone flashers based on school calendar.
6. Perform annual ground level PM to 100% of 10 signalized intersections.
7. Inspect 100% of the 12 maintenance management units (MMU) in the traffic signal controllers annually.
8. Maintain 49,500 linear feet of pavement markings.
9. Maintain 16,500 square feet of hot tape pavement markings.
10. Update pavement markings and school zone markings, i.e. zone bars & crosswalks when needed.
11. Maintain approximately 1,200 regulatory signs annually.
12. Install approximately 200 regulatory signs annually.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|-----------------------------|------------------|------------------|------------------|------------------|
| Personal Services | 117,904 | 116,668 | 118,592 | 132,514 |
| Materials & Supplies | 47,451 | 70,569 | 45,569 | 70,569 |
| Operating Expenditures | 2,470 | 3,949 | 2,715 | 2,529 |
| Maintenance & Repair | 61,039 | 70,571 | 80,581 | 76,681 |
| Other Expenditures | 23,847 | 24,846 | 24,846 | 24,610 |
| Capital Outlay | 8,755 | 0 | 15,000 | 0 |
| TOTAL | 261,466 | 286,603 | 287,303 | 306,903 |
| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Signal Technician | 1 | 1 | 1 | 1 |
| Signs & Markings Technician | 1 | 1 | 1 | 1 |
| TOTAL PERSONNEL | 2 | 2 | 2 | 2 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|---------------------------------------|-----------|-----------|-----------|-----------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| PM Electronic Traffic Control Devices | 30 | 39 | 39 | 39 |
| New Signs Installed | 105 | 100 | 140 | 125 |
| Signs Maintained | 330 | 300 | 400 | 400 |



NEIGHBORHOOD SERVICES

NEIGHBORHOOD SERVICES

Mission Statement:

To provide programs and services that improve and protect the public health and safety, including the environmental health, of the Burleson Community

Description:

The Neighborhood Services Department includes animal services, environmental services and code compliance. The administrative division provides oversight for the staff, programs and budgets for these municipal functions.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To revise city ordinances as necessary to bring codes and the divisions of this department into compliance with updated state and federal regulations.
2. To develop programs that enhance citizen involvement in neighborhood maintenance and revitalization.
3. To provide administrative and managerial support to the department in order to produce effective services.
4. To provide operational support to the department so employees may have the necessary tools to perform their jobs.

Objectives for Fiscal Years 2017-2018:

1. To continue updating and maintaining archiving of records.
2. To assist with improving public education efforts regarding mosquito control and other environmental issues.
3. To assist with updating SOPs for divisions.
4. To continue identifying the requirements to initiates the demolition / repair if the inventoried substandard structures.
5. To continue to assist with the procedures for the abatement of substandard structures.
6. To assist with updating the website for Code Enforcement page.
7. To assist with preparing a mock disaster for employees training.
8. To continue reviewing code of ordinances for possible amendments to meet current community needs.
9. To assist with implementing an Economic Development Program with 6 Stones.
10. To assist with implementing Code compliance educational program to reach out to schools.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|------------------------|----------------|----------------|------------------|----------------|
| Personal Services | 192,220 | 194,003 | 194,331 | 207,540 |
| Materials & Supplies | 1,547 | 684 | 684 | 684 |
| Operating Expenditures | 156 | 215 | 215 | 215 |
| Maintenance & Repair | 0 | 0 | 0 | 0 |
| Other Expenditures | 3,858 | 4,097 | 4,097 | 4,112 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 197,781 | 198,999 | 199,327 | 212,551 |

| AUTHORIZED POSITIONS | 2015-2016 ACTUAL | 2016-2017 BUDGET | 2016-2017 ESTIMATE | 2017-2018 BUDGET |
|--------------------------------|---------------------|---------------------|-----------------------|---------------------|
| Neighborhood Services Director | 1 | 1 | 1 | 1 |
| Administrative Secretary | 1 | 1 | 1 | 1 |
| TOTAL PERSONNEL | 2 | 2 | 2 | 2 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|---|-----------|-----------|-----------|-----------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Neighborhood Services Departmental meetings | 11 | 12 | 12 | 12 |
| Division meetings | 52 | 56 | 72 | 72 |
| City council meeting attended | 19 | 21 | 21 | 21 |
| Special Events attended | 3 | 4 | 5 | 5 |
| ASAC meeting | 3 | 3 | 3 | 3 |



ANIMAL SERVICES

NEIGHBORHOOD SERVICES

Mission Statement:

Protect and serve the citizens of Burleson by enforcing state health and safety codes and the local animal care and control ordinance, by educating citizens on animal-related issues, and by maintaining a clean, efficient, and humane animal shelter.

Description:

The Animal Services Division protects the public health and safety by operating a humane animal control program. This is done through the enforcement of state laws and city ordinances. The animal services staff serves as Burleson's rabies control authority and operates the Burleson Animal Shelter. They respond to citizens' requests for information and service related to: stray animals, animal bites, dangerous animals, animal welfare, responsible pet ownership, and deceased animals. Animals surrendered or impounded to the Burleson Animal Shelter are fed, offered basic medical care and health screenings, and given comfort items and shelter in a clean facility. The shelter staff then makes every effort to find animals' owners or to get the animals adopted or transferred to a rescue or foster facility. Animals reclaimed or adopted through the shelter are also micro chipped.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To provide protection and service to the citizens by preventing them from being annoyed, threatened, or endangered by the city's animal population.
2. Created a disaster trailer for housing 65 domestic animals in an emergency situation.
3. Improved the Paw Pals academy to include hands on farm animals , wildlife, and reptiles to educate children.
4. To maintain an animal shelter which complies with all state and local regulations.
5. Received donation of flea and tick product to treat all animals placed for adoption for a full year.
6. Updated the standard operational proedures for Rescue groups and Donations.

Objectives for Fiscal Years 2017-2018:

1. To reduce the number of euthanasia's over all.
2. To update standard operational procedures for rabies protocol.
3. To update the emergency management plan to correct ever changing livestock holding and shelter resources.
4. To increase the numCreate a disaster trailer for immediate response.
5. To prepare a mock disaster for employee training.

| EXPENDITURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|------------------------|----------------|----------------|----------------|----------------|
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Personnel Services | 318,063 | 323,272 | 325,041 | 349,724 |
| Materials & Supplies | 25,037 | 28,835 | 29,435 | 29,115 |
| Operating Expenditures | 24,436 | 33,781 | 28,569 | 32,479 |
| Maintenance & Repair | 9,152 | 20,654 | 20,654 | 20,654 |
| Other Expenditures | 37,748 | 36,457 | 36,857 | 35,322 |
| Capital Outlay | 0 | 10,369 | 10,369 | 0 |
| TOTAL | 414,436 | 453,368 | 450,925 | 467,294 |

| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|--------------------------------|-----------|-----------|------------|------------|
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Animal Services Supervisor | 1 | 1 | 1 | 1 |
| Animal Services Manager | 0 | 0 | 0 | 0 |
| Animal Control Officer | 2 | 2 | 2 | 2 |
| Sr. Animal Control Officer | 1 | 1 | 1 | 1 |
| Animal Shelter Tech | 1 | 1 | 1 | 1 |
| Animal Services Administrator | 0 | 0 | 0 | 0 |
| Animal Kennel Tech (part-time) | 0 | 0 | 0.5 | 0.5 |
| TOTAL PERSONNEL | 5 | 5 | 5.5 | 5.5 |

| PERFORMANCE MEASURES | 2015-2016 ACTUAL | 2016-2017 GOAL | 2016-2017 ESTIMATE | 2017-2018 GOAL |
|---|---------------------|-------------------|-----------------------|-------------------|
| Total animals picked up | 2,041 | 1,798 | 2,370 | 2,370 |
| Total animals picked up total/dogs/cats | 1,851 | 1,300 | 1,538 | 1,538 |
| Number of reported animal bites on citizens | 71 | 29 | 72 | 72 |
| Number of rabid animals found | 2 | 12 | 0 | 0 |
| Animals handled | 2,041 | 1,789 | 2,370 | 2,370 |
| Animals Adopted | 459 | 461 | 442 | 442 |
| Request for Service | 2,473 | 2,470 | 2,098 | 2,098 |
| Bite cases | 71 | 37 | 72 | 72 |
| Citations/warning issues | 609 | 756 | 588 | 588 |
| Shelter visitors served | 5,696 | 6,223 | 5,225 | 5,225 |
| Rabies positive cases | 2 | 12 | 0 | 0 |
| Phone calls | 6,170 | 6,402 | 5,946 | 5,946 |
| Volunteer hours | 1,136 | 1,352 | 642 | 642 |
| Return to owners | 345 | 250 | 498 | 498 |
| Animals transferred to rescue | 243 | 177 | 268 | 268 |
| Cats impounded | 610 | 575 | 670 | 670 |
| Dogs impounded | 971 | 842 | 868 | 868 |
| Areas Patrolled | 80 | 160 | 160 | 160 |
| Returned to owner in field | 126 | 252 | 252 | 252 |
| SIGNIFICANT CHANGES | | | | |



ENVIRONMENTAL SERVICES

NEIGHBORHOOD SERVICES

Mission Statement:

Protect and serve the citizens of Burleson by maintaining compliance with environmental and health regulations and developing and implementing programs that promote a safe, clean and healthy community.

Description:

Environmental Services is responsible for protecting public health and the environment. Environmental Services is responsible for stormwater management, mosquito (vector) surveillance and control and household hazardous waste disposal. Environmental Services is responsible for developing and implementing programs in compliance with the stormwater best management practices for public education and outreach, public involvement and participation and pollution prevention for municipal operations. Environmental Services is responsible for administering the interlocal agreements between the city and Tarrant County Public Health (TCPH) for the permitting and inspection of food establishments, on-site sewage facilities, and public and semi-public swimming pools and spas; serving as the liaison;

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To ensure the City is in compliance with local, state, and federal stormwater regulations.
2. To protect public health by effectively managing the mosquito (vector) surveillance and control program.
3. To deter illegal dumping by providing disposal alternatives such as the household hazardous waste disposal program.
4. To protect public health by regulating food establishments, on-site sewage facilities, and public and semi-public swimming pool and spas in compliance with local, state, and federal health regulations.
5. To promote a safe, clean and healthy environment by serving as the Executive Director of Keep Burleson Beautiful.
6. To provide response services at the request of PD and Fire to hazardous materials incidents.
7. To respond to citizen questions, request for services, and complaints in a courteous, prompt, and professional manner.
8. To increase community volunteerism with the Burleson Trash Bash.

Objectives for Fiscal Years 2017 - 2018:

1. To conduct annual storm water reporting as required under the Texas Pollutant Discharge Elimination System (TPDES).
2. To increase volunteerism in Keep Burleson Beautiful programs and events.
3. To educate the public on mosquito control, disease prevention, stormwater, and environmental issues.
4. To improve and increase stormwater inspections at construction sites.
5. To continue to update Divisonal SOP.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|---------------------------------|------------------|------------------|------------------|------------------|
| Personal Services | 110,874 | 155,069 | 168,492 | 152,289 |
| Materials & Supplies | 7,075 | 3,846 | 4,343 | 3,846 |
| Operating Expenditures | 53,486 | 48,119 | 47,807 | 52,104 |
| Maintenance & Repair | 129 | 850 | 850 | 850 |
| Other Expenditures | 20,900 | 20,000 | 19,958 | 24,300 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 192,464 | 227,884 | 241,450 | 233,389 |
| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Environmental Health Specialist | 1 | 1 | 1 | 1 |
| Mosquito Control Technician | 0.5 | 0 | 0 | 0 |
| Environmental Technician | | 1 | 1 | 1 |
| Environmental Sanitarian | | | | 1 |
| TOTAL PERSONNEL | 1.5 | 2 | 2 | 3 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|---|-----------|-----------|-----------|-----------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| HHW participation | 513 | 500 | 550 | 550 |
| Litter clean-up volunteers (hours) | 1,008 | 800 | 1,300 | 1,300 |
| Mosquito traps set | 316 | 275 | 320 | 320 |
| Areas treated (larvacided) for mosquitoes | 214 | 90 | 220 | 220 |
| Food Establishment Permits | 220 | 228 | 235 | 235 |
| Food Establishment inspections/investigations | 457 | 375 | 475 | 475 |
| Swimming pool permits | 34 | 35 | 38 | 38 |
| Swimming pool inspections | 56 | 75 | 75 | 75 |
| OSSF permits | 11 | 6 | 15 | 15 |
| OSSF investigation | 8 | 5 | 5 | 5 |
| KBB Litter Index | 1.5 | 1 | 1 | 1 |



DEVELOPMENT SERVICES – ADMINISTRATION

PLANNING & ENGINEERING

Mission Statement:

To encourage economic growth in a progressive community environment and facilitate the land development process by applying the highest standards of health, safety and construction industry practices and by providing professional, courteous customer service to new and existing developers in the City of Burleson and its extra-territorial jurisdiction.

Description:

The Development Services Administration Division includes the Director of Development Services and one Administrative Assistant. The Director plans, organizes, and directs departments activities with the staff within the Economic Development, Building Inspections, and Planning Divisions.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. Update codes, ordinances, and policies in accordance with Comprehensive Plan.
2. Create an efficient, effective and responsive development process.
3. Support the enhancement of staff's knowledge, skills, and abilities.
4. Develop and maintain respectful effective working relationships within the development community.

