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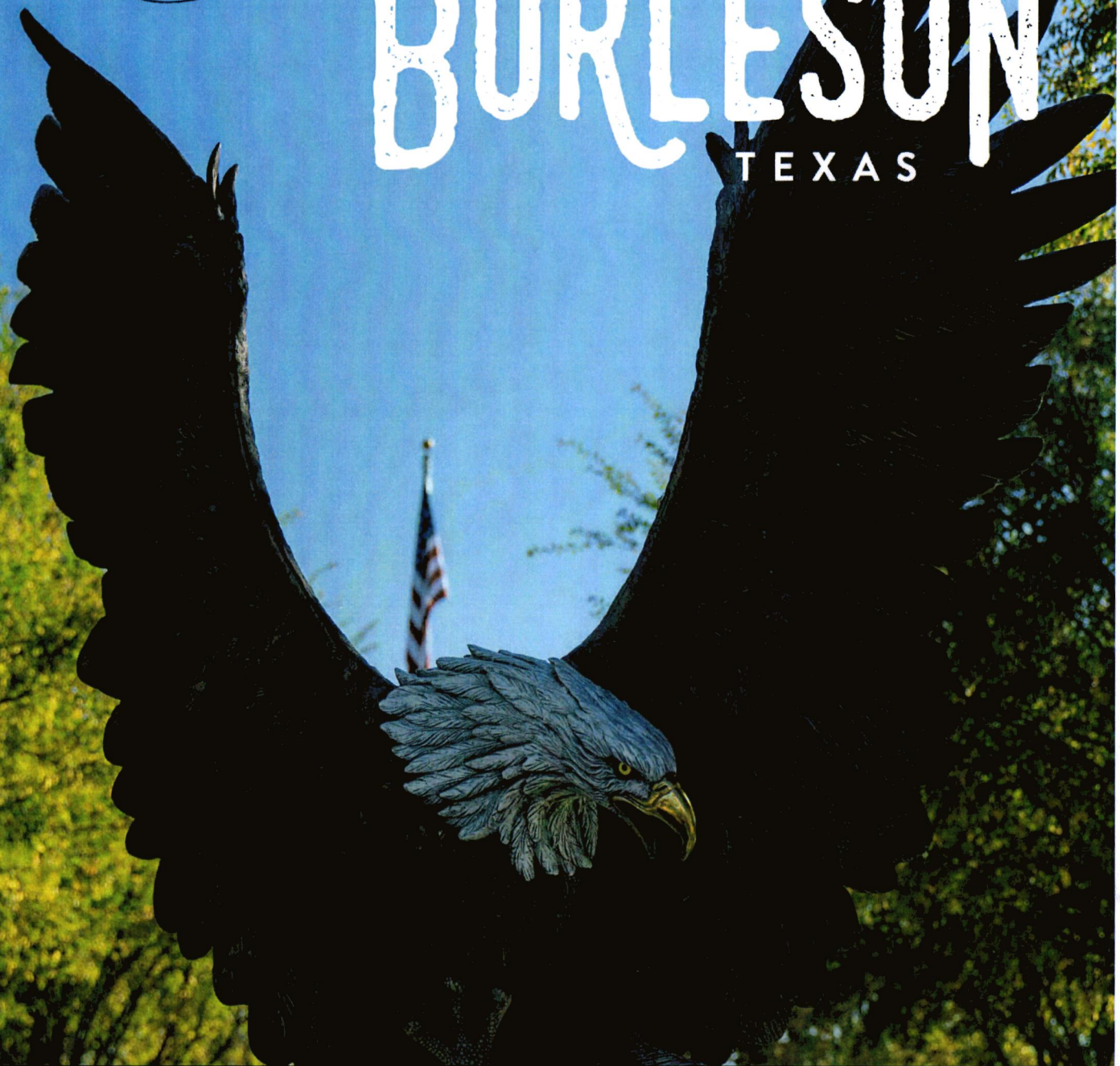


51998

THE CITY OF

BURLESON

TEXAS



ADOPTED ANNUAL BUDGET
FOR
FISCAL YEAR 2020-2021

City of Burleson

Fiscal Year 2020-2021

Budget Cover Page

This budget will raise more total property taxes than last year's budget by an amount of -\$406,253, which is a -1.5% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$1,068,384.

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

FOR:

AGAINST:

PRESENT and not voting:

ABSENT:

Property Tax Rate Comparison

	2020-2021	2019-2020
Property Tax Rate:	\$0.7111/100	\$0.7200/100
No New Revenue Tax Rate:	\$0.7006/100	\$0.6974/100
No New Revenue M&O Tax	\$0.5187/100	\$0.4961/100
Rate:		
Rollback Tax Rate:	\$0.7292/100	\$0.7451/100
Debt Rate:	\$0.1924/100	\$0.2094/100

Total debt obligation for City of Burleson secured by property taxes: \$69,421,129

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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, 2019

Christopher P. Morrell

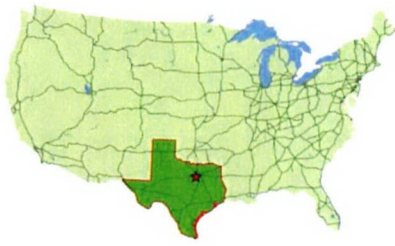
Executive Director

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CITY BRIEF

Burleson,
located in
north
Texas, was

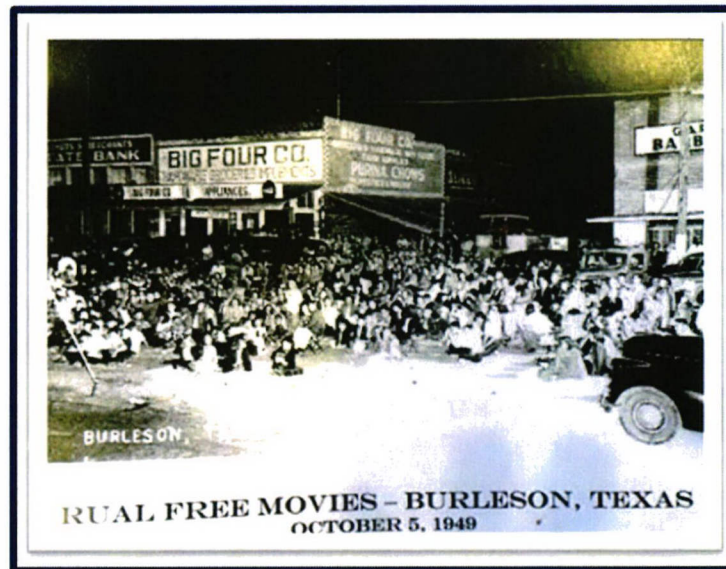
founded in 1881 when construction of the M-K-T Railroad began. The fledgling town was named in honor of pioneer educator and preacher, Dr. Rufus C. Burleson, who later twice became president of Baylor University and baptized Sam Houston in 1854.

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.

Burleson is strategically located on the southwest edge of the Dallas-Fort Worth Metropolitan area (DFW), yet has managed to retain its distinct personality. Only 12 miles from downtown Fort Worth and 35 miles southwest of Dallas, the average commute for residents is only 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.

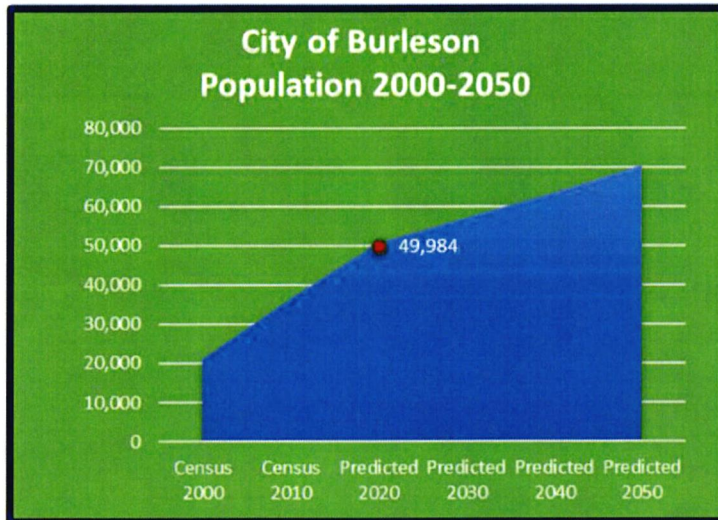
Burleson's population has increased 100% since 2000 to 49,984, according to the U.S. Census. The effects can be seen directly in the local housing pricing and construction of new homes. The number new homes constructed in FY2020 was 372. This represents a 40% increase in new home construction from FY19 in which only 222 new homes were constructed. The average home value rose from a year ago value of \$183,751 up to \$205,754.



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 who

consistently bring in SAT and ACT scores 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



- 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

As of 2020, many of the public events will now be set in the new built Mayor Vera Calvin Plaza set in Old Town. It was named in honor of the first female Mayor and will served the residents for many years to come.

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 a 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, the Old Texas Brewing Company, a microbrewery. And is home to featured restaurant such as Grumps, 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

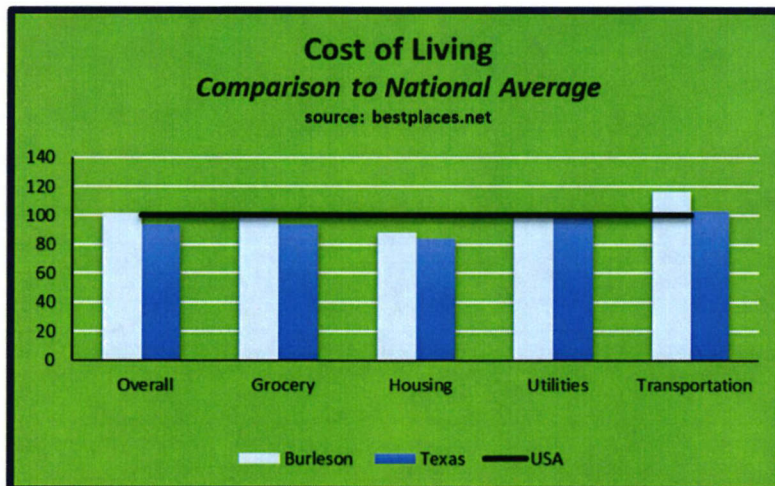


For avid golf fans, Hidden Creek Golf Course was built in 1997, and fairly recently had a completed renovation. It has been voted the "toughest public golf course" in the DFW two years running by the Ft. Worth Business Press and the Dallas Business Journal listed Hidden Creek in the "top five public 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. According to the US Census, the median household was \$77,342



93% of the population having graduating high school and 26.1% with a Bachelor's degree or higher (Bureau, 2020).

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 a 159-acre industrial park which is filling up fast and expanding through private investment. Since 2014, seven facilities have been opened with one more to follow in 2020.

- Chicken E Food Service – 100,000 square foot headquarters and food distribution facility.
- Stuart Industries – 40,000 square foot headquarters and aerospace parts distribution
- 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.
- Hayes & Stolz – 144,000 square foot headquarters and manufacturing facility
- McLane Classic Foods – 160,000 square foot food manufacturing facility
- Golden State Foods – 200,000 square foot food manufacturing facility
- COMING SOON* Yukon Venture Cold Storage – is a \$50 million dollar (Salchert, 2019), 400,000 square foot cold storage facility, phase 1 (construction to begin 3Q of 2020).

Over the years, the local Chamber of Commerce has actively help

relocate and start many new business in the area. With the city's continued investment into the communities infrastructure and local economy the city has, and will continue to prosper.

Overall, the City has the unique quality of being cozy like a small town but access to all the amenities of a large town.

MAJOR EMPLOYERS

Name	Nature of Business	Total Employees
Burleson Independent School District	School District	1,720
Wal Mart	Retail	445
City of Burleson	Municipal Government	443
H.E.B. Grocery Store	Grocery Store	370
Champion Buildings Mfg	Manufacturing	340
Target	Retail	95
Basden Steel	Manufacturing	150
Lowe's Companies	Retail	195
KWS Manufacturing	Manufacturing	150
Golden State Foods	Manufacturing	125
Thomas Conveyor Mfg	Manufacturing	80
McLane Classic Foods	Manufacturing	70



City Manager's Office

City Manager's Budget Message

July 31, 2020

To the Honorable Mayor and Members of the City Council:

In accordance with the Texas Local Government Code, and pursuant to the requirements set forth in the City Charter, I respectfully submit to you the FY 2020-21 Proposed Budget for your consideration. The proposed budget has been developed over the last several months with the input of the City Council and community. It is designed to meet the challenges faced by the organization and accomplish the goals outlined in the City of Burleson's Strategic Plan. The Strategic Plan is organized according to the following Strategic Focus Areas (SFAs):

1. Operational Excellence
2. Infrastructure
3. Community
4. Public Safety

In September 2019, the City Council approved the Strategic Plan, but the associated work plan items are updated each year to ensure the goals are achieved over time. To this end, staff will be briefing the City Council on the proposed work plan items for FY 2020-21 in early August, and the updated plan will be presented for adoption in September along with the budget itself.

Budget Priorities

Due to the continuing effects associated with the COVID-19 pandemic, the proposed budget is focused on ensuring the sustainability of core operations while recognizing the financial realities that have been forced on our community. Since there is a significant amount of economic uncertainty for the coming year, the proposed budget recommends the addition of several positions on April 1st instead of at the beginning of the fiscal year. This approach reduces costs for the coming year, and it also provides needed flexibility moving forward if economic conditions should worsen. If such a situation materialized, the mid-year addition of these positions can be delayed or eliminated in order to respond to the economic challenges that we face.

The proposed budget has been developed with the "No New Tax Revenue Rate" (previously known as the effective tax rate) in mind. This tax rate seeks to raise the same amount of revenue as the previous year for existing properties regardless of whether property values have increased. In this way, property taxes are held constant and not increased for existing property owners.

In order to develop a budget that uses the “No New Tax Revenue Rate”, a significant focus is placed on cost containment, organizational efficiency, and innovative approaches to service delivery. Most notably, the budget is crafted in accordance with the following initiatives:

- Cost Containment – The budget encompasses the organizational changes implemented by my office in May 2020. These changes include the elimination of the following five positions:
 - Director of Golf
 - Deputy Director of Recreation and Lifelong Learning (R&LL)
 - Planner
 - Athletic Field Maintenance Worker
 - Fire Investigator

Additionally, the R&LL department was reorganized to create a new Department of Parks and Recreation to solely focus on core parks and recreation functions. The management of the Library has also been consolidated under a newly created Community Services Department. Collectively, these changes are designed to flatten the organizational structure and provide a more direct service model to the community we serve.

The reorganization also reassigned staff members in the organization to funding sources that more appropriately reflect their duties and responsibilities. Examples of this include reassigning staff members from the General Fund budget to that of the Parks Performance and Solid Waste funds. Combined with reductions mentioned above, the organizational changes eliminated 5.0 FTEs and achieve an annual savings of \$590,000 in the General Fund, and approximately \$670,000 for the entire organization. This savings represents approximately 2 cents on the tax rate. Combined with the changes implemented last year, the city has eliminated 8.0 FTEs and \$1.2 million in costs over the past two budget cycles. Further, we have worked with the entire staff to improve our process, procedures, and overall work flow. Over the coming year, we will continue to look at our organization critically to maximize our value to the community.

- Organizational Efficiency – The budget also proposes moving 1.0 FTE from the General Fund to the Downtown TIF (TIF #2) Fund. This change will properly fund the Old Town Administrator position, responsible for overseeing plaza programming, improvements and maintenance within the TIF district. Additionally, in an ongoing effort to analyze our Golf course operations, we will be reallocating 1.0 FTE from the Hidden Creek Golf Course Fund to the Equipment Services Fund. This will properly centralize equipment maintenance personnel and ensure appropriate oversight of these functions. This change will reduce expenses in the Golf Course and General Fund by approximately \$55,000.
- Innovative Approaches to Service Delivery – To reduce overhead costs, a vacant Battalion Chief position has been reassigned to serve as a newly created Assistant Fire Marshal. This change addresses a needed service in the Fire Marshal’s Office, while simultaneously reducing costs in areas which do not provide direct service to the citizens. Additionally, staff has worked effectively over the past several months to create a new Public Health

Authority Division in response to the COVID-19 pandemic. This division has been formed with existing internal resources and the assistance of Dr. Steve Martin. Due to the receipt of CARES Act funding, we do not expect the costs associated with these services to be paid by Burleson taxpayers.