Objectives for Fiscal Years 2017-2018:

1. Increase the amount of development data and information available via the internet.
2. Increase development activity at HighPoint Business Park and other strategic economic development areas
3. Implement the Old Town Development Plan.
4. Establish working GIS layers beneficial to Division members.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|--|------------------|------------------|------------------|------------------|
| Personal Services | 282,919 | 297,138 | 310,190 | 325,510 |
| Materials & Supplies | 0 | 0 | 0 | 0 |
| Operating Expenditures | 0 | 0 | 0 | 0 |
| Maintenance & Repair | 0 | 0 | 0 | 0 |
| Other Expenditures | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 282,919 | 297,138 | 310,190 | 325,510 |
| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Director of Development Services | 1 | 1 | 1 | 1 |
| Assistant Director of Development Services (50%) | 0 | 0.5 | 0.5 | 0.5 |
| Sr. Administrative Secretary | 1 | 1 | 1 | 1 |
| TOTAL PERSONNEL | 2 | 2.5 | 2.5 | 2.5 |



PLANNING

PLANNING & ENGINEERING

Mission Statement:

To encourage economic growth in a progressive community environment and facilitate the land development process by focusing resources on comprehensive planning activities and supplying unparalleled pre-development services in the City of Burleson and its extra-territorial jurisdiction.

Description:

Establishes conceptually viable planning principles and policies to help guide and manage the development patterns of the City, while implementing strategies to encourage the establishment of new neighborhoods, new businesses, and the expansion and retention of existing businesses. The Planning Division supports the City Manager's Office, the Planning & Zoning Commission, the City Council and other City boards and commissions on matters affecting planning, growth and development in Burleson. The division also coordinates

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To encourage and manage commercial and residential growth that is consistent with City plans, resources, infrastructure and services.
2. To ensure an efficient development review process that is professional, timely, and supportive of adopted City goals.
3. To provide accurate and relevant information needed to guide planning and development decision making in the public and private sectors.

Objectives for Fiscal Years 2017-2018:

1. Continued implementation of the 2030 Comprehensive Plan.
2. Continued implementation of Old Town Development Plan
3. Complete the update to the Zoning Ordinance and begin preparation to update the Comprehensive Plan
4. Continue to evaluate the process for applications, seeking to streamline the process with predictability for the applicant.
5. Recommend modifications to Master Thoroughfare Plan consistent with future development patterns.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|------------------------|----------------|----------------|------------------|----------------|
| Personal Services | 405,328 | 511,872 | 464,274 | 525,217 |
| Materials & Supplies | 8,752 | 5,650 | 5,650 | 18,650 |
| Operating Expenditures | 73,136 | 79,000 | 59,000 | 339,000 |
| Maintenance & Repair | 1,560 | 2,000 | 2,000 | 2,000 |
| Other Expenditures | 39,744 | 53,538 | 53,538 | 55,267 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 528,520 | 652,060 | 584,462 | 940,134 |

| AUTHORIZED POSITIONS | 2015-2016 ACTUAL | 2016-2017 BUDGET | 2016-2017 ESTIMATE | 2017-2018 BUDGET |
|-------------------------------|---------------------|---------------------|-----------------------|---------------------|
| Planner | 1 | 1 | 1 | 1 |
| Sr. Planner | 1 | 1 | 2 | 2 |
| Civil Engineer | 1 | 1 | 1 | 1 |
| Community Development Manager | 1 | 1 | 0 | 0 |
| Development Project Manager | 1 | 1 | 1 | 1 |
| TOTAL PERSONNEL | 5 | 5 | 5 | 5 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|---|-----------|-----------|-----------|-----------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Development meetings with applicants | 105 | 60 | 45 | 65 |
| Plat, Zoning, Commercial Site Plan applications | 113 | 100 | 105 | 100 |
| Long Range Plans completed | 1 | 2 | 2 | 1 |
| Community Presentations/ Town hall meetings | 4 | 4 | 2 | 3 |
| Board Training Sessions Completed | 1 | 1 | 1 | 1 |
| Ordinance amendments processed | 2 | 4 | 4 | 2 |
| Agenda Preparations for meetings- DAC, P&Z, ZBA, OTDSRC, City Council | 31 | 50 | 45 | 45 |
| Residential Engineering Plans Reviewed | 6 | 15 | 12 | 15 |
| Community Engineering Plans Reviewed | 15 | 10 | 8 | 12 |
| CFC's Executed | 17 | 35 | 36 | 30 |
| Plat Applications Reviewed | 86 | 75 | 80 | 70 |
| Site Plans Reviewed | 16 | 20 | 15 | 20 |

| SIGNIFICANT CHANGES |
|--|
| Moving the Civil Engineer position from being split between Engineering Capital and Engineer Development, to 100% in Planning. |



BUILDING INSPECTIONS

GENERAL GOVERNMENT

Mission Statement:

To promote the general health, safety, welfare, and overall quality of life for the citizens and visitors of the City of Burleson through timely, efficient and thorough building inspections. The department advises, guides, and assists customers to achieve compliance with the Building, Zoning, Plumbing, Mechanical, Electrical, and Energy codes and local ordinances and State laws.

Description:

Serve developers, contractors and homeowners by guiding them through the construction process to guarantee compliance with approved plans, pertinent codes and regulations. Provide a well trained staff for plan review, permit issuance and inspections. This division also works with and provides assistance to a number of the city officers, boards and committees, to include the City Manager’s Office, Neighborhood Services, Fire Marshal, Environmental Services, Development Assistance Committee, Zoning Board of Adjustment, as well as the Building Codes and Standards Board.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To provide effective and responsive plan review and inspection services through building codes and the zoning ordinance for the health, safety and welfare of the community.
2. To further the goals of the City’s comprehensive plan by insuring that permits are only issued for projects that comply with the terms of the City’s zoning ordinance.
3. To improve the safety and aesthetics of the city by encouraging compliance with local codes and ordinances through the development and distribution of public information brochures in the areas of building safety and code compliance.
4. To communicate and cooperate closely with all other city departments as a means for providing assistance to citizens, contractors and developers during the course of construction projects.
5. To support employee training that will maintain and improve technical and professional skills.

Objectives for Fiscal Years 2017-2018:

1. To complete review of residential building plans within 3-5 working days of submission; to complete review of commercial building plans within ten working days of submission
2. To complete all inspections in a timely manner
3. To maintain the quality of residential and commercial developments through providing additional on the job training for field inspectors and permit technicians.
4. Create a development guide to provide information to customers about regulations and departmental programs on an on-going basis.
5. To seek additional code certifications for field inspectors.
6. Implement process improvements that create a simplified submittal process for customers.
7. Create a process that would allow for online permit applications.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|------------------------|----------------|----------------|------------------|----------------|
| Personal Services | 496,147 | 526,685 | 473,420 | 587,835 |
| Materials & Supplies | 2,097 | 4,000 | 4,680 | 4,150 |
| Operating Expenditures | 5,488 | 10,429 | 10,123 | 24,783 |
| Maintenance & Repair | 6,194 | 3,081 | 4,203 | 3,500 |
| Other Expenditures | 37,629 | 35,699 | 35,699 | 42,258 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 547,555 | 579,894 | 528,125 | 662,526 |

| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|-----------------------------|-----------|-----------|-----------|-----------|
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Building Official | 1 | 1 | 1 | 1 |
| Building Inspector | 1 | 1 | 2 | 2 |
| Plans Examiner | 1 | 1 | 0 | 1 |
| Senior Building Inspector | 1 | 1 | 1 | 1 |
| Building Permits Specialist | 2 | 2 | 2 | 2 |
| TOTAL PERSONNEL | 6 | 6 | 6 | 7 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|--|-------------|------------|-------------|------------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Total Permits Issued | 4,980 | 3,800 | 3,800 | 3,500 |
| New Residential Building Permits Issued | 356 | 300 | 330 | 350 |
| Residential: Additions / Remodels | 38 | 20 | 30 | 25 |
| New Commercial Building Permits Issued | 16 | 15 | 10 | 10 |
| Commercial: Additions / Remodels / Shell Completions | 54 | 25 | 30 | 25 |
| Garage Sales Issued | 2,007 | 2,000 | 2,000 | 2,000 |
| Total Inspections Made in | 18,209 | 25,000 | 17,500 | 18,000 |
| Total Fees Collected in \$ | 935,477 | 750,000 | 800,000 | 750,000 |
| Total Construction Valuation in \$ | 111,969,481 | 80,000,000 | 100,000,000 | 80,000,000 |



CODE ENFORCEMENT

NEIGHBORHOOD SERVICES

Mission Statement:

Protect the health, safety and welfare and property values of all citizens of the city through fair and equitable enforcement of nuisance codes and zoning ordinances.

Description:

The Code Compliance division strives to attain compliance with city codes regarding land use and nuisance regulations and the maintenance of structures and premises through education, cooperation, enforcement and abatement to achieve a cleaner, healthier and safer city. Division officers promote, maintain, and improve the quality of life in the Burleson community through community partnerships and education, and are committed to providing dedicated, enthusiastic, and professional service.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To make the city of Burleson a safer and cleaner place to live and do business through a cooperative effort between the City and its citizens.
2. To protect property values.
3. To provide prompt, courteous, and professional service to all residential and corporate citizens.
4. To gain voluntary compliance through education of property owners who are in violation of City codes.
5. To encourage responsible property maintenance through enforcement of minimum property standards ordinance.
6. To ensure codes comply with state law updated to reflect current local environment .

Objectives for Fiscal Years 2017-2018:

1. To create a principal Code Compliance Officer position
2. To implement Economic Development Program with 6 Stones.
3. To create /update new monthly and quarterly reports.
4. To implement educational program to reach out schools.
5. To continue to update Code Enforcement website .
6. To continue reviewing code of ordinances for possible amendments to meet current community needs.
7. To continue updating SOP's.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|------------------------|----------------|----------------|------------------|----------------|
| Personal Services | 198,299 | 206,860 | 211,408 | 223,681 |
| Materials & Supplies | 5,710 | 5,781 | 4,277 | 2,431 |
| Operating Expenditures | 17,760 | 29,148 | 27,432 | 41,755 |
| Maintenance & Repair | 1,586 | 2,779 | 2,779 | 2,779 |
| Other Expenditures | 27,738 | 28,226 | 28,226 | 28,683 |
| Capital Outlay | 14,200 | 10,800 | 12,000 | 0 |
| TOTAL | 265,293 | 283,594 | 286,122 | 299,329 |

| AUTHORIZED POSITIONS | 2015-2016 ACTUAL | 2016-2017 BUDGET | 2016-2017 ESTIMATE | 2017-2018 BUDGET |
|--------------------------------|---------------------|---------------------|-----------------------|---------------------|
| Code Compliance Officer | 3 | 3 | 3 | 2 |
| Senior Code Compliance Officer | 0 | 0 | 0 | 1 |
| TOTAL PERSONNEL | 3 | 3 | 3 | 3 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|--|-----------|-----------|-----------|-----------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Total number of cases | 2,388 | 3,000 | 3,000 | 3,600 |
| % of total of proactive cases | 68% | 65% | 65% | 65% |
| % of total reactive cases | 31% | 30% | 30% | 30% |
| Cost for contractor abatement of cases | 8,890 | 18,000 | 13,000 | 20,000 |
| High grass/weeds violations | 799 | 950 | 950 | 1,050 |
| Junk and trash violations | 457 | 700 | 700 | 900 |
| Junked Vehicle violations | 90 | 150 | 150 | 200 |
| Solid waste violations | 396 | 550 | 550 | 500 |
| Parking in the yard violations | 202 | 250 | 250 | 350 |
| All other violations | 726 | 900 | 900 | 1,100 |
| Total new cases | 2,388 | 3,000 | 3,000 | 3,600 |
| Total inspections | 4,870 | 4,800 | 4,800 | 5,200 |
| Signs confiscated from ROW | 997 | 1,100 | 1,100 | 1,300 |
| Proactive cases | 1,635 | 1,950 | 1,950 | 2,350 |
| Public complaint cases | 728 | 925 | 925 | 1,100 |



ENGINEERING CAPITAL

PLANNING & ENGINEERING

Mission Statement:

To ensure the services provided by the Capital Improvements division are effectively managed within established schedules, mandated budgets, and recognized professional standards so as to enhance the quality of life for the citizens of Burleson.

Description:

Capital Improvements division administers the design, acquisition of rights of way, and construction of the City's capital projects. The division ensures that all capital projects are designed and constructed in accordance with accepted engineering principles and construction practices. Additionally, the division manages general traffic and drainage issues throughout the City. The division also develops long-range capital improvement programs.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To deliver public projects of quality construction within a reasonable time and budget.
2. To ensure that public project plans and specifications are designed in compliance with City ordinances and accepted engineering practices.
3. To ensure that public projects are constructed in compliance with design details and specifications.
4. To provide accurate and timely engineering information and assistance to citizens, other City departments, developers, engineers, and contractors.

Objectives for Fiscal Years 2017-2018:

1. To complete the design and construction of the Year 3 of the 2014-2019 Bond Sale
2. To coordinate with other governmental agencies on current and proposed public projects directly affecting the citizens of Burleson.
3. To commence Year 3 of the 2016 Water & Sewer Masterplan. To provide effective engineering support to the public, City staff, and City Council.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|-----------------------------------|------------------|------------------|------------------|------------------|
| Personal Services | 305,814 | 417,203 | 384,152 | 356,564 |
| Materials & Supplies | 2,938 | 4,378 | 6,965 | 5,470 |
| Operating Expenditures | 6,999 | 9,002 | 7,758 | 7,447 |
| Maintenance & Repair | 1,621 | 2,615 | 2,615 | 2,615 |
| Other Expenditures | 41,493 | 43,240 | 43,240 | 51,885 |
| Capital Outlay | 0 | 0 | 9,500 | 0 |
| TOTAL | 358,865 | 476,438 | 454,230 | 423,981 |
| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Director of Engineering Services | 0.34 | 0.34 | 0.34 | 0.34 |
| Assistant Director of Engineering | 0 | 1 | 1 | 1 |
| Civil Engineer | 2 | 2 | 2 | 2 |
| Chief Engineering Inspector | 1 | 1 | 1 | 1 |
| Engineering Inspector | 1 | 1 | 1 | 1 |
| Financial Analyst | 0 | 1 | 1 | 1 |
| Real Property Coordinator | 1 | 1 | 1 | 1 |
| TOTAL PERSONNEL | 5.34 | 7.34 | 7.34 | 7.34 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|---|-----------|-----------|-----------|-----------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Projects Inspected | 45 | 50 | 67 | 50 |
| Water/Waste Water/Strm Lines Inspected (LF) | 21,000 | 23,000 | 26,000 | 15,000 |
| Paving Inspected (SY) | 23,100 | 25,000 | 27,000 | 18,000 |
| Initial Design CIP Bond Projects | 10 | 16 | 5 | 8 |
| Initial Construction CIP Bond Projects | 9 | 9 | 7 | 6 |

| SIGNIFICANT CHANGES |
|---|
| Revised Transportation Engineer position to an Assistant Director of Engineering position. Gas Well Inspector was not added to this Division as previously stated. |



ENGINEERING DEVELOPMENT

PLANNING & ENGINEERING

Mission Statement:

To serve the development community and the citizens of Burleson by ensuring that mobility needs are met and that public infrastructure installed by developers is designed to City standards.