- Compensation Adjustments – We completed a compensation study analysis and concluded that many of our positions, including public safety, are paid below market. As a result, the budget proposes a 3% merit adjustment for all employees. Additionally, the steps for public safety employees will also be adjusted by 3%. These changes will be effective on April 1, 2021, and the approximate cost of these adjustments is as follows:
 - \$258,500 for a 3% market adjustment and annual step salary increase for all step-plan public safety employees
 - The FY 2020-21 proposed budget includes a 3% average merit increase for non-pay step plan positions. The cost of this merit increase is approximately \$294,000 for the coming fiscal year.
 - \$92,000 for market adjustments for non-pay step plans positions.
- Benefit Adjustments – A health insurance internal service fund has been created for the 2020-21 Fiscal Year in order to move the City’s health insurance costs out of the General Fund and into its own self-sustaining internal service fund. The budget assumes that the city’s health contribution costs will increase by 5% from FY 2021 – 2025. Employee contributions are proposed to remain unchanged in FY 2021, but will increase by 5% from FY 2022 – 2025.
- Police Staffing – After comprehensively reviewing the capabilities of the Burleson Police Department, and the needs of the community, the FY 2020-21 proposed budget includes funding for one new Sergeant and three new officers along with required patrol vehicles and equipment. These positions complete the formation of the Power Shift that began last year. Combined with the additional resources that were added last year, the department will be able to more quickly respond to increased calls for service in the core of the city. The new Sergeant and one police officer will be effective on October 1, 2020, and the remaining two police officers will be added in April 2021.

Additionally, one new detective will be added in April 2021 to address increasing caseloads, and a new School Resource Officer (SRO) will be added in October 2020 to assist with a growing school system population. In accordance with our agreement, a portion of the new SRO position will be paid by Burleson ISD. In total, the proposed budget includes \$ \$1,367,523 in new funding for the Police department. This amount includes \$ \$493,880 in one-time funding for new vehicles and equipment to support the additional staff.

- Public Safety Communications (Dispatch) – Earlier this year, the City Council authorized a comprehensive review of our public safety communications center with the assistance of Mission Critical Partners (MCP). While the review is not yet complete, the preliminary

analysis suggests that we are deficient in meeting national benchmarks for performance in some cases. Accordingly, the proposed budget includes \$300,000 in the coming year to implement the recommendations from the study. In particular, 4.0 FTEs are being added to the operation, including positions for a Public Safety Communications Manager, Quality Assurance/Training Supervisor, and two shift supervisors. The manager and supervisor positions will be effective October 1, 2020, and the additional shift supervisors will be effective on April 1, 2021. A detailed presentation on the MCP recommendations will be provided to the City Council in late August or early September.

- Fire Staffing – With the reassignment of the Battalion Chief mentioned earlier, the sworn strength of the Fire Department was reduced by 1.0 FTE. In order to restore the overall strength of the department, and address staffing needs, the budget includes funding for an additional entry-level firefighter effective April 1, 2021. The cost of this position is \$46,500 for the coming year, and it represents the beginning of a multi-year process to increase staffing to address service needs. Additionally, the budget includes \$45,000 in funding to perform a comprehensive analysis of the squad concept and determine future staffing plans for providing emergency medical services in the future.
- Streets and Traffic Services – Maintaining the city’s roadways is a top priority. This is of particular importance as Burleson’s population exceeds 50,000, after which the state of Texas will transition all financial and operational responsibility for maintaining traffic signals and lights to the city. Due to this approaching transition, the budget recommends funding for a traffic engineer and a signal technician (2.0 FTEs) at a net cost of \$157,249, effective on April 1, 2021. In accordance with the city’s Intelligent Transportation Strategic Plan, the traffic engineer will be responsible for ensuring that the city’s traffic lights and signals are effectively established and maintained to reduce traffic congestion throughout the city. The signal technician is necessary for traffic signal repairs for a growing system.
- Technology – During the past year, the City Council approved a multi-year strategic plan for information systems technology. Accordingly, the proposed budget allocates funding for the following initiatives: the hiring of a consultant to assist with the development of a needs assessment for the replacement of our current enterprise resource planning (ERP) legacy system which has reached its end-of-life (\$115,000); segregating our public safety consortium data from our city network in order to mitigate the risk cyber security issues (\$150,000); and updating of our core network infrastructure which has also reached its end-of-life (\$150,000). In total, the FY 2020-21 proposed budget includes \$415,000 to continue the implementation of the IT Strategic Plan.

In addition to the organization-wide technology efforts listed above, the proposed budget includes department-specific technology enhancements. Specifically, the proposed budget includes project management software for capital projects in the Public Works Department (\$47,960), work and asset management software for the Public Works and Parks and Recreation Department (\$52,386), and new recreation software for BRiCk operations (\$48,500). Each of these proposed software packages will increase both the efficiency and

speed with which the city can complete capital projects and provide excellent services to the resident of Burleson.

Budget Summary

The overall FY 2020-21 Proposed Budget for all funds is \$112 million and includes 409.55 in Full Time Equivalent (FTE) positions. A comprehensive summary of the budget is attached in the accompanying Budget Overview section of this document. The key elements of the budget include the following:

- The total proposed tax rate is \$0.7111 per \$100 of assessed valuation which is \$0.89 cents lower than the prior year. Of this amount, \$0.5187 is provided for maintenance and operations and \$0.1924 is provided for debt service. This tax rate represents a \$0.0089 reduction in the overall rate compared to FY 2019-20.
- The proposed budget provides funding for a net increase of 8.5 FTEs for all funds compared to the FY 2019-20 budget. The proposed additions include:
 - 3.0 FTEs for an additional sworn Police Officer
 - 1.0 FTE for a new Police Sergeant
 - 1.0 FTE for a new Police SRO
 - 1.0 FTE for a new Detective in Police
 - 1.0 FTE for a new Firefighter
 - 1.0 FTE for a new Public Communications Manager
 - 1.0 FTE for a new Quality Assurance/Training Supervisor in public communications
 - 2.0 FTEs for additional shift supervisors in public communications
 - 2.0 FTEs for two additional Streets-Traffic personnel
 - 1.0 FTE for Recreation Maintenance Tech
 - 0.5 FTE to upgrade a part-time Lead Customer Service Attendant to full-time
 - 1.0 FTE for a new Parks and Recreation Director
 - (3.0 FTEs) related to the elimination of the Recreation and Life Long-Learning (RLL) Department Director, Deputy Director, and Athletic Field Maintenance Worker positions
 - (1.0 FTE) related to the elimination of the Golf Director position
 - (1.0 FTE) related to the elimination of the Community Initiatives Coordinator
 - (1.0 FTE) related to the elimination of the Fire Investigator position
 - (1.0 FTE) related to the elimination of the Development Planner position
- Water and Wastewater Fund – Due to a comprehensive evaluation of the Water and Wastewater Fund over the past year, staff identified approximately \$6.0 million in unallocated funds that can be used for capital projects. Combined with a review of upcoming projects, the proposed bond sale was reduced from \$7.7 million to \$4.7 million. Additionally, staff allocated \$2.3 million to operations from excess equipment replacement fund contributions, reimbursements associated with Fire Station #16 and the downtown TIF. Due to all of these factors, a 3% decrease in water fees is proposed for FY 2020-21.

- 4A Economic Development Corporation – The proposed budget includes \$2.4 million allocated for debt service, \$825,000 for economic development incentives, and \$256,000 for personnel costs. Additionally, a \$110,000 is also included for city marketing and events in over the coming year.
- 4B Community Services Corporation Fund – The proposed budget includes an increase of \$370,000 for increased right-of-way maintenance. In March 2020, the City Council approved a five-year capital improvement program (CIP) for parks improvements. The current 4B budget includes approximately \$14.1 million in debt issuances over the next five years in support of the parks CIP. Specific parks improvements will be reviewed and approved annually by the City Council.
- Parks Performance Fund (PPF) - The FY 2020-21 proposed budget includes funding for the Burleson Recreation Center (BRiCk), Russell Farm, and Athletic Fields programs. The PPF has been highly impacted by the COVID-19 pandemic. Specifically, existing membership at the BRiCk continues to fall and new membership sales remain stagnant because of customer concerns related to COVID-19, in addition to loss of fees from cancelled and postponed programs and activities at the BRiCk, athletic fields, and Russell Farm. As a result, the budget includes a \$3,015,719 transfer from the 4B Corporation to support operations, a significant increase from the FY 2019-2020 budgeted transfer of \$1,531,00. When the pandemic eventually subsides, we expect PPF operational revenues to return to pre-pandemic levels; however, we will closely monitor operational revenues and maintain flexibility to address future needs if they arise.
- Hidden Creek Golf Course Fund – The proposed budget transfers the cost of an equipment maintenance worker (\$55,500) to the Equipment Maintenance Fund. Additionally, the budget proposes a \$3 across the board increase to greens fees, which is anticipated to increase revenues by approximately \$100,000. Combined with other operational improvements, the operating subsidy from the 4B Corporation is expected to decline to \$664,404, a decrease of \$186,596 from the FY 2019-2020 budgeted operating subsidy.
- Downtown TIF (TIF #2) – The budget includes \$65,000 for maintenance activities related to the new Mayor Calvin Vera Plaza in Old Town. Additionally, the cost associated with the Old Town Administrator position has been transferred from the General Fund, and the cost associated with this change is approximately \$85,900.

The FY 2020-21 Proposed Budget has been developed in the context of a five-year financial plan. The purpose of this approach is to ensure that decisions made today are financially sustainable in the future. To that end, the budget has been developed to match recurring revenues and recurring expenses in FY 2020-21. There are some reductions in fund balance that are proposed, but these are only for one-time purposes as detailed in the budget overview.

I sincerely thank the members of the City Council for their hard work and dedication to the citizens of Burleson. The input of the City Council has been invaluable in the preparation of the FY 2020-21 Proposed Budget. I also appreciate all of the feedback, analysis, and hard work of the City of

Burleson employees for all of their assistance in preparing the recommended budget. In particular, the Finance Department staff has been vital in assembling and analyzing this document.

With continued investments in our organization, people, infrastructure, I am confident that this budget will position the City of Burleson to be successful in the future. With your continued support, and the dedication of our staff, we will ensure quality services are delivered to our community.

Best regards,

A handwritten signature in black ink, appearing to read 'B. Langley', with a stylized flourish at the end.

Bryan Langley
City Manager

Fiscal Year 2020-2021 Budget Overview

PRELUDE

Budget Preparation Factors - Analysis

The preparation as well as implementation of the 2020-2021 budget this year has been affected by several broad factors:

1. State legislative and regulatory realities:
 - a. The Texas State Legislature's ratification of Senate Bill Number 2 (SB2) in the 2019 Legislative Session now requires that the effective tax rate be legally referred to as the "No New Revenue Tax Rate and the rollback rate as the "Voter Approval Rate". More importantly, this bill has also decreased the Voter Approval Rate threshold (from 8% to 3.5%), above which citizen approval is required – by way of an election. If the proposed property tax rate exceeds the No New Revenue Rate by more than 3.5%, the citizens must vote on whether to adopt or repeal the tax rate (and reduce the rate to a figure that is within at least 3.5% of the No New Revenue Rate.
 - i. Impact: This new legislation has reduced the ability of many cities – including the City of Burleson – to raise crucial revenue through property taxes for the provision of goods and services to residents.
2. New and/or modified policies specific to the City of Burleson:
 - a. A financial policy was modified this year in which department heads are now able to move funds at their discretion within their respective department(s)/division(s) without City Council or City Manager approval. However, the department(s)/division(s) between which funds are reallocated must be within the same fund. The City Manager is able to freely reallocate resources within any given fund (however, reallocation of resources between funds still requires City Council approval).

- i. Impact: This policy was modified as a means of affording greater flexibility and responsiveness to department heads and the City Manager to reallocate appropriated funds in order to cost-effectively render goods and services to the Burleson community.
- b. A policy was put in place by the City Manager to begin budgeting all funds, regardless of size (that is, fund balance and scale of financial activity).
 - i. Impact: This has resulted in more fund revenues and expenditures being captured by and featured in this year's budget than in previous years

3. Economic Factors and Implications:

- a. The COVID-19 pandemic has had significant impact on the economy at virtually every level. As a result of the pandemic – among other, lesser factors:
 - i. Inflation (national) in FY 2019-2020 has decreased by nearly 1% due to the economic downturn caused by the pandemic.
 - ii. Unemployment (regional – North Central Texas) has increase from 3.5% to 6.3% due to a shrinking economy.
- b. Despite the ramifications of the pandemic, the City of Burleson is expecting to exceed 50,000 residents during the 2020-2021 fiscal year.
 - i. Impact: This has directly resulted in certain ongoing budget additions related to traffic signal upkeep starting in the upcoming fiscal year.
- c. Additionally, the pandemic has also left development (specifically, new ground-up construction) within the city largely unaffected. To date (as of August 20, 2020, the City has issued 63 permits more than the total number issued in the 2018-19 fiscal year, representing a 28.4% increase. Thus far, the City has experienced a 34% increase in residential permit submittals and expects this persist throughout the rest of the fiscal year. Concerning commercial permits, to date, the City has issued 6 permits

more than the total number issued in the 2018-19 fiscal year, representing a 60% increase. Thus far, the City has experienced a 39% increase.

4. Due to the COVID-19 Pandemic, Burleson received Coronavirus Relief Fund (CRF) grant funds (in accordance with the CARES Act). These funds were distributed to states – in this case, Texas, by the Federal government. The state then distributed these grant funds to major, qualifying counties within the state. Counties then provided funding to various cities and taxing entities within the county. Burleson received \$2,553,595 (as of October 2021): \$1,579,318 was dispersed to the City during the 2019-20 fiscal year, and another \$974,277 will be dispersed to the City in the 2020-21 fiscal year by December 2020. These funds are intended to cover necessary expenditures (which were not accounted for in the budget within which they occurred) incurred due to the COVID-2019 public health emergency such as compliance with COVID health measures, provision of economic support, payroll expenses for public safety/health, health care, human services; etc.

Additional detailed analysis will be provided in the Fund Balance section specific to the revenues, expenditures (expenses), and fund balance (work capital/equity) of each appropriated fund, where relevant.

Fee Schedule Analysis:

The following city departments and divisions made changes to their fee schedules: Library, Golf, Environmental Health, Planning, and BRiCk (Burleson Recreation Center).

The Library eliminated the \$5.00 processing fee charged alongside the cost of replacing a damaged or lost library item. The decision to remove this processing fee was made in order to further improve library customer service. The goal in this scenario is to recover the costs associated with replacing a lost or damaged item, not the generation of revenue (from such a nominal fee).

The Planning division created and made several changes to their plat, site plan, re-

notification, (dis)annexation request fees for the 2020-2021 Fiscal Year. These changes – based on the number of cases processes in 2019 – would produce a 30% increase in revenue (in the Filing Fee account for the Planning division). This additional revenue will help the planning division keep up with increasing development demands within the city, despite the COVID Pandemic. These changes will also more clearly convey what every development request, etc. will cost the requester in order for the City to execute.

The Environmental Services division has added a \$100.00 seasonal permit fee this fiscal year as there currently is no health permit fee that coincides with Appendix B-Zoning, Section 136 – Temporary Use Regulations for Seasonal Uses that specifies a 6-month operation period from April to October. The Hidden Creek Golf Course (division) has increased its golf play rates by \$3 across the board for the 2020-21 fiscal year. This rate increase is in response to a noteworthy increase in golf play by residents, especially during the second half of the 2019-20 fiscal year, in spite of the COVID Pandemic. Golf course usage in FY 2019-2020 during this time significantly surpassed the monthly usage averages from previous years. The golf course increased rates in response to an increase in golf course demand among residents. This rate change is estimated to yield a \$90,144 increase in operations service fees for the 2020-21 fiscal year. This increased revenue will allow the Golf Fund to provide and maintain service proportionate to this significant increase in golf course demand. It will also contribute toward the golf course becoming more self-sustaining and, therefore, less reliant on 4B subsidies.

The Burleson Recreation Center (BRiCK) division eliminated its monthly and three-month memberships, effective FY 2020-21. The BRiCK previously had 72 different fees concerning membership(s). In order to simplify this fee structure, monthly and 3-month memberships were eliminated in FY 2021, reducing the number of BRiCK membership fees to 48. The COVID Pandemic drastically reduced memberships which further revealed these monthly and three-month memberships as unviable. Moreover, because the BRiCK now offers month-to-month auto-renewing memberships with no cancellation fee. Monthly and three-month memberships are unnecessary. While it is difficult to project a specific dollar amount-impact this will have on revenue, The BRiCK division anticipates

Budget Overview
Proposed FY 2020-2021 Budget

revenue to ultimately increase in FY 2020-21 as more residents hold month-to-month memberships longer.

The Fiscal Year 2020-2021 budget for all funds totals \$112.5 million for all funds, an increase of 13.37% over last year, not including capital project expenditures.

GENERAL FUND

Revenues

Total revenues for FY 2020-21 are \$43,539,689 as proposed, approximately a 6.23% increase over last year.

Property Taxes

Tax Valuation

The City's 2020 property value, as certified by the Johnson County Appraisal District and Tarrant Appraisal District is \$4,198,941,990 – an increase of \$157,597,446 or 3.9% over 2019's \$4,041,344,544. This increase in value can be attributed primarily to rising valuations of existing properties, with an additional \$150,243,829 in new improvements added to the tax base. Total taxable value increased \$115,730,882 (3.3%) from last year's \$3,464,531,315 to \$3,580,262,197.

Tax Rate

The property tax rate in the proposed budget is \$0.7111, which is \$.0089 less than the existing rate of \$0.7200.

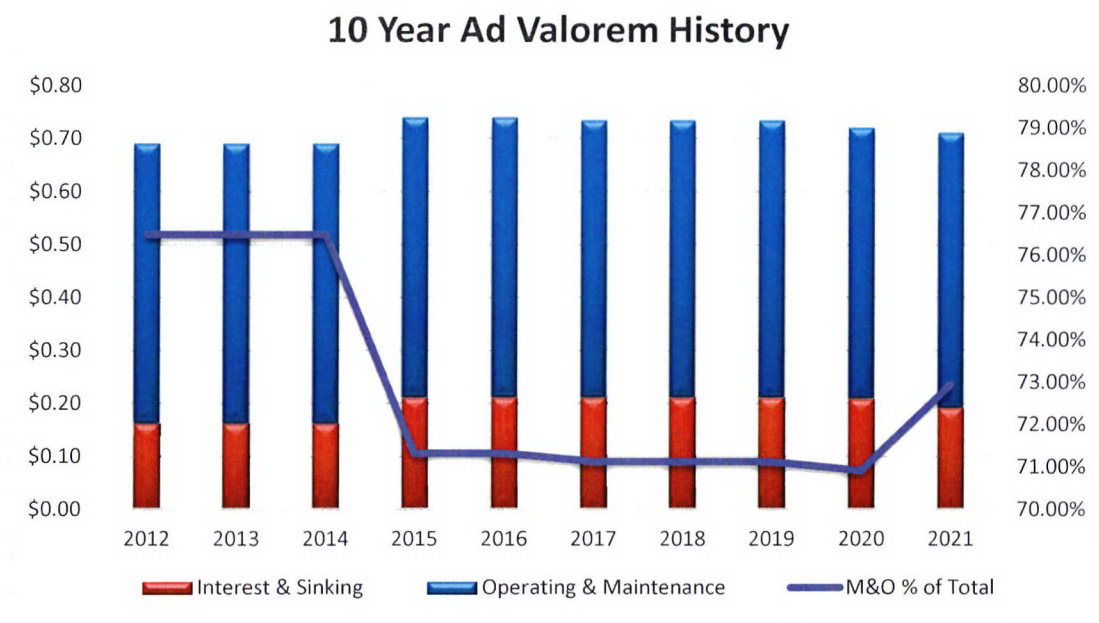
No-New-Revenue Tax Rate

The no-new-revenue rate for FY 2020-21 is \$0.7006, which is \$0.0105 lower than the FY 2019-20 rate of \$0.7111. The no-new-revenue maintenance and operations tax rate is \$0.5343. The following chart shows the historical trend of the City's tax rate since FY 2012.

Maintenance and Operations Rate (M & O rate)

The proposed budget increases the M&O rate from \$0.5106 to \$0.5187 which is the M&O no-new-revenue rate.

Budget Overview
Proposed FY 2020-2021 Budget



Debt Service Rate (I&S rate)

The debt service rate is reduced slightly – from \$0.2094 to \$0.1924. The debt rate is 27% of the total tax rate.

Budget Overview
Proposed FY 2020-2021 Budget

Tax Unit Name	Total Tax Rate	M&O Rate	I&S Rate
CITY OF ARLINGTON	0.624000	0.446700	0.177300
CITY OF AZLE	0.657204	0.579346	0.077858
CITY OF BEDFORD	0.569000	0.377409	0.191591
CITY OF BENBROOK	0.627770	0.606470	0.021300
CITY OF BLUE MOUND	0.605900	0.605900	0.000000
CITY OF CROWLEY	0.681992	0.486408	0.195584
CITY OF DALWORTHINGTON GARDENS	0.580000	0.487983	0.092017
CITY OF EULESS	0.462500	0.377974	0.084526
CITY OF EVERMAN	1.085713	1.002491	0.083222
CITY OF FOREST HILL	0.992873	0.911303	0.081570
CITY OF FORT WORTH	0.747500	0.595000	0.152500
CITY OF HALTOM CITY	0.665760	0.413727	0.252033
CITY OF HASLET	0.297583	0.258966	0.038617
CITY OF HURST	0.597299	0.478236	0.119063
CITY OF KELLER	0.399900	0.318276	0.081624
CITY OF KENNEDALE	0.734970	0.544429	0.190541
CITY OF LAKE WORTH	0.413577	0.191615	0.221962
CITY OF MANSFIELD	0.710000	0.477803	0.232197
CITY OF NORTH RICHLAND HILLS	0.572000	0.334938	0.237062
CITY OF PELICAN BAY	0.898499	0.854199	0.044300
CITY OF RENO	0.520000	0.329447	0.190553
CITY OF RICHLAND HILLS	0.558551	0.418051	0.140500
CITY OF RIVER OAKS	0.674516	0.674516	0.000000
CITY OF SAGINAW	0.459000	0.281655	0.177345
CITY OF SANSOM PARK	0.722200	0.567965	0.154235
CITY OF SOUTHLAKE	0.410000	0.330000	0.080000
CITY OF WATAUGA	0.580500	0.405884	0.174616
CITY OF WESTLAKE	0.160180	0.114530	0.045650
CITY OF WESTOVER HILLS	0.426000	0.382000	0.044000
CITY OF WESTWORTH VILLAGE	0.475000	0.235000	0.240000
CITY OF WHITE SETTLEMENT	0.732245	0.577480	0.154765
TOWN OF EDGECLIFF VILLAGE	0.257780	0.257780	0.000000
TOWN OF LAKESIDE	0.406300	0.406300	0.000000
TOWN OF PANTEGO	0.420000	0.370094	0.049906
AVERAGE	0.580186	0.473578	0.131635
<i>Average Percentage of Total Tax Rate</i>		82%	23%
BURLESON	0.711100	0.518700	0.192400
<i>Average Percentage of Total Tax Rate</i>		73%	27%

Taxable Value of Average Residential Property

The taxable value of an average residential property in Burleson grew from \$197,761 in 2019 to \$206,720.

The proposed rate, applied to the increased taxable value, will result in an increase of \$46.11 in the tax bill for the average residential property, from \$1,423.88 in FY 2019-20 to \$1,469.99 in the FY 2020-21 proposed budget.

Property Tax Revenue

Overall, General Fund revenue from ad valorem (property) taxes is up \$1,186,140 (5.8%) from last year to \$21,548,822. Taxes on new value added since the last appraisal total \$1,068,384. The value of properties subject to the senior tax freeze has increased to \$637,842,430 in 2020 from \$582.5 million in 2019. Frozen properties now account for 17.82% of the tax base.

For FY 2020-21, one cent on the ad valorem tax rate will generate \$352,656 - allowing for protested and frozen values and assuming a 98.5% collection rate.

Sales Taxes.

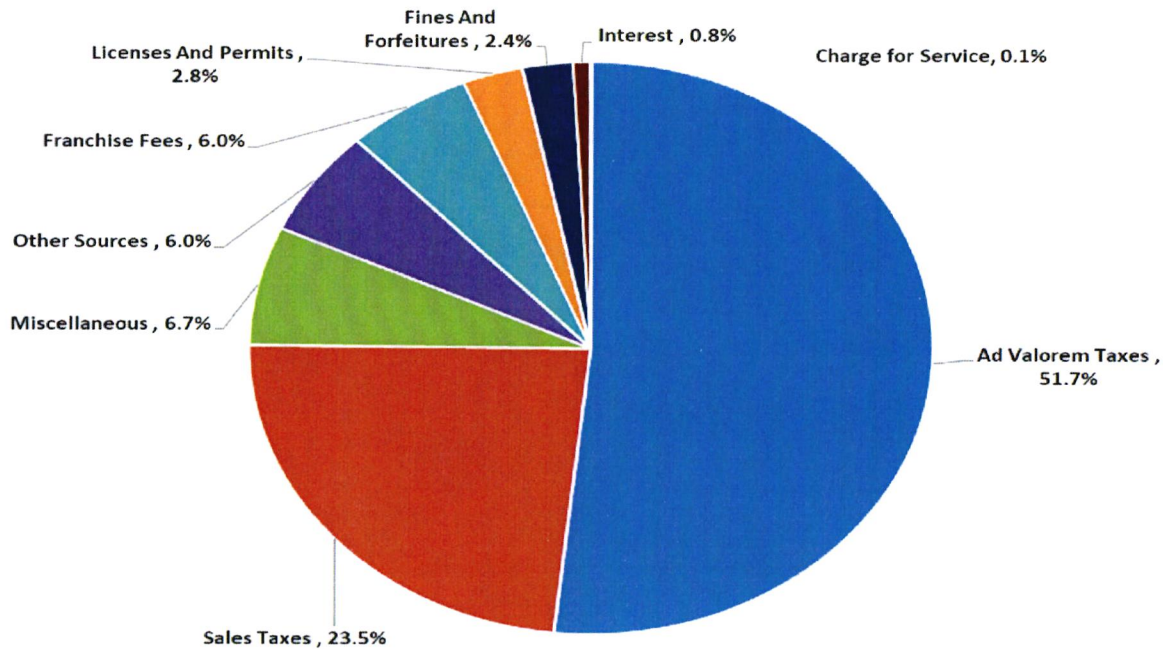
Sales tax (including liquor tax) revenues are projected to increase \$298,306 (+3%) from last year's levels. Revenue from sales tax in FY 2021 is projected at \$10,288,306 (23.5% of total revenue).

Combined, property and sales taxes will fund approximately 75.2% of General Fund maintenance and operations expenses for FY 2021. The graph below illustrates this relationship since FY 2011.

Other revenue:

Other revenue categories are projected to be a mixed bag this year and increased \$961,327 (9.72%) from last year despite interest revenue projected to decrease by \$50,000 (12.5%) and franchise fees by \$103,640 (3.82%).

Budget Overview
Proposed FY 2020-2021 Budget



Expenditures

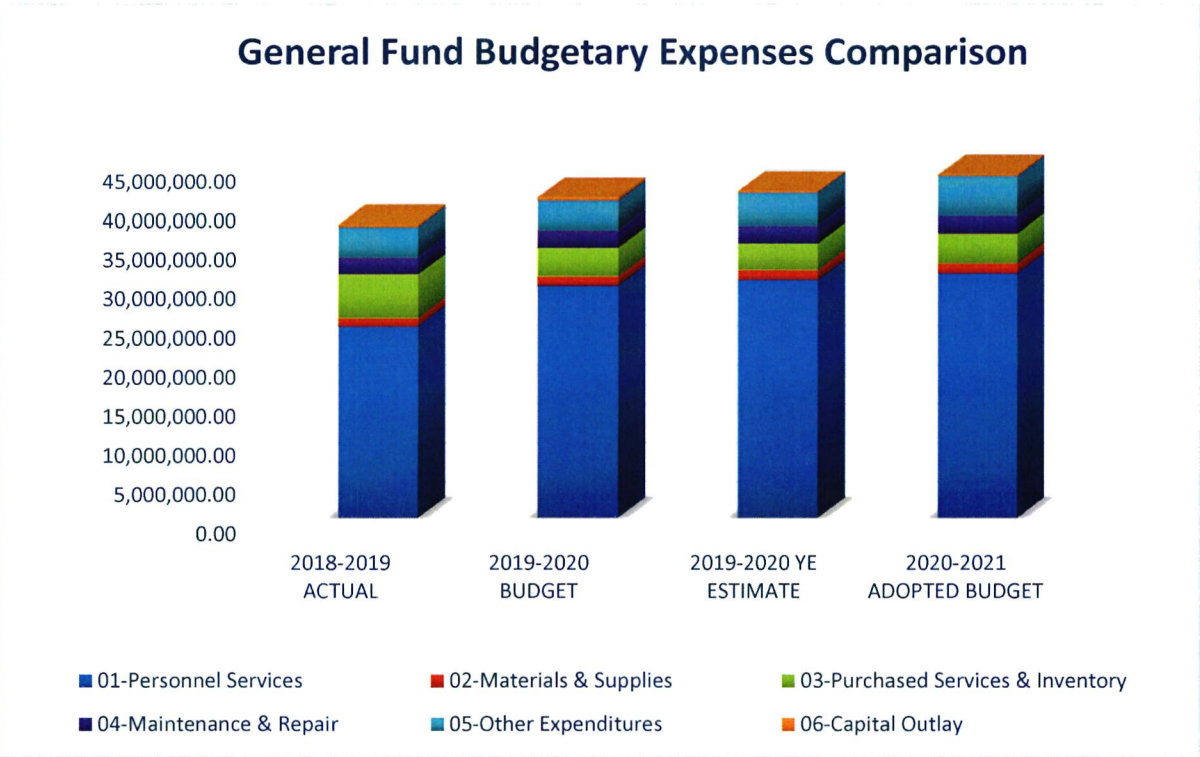
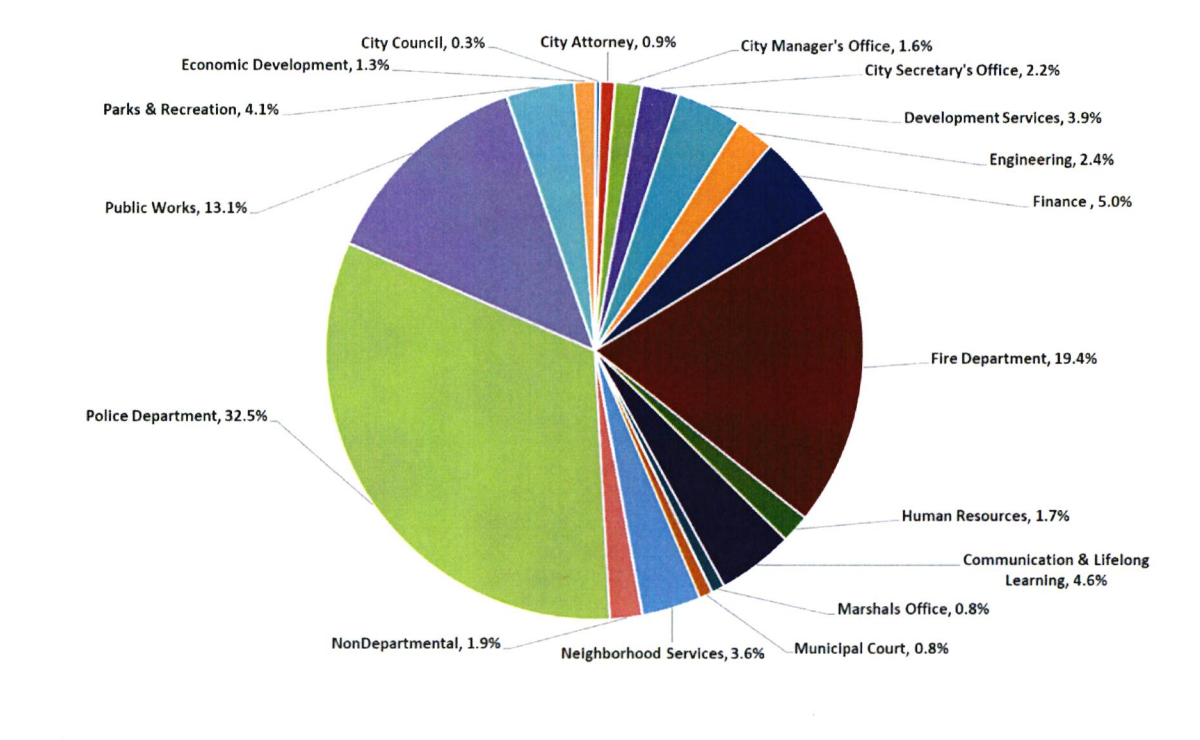
Overview

Proposed total expenditures are \$2,963,818 (7.23%) higher than last year's adopted budget. Of this amount, \$238,615 comprises capital or one-time expenditures. The remaining operating expenditures of \$43,698,239 are \$50,450 less than operating revenues. Expenditures are customarily divided into 5 major functions:

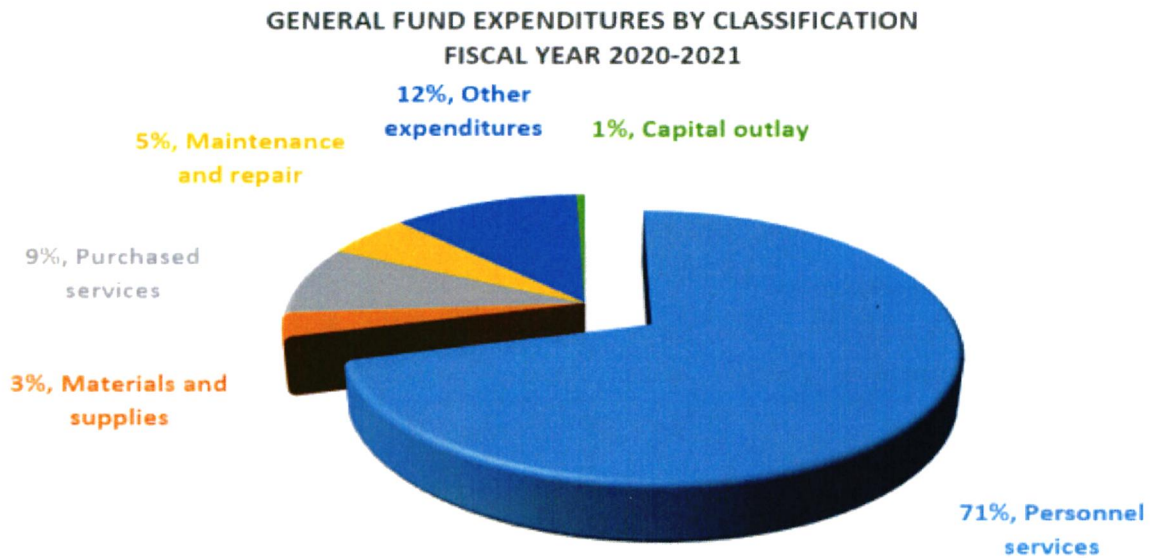
- Public Safety (Police, Fire, Fire Prevention, Animal Control & Municipal Court)
- Public Works (including Engineering)
- General Government (Finance, Human Resources, City Manager's Office, City Secretary's Office, etc.)
- Parks & Recreation (Parks)
- Other (Neighborhood Services and Communications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

The following graphs illustrate the spending by category, in comparison budgetary comparison, and a function expense comparison.