Description:

The Engineering/Development Division coordinates and monitors the development and design of all private development relative to engineering activities, starting with the review of plats and site plans through the Development Assistance Committee. The division ensures that all public improvements, which will become City infrastructure, are designed to meet the requirements of the City's design standards and ordinances, state and federal law and are designed in accordance with accepted engineering principles.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To ensure that project plans and specifications are in compliance with City ordinances and accepted engineering practices.
2. To provide accurate and timely engineering information and assistance to citizens, other City departments, developers, engineers, and contractors.
3. To ensure the City's infrastructure is accurately reflected in the GIS system.
4. To provide an engineering review process that is user-friendly, timely and accurate and uncumbersome.
5. To effectively administer the City's floodplain management program and ordinances.

Objectives for Fiscal Years 2017-2018:

1. To continue electronic plan acceptance policies and navigation to paperless plan review and processing.
2. To continue to investigate further opportunities for increasing our ranking in the Community Rating System with NFIP (potentially reduce flood insurance rates in the city).
3. To expand the stormwater pollution program for development projects. Aid in education of developers and the importance of erosion control.
4. To create continued improvements on developer side for Plat, DAC - checklists, website, etc.
5. To update website with additional floodplain information, ongoing development projects, and other tools and information helpful to development community.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|------------------------|----------------|----------------|------------------|----------------|
| Personal Services | 102,109 | 288,446 | 136,440 | 96,616 |
| Materials & Supplies | 3,810 | 3,350 | 5,200 | 4,800 |
| Operating Expenditures | 179,113 | 111,200 | 109,000 | 111,200 |
| Maintenance & Repair | 0 | 2,000 | 500 | 500 |
| Other Expenditures | 11,947 | 15,750 | 15,450 | 16,034 |
| Capital Outlay | 0 | 0 | 3,000 | 0 |
| TOTAL | 296,979 | 420,746 | 269,590 | 229,150 |

| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|-------------------------------------|-------------|-------------|-------------|-------------|
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Director of Engineering Services | 0.33 | 0.33 | 0.33 | 0.33 |
| Engineering Tech I | 1 | 1 | 1 | 1 |
| Engineering Development Coordinator | 0.6 | 0.6 | 0.6 | 0.6 |
| Real Property Coordinator | 1 | 0 | 0 | 0 |
| TOTAL PERSONNEL | 2.93 | 1.93 | 1.93 | 1.93 |



GAS WELL DEVELOPMENT

PLANNING & ENGINEERING

Mission Statement:

To insure gas well development occurring within the City of Burleson is carried-out in compliance with current regulations set forth in the City's Gas Well Development ordinance.

Description:

Gas Well Development Division is responsible for receiving, reviewing, and processing all gas well applications submitted to the City for wells located within the city limits. Applications are reviewed for accuracy by the Gas Well Development personnel and a committee comprised of representatives from Engineering, Public Works Operations, Parks and Recreation, Fire, Planning as well as Gas Well Development personnel. The Division performs sound level testing for compliance to noise ordinance, requests and monitors air quality testing and responds to all complaints and inquiries from citizens.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To inspect gas well pad sites twice per week (Monday- Friday)for compliance with ordinance, possible leaks or other infractions.
2. To provide the first response role 24/7 for all gas well related emergencies and to any after-hours calls dispatched for potential violations of the Gas Well Development Ordinance.
3. To thoroughly and effectively review all gas well development applications for compliance potential affects on City's natural development.
4. Chair and participate as an integral part of the Gas Well Review Committee.
5. Respond to citizen inquiries in a timely and professional manner.
6. Assure proper testing of gas well sites is completed to protect the safety of the citizens of Burleson

Objectives for Fiscal Years 2017-2018:

1. To continue to visit each pad-site for compliance at least two times per week.
2. To stay current and continue to monitor air quality and other issues that arise in the industry.
3. To begin investigating well sites and operators that are in the ETJ to gather useful information about wells surrounding the city and that may become part of the city upon future annexation.
4. To schedule sound readings at all gas well pad sites throughout the year to monitor any change in the environmental noise conditions.
5. To find and attend additional training classes or seminars regionally.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|-------------------------------------|------------------|------------------|------------------|------------------|
| Personal Services | 278,770 | 189,029 | 284,819 | 290,846 |
| Materials & Supplies | 4,095 | 4,850 | 2,350 | 2,850 |
| Operating Expenditures | 2,569 | 6,334 | 2,978 | 2,805 |
| Maintenance & Repair | 4,448 | 2,520 | 200 | 5,020 |
| Other Expenditures | 17,862 | 18,051 | 18,051 | 14,903 |
| Capital Outlay | 0 | 0 | 3,000 | 0 |
| TOTAL | 307,744 | 220,784 | 311,398 | 316,424 |
| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Director of Engineering Services | 0.33 | 0.33 | 0.33 | 0.33 |
| Gas Well Development Supervisor | 1 | 1 | 1 | 1 |
| Gas Well Development Inspector | 1 | 1 | 1 | 1 |
| Engineering Development Coordinator | 0.4 | 0.4 | 0.4 | 0.4 |
| TOTAL PERSONNEL | 2.73 | 2.73 | 2.73 | 2.73 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|---------------------------------|-----------|-----------|-----------|-----------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Number of pad sites inspected | 58 | 58 | 58 | 56 |
| Number of applications reviewed | 0 | 5 | 0 | 0 |
| Number of violations addressed | 2 | 10 | 5 | 2 |
| Number of site visits | 6032 | 6,032 | 5,258 | 5,258 |
| Gas Well Permits/Extensions | 2 | 2 | 2 | |



PARKS ADMINISTRATION

RECREATION & LIFELONG LEARNING

Mission Statement:

The department's mission is to provide our citizens with the highest quality library, park and recreation facilities and experiences possible.

Description:

The Administration division consists of the Director and the Senior Administrative Secretary position. The department plans, develops , and implements library services, park maintenance, community-wide special events, park designs and development schedules, creates and administrates nine division budgets, oversees the maintenance of the city cemetery, coordinates the volunteer program for all city departments, oversees employee development for all city departments through Burleson University, and presents staff recommendations to the city manager and city council. The director is also responsible for working with the park and library advisory boards to enhance citizen involvement in the creation of programs and policies that best meet the needs of the citizens of Burleson.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To provide a vision to both employees and citizens of the future of library, parks and recreation.
2. To offer experiences and services that exceed expectations and enhance the quality of life for our citizens.
3. To create a sustainable plan for the operation and maintenance of our athletic complexes and passive city parks.
4. To capitalize on learning opportunities throughout the park system and departmental services that enhance the economic, social, and cultural vitality of our community.

Objectives for Fiscal Years 2017-2018:

1. To begin and complete construction of approved capital projects.
2. To reduce the subsidy for divisions in the park performance fund.
3. To complete a comprehensive update of the Park and Trail Master Plan and approved by City Council.
4. To expand outdoor learning via enhanced unpaved nature trails.
5. To evaluate park development ordinances and regulations.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|------------------------|----------------|----------------|------------------|----------------|
| Personal Services | 392,222 | 254,081 | 287,307 | 287,051 |
| Materials & Supplies | 0 | 0 | 139 | 0 |
| Operating Expenditures | 4 | 0 | 28 | 0 |
| Maintenance & Repair | 0 | 0 | 0 | 0 |
| Other Expenditures | 11,378 | 11,095 | 11,095 | 12,960 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 403,604 | 265,176 | 298,569 | 300,011 |

| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|---|-----------|-----------|-----------|-----------|
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Director of Parks & Recreation | 1 | 1 | 0 | 0 |
| Senior Planner | 1 | 1 | 1 | 0 |
| Director of Recreation & Life Long Learning | 0 | 0 | 1 | 1 |
| Sr. Administrative Secretary | 0 | 0 | 0 | 1 |
| TOTAL PERSONNEL | 2 | 2 | 2 | 2 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|---------------------------|-----------|-----------|-----------|-----------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Total PPF Revenue | 2,163,611 | 2,099,880 | 2,162,380 | 2,186,880 |
| Total PPF Cost | 3,435,465 | 3,525,967 | 3,450,081 | 3,475,947 |
| BRiCk Revenue - 6017 | 2,003,623 | 1,890,000 | 1,945,000 | 1,957,000 |
| Ballfields Revenue - 6018 | 135,509 | 187,380 | 187,380 | 197,880 |



RECREATION

RECREATION & LIFELONG LEARNING

Mission Statement:

The department's mission is to provide our citizens with the highest quality park and recreation facilities and experiences possible.

Description:

The Recreation Division, consists of BRICK operations, Russel Farms operation, Athletic Leagues, special events and, and the Senior Activity Center. The Recreation Division is also responsible for the 19 special events, including Founders Day and the July 4th Independence Day Celebration. The Division also arranges and hires the Summer Concert Series in Old Town. The Deputy Director of the division assists the Director of the department with staff coordination and budget preparation.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To maximize the use of existing facilities and to operate maximize usage of the BRICK and Chisenhall Fields.
2. To continue to increase participant numbers in all programs and special events.
3. Continue to increase revenues at the BRICK.
4. Achieve 80% revenue recovery of the operation of the BRICK.
5. To continue to operate all city special events at a reduced level with the highest quality.
6. To improve sponsorship opportunities and provide high quality events with less financial impact to the city.
7. To increase the exposure of the recreation department's events and activities to the public via all types of media.
8. Acquire tournaments for Chisenhall park.

Objectives for Fiscal Years 2017-2018:

1. Maintain adult participation in softball and continue to be the leader in adult and youth sports in Johnson County.
2. Maintain/increase current levels of revenue in the face of increased competition through the development of a membership and retention plan for the operation of the BRICK.
3. Maintain quality special events in Burleson and Johnson County.
4. Continue to update the membership and services fees for the BRICK to ensure optimum revenue and service plans.
5. Host the TAAF circuit Track meet and swim meet
6. Reduce cost and increase for special events by soliciting revenue.
7. Meet with BRICK staff to continue to implement events and activities and to continuously come up with innovative ways to retain memberships, increase participation and increase revenue.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|---------------------------------|------------------|------------------|------------------|------------------|
| Personal Services | 139,168 | 149,217 | 153,331 | 161,133 |
| Materials & Supplies | 0 | 0 | 0 | 0 |
| Operating Expenditures | 0 | 0 | 0 | 0 |
| Maintenance & Repair | 0 | 0 | 0 | 0 |
| Other Expenditures | 91,305 | 93,478 | 93,478 | 93,754 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 230,473 | 242,695 | 246,809 | 254,887 |
| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Assistant Director - Recreation | 1 | 1 | 0 | 0 |
| Deputy Director - Recreation | 0 | 0 | 1 | 1 |
| TOTAL PERSONNEL | 1 | 1 | 1 | 1 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|---|-----------|-----------|-----------|-----------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Athletic Division cost recovery | 34 | 36 | 36 | 35 |
| Special Event Participants* | 62,000 | 63,500 | 63,500 | 64,000 |
| Special events | 18 | 19 | 19 | 20 |
| Administered Divisions | 3 | 4 | 4 | 4 |
| Adult Softball teams | 184 | 200 | 125 | 125 |
| *Special event hours | 122 | 128 | 128 | 130 |
| *On the large special events the numbers are based on a educated guess. The only true numbers will be on events where sign ups are mandatory. | | | | |



PARKS MAINTENANCE

RECREATION & LIFELONG LEARNING

Mission Statement:

The department's mission is to provide our citizens with the highest quality park and recreation facilities and experiences possible.

Description:

The Park Maintenance Division is responsible for maintaining and improving all passive city parks and facilities. The Parks department was responsible for adding shade structures at Warren Park and Mistletoe Hills Park playgrounds and replacing the playground at Heberle Park. The Park division is also responsible for the grounds maintenance and playground inspection. In addition, the Parks Division is responsible for tree maintenance and planting. The Parks division also assists in city sponsored and community-based special events.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To support beautification projects as needed and approved.
2. To improve the quality and maintenance in all city parks.
3. To support 19 city sponsored special events.
4. To assure that all park facilities, which includes playgrounds, are free of safety hazards through a monthly inspection program.
5. To develop approved neighborhood parks in a timely manner.

Objectives for Fiscal Years 2017-2018:

1. To continue to work closely with environmental services on the West Nile Virus Program.
2. To continue the support given to the Recreation Department during community special events.
3. To support and maintain new unpaved nature trails at Oak Valley Park and Bailey Lake Park.
4. Create park maintenance plans for sensitive areas in the park system to support healthy habits for wildlife and preserve native plant species.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|--|------------------|------------------|------------------|------------------|
| Personal Services | 775,206 | 952,498 | 949,815 | 1,001,211 |
| Materials & Supplies | 37,735 | 19,500 | 19,500 | 20,972 |
| Operating Expenditures | 74,337 | 93,967 | 97,245 | 98,567 |
| Maintenance & Repair | 189,445 | 237,571 | 280,571 | 325,171 |
| Other Expenditures | 92,684 | 137,038 | 137,038 | 120,286 |
| Capital Outlay | 43,207 | 0 | 0 | 0 |
| TOTAL | 1,212,614 | 1,440,574 | 1,484,169 | 1,566,207 |
| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Deputy Director-Parks | 0 | 0 | 1 | 1 |
| Assistant Director-Parks | 1 | 1 | 0 | 0 |
| Sr Parks Planner | 0 | 0 | 1 | 1 |
| Executive Assistant | 0 | 0 | 0.2 | 0.2 |
| Park Maintenance Supervisor | 1 | 1 | 1 | 1 |
| Park Maintenance Crew Leader | 3 | 3 | 3 | 3 |
| Park Maintenance Worker I and II | 6 | 6 | 6 | 6 |
| Park Maintenance Worker (Temporary 9 months) | 1 | 1 | 1 | 1 |
| TOTAL PERSONNEL | 12 | 12 | 13.2 | 13.2 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2107 | 2017-2018 |
|---|-----------|-----------|-----------|-----------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Total park acreage | 380 | 380 | 415 | 415 |
| Total developed park acreage | 252 | 252 | 252 | 252 |
| Cost per acre to maintain parks | 45 | 47.5 | 55 | 55 |
| Overtime use to maintain parks | 5,747 | 5,747 | 5,747 | 7,050 |
| Customer satisfaction ratings | * | # | # | # |
| Facility Grounds Maintained | 35 | 35 | 35 | 35 |
| Special events supported | 16 | 18 | 18 | 18 |
| Net Operating and Maintenance Expenditures Per Capita | 28 | 28 | 28 | 28 |
| Park Acreage Inventoried | 400 | 400 | 415 | 415 |
| Park Acreage Maintained (Developed) | 333 | 333 | 350 | 350 |
| Parks (Developed) | 16 | 16 | 16 | 20 |
| ROW (City Limits) | 93 | 78 | 101 | 105 |
| ROW (ETJ) | 171 | 192 | 203 | 203 |
| * This is a new performance measure and there is no data available for the previous fiscal year | | | | |
| # The Customer Satisfaction Survey will be developed and implemented in Fiscal 2015 | | | | |

| SIGNIFICANT CHANGES |
|--|
| Moving the Senior Parks Planner position from Parks Administration to Parks Maintenance. |



SENIOR ACTIVITY CENTER

RECREATION & LIFE LONG LEARNING

Mission Statement:

The department's mission is to provide our citizens with the highest quality park and recreation facilities and experiences possible.

Description:

The primary function of the Senior Activity Center is to meet the needs of the rapidly growing elderly segment of our population by providing valuable health screening services, income tax preparation assistance, leisure activities, special events, classes and travel experiences. In addition, the center serves our community by providing the elderly populace with a place to congregate, share mutual interests and give our older generation a sense of self worth by putting them back into the mainstream of our community.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To provide senior citizens an enjoyable place to congregate and participate in activities.
2. To provide new programs and special events.
3. To provide additional health care screenings and information fairs to promote healthy aging.
4. To provide and accomodate the aging population of baby boomers and create and program activities for multi-generations.
5. To provide a meeting place for senior Groups (i.e. AARP, Retired Teacher's).

Objectives for Fiscal Years 2017-2018:

1. Host 6 city sponsored senior dances.
2. Continue to add additional evening program and event to increase the number of younger senior participants.
3. Continue to seek sponsorships for the many special events held at the center.
4. Host an annual assessment fair for all seniors while informing patrons of issues and assistance that affect their lifestyle.
5. To fully staff the center during the weekend usage.
6. Rent out the Senior Activity Center to create additional revenue.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|------------------------|----------------|----------------|------------------|----------------|
| Personal Services | 52,153 | 136,909 | 132,882 | 144,087 |
| Materials & Supplies | 10,097 | 10,200 | 10,200 | 10,200 |
| Operating Expenditures | 16,206 | 17,586 | 21,212 | 18,286 |
| Maintenance & Repair | 214 | 2,951 | 2,951 | 2,951 |
| Other Expenditures | 2,764 | 1,584 | 1,584 | 0 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 81,434 | 169,230 | 168,829 | 175,524 |

| AUTHORIZED POSITIONS | 2015-2016 ACTUAL | 2016-2017 BUDGET | 2016-2017 ESTIMATE | 2017-2018 BUDGET |
|---|---------------------|---------------------|-----------------------|---------------------|
| Senior Activity Center Coordinator (PT) - 3 | 1.42 | 1.42 | 1.42 | 1.42 |
| Senior Activity Center Attendant (PT) | 0.5 | 0.5 | 0.5 | 0.5 |
| Senior Center Supervisor | 0 | 1 | 1 | 1 |
| TOTAL PERSONNEL | 1.92 | 2.92 | 2.92 | 2.92 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|------------------------------|-----------|-----------|-----------|-----------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Yearly Participants | 37,688 | 37,500 | 37,900 | 38,000 |
| Special Events | 15 | 7 | 16 | 17 |
| Total Hours of Operation | 3,146 | 3,140 | 3,150 | 3,160 |
| City Sponsored Senior Dances | 10 | 10 | 10 | 10 |
| Volunteer hours | 2,822 | 360 | 3,290 | 3,330 |
| Activity Calendars Published | 12 | 12 | 12 | 12 |
| Senior Van Riders Trips | 514 | 1,250 | 450 | 420 |

| SIGNIFICANT CHANGES |
|---------------------|
| No changes! |



ECONOMIC DEVELOPMENT

GENERAL GOVERNMENT

Mission Statement:

To encourage economic growth in a progressive community environment by focusing resources on attracting investment in new and expanding businesses for the purpose of expanding and diversifying the City's tax base and improving the quality of life for the citizens of Burleson.

Description:

Preserving and enhancing an economically vital, competitive and sustainable community by providing aggressive leadership and superior services to the development community. The Department strengthens the City's economic base by promoting the City for business and tourism and by creating employment opportunities. The department markets the City through printed materials, the website and a demographic profile to create and promote an environment conducive to attracting, expanding and retaining businesses.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To carry out the mission statement as stated above.
2. Coordinate community response for firms expressing interest in locating or expanding within the city limits or extraterritorial jurisdiction of Burleson.
3. Develop a business park in order to attract various technology, distribution and light manufacturing companies to Burleson.
4. Improve the business retention program to assist local businesses in their growth and expansion programs.
5. Develop linkages with educational institutions and workforce agencies.
6. Expand relationships with private sector entities involved in development and site selection.

Objectives for Fiscal Years 2017-2018:

1. To solidify additional business park expansion land close to / adjacent to HighPoint Business Park.
2. To continue to build relationships with developers and commercial and industrial real estate brokers and site selectors.
3. To provide detailed demographic and development information, produced both internally and externally, to enhance the marketability of available sites within the city.
4. To continue to work with other city departments and economic development allies to develop policies and programs that will ensure that Burleson will attract quality companies to the community.
5. To establish a workforce development program in our community.
6. To stay abreast of emerging trends in economic development.
7. To continually improve the expertise and functioning of the Economic Development Department.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|-------------------------------------|------------------|------------------|------------------|------------------|
| Personal Services | 231,735 | 257,184 | 255,456 | 263,227 |
| Materials & Supplies | 9,663 | 10,750 | 11,175 | 10,750 |
| Operating Expenditures | 94,786 | 120,500 | 121,750 | 107,880 |
| Maintenance & Repair | 23,822 | 25,000 | 59,717 | 25,000 |
| Other Expenditures | 1,120,581 | 2,441,692 | 793,240 | 3,056,031 |
| Capital Outlay | 2,062,949 | 0 | 0 | 0 |
| TOTAL | 3,543,536 | 2,855,126 | 1,241,338 | 3,462,888 |
| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Assistant Director-Development Svcs | 1 | 1 | 0.5 | 0.5 |
| Economic Development Manager | 1 | 1 | 1 | 1 |
| Old Town Tourism Coordinator | 0 | 0 | 1 | 1 |
| Economic Development Intern | 0.5 | 0.5 | 0 | 0 |
| TOTAL PERSONNEL | 2.5 | 2.5 | 2.5 | 2.5 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|--|-----------|-----------|-----------|-----------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Number of new jobs in community with greater than \$50,000 earning wage. | 224 | 125 | 200 | 125 |
| <u>Retention</u> | | | | |
| Business Visits | 35 | 35 | 40 | 45 |
| Assistance Provided | 5 | 8 | 2 | 8 |
| <u>Prospect Management</u> | | | | |
| Responses | 20 | 20 | 30 | 35 |
| Trade Shows Attended | 5 | 5 | 3 | 2 |
| Community Presentations | 4 | 5 | 6 | 6 |
| Site Selector Contacts | 30 | 40 | 80 | 80 |



BURLESON RECREATION CENTER

RECREATION & LIFE LONG LEARNING

Mission Statement:

The department’s mission is to provide our citizens with the highest quality park and recreation facilities and experiences possible.

Description:

The Recreation Center is responsible for providing leisure activities and events for adults and youths. The programming consists of organized leagues, education and physical fitness classes, strength and fitness equipment, family aquatic center, including lap pool, child care, gym rentals, facility rentals including two party rooms and 2 meeting rooms. This division is part of the Park Performance Fund as it has a revenue generating component.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. Strive to achieve 80% revenue recovery of the operation of the Brick.
2. Increase participant numbers in all programs and events.
3. To increase membership revenue by implementing marketing plans for membership sales and retention at the center.
4. Continue to stay in touch with citizen input when deciding on new amenities for the Brick.

Objectives for Fiscal Years 2017-2018:

1. Maintain/Increase current levels of revenue in the face of increased competition through the development of a membership and retention plan for the operation of the new center.
2. Continue to solicit sponsorship to aid in the operation of special events.
3. Run successful and quality youth and adult fitness and athletics.
4. Continue to work with the school district to provide a safe environment within the Recreation Center’s aquatics area.
5. Continue to increase participation in camps and athletics.



| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|------------------------|------------------|------------------|------------------|------------------|
| Personal Services | 1,448,085 | 1,355,858 | 1,233,587 | 1,278,181 |
| Materials & Supplies | 122,755 | 67,146 | 142,434 | 138,200 |
| Operating Expenditures | 576,169 | 593,845 | 657,410 | 581,208 |
| Maintenance & Repair | 149,339 | 123,000 | 127,900 | 112,500 |
| Other Expenditures | 241,354 | 335,843 | 352,750 | 297,731 |
| Capital Outlay | 28,581 | 79,816 | 42,470 | 397,816 |
| TOTAL | 2,566,283 | 2,555,508 | 2,556,551 | 2,805,636 |

| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|--|-----------|-----------|--------------|--------------|
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Recreation Center Operator | 1 | 1 | 0 | 0 |
| Aquatics & Athletics Supervisor | 1 | 1 | 1 | 1 |
| Athletics-Aquatic Coordinator | 1 | 1 | 0 | 0 |
| Recreation Supervisor | 1 | 1 | 2 | 2 |
| Senior Center Supervisor | 1 | 0 | 0 | 0 |
| Recreation Coordinator | 3 | 3 | 1 | 1 |
| Community Center Supervisor (Sr. Ctr.) | 1 | 1 | 0 | 0 |
| Ball Field Attendant (PT) - 2 | 1 | 1 | 2 | 2 |
| Life Guard - Senior | 0.5 | 0.5 | 0.5 | 0.5 |
| Life Guard - Lead (PT) - 3 | 1.5 | 1.5 | 1.5 | 1.5 |
| Maintenance Tech III | 1 | 1 | 1 | 1 |
| Maintenance Tech I | 1 | 1 | 0.25 | 0.25 |
| Staff Accountant I | 1 | 1 | 1 | 1 |
| Staff Accountant II | 1 | 1 | 1 | 1 |
| Customer Service Attendant (PT) | 18 | 18 | 16 | 16 |
| Lifeguards (Temp & PT) | 17 | 17 | 19.5 | 19.5 |
| Rec Center Custodian (PT) | 0.5 | 0.5 | 0 | 0 |
| Rec Center Custodian | 1 | 1 | 1 | 1 |
| Camp Counselor (PT) | 5.5 | 5.5 | 12 | 12 |
| TOTAL PERSONNEL | 58 | 57 | 59.75 | 59.75 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|---|-----------|-----------|-----------|-----------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Customer satisfaction ratings | 97.54% | 98.50% | 98.50% | 98.50% |
| Number of participants in BRiCk based programs | 20,391 | 25,000 | 28,561 | 29,000 |
| Number of BRiCk members | 8,869 | 9,300 | 9,169 | 9,625 |
| BRiCk cost recovery based on percentage of costs/original estimates | 78% | 80% | 83% | 85% |
| Brick Special Event Participants | 2,969 | 2,500 | 2,440 | 2,500 |
| Pool rental reservation | 510 | 450 | 408 | 450 |
| Softball Teams Registered | 170 | 220 | 116 | 220 |
| Facility Room Rental | 751 | 600 | 604 | 625 |

| SIGNIFICANT CHANGES |
|--|
| The BRICK Operator and Aquatics coord were eliminated from the budget. |
| 75% The Maint Tech I position transferred to Public Works. |



BALLFIELDS

RECREATION & LIFELONG LEARNING

Mission Statement:

The department's mission is to provide our citizens with the highest quality park and recreation facilities and experiences possible.