Budget Overview
 Proposed FY 2020-2021 Budget



Budget Overview
Proposed FY 2020-2021 Budget



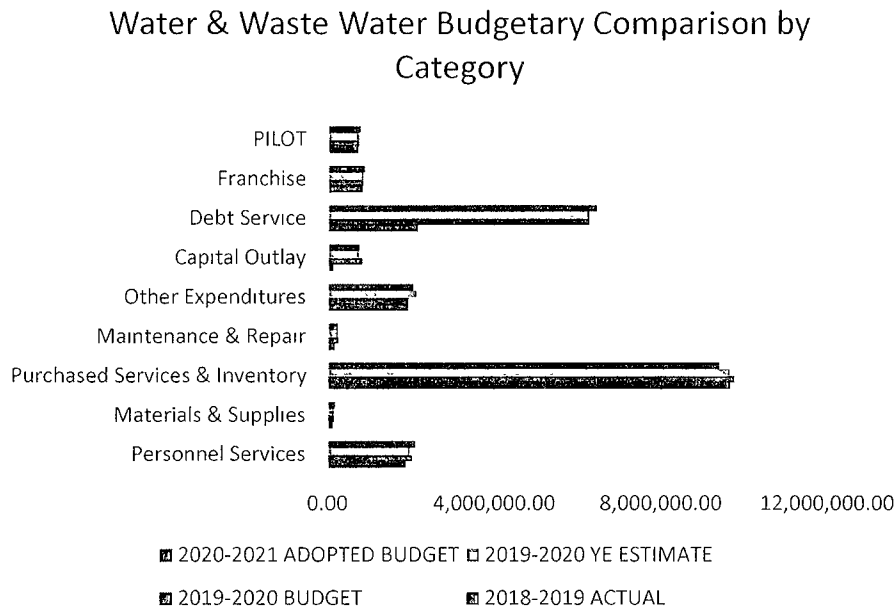
Fund Balance

The Unassigned Fund Balance in the General Fund is estimated to be \$10,995,626 at the end of FY 2019-20. This amount is \$3,040,049 above the 20% minimum reserve amount established by Council policy. The proposed budget is projected to finish FY 2021 with \$10,598,461 – \$1,771,090 above the minimum fund balance threshold.

WATER/WASTEWATER FUND

Revenue requirements in this fund are projected to increase to \$23,757,183 in the proposed FY 2020-21 budget – an increase of 431,152 (1.8%) from the FY 2019-20 adopted budget.

Expenditures



Proposed expenditures for FY 2020-21 total \$22,831,532 – about .05% less than in the FY 2020 adopted budget. Operating expenditures are decreasing in FY 2021 by about \$366,668.

Water Rates

The proposed FY 2020-2021 budget includes a 3% decrease to water rates and no change to wastewater rates. The impact of this decrease to a representative residential customer using 7,000 gallons of water and 4,900 gallons of wastewater would experience a decrease of \$1.51/month.

The base water rates are as follows:

<u>Meter size (in inches)</u>	<u>FY19/20 Water Rate</u>	<u>FY20/21 Water Rate</u>
3/4	\$16.04	\$15.56
1.0	\$23.10	\$22.41
1.5	\$43.49	\$42.19
2.0	\$64.10	\$62.18
3.0	\$154.18	\$149.55
4.0	\$256.97	\$249.26
6.0	\$512.79	\$497.41
8.0	\$768.62	\$745.56
10	\$1,022.18	\$991.51
12	\$1,180.31	\$1,144.90

Budget Overview
Proposed FY 2020-2021 Budget

(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>FY19/20</u>	<u>FY20/21</u>
1 gallon to 10,000 gallons	\$4.91	\$4.76
10,001 gallons to 20,000 gallons	\$5.93	\$5.75
Over 20,000 gallons	\$6.77	\$6.57
Gas Well Drilling (all volumes)	\$13.97	\$13.55

Wastewater Rates

The proposed FY2020-21 budget is to remain the same. The base rate is \$19.16/month, and the volumetric rate is \$5.32/1,000 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

FY2020-21 is projected to leave a working capital balance of \$9,684,305, or 44% of operating expenses (excluding capital) – well in excess of the policy minimum of 20%.

GOLF COURSE FUND

A one-time transfer was made in fiscal year 2019-2020 to zero out the historical negative carrying fund balance in the Golf Fund. Additionally, a new policy has been implemented for the Golf Fund balance to remain at zero. With this in mind, both the revenues and expenditures for golf in the 2020-2021 fiscal year are budgeted at \$2,617,923. The Golf Fund's debt service is \$362,578 (funded via subsidy from the Type B (4B) fund), \$664,404 for operations, and another \$120,510 for administrative.

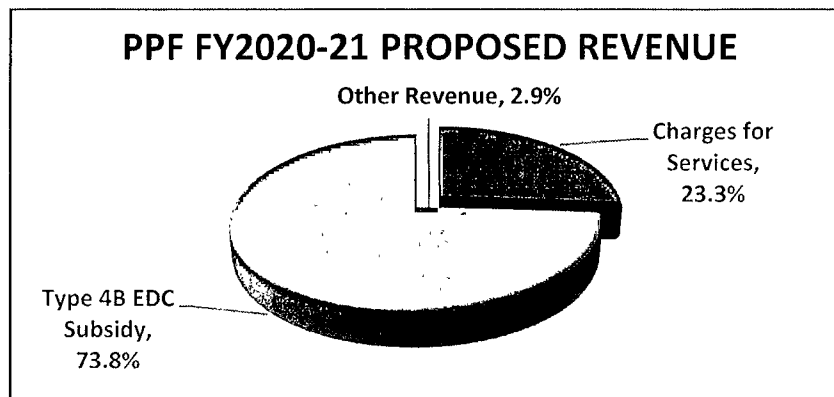
SOLID WASTE FUND

The proposed FY 2020-2021 budget includes Solid Waste expenditures of \$3,567,520. Proposed revenues of \$3,298,087 will produce a net working capital decrease of \$269,433, assuming adoption of the recommended rate of \$18.20 – the same rate as last fiscal year. Staff projects working capital at the end of FY 2020-2021 to be \$1,509,592, 43% of operating expenditures.

HOTEL/MOTEL FUND

The proposed FY 2020-2021 budget includes total revenues of \$191,415 and total expenditures of \$365,631. Ending fund balance is projected to be \$373,218 at the end of FY 2020-2021.

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 is budgeted for both the revenues and expenditure of \$4,553,355 to net to a zero fund balance. To meet this policy, a subsidy of \$3,361,387 is proposed from the Type B Corporation to cover operational expenses in fiscal 2020-2021. This is an increase of \$1,650,887 from the prior year. The revenues are projected to cover only 26% of fund expenses in 2020-2021, a significant decrease from last year’s projected self-sustainability of 60%. The sharp decline in sustainability is directly related to the governor’s response to the COVID-19 pandemic response for a state-wide shutdown in March and the subsequent slow recovery (which is still expected to continue into fiscal year 2020-2021). The BRiCk went from last year’s expected 76% self-sustainability to a

Budget Overview
Proposed FY 2020-2021 Budget

proposed 33%, Athletic fields went from 17% to 10%, and Russell Farm went from 25% to 11% in 2020-2021.

PPF – ALL OPERATIONS	FY 2019 Actual	FY 2020 Estimate	FY 2021 Proposed
Revenues	\$2,087,891	\$952,625	\$1,185,022
Expenditures*	\$3,459,546	\$3,718,357	\$4,553,355
Differential	(\$1,371,661)	(\$2,765,732)	(\$3,368,331)
% Self-Sustaining	60%	26%	26%

**FY 2020-2021 proposed budget includes a transfer of \$3,015,719 from 4B to sustain operations.*

ECONOMIC DEVELOPMENT INCENTIVE FUND

The Economic Development Fund was eliminated (as of FY 2020-21) because the small incentives paid from this fund have now been budgeted from TIF2. This fund provided an unnecessary conduit through which funds were moved from the General Fund to TIF Funds.

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. The proposed budget is \$2,724,800, \$415,000 of which will be used towards the cost of implementing an updated ERP system. The projected year-end working capital balance is \$326,812.

TIME PAYMENT MUNICIPAL COURT FUND

This fund was created in order to exclusively finance efforts to increase the efficiency of court collection efforts. This is funded by fees paid by individuals convicted of a misdemeanor by the Burleson Municipal Court. The fee is currently \$15.00. Revenues

for FY 2020-21 are projected to be \$12,500 and ending fund balance at the end of FY 2020-21 is projected to be \$12,500.

MUNICIPAL COURT TECHNOLOGY FUND

The Municipal Court Technology Fund was created to exclusively finance the purchase or maintenance of technological enhancements related to municipal court. This is funded by fees paid by individuals convicted of a misdemeanor by the Burleson Municipal Court. This fee must not exceed \$4.00. For FY 2020-21, revenues are projected at \$160,000 and expenditures at \$22,817. An ending fund balance at the end of FY 2020-21 is projected to be \$137,183.

MUNICIPAL COURT BUILDING SECURITY FUND

The Municipal Court Building Security Fund was created to exclusively finance security personnel, services, and items related to buildings that house the operations of the municipal court. This is funded through fees paid by individuals convicted of a misdemeanor by the Burleson Municipal Court. This fee must be a rate of \$3.00. For FY 2020-21, revenues are projected at \$80,000 and expenditures at \$16,885. An ending fund balance at the end of FY 2020-21 is projected to be \$63,115.

JUVENILE CASE MANAGER FUND

The Municipal Court Juvenile Case Manager Fund was created to exclusively finance the salary, benefits, training, travel expenses, office supplies, and other necessary expenses relating to the position of a juvenile case manager employed under CCP, article 45.056. The fund may not be used to supplement the income of an employee whose primary role is not that of a juvenile case manager. This is funded through fees paid by individuals convicted of a misdemeanor by the Burleson Municipal Court. This fee must not exceed \$5.00. For FY 2020-21, revenues are projected at \$190,000 and expenditures at \$76,144. An ending fund balance at the end of FY 2020-21 is projected to be \$113,856.

PUBLIC, EDUCATIONAL AND GOVERNMENTAL (PEG) FUND

The Public, Education, and Governmental Fund was created to exclusively finance equipment and facility costs that promote public education regarding City of Burleson governmental functions. For FY 2020-21, revenues are projected at \$240,000 and expenditures at \$35,432. An ending fund balance at the end of FY 2020-21 is projected to be \$204,568.

CEMETERY FUND

The Cemetery (Operations) 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 \$30,746 in FY 2020-21. Expenditures are projected at \$20,225. The end-of-year working capital in the Cemetery Fund is projected to be \$222,542 in FY 2020-21.

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 2020-21 budget are projected at \$455,088. Fund expenditures are projected at \$531,679. The end-of-year working capital in the Equipment Service Fund for FY2020-21 is projected to decrease by \$76,591.

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 FY2020-21 are projected at \$1,765,216. Expenditures are estimated to be \$1,350,041. The fund is scheduled to replace eight (8) pieces of equipment including three (3) Police vehicles and one (1) for the Fire Marshall. The end-of-year working capital in the Governmental Equipment Replacement Fund is projected to be increase by \$415,175 with a working capital balance of \$4,507,592 in FY 2020-21.

PROPRIETARY EQUIPMENT REPLACEMENT FUND

Revenues and Expenditures

Revenues in this fund for FY 2020-21 are projected at \$418,060. Expenditures are estimated to be \$469,800. Three piece of water equipment items are scheduled for replacement. The end-of-year working capital in the Proprietary Equipment Replacement Fund is projected to decrease by \$51,740 to an ending working capital balance of \$922,383 for FY 2020-21.

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 \$5,267,097 in the approved FY 2020-21 budget. Expenditures are projected to be \$4,157,925 in FY 2020-21, a 9.4% increase from the \$3,799,664 provided for in the approved FY 2019-20 budget, due primarily to some large development incentives in the FY 2019-20 budget.

Debt Service Fund

FY 2020-21 debt requirements in this fund are \$2,393,731 including \$1,905,587 principal and \$486,644 interest. Transfers out from the Type A EDC Special Revenue Fund are budgeted at \$2,393,731.

TYPE B COMMUNITY SERVICES DEVELOPMENT CORPORATION

The citizens of Burleson 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 Burleson 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 \$5,111,473 in FY 2020-21, an increase of .19% from the \$5,102,000 estimated in the approved FY 2019-20 budget. Expenditures are projected to be \$6,733,104 in FY 2020-21, a 40.3% increase from the \$4,800,591 projected for the FY 2019-20 budget.

Debt Service Fund

FY 2020-21 debt requirements in this fund are \$1,845,594 including \$1,380,000 principal and \$464,544 interest (not including agent fees). Transfers from the Type B Special Revenue Fund are budgeted at \$1,844,545.

HEALTH INSURANCE FUND

This fund was created in order to house the health insurance financial activity of the city (i.e. citywide), previously located in the General Fund. For FY 2020-21, revenues are projected to be \$5,538,357, and expenditures at \$5,125,966. An ending fund balance at the end of FY 2020-21 is projected to be \$2,139,017.

TOTAL FUND EXPENDITURES

The proposed expenditures for all funds is \$145 million. Not including \$32.3 million in FY 2020-21 capital project funds, the total budget increased by 13.37% to \$112.5 million.

	FY2020	FY2021 Proposed	Variance
General Fund	\$ 41.0	\$ 43.9	\$ 2.9
Debt Service FD-General	\$ 7.7	\$ 7.5	\$ (0.2)
Water& Wastewater Fund	\$ 22.8	\$ 22.8	\$ (0.0)
Solid Waste Fund	\$ 3.5	\$ 3.6	\$ 0.1
Hidden Creek Golf Course Fund	\$ 2.6	\$ 2.6	\$ 0.1
Parks Performance Fund	\$ 3.9	\$ 4.6	\$ 0.6
EDC 4A SRF	\$ 3.8	\$ 4.2	\$ 0.4
BCDC 4B Sales Tax SRF	\$ 4.8	\$ 6.7	\$ 1.9
Capital Projects	\$ -	\$ 32.3	\$ 32.3
Other Funds	\$ 9.3	\$ 16.7	\$ 7.4
Total	\$ 99.2	\$ 144.9	\$ 45.7

CITY OF BURLESON

STRATEGIC PLAN

for fiscal year 2020-21



ABOUT THIS PLAN

The City of Burleson Strategic Plan is a visionary document that is designed to guide the organization toward achieving community-wide goals and objectives.

The Strategic Plan was developed utilizing the following:

- City's adopted vision and mission
- Imagine Burleson: Roadmap to 2030, a planning document. Adopted by City Council April 19, 2010
- Comprehensive Plan: 2020 update process
- City's Master Plans and Capital Improvement Plans
- Departmental Strategic Plans
- FY 19-20 Strategic Plan
- Council and Department Head meetings with City Manager



ORGANIZATIONAL VALUES

From the Burleson Game Plan
Adopted by Council Sept. 6, 2011

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:

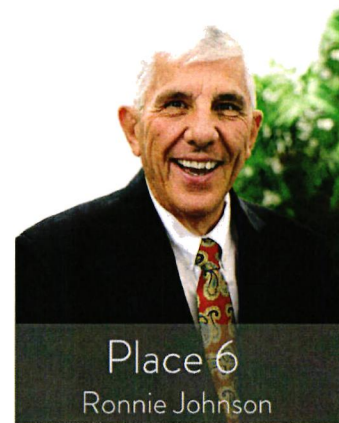
The process by which a new idea or invention adds value to the services we provide to our citizens.

CUSTOMER SERVICE:

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

BURLESON

City Council



MISSION AND VISION STATEMENTS

As adopted by City Council on September 6, 2011

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, unequal service delivery and customer satisfaction.

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.