Description:

The department of athletic field services is a component of the park performance fund along with the operation of the recreation center, Hidden Creek Adult Softball Complex, Russell Farm Art Center, and all Chisenhall Fields. These divisions are separated from ordinary General Fund departments because they each contain a revenue generating component. This division is responsible for the maintenance and operation of the two sport complexes and provides assistance to BISA as needed with the Bartlett Soccer Complex, and the duties include: turf care and maintenance, park cleanliness, irrigation system and building maintenance, coordination and preparation for

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To host tournaments to generate revenue to offset the cost of field operations.
2. To include the operation of the existing Hidden Creek Softball Complex with a minimum number of staff.
3. To support the operation and scheduling of league play.
4. To maintain all athletic parks to the highest possible performance standards.
5. To provide a safe and enjoyable athletic parks for the families of Burleson to recreate in.

Objectives for Fiscal Years 2017-2018:

1. To oversee the completion and construction of a new disc golf course.
2. To increase the number of larger tournaments and expand girls softball..
3. To continue to discover methods to reduce costs.
4. To improve the adult softball fields which have suffered with limited watering and drought.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|--------------------------------|------------------|------------------|------------------|------------------|
| Personal Services | 416,155 | 438,277 | 409,919 | 463,671 |
| Materials & Supplies | 26,762 | 23,400 | 23,400 | 24,400 |
| Operating Expenditures | 141,253 | 166,064 | 187,174 | 154,316 |
| Maintenance & Repair | 86,312 | 118,372 | 105,922 | 62,372 |
| Other Expenditures | 76,102 | 92,157 | 92,157 | 95,620 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 746,584 | 838,270 | 818,572 | 800,379 |
| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Athletics Field Supervisor | 1 | 1 | 1 | 1 |
| Athletic Field Crew Leader | 1 | 1 | 2 | 2 |
| Athletic Maintenance Worker I | 4 | 4 | 3 | 3 |
| Athletic Maintenance Worker II | 1 | 1 | 0 | 0 |
| Park Maintenance Worker (Temp) | 3 | 3 | 3 | 3 |
| TOTAL PERSONNEL | 10 | 10 | 9 | 9 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|--|-----------|-----------|-----------|-----------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Ball Fields Maintained | 18 | 18 | 18 | 18 |
| Tournament Supported | 11 | 11 | 12 | 12 |
| Fertilization Treatments | 3 | 3 | 3 | 3 |
| Herbicide Treatments | 3 | 3 | 3 | 3 |
| Landscape Beds Maintained | 8 | 8 | 8 | 16 |
| Expense per capita | 19 | 19 | 19 | 19 |
| Overtime Use to Maintain sports complex | 10,000 | 10,000 | 7,500 | 7500 |
| Cost per acre to maintain sports complex | 5,520 | 5,520 | 5,520 | 5520 |
| Total sports complex acres Maintained | 101 | 101 | 101 | 101 |



RUSSELL FARM

RECREATION & LIFELONG LEARNING

Mission Statement:

The department's mission is to provide our citizens with the highest quality park and recreation facilities and experiences possible.

Description:

The department of Russell Farm is a component of the park performance fund. This division is separated from ordinary General Fund departments because it contains a revenue generating component. The purpose of this division is to provide a place to create, teach, and inspire Art, History and Life in its many forms. This many faceted facility will provide Art galleries and classes, Art Shows, A Community Garden and Nature Trails. It is also available for family picnics, family reunions, weddings as well as other cooperate events.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To provide a place where many types of visual art are displayed and taught. Specializing in wood sculpture and expanding to other mediums; including, stone sculpture, oil painting, pastels, metal sculpture, weaving, and water colors.
2. To host family and public events; weddings, reunions, class parties, etc.
3. To increase the knowledge of gardening and different plant types through the use of a community garden and nature trails.
4. To create a monarch butterfly garden to preseve and protect the Monarch.
5. To preserve the history of Russell Farm and provide a museum highlighting the early settlers to Texas and Burleson .

Objectives for Fiscal Years 2017-2018:

1. To utilize multi faceted events to increase attendance and awareness of Russell Farm.
2. To increase the number of tours in the Russell Boren museum.
3. To increase participation in all art classes and programs.
4. To Create a farming and ranching atmosphere in the middle of Burleson with the ever decreasing amounts of surrounding land.
5. To expand programming and events regarding primitive arts and Texas arts and music.
6. To increase the size of the current community garden.
7. To create a nature trail with native Texas plants identified along the path.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|------------------------|----------------|----------------|------------------|----------------|
| Personal Services | 72,545 | 72,249 | 78,889 | 61,059 |
| Materials & Supplies | 2,998 | 2,975 | 3,025 | 2,975 |
| Operating Expenditures | 11,794 | 12,628 | 16,212 | 12,736 |
| Maintenance & Repair | 7,654 | 24,265 | 26,540 | 24,265 |
| Other Expenditures | 27,607 | 20,072 | 20,072 | 20,030 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 122,598 | 132,189 | 144,738 | 121,065 |

| AUTHORIZED POSITIONS | 2015-2016 ACTUAL | 2016-2017 BUDGET | 2016-2017 ESTIMATE | 2017-2018 BUDGET |
|-----------------------------------|---------------------|---------------------|-----------------------|---------------------|
| Parks Supervisor - Russell Farm I | 1 | 1 | 1 | 1 |
| TOTAL PERSONNEL | 1 | 1 | 1 | 1 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|---|-----------|-----------|-----------|-----------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Number of Art Shows | 0 | 2 | 0 | 2 |
| Number of Art /Carving classes | 65 | 65 | 70 | 75 |
| Number of Private Parties | 33 | 30 | 43 | 50 |
| Number of Weddings | 6 | 12 | 9 | 15 |
| Number of Baby or Bridal Showers | 7 | 10 | 10 | 15 |
| Participants in Community Garden | 8 | 25 | 20 | 25 |
| Number of BPAC Meetings | 3 | 3 | 3 | 3 |
| Number of Art Critiques/ RFAC Meetings | 4 | 12 | 2 | 3 |
| Number of Civic Club Meetings/Events | 0 | 7 | 5 | 5 |
| Number of School field trips | 2 | 5 | 4 | 6 |
| Number of Public Events: concerts, egg hunt, etc. | 3 | 5 | 4 | 6 |
| Number of City of Burleson picnics, trainings, events | 4 | 6 | 4 | 7 |
| Number of Photographers, portraits | 4 | 30 | 15 | 20 |
| Attendance of Christmas event | 0 | 1500 | 900 | 1200 |
| Number of Historical Committee Mtgs., Events | 5 | 5 | 6 | 6 |
| Total number of People on property | 5,000 | 6,000 | 5,000 | 5000 |

SIGNIFICANT CHANGES

Gary Burkins retired.



UTILITY CUSTOMER SERVICE

WATER/WASTEWATER

Mission Statement:

To collect, process, and distribute accurate billing information for water, wastewater and solid waste collection services to the citizens of Burleson while maintaining a courteous, service oriented environment.

Description:

To collect, process, and distribute accurate billing information for water, wastewater and solid waste collection services to the citizens of Burleson while maintaining a courteous, service oriented environment.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. Provide exemplary customer service to the citizens of Burleson.
2. To automate as many payment processes as possible to insure up to date payment information on customer accounts.

Objectives for Fiscal Years 2017-2018:

1. Provide immediate response to walk-in and phone-in customers.
2. Provide a variety of bill-pay options to customers.
3. Make water usage data available to customers for identifying potential leaks or usage trends.
4. Replace residential water meters prior to 10 years of service.
5. Replace commercial water meters when accuracy drops below 95%.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|----------------------------------|------------------|------------------|------------------|------------------|
| Personal Services | 445,885 | 463,694 | 459,092 | 490,083 |
| Materials & Supplies | 86,681 | 77,292 | 77,277 | 77,277 |
| Operating Expenditures | 168,590 | 169,585 | 172,672 | 176,430 |
| Maintenance & Repair | 5,753 | 5,085 | 5,085 | 5,085 |
| Other Expenditures | 94,419 | 100,438 | 100,438 | 96,524 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 801,328 | 816,094 | 814,564 | 845,399 |
| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Utility Customer Service Manager | 1 | 1 | 1 | 1 |
| Customer Service Supervisor | 2 | 2 | 2 | 2 |
| Utility Customer Service Clerk | 2 | 2 | 2 | 2 |
| Sr. Meter Service Technician | 1 | 1 | 1 | 1 |
| Meter Service Technician | 2 | 2 | 2 | 2 |
| TOTAL PERSONNEL | 8 | 8 | 8 | 8 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017 -2018 |
|--|------------|------------|------------|------------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Average customer satisfaction rating | 81% | 80% | ** | 80% |
| Total number on automatic payment | 27,643 | 30,400 | 30,914 | 31,000 |
| Total number of walk-in payments | 27,962 | 26,500 | 25,678 | 26,000 |
| Age of past due accounts | 30-60 days | 30-60 days | 30-60 days | 30-60 days |
| ** Due to low customer response incentivization may be required. | | | | |



WATER

WATER/WASTEWATER

Mission Statement:

To consistently provide distribution services of safe potable water, always exceeding minimum requirements, ensuring safe and adequate pressure and volume required to meet domestic demands and support fire fighting functions

Description:

Water field operations is responsible for maintenance and repair of approximately 206 miles of water distribution lines, 13,050 service connections, over 4,000 valves, 1300 fire hydrants and an average flow of over 4.1 million gallons of water per day. Division consists of one Operations Superintendent, one Assistant Operations Superintendent, one W/WW Regulatory Technician, one Water Production Specialist, one Utility Inventory Coordinator, five Utility Crew Leaders, and six Utility Workers.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. Effectively monitor water operations through comprehensive field operations and remote adjustment to ensure a safe adequate supply of water.
2. Promote system integrity through coordination of field operations and Right of Way inspection functions.
3. Provide high quality water with minimal service interruptions.

Objectives for Fiscal Years 2017-2018:

1. Perform emergency water main repairs within 6 hours of initial report.
2. Operate 50% of 4,000 valves to ensure equipment is operational annually.
3. Operate 100% of 1,400 hydrants to ensure equipment is operational annually.
4. Perform Preventive Maintenance on 100% of 1,400 hydrants annually.
5. Manage system infrastructure to limit main breaks to 30 annually.
6. Establish software and procedures necessary to track the annual number of homes with water service interruption in order to tailor operations and capital improvements to minimize future service interruption to residents.
7. Explore possibilities for reduction in water pumping electricity costs.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|------------------------|------------------|------------------|------------------|------------------|
| Personal Services | 938,347 | 1,053,516 | 995,611 | 1,072,214 |
| Materials & Supplies | 50,956 | 43,437 | 42,737 | 42,737 |
| Operating Expenditures | 4,610,578 | 4,423,220 | 4,714,975 | 4,984,359 |
| Maintenance & Repair | 191,221 | 258,400 | 234,940 | 235,940 |
| Other Expenditures | 963,107 | 954,526 | 954,526 | 917,442 |
| Capital Outlay | 393,422 | 435,580 | 435,580 | 305,661 |
| TOTAL | 7,147,631 | 7,168,679 | 7,378,369 | 7,558,353 |

| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017 -2018 |
|--------------------------------------|-----------|-----------|-----------|------------|
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Operations Superintendent - Water/WW | 1 | 1 | 1 | 1 |
| Assistant Superintendent - Water Ops | 0 | 0 | 1 | 1 |
| Sr. Utility Crewleader | 1 | 1 | 1 | 1 |
| Utility Crew Leader | 4 | 4 | 4 | 4 |
| Utility Inventory Coordinator | 1 | 1 | 1 | 1 |
| WWW Regulatory Technician | 1 | 1 | 1 | 1 |
| Water Production Specialist | 1 | 1 | 1 | 1 |
| Right of Way Inspector | 1 | 1 | 0 | 0 |
| Utility Worker I, II, and III | 6 | 6 | 6 | 6 |
| TOTAL PERSONNEL | 16 | 16 | 16 | 16 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017 -2018 |
|---|-----------|-----------|-----------|------------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Number of tests taken | 648 | 648 | 1029 | 1032 |
| Percentage of test samples passing requirements | 100 | 100 | 100 | 100 |
| Number of residential meters more than 10 years old | 286 | 0 | 0 | 0 |
| Number of water main breaks per 100 miles of line | 14 | 25 | 11 | 25 |
| Percentage of unaccounted for water | 3.8 | 10 | 6.3 | 10 |



WASTEWATER

WATER/WASTEWATER

Mission Statement:

To provide safe and efficient wastewater collection services to the City of Burleson service area through a combination of planning, teamwork and commitment.

Description:

Wastewater Field Operations is responsible for providing wastewater collection services within the City of Burleson service area. The system is comprised of 205 miles of various size and composition of piping, over 2,700 manholes, almost 400 cleanouts, approximately 12,500 connections, 3 mechanical lift stations and a daily average flow of approximately 3.7 million gallons per day. Division consists of two Utility Crew Leaders, two Utility Workers, and one Sewer Inspection Technician.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. Further develop efficiency measures to reduce the occurrence of blockages to the wastewater collection system.
2. Reduce the percentage of infiltration and inflow (I & I) to the system, in turn reducing treatment and maintenance costs.

Objectives for Fiscal Years 2017-2018:

1. Respond to sewer back-ups during working hours within 30 minutes of report.
2. Respond to sewer back-ups after working hours within 1 hour of report.
3. Perform sewer system maintenance on 33% of 205 miles of lines annually.
4. Manage system infrastructure to limit sewer blockages to 20 annually.
5. Establish software and procedures necessary to track the annual number of homes with sewer service interruption in order to tailor operations and capital improvements to minimize future service interruption to residents.
6. Perform manhole inspections for 100% of remote manholes.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|-------------------------------|------------------|------------------|------------------|------------------|
| Personal Services | 277,048 | 289,279 | 272,857 | 298,127 |
| Materials & Supplies | 33,506 | 11,875 | 11,875 | 11,875 |
| Operating Expenditures | 3,391,576 | 3,354,925 | 3,179,176 | 3,588,949 |
| Maintenance & Repair | 38,469 | 42,555 | 51,231 | 48,555 |
| Other Expenditures | 376,636 | 476,212 | 476,212 | 470,503 |
| Capital Outlay | 0 | 0 | 24,960 | 0 |
| TOTAL | 4,117,235 | 4,174,846 | 4,016,311 | 4,418,009 |
| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Utility Worker I, II, and III | 2 | 2 | 2 | 2 |
| Sewer Equipment Operator | 1 | 1 | 1 | 1 |
| Utility Crew Leader | 2 | 2 | 2 | 2 |
| TOTAL PERSONNEL | 5 | 5 | 5 | 5 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017 -2018 |
|--|-----------|-----------|-----------|------------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Number of sanitary sewer overflows per 100 miles of lines. | 2 | 0 | 2 | 0 |



SOLID WASTE

SOLID WASTE

Mission Statement:

The mission of the City of Burleson Solid Waste Division is to preserve public health and safety by providing effective and efficient collection of solid waste and recycling for all customers.

Description:

The Solid Waste Division of the Department of Public Works manages a private contract for both solid waste collection and recycling collection. Additionally, the division is also responsible for monitoring the commercial collections within the city limits. Finally, the Solid Waste division provides the manpower and manages the recycling drop off center and compost facility both located at 620 Memorial Plaza.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. Protect public health and safety through effective and efficient solid waste collections.
2. Develop and implement an ongoing comprehensive education program regarding both solid waste and recycling.
3. Continue to evaluate collections of both solid waste and recycling in an effort to minimize any future cost associated with providing this service.

Objectives for Fiscal Years 2017-2018:

1. Collect all residential and affected non-residential solid waste twice per week by close of business each collection day.
2. Collect all residential recycling materials one time per week by close of business on each collection day.
3. Perform an annual analysis of both solid waste and recycling contracts regarding effective customer service levels.
4. Provide missed garbage & recycling same day collection on all calls prior to 5 p.m. and next day collection by 10 a.m. on calls after 5 p.m.
5. Perform annual analysis on commercial franchise vendors to determine franchise fee collection compliance.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|------------------------------|------------------|------------------|------------------|-------------------|
| Personal Services | 24,352 | 26,924 | 22,539 | 24,553 |
| Materials & Supplies | 0 | 2,500 | 10,000 | 10,000 |
| Operating Expenditures | 2,665,802 | 3,009,862 | 2,890,715 | 3,048,682 |
| Maintenance & Repair | 1,261 | 3,836 | 1,336 | 1,336 |
| Other Expenditures | 153,835 | 150,201 | 150,201 | 156,345 |
| Capital Outlay | 6,999 | 0 | 0 | 0 |
| TOTAL | 2,852,249 | 3,193,323 | 3,074,791 | 3,240,916 |
| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017 -2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Recycling Center Worker (PT) | 1 | 1 | 1 | 1 |
| TOTAL PERSONNEL | 1 | 1 | 1 | 1 |



HIDDEN CREEK GOLF COURSE

ADMINISTRATION

Mission Statement:

To provide the best golf course experience to our customers.

Description:

The Golf Course Administration Division includes the Director of Golf and one Administrative Assistant. The Director of Golf plans, organizes and directs departmental activities with the staff.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To increase dollars per player and increase the number of rounds played.

Objectives for Fiscal Years 2017-2018:

1. To manage our budget and increase revenue. And to continue to keep expenses at the current level. We hope to substantially reduce or eliminate the Operational subsidy.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|---------------------------------|-------------------------|-------------------------|---------------------------|-------------------------|
| Personal Services | 204,973 | 238,656 | 241,708 | 257,235 |
| Materials & Supplies | 4,316 | 1,200 | 600 | 1,200 |
| Operating Expenditures | 10,855 | 11,131 | 11,343 | 11,623 |
| Maintenance & Repair | 0 | 0 | 0 | 0 |
| Other Expenditures | 8,966 | 11,148 | 9,648 | 15,260 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 229,110 | 262,135 | 263,299 | 285,318 |
| AUTHORIZED POSITIONS | 2015-2016 ACTUAL | 2016-2017 BUDGET | 2016-2017 ESTIMATE | 2017-2018 BUDGET |
| Director of Golf | 1 | 1 | 1 | 1 |
| Administrative Assistant | 1 | 1 | 0 | 0 |
| Business Operations Coordinator | 0 | 0 | 1 | 1 |
| TOTAL PERSONNEL | 2 | 2 | 2 | 2 |

| PERFORMANCE MEASURES | 2015-2016 ACTUAL | 2016-2017 GOAL | 2016-2017 ESTIMATE | 2017-2018 GOAL |
|---------------------------------|------------------|----------------|--------------------|----------------|
| Total Revenues | 2,047,576 | 2,245,202 | 2,245,202 | 2,245,202 |
| Total Rounds Played | 37,200 | 38,500 | 38,500 | 38,500 |
| Dollars Spent per Player | 41 | 39 | 39 | 39 |
| Food and Beverage Total Revenue | 289,194 | 309,000 | 309,000 | 309,000 |



HIDDEN CREEK GOLF COURSE

PRO SHOP

Mission Statement:

To manage the daily operation of the golf course.

Description:

Collect fees, operate tournaments and maintain pace of play.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. Run the daily operation of the golf course, collect green fees and operate tournaments.

Objectives for Fiscal Years 2017-2018:

1. Increase tournament play.
2. Manage expenses to meet expected revenue.
3. Provide exceptional customer service to the patrons.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|--------------------------------------|------------------|------------------|------------------|------------------|
| Personal Services | 361,030 | 354,156 | 328,662 | 362,529 |
| Materials & Supplies | 7,645 | 19,000 | 14,100 | 19,000 |
| Operating Expenditures | 186,463 | 155,704 | 185,289 | 151,475 |
| Maintenance & Repair | 6,163 | 7,500 | 7,600 | 7,500 |
| Other Expenditures | 75,879 | 97,642 | 75,885 | 76,790 |
| Capital Outlay | 1,572 | 1,695 | 1,695 | 1,823 |
| TOTAL | 638,752 | 635,697 | 613,231 | 619,117 |
| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Head Golf Professional | 1 | 1 | 1 | 1 |
| Assistant Golf Professional I | 2 | 2 | 2 | 2 |
| Golf Course Cart Barn Assistant | 1 | 1 | 1 | 1 |
| Golf Course Floating Assistant | 1 | 1 | 1 | 1 |
| Golf Course Cart Barn Attendant (PT) | 1.5 | 1.5 | 1.5 | 1.5 |
| TOTAL PERSONNEL | 6.5 | 6.5 | 6.5 | 6.5 |

| PERFORMANCE MEASURES | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
|----------------------|-----------|-----------|-----------|-----------|
| | ACTUAL | GOAL | ESTIMATE | GOAL |
| Total Acreage | 215 | 215 | 215 | 215 |
| Maintained Acreage | 101 | 101 | 101 | 101 |



HIDDEN CREEK GOLF COURSE

MAINTENANCE

Mission Statement:

To care for and maintain the golf course.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. Keep the Golf Course in exceptional condition and maintain excellent playability throughout the season. Manage expenses in line with budget or under if weather permits.

Objectives for Fiscal Years 2017-2018:

1. Keep the golf course in excellent condition.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|--|-------------------------|-------------------------|---------------------------|-------------------------|
| Personal Services | 386,871 | 475,128 | 449,143 | 542,133 |
| Materials & Supplies | 67,548 | 74,500 | 74,250 | 74,500 |
| Operating Expenditures | 88,799 | 105,612 | 103,821 | 96,479 |
| Maintenance & Repair | 34,092 | 56,000 | 47,700 | 56,000 |
| Other Expenditures | 50,114 | 48,198 | 69,455 | 23,113 |
| Capital Outlay | 0 | 0 | 0 | 12,000 |
| TOTAL | 627,424 | 759,438 | 744,369 | 804,225 |
| AUTHORIZED POSITIONS | 2015-2016 ACTUAL | 2016-2017 BUDGET | 2016-2017 ESTIMATE | 2017-2018 BUDGET |
| Golf Course Superintendent | 1 | 1 | 1 | 1 |
| Golf Course Asst. Superintendent | 1 | 1 | 1 | 1 |
| Special Landscape Assistant | 1 | 1 | 0 | 0 |
| Irrigation Specialist/Grounds Keeper | 1 | 1 | 1 | 1 |
| Golf Course Mechanic/Grounds Keeper | 1 | 1 | 1 | 1 |
| Golf Course Grounds Keeper | 3 | 3 | 5 | 5 |
| Golf Course Grounds Keeper (Temporary) | 1 | 1 | 0.5 | 0.5 |
| TOTAL PERSONNEL | 9 | 9 | 9.5 | 9.5 |
| PERFORMANCE MEASURES | 2015-2016 ACTUAL | 2016-2017 GOAL | 2016-2017 ESTIMATE | 2017-2018 GOAL |
| Total Acreage | | 215 | 215 | 215 |
| Maintained Acreage | | 101 | 101 | 101 |



HIDDEN CREEK GOLF COURSE

RESTAURANT

Mission Statement:

To provide food and beverage sales to golfers and other special events held at the golf course. To increase offsite catering opportunities.

Description:

Responsible for the food and beverage sales to golfers and other customers.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. Develop new and attractive menu options for golfers and the general public.
2. Exceed food and beverage sales by increasing beverage cart availability; everyday.
3. Utilize scheduling to reduce overhead by keeping staff at minimum levels while maintaining quality of service.
4. Maintain competitive food pricing with surrounding restaurants.

Objectives for Fiscal Years 2017-2018:

1. Market to the golfers that are playing through signage and point of sale information.
2. Promote offsite catering opportunities by utilizing event staff.
3. Develop new menu options to entice more tournament catering.
4. Increase sales by enhancing service, and guest experience.
5. Increase number of scheduled public events; Wine and Nine, Dinners, etc.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|--------------------------------------|------------------|------------------|------------------|------------------|
| Personal Services | 191,117 | 184,290 | 186,367 | 198,672 |
| Materials & Supplies | 1,096 | 8,000 | 5,250 | 8,000 |
| Operating Expenditures | 149,610 | 127,824 | 122,800 | 128,060 |
| Maintenance & Repair | 6,791 | 4,500 | 3,500 | 4,500 |
| Other Expenditures | 30,149 | 28,518 | 28,518 | 28,652 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 378,763 | 353,132 | 346,435 | 367,884 |
| AUTHORIZED POSITIONS | 2015-2016 | 2016-2017 | 2016-2017 | 2017-2018 |
| | ACTUAL | BUDGET | ESTIMATE | BUDGET |
| Golf Course Food & Beverage Manager | 1 | 1 | 1 | 1 |
| GC Food & Beverage Assistant Manager | 1 | 1 | 1 | 1 |
| GC Event Staff Catering (PT) | 1 | 0 | 0 | 0 |
| GC Food Service Attendant (PT) | 2.85 | 3.33 | 3.33 | 3.33 |
| TOTAL PERSONNEL | 5.85 | 5.33 | 5.33 | 5.33 |



CEMETERY

CEMETERY

Mission Statement:

The City of Burleson’s mission is to provide empathetic and effective service to the citizens of the Burleson area in the years to come by providing a respectful and perpetually quiet and serene area.

Description:

The Cemetery is owned by the City of Burleson and operated through a contract by Burleson Cemetery Operators LLC.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. To maintain the cemetery as a peaceful and sacred site of beauty where family and friends may gather to remember.

Objectives for Fiscal Years 2017-2018:

1. To keep the cemetery an affordable and desirable option for the public.



| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|------------------------|----------------|----------------|------------------|----------------|
| Personal Services | 0 | 0 | 0 | 0 |
| Materials & Supplies | 197 | 0 | 0 | 0 |
| Operating Expenditures | 178 | 166 | 181 | 181 |
| Maintenance & Repair | 0 | 5,000 | 5,000 | 5,000 |
| Other Expenditures | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 375 | 5,166 | 5,181 | 5,181 |



EQUIPMENT SERVICES

PUBLIC WORKS

Mission Statement:

To provide the highest quality equipment maintenance service possible at or below market rates.

Description:

The Equipment Services Division provides support to all departments by maintaining equipment used to provide services to the community. This division also provides welding and fabrication services to various departments which are not directly related to equipment. If this division does not meet its objectives, then the quality of service, the response time to emergency and non-emergency requests for service, and the overall safety of the community is greatly reduced.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. Protect the investment in machinery and equipment through a comprehensive preventive maintenance program.
2. Provide a ready status on equipment so as not to disrupt City services due to equipment down time.
3. Provide safe equipment to assure for the well-being of employees and citizens.
4. Provide proper equipment by constantly assessing equipment performance and upgrading specifications for equipment as required.

Objectives for Fiscal Years 2017-2018:

1. Preventive Maintenance / Unscheduled Maintenance Ratio – Greater than 55%.
2. Preventive Maintenance completed within scheduled week – Greater than 82%.
3. Percentage of available technician hours billed – 75%.
4. Average Unscheduled Repair Time – Less than 3 working days.
5. Average Preventive Maintenance Event Time – No more than 1 working day.

| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|---|------------------|------------------|--------------------|------------------|
| Personal Services | 234,628 | 231,873 | 202,030 | 218,280 |
| Materials & Supplies | 13,355 | 20,168 | 60,924 | 65,167 |
| Operating Expenditures | 27,002 | 100,714 | 97,888 | 107,994 |
| Maintenance & Repair | 4,876 | 6,245 | 12,745 | 9,745 |
| Other Expenditures | 37,132 | 36,521 | 36,521 | 43,655 |
| Capital Outlay | 30,011 | 77,032 | 79,685 | 165,076 |
| TOTAL | 347,004 | 472,553 | 489,793 | 609,917 |
| AUTHORIZED POSITIONS | 2015-2016 ACTUAL | 2016-2017 BUDGET | 2016-2017 ESTIMATE | 2017-2018 BUDGET |
| Assistant Director-Public Works | 1 | 0 | 0 | 0 |
| Automotive & Equipment Technician I and III | 3 | 3 | 3 | 3 |
| TOTAL PERSONNEL | 4 | 3 | 3 | 3 |

| PERFORMANCE MEASURES | 2015-2016 ACTUAL | 2016-2017 GOAL | 2016-2017 ESTIMATE | 2017-2018 GOAL |
|-------------------------|------------------|----------------|--------------------|----------------|
| % Scheduled Maintenance | 45% | 26% | 35% | 50% |



INFORMATION
TECHNOLOGY

SUPPORT SERVICES

Mission Statement:

The Information Technology Department strives to provide responsive and respectable service to our customers while being innovative in creating solutions to complex problems and relating to our co-workers with integrity.