THE CITY OF BURLESON IS:

*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.*



STRATEGIC *Focus Areas*

AREA 1



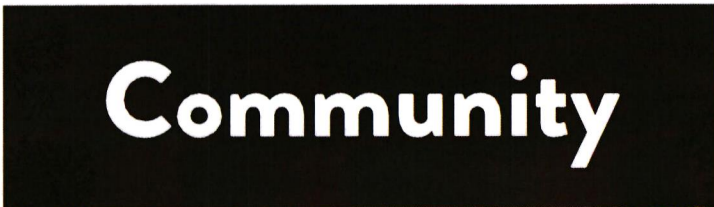
Operational Excellence

AREA 2



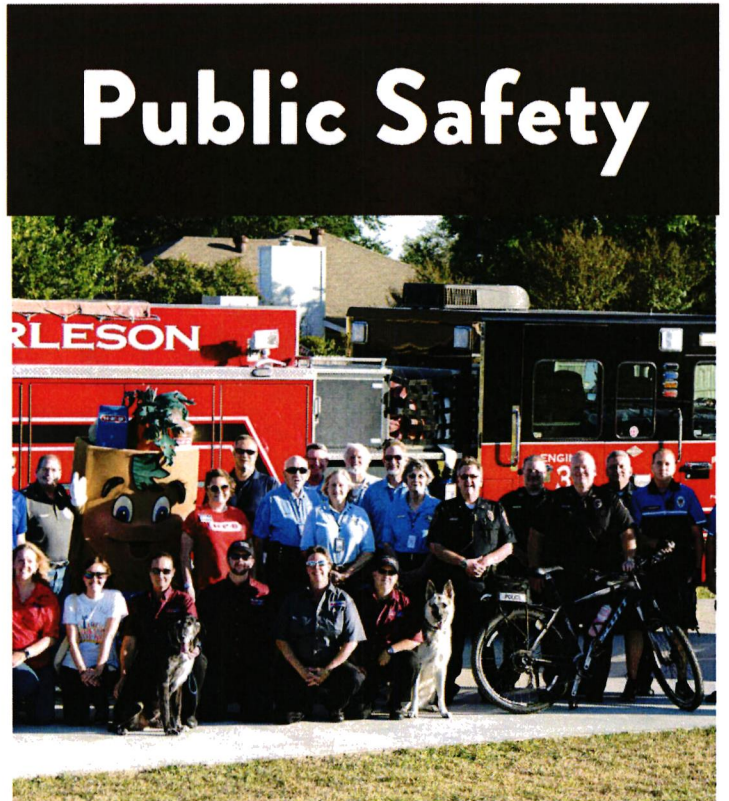
Infrastructure

AREA 3



Community

AREA 4



Public Safety

STRATEGIC FOCUS AREA 1:

Operational Excellence



OBJECTIVE

To make the City of Burleson a community of choice by providing outstanding customer service; leveraging technology to be an efficient and responsive organization; being financially responsible; and focusing on transparency throughout the organization.

GOAL 1:

Develop a high-performance workforce by attracting and retaining the very best employees; providing a competitive salary and benefits package; maximizing employee training and educational opportunities.

GOAL 2:

Improve the efficiency and productivity of operations through the use of technology, innovation and continual business process improvement.

GOAL 3:

Deliver high-quality service to external and internal customers by providing an outstanding customer experience; regularly seeking feedback from citizens and employees; and offering convenient methods for conducting business with the city.

GOAL 4:

Be a responsible steward of the city's financial resources by providing rates and fees that represent a strong value to our citizens; providing timely, accurate and transparent financial reporting; and utilizing long-range planning.

GOAL 5:

Foster a collaborative organization, both internally and externally, by maintaining an open dialogue between all city departments along with local, regional, state and federal partners.

Operational Excellence

WORK PLAN TASKS

Goal 1

Develop a high-performance workforce by attracting and retaining the very best employees; providing a competitive salary and benefits package; maximizing employee training and educational opportunities.

	Work Plan Task	Responsible Department	Target Date
1.1.1	Continue to ensure competitive compensation and benefits across the city by benchmarking public safety pay step plans, evaluating city compensation plan ranges and adjustments, cost of living adjustments, and performance-based merits	Human Resources	May 2021
1.1.2	Provide relevant training programs for supervisors and employees by focusing on growing their knowledge, skills and abilities to succeed in both their professional and personal lives while enhancing the services to the city	Human Resources	May 2021
1.1.3	Implement a direct clinic model for employee's health benefit plan that will provide a timely health care option and provide cost-savings for both employees and the city's healthcare plan	Human Resources	July 2021

Goal 2

Improve the efficiency and productivity of operations through the use of technology, innovation and continual business process improvement.

	Work Plan Task	Responsible Department	Target Date
1.2.1	Streamline department processes to increase efficiency with a better work product with Onboarding and Termination process improvement and continue building automated reporting	Human Resources	December 2021
1.2.2	Provide a greater level of accuracy, security, simplicity, transparency and timely response to all open record requests and transparency and ease-of-use to the requestor by implementing GovQA Open Records Solution Software	City Secretary Office	March 2021
1.2.3	Implement online bidding platform, Bonfire, which allows vendors to be notified electronically of bid solicitations and register to do business with the city, automates the city's currently manual process of evaluating bid submittals and manages the life cycle of active city contracts	Purchasing	September 2021
1.2.4	Increase automatic utility payments by 3%, from 27.9% to 30.9% by implementing a new vendor to make the online utility payment option more user-friendly	Utility Customer Service	September 2021
1.2.5	Implement an Enterprise Backup Solution that includes cloud-based disaster recovery services to protect the city's data in case of an emergency	Information Technology	August 2021

Goal 3

Deliver high-quality service to external and internal customers by providing an outstanding customer experience; regularly seeking feedback from citizens and employees; and offering convenient methods for conducting business with the city.

Work Plan Task		Responsible Department	Target Date
1.3.1	Develop city-wide customer service survey and feedback channels to measure customer experience with city facilities and projects	Communications	September 2021
1.3.2	Complete launch of redeveloped user-friendly city website to provide an avenue of direct communications with the city's stakeholders	Communications	November 2020
1.3.3	Continue to implement a city branding campaign to develop a clear, strong and resilient brand identity across all mediums representing the varied attributes of Burleson while supporting the City Council's goals	Communications	September 2021
1.3.4	Reshape Connect with Council Initiative to provide greater compatibility and outreach while achieving necessary safety precautions by utilizing social media events (ex. Facebook Town Hall and Live Online QA) as well as socially distanced in-person events	City Secretary Office	September 2021
1.3.5	Increase customer service related to quality and timeliness of health inspections and investigations of food, public/semipublic pools and aquatic recreation facilities by addressing all complaints by the end of the following business day, conducting follow-up inspections within 72 hours of the scheduled follow-up date and responding to new facilities inspections and health plan reviews by the end of the following business day	Environmental Services	September 2021
1.3.6	Reduce the building permit plan review time from 20 business days to 10 business days for residential permits and 15 business days for commercial permits	Building Inspections	October 2020
1.3.7	Increase response times for municipal court customers to provide efficient and effective services by having case files accessible to the defendant within two business days from the date of offense; meeting court records request within seven days; and resolving all window customers in five minutes or less	Municipal Court	September 2021

Goal 4

Be a responsible steward of the city's financial resources by providing rates and fees that represent a strong value to our citizens; providing timely, accurate and transparent financial reporting; and utilizing long-range planning.

	Work Plan Task	Responsible Department	Target Date
1.4.1	Develop the FY 2020-21 annual budget with a focus on public safety enhancements, cost containment and efficiency	City Manager's Office	September 2021
1.4.2	Present quarterly reports to City Council within 60 days of the most recent quarter	Finance, Communications	September 2021
1.4.3	Create a performance measurement system to assess the implementation and progress of work plan tasks in the city-wide strategic plan	Communications	September 2021
1.4.4	Conduct an analysis to compare the city of Burleson's development fees to other benchmark cities within the North Texas region to determine marketplace alignment	Development Services	October 2020

Goal 5

Foster a collaborative organization, both internally and externally, by maintaining an open dialogue between all city departments along with local, regional, state and federal partners.

	Work Plan Task	Responsible Department	Target Date
1.5.1	Improve access and expand the use of the city's geographic information system (GIS) data by providing end-user training, allowing more users to access the software and providing advanced GIS compatibility through the Community Development software to allow for better integration and data analysis	Information Technology	April 2021
1.5.2	Finalize mobility plan and partner with North Central Texas Council of Governments to determine regional grants to assist with implementation of programs	Public Works	July 2021
1.5.3	Continue to work with Federal and State agencies to assist our community in recovery from the COVID-19 public health crisis through the application and administration of grant funding	Emergency Operations, Finance	September 2021

STRATEGIC FOCUS AREA 2:

Infrastructure



OBJECTIVE

To develop and maintain public infrastructure in the City of Burleson that improves mobility and connectivity; develops superior utility services and facilities; and promotes the sustainable development of the city.

GOAL 1:

Improve efficiency of travel for citizens by focusing on key improvements within the SH 174 Corridor and coordinating with Regional, State and Federal transportation partners for funding and support.

GOAL 2:

Enhance connectivity and improve mobility by expanding capacity of existing transportation network; evaluating additional thoroughfare improvements; and improving roadway, bicycle and pedestrian infrastructure.

GOAL 3:

Develop and maintain utility services and facilities that meet the needs of the community through strategic planning, long-term planning and best practices.

GOAL 4:

Pursue regional transportation solutions that will assist our residents, visitors and businesses traveling to and from our city.

GOAL 5:

Develop and implement a Capital Improvement Program that improves the quality of life for residents through the completion of projects identified in the city's Master Plans.

Infrastructure

WORK PLAN TASKS

Goal 1

Improve efficiency of travel for citizens by focusing on key improvements within the SH174 Corridor and coordinating with Regional, State and Federal transportation partners for funding and support.

	Work Plan Task	Responsible Department	Target Date
2.1.1	Complete median project on SH 174/Wilshire Boulevard to increase the visual appeal and sustainability of the landscaping on a primary city corridor	Parks	April 2021
2.1.2	Continue working with Texas Department of Transportation to acquire right-of-way and finalize design related to the widening of SH 174/Wilshire Boulevard from Elk Drive to Hulen Street from four-lanes to six-lanes	Public Works	September 2021
2.1.3	Develop a strategy for implementation of driveway consolidation along SH 174/ Wilshire Boulevard to increase motorist safety	Public Works	May 2021

Goal 2

Enhance connectivity and improve mobility by expanding capacity of existing transportation network; evaluating additional thoroughfare improvements; and improving roadway, bicycle and pedestrian infrastructure.

	Work Plan Task	Responsible Department	Target Date
2.2.1	Assess current sidewalk conditions and develop improvement plan to address accessibility necessary to comply with the Americans with Disability Act	Public Works	November 2021
2.2.2	Complete the design to increase capacity and improve safety of the Hulen Street and SH 174 intersection	Public Works	September 2021
2.2.3	Complete master mobility plan to provide guidance for present and future mobility infrastructure needs in our community	Public Works	November 2021
2.2.4	Complete Safe Routes to School project including a 10-foot trail to improve pedestrian access along Irene Street and Garden Avenue along with Warren Park improvements encompassing a crosswalk to the Public Library; ADA accessibility improvements and a pedestrian bridge over Town Creek	Public Works	April 2021
2.2.5	Complete 10-foot trail section at SW Hillside Drive and install a 5-foot sidewalk on Elk Drive to improve pedestrian mobility near Burleson High School	Public Works	March 2021

2.2.6	Install traffic signal at Hidden Vistas Boulevard and Hidden Creek Parkway to enhance safety and visibility for motorists	Public Works	March 2021
2.2.7	Install 10-foot trail from Bluebird Meadows neighborhood to Joshua ISD's RC Loflin Middle School and a traffic signal at the school entrance to improve safety and mobility of both pedestrians and vehicular traffic	Public Works	October 2021

Goal 3

Develop and maintain utility services and facilities that meet the needs of the community through strategic planning, long-term planning and best practices.

	Work Plan Task	Responsible Department	Target Date
2.3.1	Finalize construction of Animal Shelter isolation area to help decrease exposure and minimize the spread of disease among animals at the shelter	Neighborhood Services	September 2021
2.3.2	Continue working with the City of Fort Worth to develop an agreement that addresses future water supply needs for the City of Burleson, establishes the capacity of all water lines currently serving the city and outline terms for the purchase of any future additional needed capacity	Public Works	On-going
2.3.3	Research options for city facilities that address space, needs, preferred department locations and potential long-term solutions	Public Works	August 2021
2.3.4	Update the Water and Sewer Master Plan to identify options to expand services to the western portion of the city	Public Works	September 2021

Goal 4

Pursue regional transportation solutions that will assist our residents, visitors and businesses traveling to and from our city.

	Work Plan Task	Responsible Department	Target Date
2.4.1	Continue dialogue with Tarrant Regional Transportation Coalition and regional partners to outline options to improve mobility in the City of Burleson	City Manager's Office	September 2021
2.4.2	Partner with North Central Texas Council of Governments and Texas Department of Transportation to develop long-term solutions to improve capacity of I-35W corridor	Public Works	On-going
2.4.3	Develop a transportation plan to serve the west side of the city including Chisholm Trail Corridor and leverage partnerships with regional agencies to assist with funding	Public Works	November 2021

Goal 5

Develop and implement a Capital Improvement Program that improves the quality of life for residents through the completion of projects identified in the city's Master Plans.

Work Plan Task		Responsible Department	Target Date
2.5.1	Begin design process to widen and rebuild Wicker Hill Road to restore failed pavement	Public Works	May 2021
2.5.2	Reconstruct existing street near the SW Johnson Avenue and Renfro Street intersection to restore failed pavement and improve safety	Public Works	April 2021
2.5.3	Improve intersection of County Road 910 and FM 1902 by adding a right turn lane	Public Works	November 2021
2.5.4	Connect 8-inch and 12-inch water lines on Big Horn Drive and Dobson Street to provide additional water line looping, reduce water quality issues and increase fire flow protection	Public Works	April 2022
2.5.5	Replace old cast iron water lines in a variety of locations in the city to reduce water leaks, conserve water, reduce maintenance cost and improve water system reliability	Public Works	August 2021
2.6.6	Replace failed sanitary sewer mains in multiple locations of the city to decrease the potential for sanitary sewer overflows	Public Works	August 2021

STRATEGIC FOCUS AREA 3:

Community



OBJECTIVE

To make the City of Burleson a premier place to live, learn, work and play.

GOAL 1:

Provide high-quality parks and recreation opportunities for residents by expanding park amenities and options; enhancing city's trail network; and improving access to parks facilities.

GOAL 2:

Provide outstanding cultural and educational opportunities by cultivating mutually beneficial partnerships with area education, business community and government entities; and by continuing to enhance and develop programs that enrich the quality of life for residents.

GOAL 3:

Attract and retain top-tier businesses to promote high-quality economic development by expanding and diversifying the tax base; and creating jobs that allow our residents to work where they live.

GOAL 4:

Promote sustainable residential and commercial development through strategic and long-term planning; providing a business-friendly environment; continuing efficient development review process; and enhancing partnerships with the development community.

GOAL 5:

Encourage a clean and healthy community through the promotion of positive behaviors, sustainable practices, outreach programs and city services.

GOAL 6:

Encourage placemaking and a sense of belonging in our neighborhoods, parks and key commercial districts by focusing on long-range planning and comprehensive elements.

Community

WORK PLAN TASKS

Goal 1

Provide high-quality parks and recreation opportunities for residents by expanding park amenities and options; enhancing city's trail network; and improving access to parks facilities.

Work Plan Task		Responsible Department	Target Date
3.1.1	Increase online recreation programming from 2% of registrations to 50% by purchasing and implementing Smart Rec, a mobile-optimized registration experience with flexible payment options	Parks and Recreation	August 2021
3.1.2	Complete the construction of a community splash pad as identified in the Capital Improvement Program in the Parks Master Plan	Parks and Recreation	October 2021
3.1.3	Design Village Creek Trail extension to provide 1.6 miles of additional concrete trails from Chisenhall Fields to FM 731/Hillside Drive	Parks and Recreation	September 2021
3.1.4	Complete design for cemetery expansion which will beautify the cemetery and provide potential additional burial options for the public	Parks and Recreation	September 2021
3.1.5	Develop a strategy for a community park that will define the location, outline process for acquiring land and begin the design	Parks and Recreation	January 2021

Goal 2

Provide outstanding cultural and educational opportunities by cultivating mutually beneficial partnerships with area education, business community and government entities; and by continuing to enhance and develop programs that enrich the quality of life for residents.

Work Plan Task		Responsible Department	Target Date
3.2.1	Develop plan to successfully transition the Hill College campus to the former Kerr Middle School site	City Manager's Office	September 2021
3.2.2	Increase the library's market penetration from 27% to 28% of households in Burleson by continuing the library's user analysis and market study, gathering data and community feedback for long-range planning	Library	September 2021
3.2.3	Increase services through digital channels with convenient, flexible options that deliver resources outside the physical library	Library	September 2021
3.2.4	Expand the efforts with the ProjectU Leadership Conference to provide an atmosphere for local businesses to grow and share ideas for the betterment of our community through a six-week leadership series	Economic Development	June 2021

Goal 3

Attract and retain top-tier businesses to promote high-quality economic development by expanding and diversifying the tax base; and creating jobs that allow our residents to work where they live.