Description:

The Information Technology Department is responsible for planning, purchasing, maintaining, and supporting the city's network including servers, routers, switches, fiber and wireless connections, midrange systems and terminals, HTE management software, data storage and backup systems, desktop and laptop computers with related peripherals (printers, scanners, digital cameras, monitors, etc.), Internet services, phone systems (wireless and land-based), and pagers. This department also provides management and coordination with other departments on electronic mapping and databases associated with the city's Geographic Information System (GIS). This GIS support includes developing master conversion plans, managing integration of the GIS with other systems, license management, analysis and evaluation of interrelated third party software, server maintenance, and policy and program development.

MAJOR GOALS & OBJECTIVES

Major Goals:

1. Provide the city with a stable and reliable computer environment and decrease waiting time for service requests to be completed.
2. Develop a comprehensive citywide electronic data management program to ensure that city records maintained in an electronic format are protected and managed efficiently.
3. To improve access to GIS data, and expand the use of the city's GIS for greater data analysis and planning.

Objectives for Fiscal Years 2017-2018:

1. Install ExecuTime Attendance/Advanced Scheduling Software application.
2. Implement new Anti-Virus Client on all workstations and Servers.
3. Begin Information Technology Strategic Plan.
4. Continue to develop and update GIS applications for use by all departments and expand its access to developers, other governmental entities, and citizens.
5. Improve internal services and support on a "break/fix" level for users of city computers.
6. Upgrade Hyper-V virtual servers to Server 2012 R2 platform.
7. Continue training on added features to our VoIP phone system.
8. Complete migration to Microsoft Office 365.
9. Continue security awareness for all employees.
10. Assist with design and implementation of technology needs for new Municipal Court building.

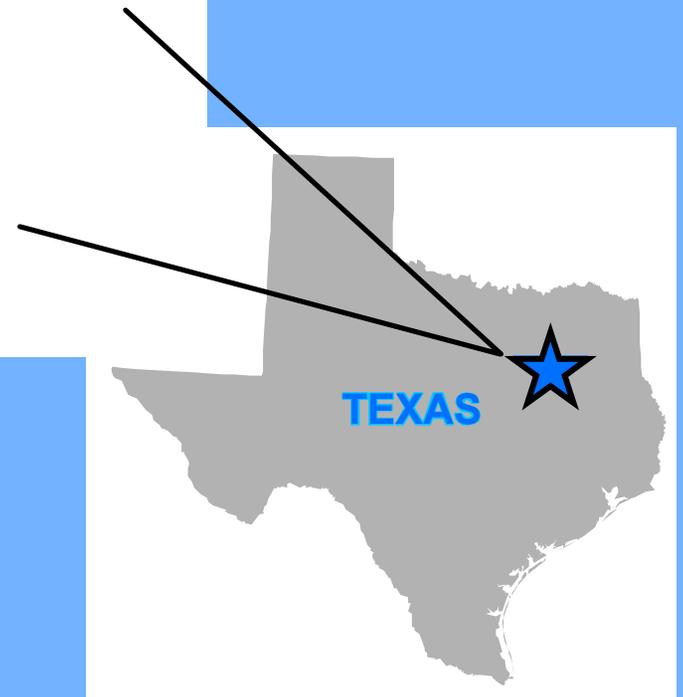
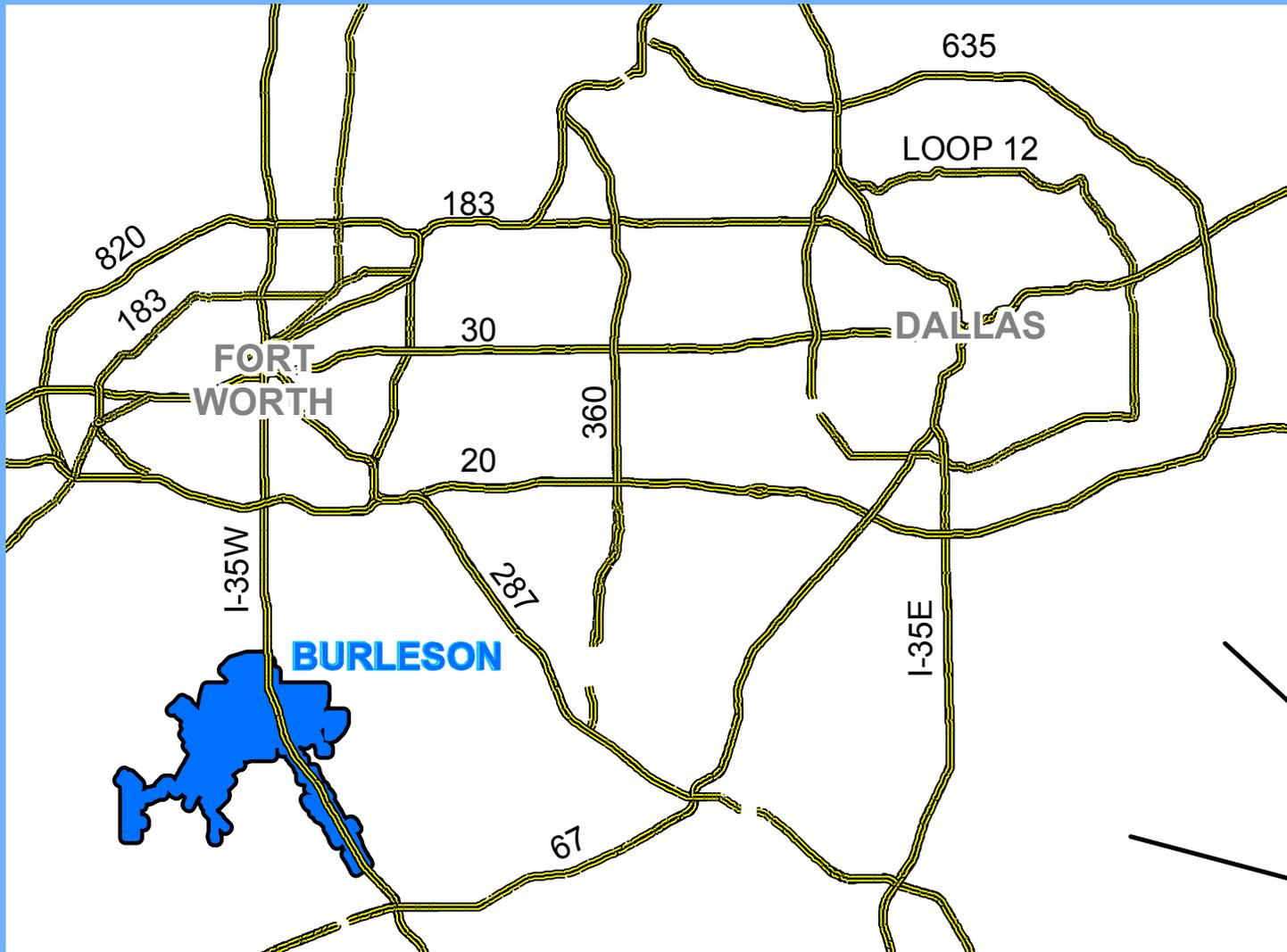
| EXPENDITURES | 2015-16 ACTUAL | 2016-17 BUDGET | 2016-17 ESTIMATE | 2017-18 BUDGET |
|------------------------|------------------|------------------|------------------|------------------|
| Personal Services | 873,397 | 874,572 | 884,460 | 914,480 |
| Materials & Supplies | 92,999 | 95,496 | 95,496 | 176,665 |
| Operating Expenditures | 40,534 | 49,839 | 51,048 | 103,946 |
| Maintenance & Repair | 413,495 | 546,115 | 546,364 | 569,315 |
| Other Expenditures | 628 | 1,244 | 1,244 | 2,551 |
| Capital Outlay | 70,844 | 270,100 | 270,100 | 107,500 |
| TOTAL | 1,491,897 | 1,837,366 | 1,848,712 | 1,874,457 |

| AUTHORIZED POSITIONS | 2015-2016 ACTUAL | 2016-2017 BUDGET | 2016-2017 ESTIMATE | 2017-2018 BUDGET |
|------------------------|---------------------|---------------------|-----------------------|---------------------|
| Director of IT | 1 | 1 | 1 | 1 |
| Deputy Director | 1 | 1 | 1 | 1 |
| Network Administrator | 1 | 1 | 1 | 1 |
| System Administrator | 1 | 1 | 1 | 1 |
| GIS Administrator | 1 | 1 | 1 | 1 |
| GIS Sr. Analyst | 1 | 1 | 1 | 1 |
| Project Manager | 1 | 1 | 1 | 1 |
| Support Technician | 1 | 1 | 1 | 1 |
| TOTAL PERSONNEL | 8 | 8 | 8 | 8 |

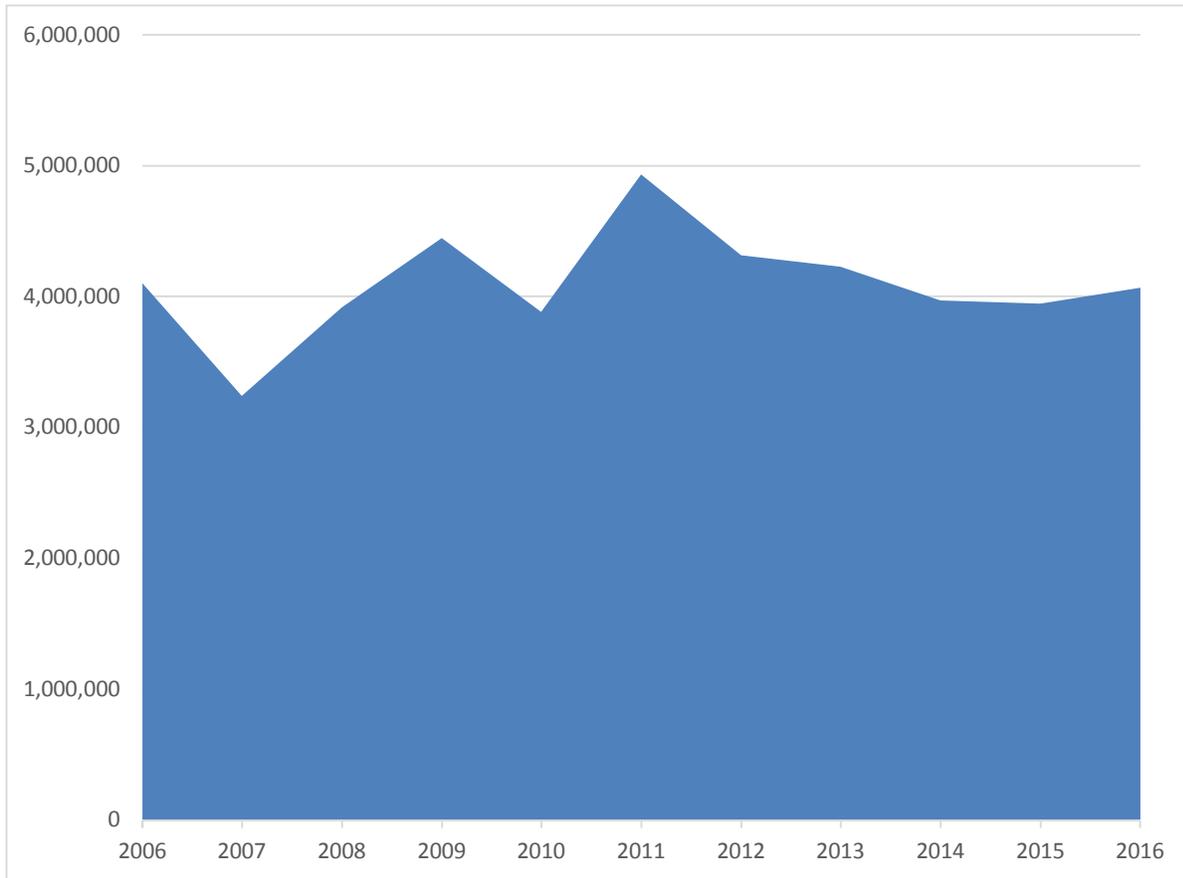
| PERFORMANCE MEASURES | 2015-2016 ACTUAL | 2016-2017 GOAL | 2016-2017 ESTIMATE | 2017-2018 GOAL |
|--|---------------------|-------------------|-----------------------|-------------------|
| Customer Satisfaction Survey Results | | | | |
| Work Orders Resolved | 2,000 | 2,200 | 2,250 | 2,300 |
| Desktop computers maintained | | | 295 | 285 |
| Laptop computers maintained | | | 94 | 98 |
| Tablets maintained (iPad & Surface) | | | 51 | 62 |
| Servers (physical) maintained | | | 21 | 14 |
| Servers (virtual) maintained | | | 17 | 27 |
| *This is a new performance measure and there is no data available for the previous fiscal year | | | | |

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CITY OF BURLESON



Water Daily Average Consumption (Gallons)



Note 1: 2007 was an exceptionally rainy year, therefore residents did not have to water their lawns as frequently as usual.

Note 2: 2011 was an exceptionally dry year. Residents watered more than they'd ever watered before or ever wish to again.

GLOSSARY OF TERMS

Accrual Basis

The basis of accounting under which transactions are recognized when they occur regardless of the timing of related cash flows.

Ad Valorem Tax

A tax computed on the assessed valuation of all property, real personal and improvements to property within a taxing jurisdiction subject to taxation on January 1.

Appropriation

A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.

Assessed Valuation

A value that is established for real or personal property for use as a basis for levying property taxes. (Note: Property values are established by the Johnson County Appraisal District.)

BACC

Acronym for Burleson Area Chamber of Commerce.

BPD

Acronym for Burleson Police Department.

Base Budget

The amount of revenues and expenditures needed to maintain current service levels.

Balanced Budget

The budget where projected expenditures equal projected revenue.

Bond

Faith and credit financings requiring preparation of offering statements and bond ratings.

BRiCk

Acronym for Burleson Recreation Center

Budget

The City's financial plan for a specific fiscal year that contains both the estimated revenues to be received during the year and the estimated expenditures to be incurred to achieve stated objectives.

Budget Document

The official written statement prepared by the manager's office which presents a comprehensive financial program to the City Council.

Burleson 4A Economic Development Corporation

Burleson 4A Economic Development Corporation is a blended component unit of the City. The 4A Corporation administers a ½ cent sales tax. The proceeds of this tax are used to

pay debt service on bonds issued for various capital improvements. The special revenue fund accounts for the receipts of the sales tax revenue, and subsequent transfers to the debt service fund.

Burleson 4A Economic Development Corporation Debt Service Fund

The Burleson 4A Economic Development Corporation Debt Service Fund is used to account for receipts of sales tax revenue transfers and payment of the debt service.

Burleson Community Services Development Corporation (4B)

The Burleson Community Services Development Corporation is another component unit of the City. The BCDC administers a ½ cent sales tax. The proceeds of this tax are used to pay debt service on bond issues for various capital improvement. The special revenue fund accounts for the receipt of the sales tax revenue and subsequent transfer to the debt service fund.

Burleson Community Services Development Corporation (4B) Debt Service Fund

The Burleson Community Services Development Corporation (4B) is used to account for the receipt of sales tax revenue transfer and payment of the debt service.

CAFR

Comprehensive Annual Finance Report

CO

Acronym for Certificates of Obligation.

COG

Abbreviation for North Central Council of Governments.

City Manager's Message

A general summary of the proposed budget presented as a part of, or a supplement to the budget document. The budget message explains major budget issues as related to the financial experience in recent years and presents recommendations made by the City Manager.

Capital Asset

An asset which costs more than \$3,000 and has a useful life greater than one year.

Capital Expenditures

Decrease in resource for the acquisition of major, long term capital assets.

Cletran

A unit of the city of Cleburne which provides regional transportation between the cities of Cleburne, Joshua and Burleson.

Contractual Obligations

Bonds used to finance personal property such as vehicles, equipment, computers, radio systems, etc. No real property may be purchased or improved. The repayment of these bonds is made from property taxes. These bonds are backed by the full faith and credit of the issuing government.

Department

A functional unit of the City containing one or more divisions.

Depreciation

The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the estimated depreciation of value for the operating period.

Division

A functional section of a department.

Effective Tax Rate

The rate which produces the same revenues in terms of the total amount of taxes as compared to the prior year.

Encumbrances

Commitments in the form of purchase orders or contracts which are chargeable to an appropriation and for which a part of the appropriation is reserved.

Enterprise Fund

A fund established to account for operations that are financed and operated in a manner similar to private business enterprises--where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user fees.

Expenditures

The outflow of funds paid or to be paid for an asset obtained or goods and services obtained, regardless of when the expense is actually paid.

Expenses

Charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest and other charges.

FF

Acronym for Firefighter.

FY

Abbreviation for Fiscal Year.

Fiscal Year

The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Burleson's budget year is from October 1 to September 30.

Fixed assets

Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment. In Burleson, an item is capitalized as a fixed asset if it is over \$5000 in value and has a useful life in excess of one year.

Franchise Tax

A charge paid for the use of City streets and public right-of-way and is in lieu of all other municipal charges, fees, street rentals, pipe taxes or rentals, easement or others such as inspection fee, and/or charges of every kind except only ad valorem and special assessment taxes for public improvements (e.g., gas, telephone, cable television and banks).

Full-Time Equivalent (FTE)

A measure of authorized personnel calculated by equating 2,080 hours of work per year with the full-time equivalent of 1 position.

Fund

An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Balance

Fund balance is the excess of assets over liabilities and is therefore also known as surplus funds.

GIS

Acronym for Geographical Information System.

GO

Acronym for General Obligation.

GFOA

Acronym for Government Finance Officers Association

General Debt Service Fund

The General Debt Service Fund is used to pay principal and interest on General Obligation Bonds.

General Fund

This fund typically includes most of the basic operation services, such as police and fire protection, public works, parks and recreation, library and general administration. General Fund revenues include: tax revenues, licenses and permits, intergovernmental revenue, service fees, fines and forfeitures, and interest.

General Obligation Bonds

Bonds that finance public projects such as streets, municipal facilities, and park improvements. The repayment of these bonds is made from property taxes, and these bonds are backed by the full faith and credit of the issuing government.

Generally Accepted Accounting Principles(GAAP)

Uniform minimum standards and guidelines to financial accounting and reporting. GAAP governs the form and content of the basic financial statements of an entity. They encompass the conventions, rules and procedures necessary to define accepted accounting practices at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. They provide a standard by which to measure financial presentations.

Goals

Goals describe the purpose or benefit the division/department plans to provide to the community and/or organization it serves. Goals identify the end result the division or department desires to achieve with its activities, but goals are often ongoing and may not be achieved in one year.

Governmental Funds

Governmental Funds are those through which most governmental functions are financed.

The generally follow the modified accrual basis of accounting, therefore the primary focus is on financial position and changes in net assets vs. net income determination.

Hotel/Motel Fund

Hotel/Motel Fund is used to account for the receipts and allocation of the City's 7% room occupancy tax imposed on the rental of hotel-motel room located within the corporate city limits and extraterritorial jurisdiction of the City.

Hotel/Motel Tax

A tax levied upon the occupancy of any room or space furnished by any hotel where such cost of occupancy is at the rate of two (\$2.00) dollars or more per day. In Burleson and its extraterritorial jurisdiction, a room tax of seven (7%) is levied. Revenue from this tax is used by the City and Burleson Area Chamber of Commerce for promoting and advertising the City.

IH

Acronym for Interstate Highway.

IT

Acronym for Information Technology.

Income

A term used in proprietary fund type accounting to represent (1) revenues or (2) the excess of revenues over expenses.

Inter fund Transfers

Amounts transferred from one fund to another.

Internal Service Fund

Funds used to account for the financing of goods or services provided by one department to other departments on a cost-reimbursement basis. In Burleson, the Equipment Services Fund, Vehicle Replacement Fund and Support Services Fund are internal service funds.

Levy

(Verb) To impose taxes, special assessments, or service charges for the support of governmental activities. (Noun) The total amount of taxes, special assessments, or service charges imposed by a government.

Modified Accrual Basis

The accrual basis of accounting adapted to the governmental fund type spending measurement focus. Revenues are recognized when they become both "measurable" and "available" to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred except for (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used; (2) prepaid insurance and similar items which need not be reported; (3) accumulated unpaid vacation, sick pay, and other employee benefit amounts which need not be recognized in the current period, but for which larger-than-normal accumulations must be disclosed in the notes recorded when due rather than accrued; if approximately offset by interest earnings on special assessment levies; and (5) principal and interest on long-term debt which are generally recognized when due.

NCTCOG

Abbreviation for North Central Council of Governments.

Old Town

Historic central business district.

Object Code

Expenditure classification according to the types of items purchased or services obtained; for example, personal services, materials, supplies, and equipment.

Operating Budget

The budget that pertains to daily operation that provides basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, fuel, and capital equipment.

Payment in Lieu of Taxes (PILOT)

A fee charged to the Water and Wastewater Enterprise Fund and Solid Waste Fund to compensate for property taxes lost due to municipal ownership. The ad valorem tax rate is applied to the book value of the utility system.

Performance Measures

Performance measures reflect how well a program is performing its activities to meet the needs of the public and the organization. They measure productivity, effectiveness, efficiency and/or the impact of service provided.

Reserve

An account used to indicate that a portion of fund equity is legally restricted for a specific purpose.

Revenue Bonds

Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund. In addition to a pledge of revenues, such bonds sometimes contain a mortgage on the Enterprise Fund's property.

Revenue

An increase in the governmental unit's current financial resources.

SAN

Acronym for Storage Area Network.

SH

Acronym for State Highway.

SRO

Abbreviation for School Resource Officer.

Sales Tax

A general "sales tax" is levied on all persons and businesses selling merchandise in the city limits on a retail basis. Monies collected under authorization of this tax are for the use and benefit of the City.

Service Enhancement

A request to budget an activity at a level above current service levels in order to achieve increased objectives or new objectives. New programs may also be proposed.

TEX21

Abbreviation for "Transportation Excellence for the 21st Century", a statewide coalition of public and private entities that are committed to determining comprehensive solutions to the transportation challenges in Texas.

TIF

Acronym for Tax Increment Financing. It is a tool used for redevelopment and community improvement projects.

Tax Rate

The amount of tax applied to the tax base. The rate is expressed in cents. The 2010-2011 tax rate for the City of Burleson is \$.71 per \$100 of assessed valuation of taxable property.

Tax Rate Limit

The maximum rate at which a government may levy a tax. The limit may apply to taxes raised for a particular purpose, or to taxes imposed for all purposes, and may apply to a single government, to a class of governments, or to all governments operating in a particular area. Overall tax rate limits usually restrict levies for all purposes and of all governments, state and local, having jurisdiction in a given area.

Tax Roll

The official list showing the amount of taxes levied against each taxpayer or property. Frequently, the tax roll and the assessment roll are combined, but even in these cases the two can be distinguished.

Taxes

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer charges.

Unencumbered Balance

The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purchases.

VoIP

Acronym for Voice Over Internet Protocol, a type of phone system which routes voice conversations over the Internet.

WiFi

Wi-Fi is a wireless technology intended to improve the interoperability of the wireless local area network.

Working Capital

The amount of current assets minus the amount of current liabilities as of fiscal year end.



ACRONYMS

AV: Ad Valorem

BACC: Burleson Area Chamber of Commerce

BCDC: Burleson Community Services Development Corporation

BPD: Burleson Police Department

BRiCk: Burleson Recreation Center

CAFR: Comprehensive Annual Financial Report

CIP: Capital Improvement Program CO: Certificate of Obligation

COG: Council of Governments

CVE: Commercial Vehicle Enforcement

EDIF: Economic Development Incentive Fund

ETR: Effective Tax Rate

FF: Firefighter FT: Fulltime

FTE: Fulltime Equivalent FY: Fiscal Year

FY: Fiscal Year

GAAP: Generally Accepted Accounting Principles

G & A: General & Administrative

GF: General Fund

GFOA: Government Finance Officers Association

G.I.S.: Geographical Information System



ANNUAL OPERATING BUDGET AND PLAN OF SERVICE

G.O.: General Obligation IH: Interstate Highway

I&S: Interest & Sinking (i.e., Debt)

IT: Information Technology

M&O: Maintenance & Operations

NCTCOG: North Central Texas Council of Governments

PILOT: Payment in Lieu of Taxes

PT: Parttime

RTR: Rollback Tax Rate

SAN: Storage Area Network

SH: State Highway

SRO: School Resource Officer

TEX21: Transportation Excellence for the 21st Century

TIF: Tax Increment Financing

TMRS: Texas Municipal Retirement System

VoIP: Voice Over Internet Protocol

WIFI: Wireless internet capability.

TOP TEN TAXPAYERS LISTING PER COUNTY

| JOHNSON COUNTY | | TARRANT COUNTY | |
|---------------------------------|---------------|---------------------------------------|---------------|
| TAXPAYER | TOTAL TAXABLE | TAXPAYER | TOTAL TAXABLE |
| Wagner Smith Equipment CO | \$29,172,786 | Burleson Gateway Station LP | \$27,349,676 |
| H E BUTT Grocery Company | \$19,824,323 | Sam's Real Estate Business/Sam's East | \$20,420,261 |
| EB Reserve LLC & RL Reserve LLC | \$15,808,651 | Halliburton Energy Services | \$20,236,762 |
| Mariposa Elk Drive LP | \$15,741,546 | JAHCO Burleson Town Center | \$14,000,000 |
| Kroger Texas LP | \$13,717,123 | HBT Land LLC | \$7,356,414 |
| MA Summercrest at Burleson LLC | \$13,454,590 | James Huck Real Estate LLC | \$6,761,825 |
| Encore MF Burleson LP | \$13,313,376 | HBT JV LLC | \$6,382,303 |
| Total E&P USA Barnett LLC | \$11,478,726 | Oncor Electric Delivery CO LLP | \$6,322,268 |
| Devon Energy Production CO LP | \$11,151,568 | Texas HCP AL LP | \$6,287,102 |
| Oncor Electric Delivery CO LLC | \$10,569,086 | AN County Line For INC | \$5,476,029 |

Source: Tarrant Appraisal District "2017 Top Taxpayer Listing City of Burleson 126-102-03" at <http://www.tad.org/media/pdf/Reports/2016/2016TopTaxpayerReport.PDF> and Central Appraisal District of Johnson County "2017 Top Ten" charter for Burleson City at <http://www.johnsoncad.com/Portals/tx-johnson/documents/Tax%20Info%20Dropdown/Top%20Ten/2017%20Top%20Ten.pdf>

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