	Work Plan Task	Responsible Department	Target Date
3.3.1	Develop a plan for the recruitment, retention and expansion of businesses on major corridors in the city including SH 174/Wilshire Boulevard and I-35W; identify strategic land parcels within the city for future development	Economic Development	May 2021
3.3.2	Establish recruitment plan and development incentives to target family-entertainment venues to Burleson	Economic Development	December 2021
3.3.3	Develop economic development strategic plan for Chisholm Trail Corridor that identifies land parcels for the future development of Class A office space and a medical corporate park	Economic Development	May 2021

Goal 4

Be a responsible steward of the city's financial resources by providing rates and fees that represent a strong value to our citizens; providing timely, accurate and transparent financial reporting; and utilizing long-range planning.

	Work Plan Task	Responsible Department	Target Date
3.4.1	Revise parkland development ordinances to ensure that parkland is developed in coordination with the city's subdivision ordinances and guarantee subdivision developers are contributing to the parks system	Parks and Recreation	September 2021
3.4.2	Initiate creation of a development guide and checklist for building inspections, planning and engineering that will provide property owners, developers, and consultants an easy-to-read guide through the city's development process	Development Services	December 2020
3.4.3	Develop a program to encourage improvements to commercial facades of aging buildings to revitalize areas and businesses throughout the community	Development Services	March 2021
3.4.4	Revise the Zoning Ordinance to ensure that it is aligned with the Comprehensive Plan update	Development Services	June 2021
3.4.5	Continue working with developers for the redevelopment of Ellison Street properties to attract new users into Old Town and to complement Mayor Vera Calvin Plaza in Old Town	Economic Development	January 2021
3.4.6	Continue to assist small business recovery efforts from the COVID-19 public health emergency through innovative programming and evaluating upcoming needs of local businesses	Economic Development	On-going

Goal 5

Encourage a clean and healthy community through the promotion of positive behaviors, sustainable practices, outreach programs and city services.

	Work Plan Task	Responsible Department	Target Date
3.5.1	Enhance teen programming, increase and create diverse family-oriented events and expand recreational opportunities to local non-profit organizations and citizens with special needs	Parks and Recreation	August 2021
3.5.2	Diversify Be Healthy Burleson's programs to adjust to restrictions due to COVID-19 public health emergency by providing online, digital and socially-distanced programs and educational information	City Secretary Office	January 2021
3.5.3	Implement a Neighborhood Revitalization Program (NRP) by renovating single-family, owner-occupied homes in specific areas of the city with a goal to boost property values and provide interested single-family home buyers the opportunity to purchase an updated and safe home at a reasonable price	Neighborhood services	September 2021
3.5.4	Gain 50% voluntary compliance of property owners who are in violation of city codes within 10 days of first contact through outreach methods including educational door hangers and attending HOA meetings	Code Compliance	September 2021
3.5.5	Implement the code compliance community outreach plan to help neighborhoods remedy neglected, and vacant properties that often pose serious threats to community health, safety, and quality of life by ensuring that homeowners and businesses maintain their properties consistent with relevant state statutes and local codes	Code Compliance	September 2021

Goal 6

Encourage placemaking and a sense of belonging in our neighborhoods, parks and key commercial districts by focusing on long-range planning and comprehensive elements.

	Work Plan Task	Responsible Department	Target Date
3.6.1	Evaluate programming in parks and city facilities outside of the Old Town area to encourage placemaking and community in other portions of the city	Parks and Recreation	September 2021
3.6.2	Institute a public art program partnership with Keep Burleson Beautiful to bring additional beautification to the city through visual art	Environmental Services	September 2021
3.6.3	Amend the sign ordinance to add clarifying standards, eliminate conflicts and include regulations to minimize visual sign clutter	Development Services	December 2020
3.6.4	Complete update of the City's Comprehensive Plan to reflect Council's vision, enhance neighborhood connectivity and encourage a sense of belonging in public spaces	Development Services	October 2020

STRATEGIC FOCUS AREA 4:

Public Safety



OBJECTIVE:

Provide a safe and secure community for those that live, learn, work and play in the City of Burleson by focusing on crime prevention and community risk reduction programs; emergency preparedness; and emergency response services.

GOAL 1:

Enhance emergency response services provided to the community.

GOAL 2:

Provide superior public safety dispatch services.

GOAL 3:

Ensure adequate equipment and personnel needs are being met, including staffing, support and training.

GOAL 4:

Continue community policing and risk reduction programs that create strong partnerships with the public to promote safety throughout the community.

GOAL 5:

Strengthen partnerships with area public safety agencies to enhance safety to the overall region.

GOAL 6:

Maximize the use of the city's emergency operations center to improve training and enhance the city's emergency response capabilities.

Public Safety

WORK PLAN TASKS

Goal 1

Enhance emergency response services provided to the community.

	Work Plan Task	Responsible Department	Target Date
4.1.1	Evaluate alternate response model for Ladder Truck 16 to be used exclusively for fire-related calls and Engine 16 for EMS and vehicle accident-related calls to extend the life of the ladder truck, a cost-savings to the tax-payer	Fire	February 2021
4.1.2	Implement Community Paramedic program/Mobile Integrated Healthcare program in partnership with MedStar and Texas Health Resources Huguley Hospital to reduce 911 calls by proactively helping patients manage their healthcare in their homes	Fire	September 2021
4.1.3	Host cross-training meetings between code compliance and first responders to protect the health and safety of the community by identifying high-risk properties which include hoarding, property maintenance, parking, dumping and unsafe conditions	Code Compliance	September 2021
4.1.4	Revise policy and procedures to align with 8 Can't Wait, a list of eight policies that curb the use of force	Police	October 2020

Goal 2

Provide superior public safety dispatch services.

	Work Plan Task	Responsible Department	Target Date
4.2.1	Complete review of public safety communications and begin implementation of recommendations to improve efficiency of operations	City Manager's Office	October 2020
4.2.2	Establish service benchmarks and revise policies and protocols to met standards	City Manager's Office	March 2021
4.2.3	Evaluate technical systems to determine whether improvements should be made to increase level of service	City Manager's Office	September 2021

Goal 3

Ensure adequate equipment and personnel needs are being met, including staffing, support and training.

	Work Plan Task	Responsible Department	Target Date
4.3.1	Complete construction of Fire Station 16, located on Hidden Creek Parkway, to increase response times to the southern portion of the city	Fire	February 2021
4.3.2	Continue implementation of a power shift to improve response times	Police	April 2021
4.3.3	Complete analysis of squad concept for Burleson Fire Department and determine how resources should be deployed in the future	Fire	April 2021

Goal 4

Continue community and risk reduction programs that create strong partnerships with the public to promote safety throughout the community.

	Work Plan Task	Responsible Department	Target Date
4.4.1	Participate and support the Burleson ISD High School Fire Academy Program by providing off-duty Burleson firefighters as teachers	Fire	October 2020
4.4.2	Expand Community Risk Reduction programs (Drowning prevention, CPR, Stop The Bleed etc.) making our city a safer place to live, work and visit	Fire	April 2021
4.4.3	Conduct a Community Risk Analysis to identify and prioritize local risks, followed by the integrated and strategic investment of resources to reduce their occurrence and impact	Fire Marshal	March 2021
4.4.4	Maintain and expand the Johnson County public safety consortium partnership to enhance emergency response, interoperability and mutual aid	Police	On-going

Goal 5

Strengthen partnerships with area public safety agencies to enhance safety to the overall region.

Work Plan Task		Responsible Department	Target Date
4.5.1	Expand partnership with Joshua ISD for Community Risk Reduction to bring the program to the city's southern portion	Fire	April 2021
4.5.2	Continue to partner with Tarrant County Law Enforcement Association for enhancements of regional public safety initiatives	Police	On-going
4.5.3	Increase collaboration with public health authorities in North Texas to better serve the Burleson community during public health crisis	Fire	On-going
4.5.4	Continue active shooter training in partnership with other police agencies, Burleson Fire Department and Joshua and Burleson ISD's	Police	On-going

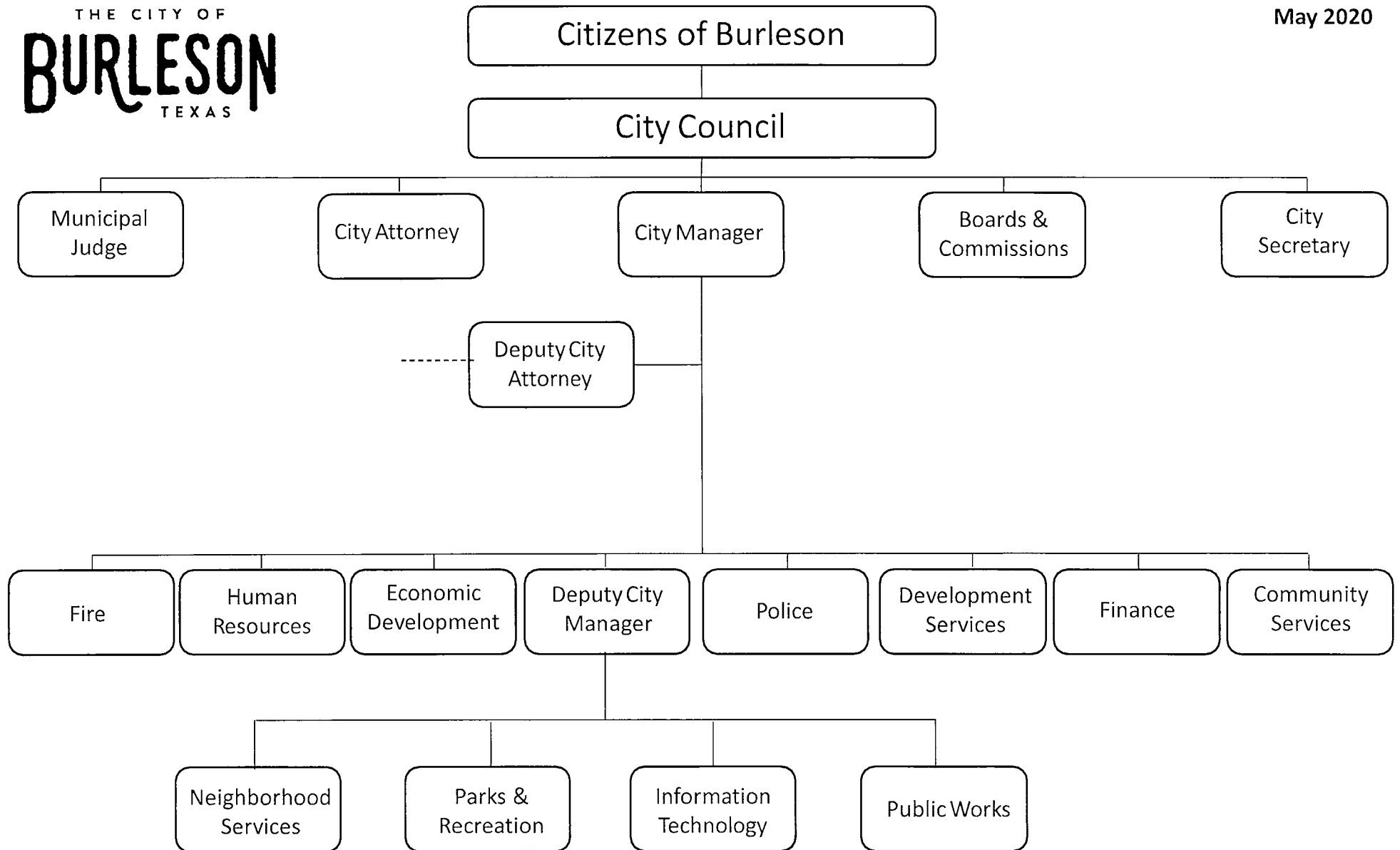
Goal 6

Maximize the use of the city's emergency operations center to improve training and enhance the city's emergency response capabilities.

Work Plan Task		Responsible Department	Target Date
4.6.1	Develop and maintain a fully operational and functional Emergency Operation Center (EOC)	Fire	February 2021
4.6.2	Develop and maintain a Comprehensive Emergency Management Plan with associated Annexes and conduct semi-annual familiarization training with key city staff to prepare for activation	Fire	December 2020
4.6.3	Build a cohesive volunteer organization program to assist in emergency management coordination during a disaster for our community	Fire	April 2021
4.6.4	Coordinate recovery efforts from COVID-19 public health emergency by managing Coronavirus Aid, Relief, and Economic Security (CARES Act), Coronavirus Relief Funds and Major Disaster DR-4485 Federal Emergency Management Agency (FEMA) Grant	Fire	Ongoing
4.6.5	Develop a comprehensive debris management plan to restore public services and ensure public health and safety in the aftermath of a disaster and to better position the city to receive the full level of assistance available from Federal Emergency Management Agency (FEMA) and other participating entities	Fire	January 2021

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 Capital Improvement Division of Public Works Department	Allows planning for funding and debt service requirements. Also identifies funding offsets from bond funds for salary reimbursements and general fund impacts.
Master Water and Wastewater Plan	City's Master Plan of water and wastewater improvement needs based on a 10-20 year period as well as planning for future buildout conditions	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 Studies (Water, Sewer, and Roadway)	Detailed study of anticipated water, sewer, and roadway 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, sewer, and roadway 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 OF BURLESON FUND STRUCTURE BY BUDGETARY BASIS

Governmental Activities

Modified Accrual Basis
of Accounting

Government Fund

Debt Service Funds

General Debt Service

Type 4B Debt Service

Type 4A Debt Service

Special Revenue Fund

Parks Performance Fund

Type 4B Special Revenue Fund

Type 4A Special Revenue Fund

Hotel/Motel Fund

TIF Funds

PEG Fund

Municipal Court Funds

Business Activities

Accrual Basis of
Accounting

Enterprise

Water and Wastewater

Solid Waste

Hidden Golf Course

Cemetery

Internal Service

Health Insurance

Equipment Services

Equipment Replacement-Government

Equipment Replacement-Business

Support Services

Note: Basis for budget is the same as for audited financial statements.

CITY OF BURLESON FUND DESCRIPTION

Governmental Modified Accrual Basis of Accounting

MAJOR FUNDS:

<i>FUND</i>	<i>DESCRIPTION</i>	<i>MAJOR REVENUE SOURCES</i>	<i>MAJOR SERVICE PROVIDED</i>
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)
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
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
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:

<i>FUND</i>	<i>DESCRIPTION</i>	<i>MAJOR REVENUE SOURCES</i>	<i>MAJOR SERVICE PROVIDED</i>
Tax Increment Financing District (TIF) Funds (TIF 1, 2, 3)	Special Revenue Fund	<ul style="list-style-type: none"> Property Taxes 	<ul style="list-style-type: none"> Redevelopment, Infrastructure, and Other Community-Improvement Projects
Hotel/Motel Fund	Special Revenue Fund	<ul style="list-style-type: none"> 7% room occupancy tax 	<ul style="list-style-type: none"> Economic Development
Municipal Court Funds (Time Payment, Juvenile Case Manager, Court Technology, Building Security)	Special Revenue Fund	<ul style="list-style-type: none"> Municipal Court Fees 	<ul style="list-style-type: none"> Juvenile Court Manager Position Court Technology Court Security
Public, Educational and Governmental (PEG) Fund	Special Revenue Fund	<ul style="list-style-type: none"> PEG Fees 	<ul style="list-style-type: none"> Public Education on City of Burleson Governmental Functions
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) 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 4B Long-term Debt Obligations

CITY OF BURLESON FUNDS DESCRIPTION

*Proprietary
Accrual Basis of Accounting*

MAJOR FUNDS:

FUND	DESCRIPTION	MAJOR REVENUE SOURCES	MAJOR SERVICE PROVIDED
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
Health Insurance Fund	Internal Service Fund	<ul style="list-style-type: none"> City & Employee Contributions 	<ul style="list-style-type: none"> Affordable Health Insurance

NON-MAJOR FUNDS:

FUND	DESCRIPTION	MAJOR REVENUE SOURCES	MAJOR SERVICE PROVIDED
Cemetery Fund	Enterprise Fund	<ul style="list-style-type: none"> Cemetery Fees 	<ul style="list-style-type: none"> Maintenance and Operations of Cemetery
Equipment Services Fund	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 Fund	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 Fund	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"> Information Technology Charges from Other Departments Transfers from Other Funds 	<ul style="list-style-type: none"> Centralized Information Technology Services

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.

PROPRIETARY FUNDS

Budgeting for business-like funds are called Proprietary Funds. There are two types, the Enterprise and Internal Service Funds. Both are prepared in a manner similar to the basis used in the accrual method of accounting but 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 and Accounting Funds**

DEPT/DIV Description	GENERAL	WATER WASTEWATER	SOLID WASTE	EQUIPMENT SERVICE	GOLF COURSE	GOVT EQUIP REPLACE	PROP EQUIP REPLACE	PARKS PERFORMANCE	4A SPECIAL REVENUE FUND	SUPPORT SERVICES	MUNICIPAL COURT FUNDS
ADMINISTRATIVE SERVICES											
1011 City Manager's Office	X					X					
1015 Human Resources	X					X					
1016 Legal Services	X					X					
1017 Communications	X					X					
CITY SECRETARY'S OFFICE											
1411 City Secretary's Office	X					X					
1412 City Council	X										
1413 Records & Information Services	X					X					
1415 Judicial Services	X					X					
LIBRARY											
1611 Library	X					X					
1612 Burleson University	X					X					
FINANCE											
2011 Finance	X					X					
2013 Support Services	X					X					
2014 Purchasing	X					X					
PUBLIC SAFETY											
3011 Police	X					X					
3012 Fire	X					X					
3013 Fire Prevention	X					X					
3014 Emergency Services	X					X					
3015 Municipal Court	X					X					X
3016 Marshals	X					X					
PUBLIC WORKS											
2041 Utility Customer Service		X					X				
4011 Public Works Admin	X										
4013 Solid Waste			X				X				
4016 Facilities Maintenance	X					X					
4017 Streets Pavement Maintenance	X					X					
4018 Streets Drainage Maintenance	X					X					
4019 Streets Traffic Maintenance	X					X					
4041 Water/Wastewater Services		X					X				
4042 Wastewater Services		X					X				
4051 Equipment Services				X		X					
NEIGHBORHOOD SERVICES											
4511 Neighborhood Services Administration	X										
4514 Animal Services	X					X					
4515 Environmental Services	X										
5013 Code Enforcement	X					X					
PLANNING AND ENGINEERING SERVICES											
5010 Development Services Admin	X										
5011 Planning	X										
5012 Building Inspections	X					X					
5511 Engineering - Capital	X					X					
5512 Engineering - Development	X					X					
5513 Gas Well Development	X					X					
PARKS AND RECREATION											
6011 Parks & Recreation Admin	X										
6012 Recreation	X					X					
6013 Parks	X					X					
6015 Senior Citizens Center	X					X					
6017 BRiCk						X		X			
6018 Ballfields						X		X			
6019 Russell Farm						X		X			
HIDDEN CREEK GOLF COURSE											
8011 Golf Course Administration					X		X				
8012 Pro Shop					X		X				
8013 Golf Course Maintenance					X		X				
8015 Food & Beverage Services					X		X				
ADMINISTRATIVE SERVICES											
1511 Information Technology						X				X	

FINANCIAL POLICY STATEMENTS

Updated and approved by City Council 3/4/2019

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.** The Finance and Internal Services City Council Committee, the City Manager, and the Finance Director shall be designated as the Finance Committee. The committee may 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 5 business 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 as per the City's Procurement Policy, 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.
- H. AUTHORIZATION OF PAYMENT. Two signatures are required to conduct business on behalf City of Burleson, Texas. BOTH the City Manager and the Director of Finance, or their designee(s), are hereby authorized to execute the required Agreement with the Bank Depository. Designee(s) who are authorized to transact business on behalf of the City Manager are a City of Burleson's Deputy City Manager or the City Secretary. The designee who is authorized to transact business on behalf of the Director of Finance is the City of Burleson's Assistant Director of Finance. Payments not in excess of \$25,000, or payable to an employee of the City of Burleson, may use reproducible authorized signature(s).

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 Texas Public Funds Investment Act 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 – 338 Bond Funded Capital Projects Funds – Restricted
339-349 CO Bond Funded Capital Projects Funds - Restricted
353-354 Mineral Lease Funded Capital Projects – Committed
355 CO Economic Development

- 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 Texas' Public Funds Investment Act and the city's established comprehensive Investment Policies and Guidelines. Such policies 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.

The City of Burleson's Budget Process

An 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 expenditures. This monthly review serves as another fundamental budgetary control.

Throughout the year, department heads can shift budget amounts from account to account within their departments as long as the department accounts are within the same fund(s). Department heads can do this without approval as long as the total budget for the department does not change. Although it does not happen frequently, if an unforeseen need arises during the budget year, department heads may request that the City Manager move

amounts around within a fund with no further approval necessary. However, 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 departments at the budget kick off meeting in early April.

At the budget kickoff meeting, the City Manager describes their overall plan for the budget process, detailing which documents are required, meetings they expect to have and any other expectations they have or anticipate from City Council. The budget kick off meeting allows department heads to ask any questions or receive any information necessary to complete the next steps in the budget process.

In order to nurture an environment where long range planning can take place in a cohesive manner, department presentations to the City Manager's Office and City Council feature Five Year Plans which incorporate major issues confronting the department.

After the budget kickoff, budget packets are distributed to each director in early spring. Budget packets include a budget preparation manual, calendar, and departmental budget forecasting worksheets. Directors are also given access to electronic files which include 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 and 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 program change that 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 as 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.

The documentation is prepared and reviewed by the budget team - consisting of the City Manager, Deputy City Manager, Finance Director, Budget Manager and other support staff. The budget team meets with department heads and their supporting staff. Each aspect of the budget is discussed with special attention given to supplemental requests for the upcoming fiscal year.

Additions and deletions are made to budget expenditures based on the City Manager's prerogative, while the revenue forecasting, which began in early April, continues until July 25th, at which point certified tax rolls are distributed to all taxing entities.

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 and projections for revenues for the upcoming fiscal year based on available historical data, known changes in population growth, performance in Barnett Shale, changes in national trends, among other economic data. City management, however, felt that the departments themselves had a better feel for discerning the future of their departments' revenues. Water,

wastewater, and solid waste rate requirements are determined with input from the Finance Department, while all other department-specific revenues are determined autonomously by the respective departments themselves. Departments review their fee schedule and can request changes by submitting a fee change form to Finance. Finance reviews fee change requests and prepares an analysis of the requested changes.

Once the certified tax roll is received, calculations are made to determine the No New Revenue tax rate and the Voter Approval tax rate which will drive - City Council budgetary decisions. The City Manager presents his proposed budget to City Council at a special Budget Work Session between the first and second City Council meetings in August. The Council then discusses and asks questions concerning the City's strategic priorities and various City programs with regard to the proposed budget allocations.

According to Texas Local Government Code, one public hearing is required before adopting a tax rate which exceeds the No New Revenue tax rate and Voter Approval tax rate. Special notice of the dates and times of the public hearings are posted on the City's website, the posting board at City Hall, and a local newspaper of general circulation.

According to state law, a public hearing must be held for the tax rate and another public hearing must also be

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's proposed budget will become the adopted budget for the upcoming fiscal year.

After the budget - based on the base budget and decision packets - is adopted and approved by City Council department heads begin planning for the following year's budget process by including those decision packages in their long range planning process. Their long range plans are revised accordingly in preparation for next year's process.

BUDGET AMENDMENTS

As stated in the ordinance adopting the budget, the City Council may, at the recommendation of the City Manager or of its own volition, transfer part or all of any unencumbered appropriated balance from one department or fund to another by resolution if they feel that a change in the budget is necessary to carry out municipal functions.

2020 Tax and Budget Preparation Calendar

<u>Date</u>	<u>Day</u>	<u>Description</u>
April 7, 2020	Tuesday	Introduction of budget at the Director's meeting
April 9, 2020	Thursday	Budget training citywide
April 17, 2020	Friday	Deadline for HR's positions, IT software and hard, and Equipment and Vehicles' request
April 20, 2020	Monday	Council Work session
April 24, 2020	Friday	Distribute strategic template to departments
May 15, 2020	Friday	Deadline for Departments to have all budget documents to Finance
May 29, 2020	Friday	Deadline for Strategic documents & Power Point to Finance
June 16, 2020	Tuesday	Deadline to get CMO budget books to budget team
June 19, 2020	Friday	CMO/Directors Receive Preliminary Budgets
June 29-July 2	Monday - Thursday	CMO/Directors Meeting 8am – 5pm in CC Workroom
July 6, 2020	Monday	Final approved supplemental & budget adjustments submitted to Finance
July 6, 2020	Monday	Regular City Council meeting. Resolution from City Council asking staff to prepare the budget assuming a tax rate over or under the voter-approval rate. ¹
July 27, 2020	Monday	Receive certified tax roll from appraisal districts. ²
July 29, 2020	Wednesday	Staff submits proposed budget to Council, files with City Secretary, & posts to website. ³⁴⁵
August 5, 2020	Wednesday	Submit to the county assessor-collectors 'no new revenue tax rate' and 'voter-approval tax rate' completed tax rate calculation forms. ⁶
August 6, 2020	Thursday	Special City Council meeting. Council Work session to discuss budget and tax rate. Adopt a minute order setting date and time for both the budget and tax rate public hearing.
August 26, 2020	Wednesday	Publish Notice for Public Hearing on tax rate in the newspaper. ⁷ Post tax rate prominently on the City's home page of website and on public access channel until public hearing concluded. ⁸ Public hearing on the budget is on 9/8.
August 26, 2020	Wednesday	Publish Notice for Public Hearing on the budget in the newspaper. ⁹ Public hearing on the tax rate on 9/8.
September 8, 2020	Tuesday	Regular City Council meeting. Public hearings on budget and tax rate and first reading of ordinances to approve the budget and tax rate. ¹⁰¹¹¹²¹³¹⁴ Budget should be approved first. ¹⁵ Specific language is required to move to adopt the tax rate. ¹⁶ The vote on the ordinance setting the tax rate must be a record vote and must be approved by at least 60 percent of the members of the City Council. ¹⁷ The City Council must separately approve the maintenance and operations component and the debt service component of the tax rate. ¹⁸ Council must announce date and time of final ordinance reading of tax rate ordinance. ¹⁹

September 14, 2020	Monday	Special City Council meeting. Final reading of ordinances to approve the budget and tax rate. ²⁰ Budget should be approved first. Specific language is required to move to adopt the tax rate. Minute order ratifying the budget should follow the ordinance vote. ²¹
September 15, 2020	Tuesday	Post tax rate and budget to website after adoption. ²²

¹ On July 6, 2020, the City Council passed a resolution asking the City Manager to prepare the budget assuming a tax rate that does not exceed the voter-approval rate.

² Certified tax rolls are due on 7/25, but since 7/25 falls on a Saturday, the rolls are due the following business day, Monday, July 27, 2020. Texas Tax Code §§ 26.01(a); 1.06.

³ The proposed budget must include a line item comparing expenditures in the proposed budget and actual expenditures in the preceding year for: (1) notices required to be published in the newspaper; and (2) directly or indirectly influencing or attempting to influence the outcome of legislation or administrative action, as those terms are defined in Government Code § 305.002. Texas Local Government Code § 140.0045.

⁴ The proposed budget must be filed with the municipal clerk "before the 30th day before the date the governing body of the municipality makes its tax levy for the fiscal year." If filing occurs 7/29, the tax levy must occur after 8/28. Texas Local Government Code § 102.005.

⁵ On posting the budget on the City's website, see Texas Local Government Code § 102.005(c).

⁶ The tax rates must be submitted to the county A/C "as soon as practicable" after the rates are calculated. Texas Tax Code § 26.04(d-3).

⁷ If the proposed tax rate exceeds the no-new revenue tax rate, the notice must be posted continuously for at least seven days immediately before the public hearing on the proposed tax rate increase and at least seven days immediately before the date of the vote proposing the increase in the tax rate. For content of published notice and Internet notice, see Texas Tax Code Sections 26.06(b-1), (b-2), and (b-3). The notice must also include the table described in Tax Code Section 26.062. Texas Tax Code § 26.065.

⁸ The tax rates must be submitted to City Council and posted to City's website "by August 7 or as soon thereafter as practicable". The internet posting to the City's website must include: (1) the tax rates and an explanation as to how they were calculated, (2) the estimated I&S, M&O, and general fund balances, and (3) a schedule of the City's debt obligations. Texas Tax Code § 26.04(e).

⁹ The budget public hearing must occur after 10 days but before 30 days have passed since the newspaper publication notice. The newspaper notice must have specific language. Texas Local Government Code § 102.0065.

¹⁰ The budget public hearing must occur after 10 days but before 30 days have passed since the newspaper publication notice. Texas Local Government Code § 102.0065.

¹¹ The budget public hearing must be after the 15th day after the proposed budget is filed with the clerk. Texas Local Government Code § 102.007.

¹² The public hearing on the tax rate may not be held before the fifth day after the date the notice of the public hearing is given, and the hearing must be held on a weekday that is not a public holiday. Texas Tax Code § 26.06(a).

¹³ The public hearing on the tax rate may not be held until the fifth day after the date the chief appraiser of each appraisal district in which the city participates has delivered its tax estimate notice under Tax Code Sec. 26.04(e-2) and made various types of tax rate information and the tax rate calculation forms available on to the public via the property tax database under Tax Code Sec. 26.17(f). Texas Tax Code Section 26.05(d-1).

¹⁴ There are several precise requirements regarding notice in the tax rate ordinance itself that must be complied with if the city adopts a rate exceeding the no- new-revenue tax rate. Texas Tax Code § 26.05.

¹⁵ City Council may only levy taxes in accordance with budget. Texas Local Government Code § 102.009.

¹⁶ Texas Local Government Code § 26.05.

¹⁷ Texas Tax Code § 26.05(b).

¹⁸ Texas Tax Code § 26.05(a).

¹⁹ Texas Tax Code § 26.06(d).

²⁰ If the city council does not vote on the proposed tax rate at the public hearing, the meeting to adopt the tax rate may not be held later than the seventh day after the date of the public hearing. TEX. TAX CODE § 26.06(e).

²¹ City Council must take a separate ratification vote to adopt any budget that will raise total property tax revenue. Texas Tax Code § 102.007(d).

²² The adopted budget, including the cover page, must be posted on the city's website. Texas Local Government Code § 102.008.

BUDGET SUMMARY BY FUND

	2018-19	2019-20	2019-20	2020-21	2019-20 / 2020-21
REVENUES	Actual	Budget	Estimate	Adopted Budget	Change
GENERAL FUND	\$38,545,686	\$40,984,215	\$40,962,403	\$43,539,689	6.23%
DEBT SERVICE FD - GENERAL	\$6,724,380	\$7,566,558	\$8,603,766	\$7,383,546	-2.42%
BCDC 4A SALES TAX SRF	\$5,166,305	\$5,281,625	\$7,016,857	\$5,267,097	-0.28%
BCDC 4B SALES TAX SRF	\$4,950,372	\$5,102,000	\$5,753,170	\$5,111,473	0.19%
PARKS PERFORMANCE FUND	\$3,565,762	\$3,796,500	\$2,739,949	\$4,553,355	19.94%
ECO DEV INCENTIVE FUND	\$565,141	\$570,511	\$570,511	-	-
HOTEL/MOTEL TAX FUND	\$242,362	\$207,000	\$162,669	\$191,415	-7.53%
STDSF - 4A SALES TAX	\$2,057,272	\$2,052,792	\$2,408,392	\$2,394,731	16.66%
STDSF - 4B SALES TAX	\$1,856,995	\$1,821,275	\$1,833,875	\$1,853,045	1.74%
BURLESON TIF #2	\$667,433	-	\$757,335	\$929,797	-
BURLESON TIF #3	\$16,125	-	\$22,000	\$53,666	-
CABLE FRANCHISE PEG SRF	-	-	-	\$240,000	-
MC JUVENILE CASE MGR SRF	-	-	-	\$190,000	-
MC BLDG SECURITY SRF	-	-	-	\$80,000	-
MC TECHNOLOGY SRF	-	-	-	\$160,000	-
MC TIME PAYMENT SRF	-	-	-	\$12,500	-
WATER & WASTEWATER FUND	\$22,334,570	\$23,326,031	\$25,697,215	\$23,757,183	1.85%
HIDDEN CREEK GOLF COURSE	\$2,299,829	\$2,560,512	\$3,095,650	\$2,617,923	2.24%
SOLID WASTE FUND	\$3,387,744	\$3,315,087	\$3,304,087	\$3,298,087	-0.51%
CEMETERY FUND	\$19,752	\$7,500	\$53,850	\$30,746	309.95%
CEMETERY ROYALTY FUND	\$532,269	-	\$34,000	\$26,500	-
CEMETERY ENDOWMENT FUND	\$118,043	-	\$7,000	\$7,000	-
EQUIPMENT SERVICES FUND	\$483,156	\$475,009	\$475,759	\$455,088	-4.19%
EQPT REPL - GOVERNMENTAL	\$1,406,265	\$1,377,378	\$1,465,117	\$1,765,216	28.16%
EQPT REPL - PROPRIETARY	\$424,339	\$325,416	\$328,416	\$418,060	28.47%
SUPPORT SERVICES FUND	\$2,204,908	\$2,322,336	\$2,323,336	\$2,465,740	6.17%
HEALTH INSURANCE FUND	-	-	-	\$5,538,357	-
TOTAL REVENUES	\$97,568,708	\$101,091,745	\$107,615,357	\$112,340,214	11.13%

	2018-19	2019-20	2019-20	2020-21	2019-20 / 2020-21
EXPENDITURES	Actual	Budget	Estimate	Adopted Budget	Change
GENERAL FUND	\$38,165,470	\$40,973,036	\$39,777,885	\$43,936,854	7.23%
DEBT SERVICE FD - GENERAL	\$7,133,033	\$7,651,331	\$7,294,731	\$7,493,292	-2.07%
BCDC 4A SALES TAX SRF	\$5,071,999	\$3,799,664	\$5,438,005	\$4,157,925	9.43%
BCDC 4B SALES TAX SRF	\$5,115,731	\$4,800,591	\$5,766,235	\$6,733,104	40.26%
PARKS PERFORMANCE FUND	\$3,459,609	\$3,935,998	\$3,723,454	\$4,553,355	15.68%
ECO DEV INCENTIVE FUND	\$501,974	\$570,511	\$707,296	-	-
HOTEL/MOTEL TAX FUND	\$193,085	\$233,534	\$385,752	\$365,631	56.56%
STDSF - 4A SALES TAX	\$2,043,256	\$2,047,331	\$2,403,931	\$2,393,731	16.92%
STDSF - 4B SALES TAX	\$1,829,931	\$1,820,925	\$2,600,638	\$1,845,594	1.35%
BURLESON TIF2	\$1,412,618	-	\$1,018,527	\$834,562	-
BURLESON TIF3	-	-	-	-	-
CABLE FRANCHISE PEG SRF	-	-	-	\$35,432	-
MC JUVENILE CASE MGR SRF	-	-	-	\$76,144	-
MC BLDG SECURITY SRF	-	-	-	\$16,885	-
MC TECHNOLOGY SRF	-	-	-	\$22,817	-
TIME PAYMENT SRF	-	-	-	-	-
WATER & WASTEWATER FUND	\$22,659,523	\$22,842,401	\$22,726,102	\$22,831,532	-0.05%
HIDDEN CREEK GOLF COURSE	\$2,455,829	\$2,555,623	\$2,776,278	\$2,617,923	2.44%
SOLID WASTE FUND	\$3,179,771	\$3,468,811	\$3,526,368	\$3,567,520	2.85%
CEMETERY FUND	\$135,397	\$49,225	\$34,225	\$20,225	-58.91%
CEMETERY ROYALTY FUND	\$912	\$20,000	\$20,750	\$845,750	-
CEMETERY ENDOWMENT FUND	-	-	-	-	-
EQUIPMENT SERVICES FUND	\$453,915	\$479,471	\$510,073	\$531,679	10.89%
EQPT REPL - GOVERNMENTAL	\$1,287,618	\$1,302,037	\$2,248,400	\$1,350,041	3.69%
EQPT REPL - PROPRIETARY	\$563,430	\$271,949	\$1,171,949	\$469,800	72.75%
SUPPORT SERVICES FUND	\$1,996,095	\$2,458,310	\$2,522,263	\$2,724,800	10.84%
HEALTH INSURANCE FUND	-	-	-	\$5,125,966	-
TOTAL OPERATING EXPENDITURES	\$97,659,196	\$99,280,748	\$104,652,862	\$112,550,562	13.57%
CAPITAL PROJECT EXPENDITURES	-	-	-	\$32,316,180	N/A
TOTAL EXPENDITURES	\$97,659,196	\$99,280,748	\$104,652,862	\$144,866,742	45.91%

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENDITURES AND FUND BALANCE
FY 2020-2021**

MAJOR GOVERNMENTAL FUND			
GENERAL FUND			
2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATE	2020-21 BUDGET

**Beginnig fund balance/
working capital**

\$ 9,430,892 \$ 8,810,441 \$ 9,811,108 \$ 10,995,626

Revenues

Ad valorem tax	19,786,872	21,105,243	21,149,865	22,601,084
Sales tax	9,643,710	9,990,000	9,988,647	10,288,306
Franchise fees	2,474,675	2,714,940	2,594,940	2,611,300
Licenses and permits	1,093,563	935,750	1,382,528	1,236,000
Charges for services	38,941	37,000	26,500	39,000
Fines and forfeitures	810,031	1,050,000	737,283	1,050,000
Investment income	343,840	400,000	300,000	350,000
Miscellaneous	2,065,127	2,492,042	2,514,295	2,925,508
Other sources	2,288,927	2,259,240	2,268,345	2,438,491
Total revenues	38,545,686	40,984,215	40,962,403	43,539,689

Expenditures

Personnel services	25,251,600	29,693,908	29,302,254	31,075,532
Materials and supplies	1,052,694	1,205,841	1,300,408	1,326,589
Purchased services	5,636,073	3,667,352	3,384,804	3,767,279
Maintenance and repair	2,220,168	2,224,955	2,242,675	2,316,106
Other expenditures	3,686,789	3,742,296	3,325,809	5,212,733
Capital outlay	318,146	438,684	221,935	238,615
Total expenditures	38,165,470	40,973,036	39,777,885	43,936,854

Change in fund balance

380,216 11,179 1,184,518 (397,165)

**Ending fund balance/
working capital**

\$ 9,811,108 \$ 8,821,620 \$ 10,995,626 \$ 10,598,461

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENDITURES AND FUND BALANCE
FY 2020-2021**

MAJOR GOVERNMENTAL FUND GENERAL DEBT SERVICE				
	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATE	2020-21 BUDGET
Beginning fund balance/ working capital	\$ 935,135	\$ 867,116	\$ 526,482	\$ 1,835,517
Revenues				
Ad valorem tax	6,724,297	7,170,908	7,195,908	6,986,296
Other sources	83	395,650	1,407,858	397,250
Total revenues	6,724,380	7,566,558	8,603,766	7,383,546
Expenditures				
Debt service	7,133,033	7,651,331	7,294,731	7,493,292
Total expenditures	7,133,033	7,651,331	7,294,731	7,493,292
Change in fund balance	(408,653)	(84,773)	1,309,035	(109,746)
Ending fund balance/ working capital	\$ 526,482	\$ 782,343	\$ 1,835,517	\$ 1,725,771

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENDITURES AND FUND BALANCE
FY 2020-2021**

MAJOR GOVERNMENTAL FUND				
4A SALES TAX				
	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATE	2020-21 BUDGET
Beginning fund balance/ working capital	\$ 5,320,989	\$ 5,320,989	\$ 5,415,295	\$ 6,994,147
Revenues				
Sales tax	4,878,596	5,067,000	4,938,323	5,086,472
Investment income	103,627	59,000	50,507	25,000
Miscellaneous	184,082	155,625	2,028,027	155,625
Charges for services	5,166,305	5,281,625	7,016,857	5,267,097
Expenditures				
Personnel services	230,220	211,442	258,470	255,658
Development services	22,565	25,500	20,250	30,500
Materials & services	45,691	57,250	73,600	10,750
Purchased services	64,065	81,000	143,115	127,000
Maintenance and repair	10,154	25,000	20,000	25,000
Transfers out:				
4A debt	2,043,256	2,047,331	2,403,931	2,393,731
General fund-adm.	295,383	248,658	248,658	256,118
General debt	-	-	1,017,031	-
Economic incentives	2,106,520	825,000	450,000	825,000
Other expenditures	199,145	278,483	802,950	234,168
Capital outlay	55,000	-	-	-
Total expenditures	5,071,999	3,799,664	5,438,005	4,157,925
Change in fund balance	94,306	1,481,961	1,578,852	1,109,172
Ending fund balance/ working capital	\$ 5,415,295	\$ 6,802,950	\$ 6,994,147	\$ 8,103,319

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENDITURES AND FUND BALANCE
FY 2020-2021**

MAJOR GOVERNMENTAL FUND 4B SALES TAX			
2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATE	2020-21 BUDGET

**Beginning fund balance/
working capital**

\$ 3,476,423 \$ 2,966,692 \$ 3,311,064 \$ 3,297,999

Revenues

Sales tax	4,878,596	5,067,000	4,938,323	5,086,473
Investment income	71,776	35,000	35,134	25,000
Transfer in	-	-	779,713	-

Charges for services 4,950,372 5,102,000 5,753,170 5,111,473

Expenditures

Purchased services - - - 370,000

Transfers out:

4B debt	1,829,226	1,819,875	1,819,875	1,851,225
Golf	1,000,116	1,216,716	1,915,556	1,146,992
PPF	1,759,752	1,710,500	1,952,304	3,361,387
Capital	523,137	50,000	75,000	-
Misc	3,500	3,500	3,500	3,500

Total expenditures 5,115,731 4,800,591 5,766,235 6,733,104

Change in fund balance (165,359) 301,409 (13,065) (1,621,631)

**Ending fund balance/
working capital**

\$ 3,311,064 \$ 3,268,101 \$ 3,297,999 \$ 1,676,368

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENDITURES AND FUND BALANCE
FY 2020-2021**

MAJOR GOVERNMENTAL FUND PARKS PERFORMANCE FUND				
	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATE	2020-21 BUDGET
Beginning fund balance/ working capital	\$ 877,352	\$ 789,112	\$ 983,505	\$ -
Revenues				
Charges for services	2,098,452	2,248,500	952,625	1,185,022
Investment income	27,452	12,000	9,520	1,946
Contributions	1,434,752	1,531,000	1,772,804	3,361,387.00
Misc	5,106	5,000	5,000	5,000
Total revenueus	3,565,762	3,796,500	2,739,949	4,553,355
Expenditures				
Personnel services	1,814,202	2,075,721	1,998,007	2,377,828
Employee development	6,475	1,022	5,345	9,530
Materials & supplies	156,716	239,968	226,423	209,369
Purchased services	643,853	695,459	611,092	771,159
Maintenance & repair	182,087	239,190	253,504	271,702
Other expenditures	436,789	494,822	495,855	559,417
Capital outlay	219,487	189,816	133,228	354,350
Total expenditures	3,459,609	3,935,998	3,723,454	4,553,355
Change in fund balance	106,153	(139,498)	(983,505)	-
Ending fund balance/ working capital	\$ 983,505	\$ 649,614	\$ -	\$ -

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENDITURES AND FUND BALANCE
FY 2020-2021**

MINOR GOVERNMENTAL FUND ECON DEV INCENTIVE FUND				
	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATE	2020-21 BUDGET
Beginning fund balance/ working capital	\$ 73,618	\$ 74,835	\$ 136,785	\$ -
Revenues				
Ad valorem tax	305,137	265,511	265,511	-
Sales tax	260,004	305,000	305,000	-
Total revenues	565,141	570,511	570,511	-
Expenditures				
Other expenditures	501,974	570,511	570,511	-
Transfer out	-	-	136,785	-
Total expenditures	501,974	570,511	707,296	-
Change in fund balance	63,167	-	(136,785)	-
Ending fund balance/ working capital	\$ 136,785	\$ 74,835	\$ -	\$ -

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENDITURES AND FUND BALANCE
FY 2020-2021**

NON-MAJOR GOVERNMENTAL FUND HOTEL MOTEL OCCUPANCY TAX FUND				
	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATE	2020-21 BUDGET
Beginnig fund balance/ working capital	\$ 721,237	\$ 680,955	\$ 770,517	\$ 547,434
Revenues				
Hotel motel tax	217,630	207,000	155,489	190,000
Investment income	20,035	-	7,180	1,415
Misc	4,700	-	-	-
Charges for services	242,365	207,000	162,669	191,415
Expenditures				
Materials & supplies	-	1,767	1,767	3,297
Purchased services	73,862	77,250	75,875	102,700
Maintenance & repair	-	1,883	1,883	2,000
Other expenditures	119,223	152,634	306,227	257,634
Total expenditures	193,085	233,534	385,752	365,631
Change in fund balance	49,280	(26,534)	(223,083)	(174,216)
Ending fund balance/ working capital	\$ 770,517	\$ 654,421	\$ 547,434	\$ 373,218

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENDITURES AND FUND BALANCE
FY 2020-2021**

MAJOR GOVERNMENTAL FUND 4A SALES TAX DEBT SERVICE				
	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATE	2020-21 BUDGET
Beginning fund balance/ working capital	\$ 542,297	\$ 547,758	\$ 556,313	\$ 560,774
Revenues				
Investment income	12,359	6,000	5,000	1,000
Transfers in	2,044,913	2,046,792	2,403,392	2,393,731
Total revenues	2,057,272	2,052,792	2,408,392	2,394,731
Expenditures				
Debt service	2,043,256	2,047,331	2,403,931	2,393,731
Transfer out	-	-	-	-
Total expenditures	2,043,256	2,047,331	2,403,931	2,393,731
Change in fund balance	14,016	5,461	4,461	1,000
Ending fund balance/ working capital	\$ 556,313	\$ 553,219	\$ 560,774	\$ 561,774

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENDITURES AND FUND BALANCE
FY 20220-2021**

MAJOR GOVERNMENTAL FUND 4B SALES TAX DEBT SERVICE				
	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATE	2020-21 BUDGET
Beginning fund balance/ working capital	\$ 1,205,249	\$ 1,793,333	\$ 1,232,313	\$ 465,550
Revenues				
Investment income	27,770	1,400	14,000	8,500
Transfers in	1,829,225	1,819,875	1,819,875	1,844,545
Total revenues	1,856,995	1,821,275	1,833,875	1,853,045
Expenditures				
Debt service	1,829,931	1,820,925	1,820,925	1,845,594
Transfer out	-	-	779,713	-
Total expenditures	1,829,931	1,820,925	2,600,638	1,845,594
Change in fund balance	27,064	350	(766,763)	7,451
Ending fund balance/ working capital	\$ 1,232,313	\$ 1,793,683	\$ 465,550	\$ 473,001

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENDITURES AND FUND BALANCE
FY 2020-2021**

NON-MAJOR GOVERNMENTAL FUND				
TIF #2 FUND				
	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATE	2020-21 BUDGET
Beginning fund balance/ working capital	\$ 1,588,149	\$ 842,964	\$ 842,964	\$ 581,772
Revenues				
TIF- ad valorem tax	667,433	-	757,335	929,797
Total revenues	667,433	-	757,335	929,797
Charges for services				
Personnel services	-	-	-	87,562
Maintenance & repair	-	-	9,000	65,000
Purchased services	-	-	3,600	13,200
Other expenditures	12,618	-	18,500	70,000
Transfers out	1,400,000	-	987,427	598,800
Total expenditures	1,412,618	-	1,018,527	834,562
Change in fund balance	(745,185)	-	(261,192)	95,235
Ending fund balance/ working capital	\$ 842,964	\$ 842,964	\$ 581,772	\$ 677,007

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENDITURES AND FUND BALANCE
FY 2020-2021**

NON-MAJOR GOVERNMENTAL FUND				
TIF #3 FUND				
	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATE	2020-21 BUDGET
Beginning fund balance/ working capital	\$ 42,918	\$ -	\$ 59,043	\$ 81,043
Revenues				
TIF - ad valorem tax	16,125	-	22,000	53,666
Total revenues	16,125	-	22,000	53,666
Charges for services				
Other expenditures	-	-	-	-
Total expenditures	-	-	-	-
Change in fund balance	16,125	-	22,000	53,666
Ending fund balance/ working capital	\$ 59,043	\$ -	\$ 81,043	\$ 134,709

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENDITURES AND FUND BALANCE
FY 2020-2021**

NON-MAJOR GOVERNMENTAL FUND				
PEG FUND				
	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATE	2020-21 BUDGET
Beginning fund balance/ working capital	\$ -	\$ -	\$ -	\$ -
Revenues				
PEG fees	-	-	-	65,000
Other sources	-	-	-	175,000
Total revenues	-	-	-	240,000
Expenditures				
Other expenditures	-	-	-	3,760
Capital outlay	-	-	-	31,672
Total expenditures	-	-	-	35,432
Change in fund balance	-	-	-	204,568
Ending fund balance/ working capital	\$ -	\$ -	\$ -	\$ 204,568

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENDITURES AND FUND BALANCE
FY 2020-2021**

NON-MAJOR GOVERNMENTAL FUND JUVENILE CASE MANAGER FUND				
	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATE	2020-21 BUDGET
Beginning fund balance/ working capital	\$ -	\$ -	\$ -	\$ -
Revenues				
Fines and forfeitures	-	-	-	15,000
Other sources	-	-	-	175,000
Total revenues	-	-	-	190,000
Expenditures				
Personnel services	-	-	-	71,419
Employee development	-	-	-	925
Other expenditures	-	-	-	3,800
Total expenditures	-	-	-	76,144
Change in fund balance	-	-	-	113,856
Ending fund balance/ working capital	\$ -	\$ -	\$ -	\$ 113,856

**THREE YEAR FUND SUMMARIES BY
REVENUE, EXPENDITURES AND FUND BALANCE
FY 2020-2021**

NON-MAJOR GOVERNMENTAL FUND BUILDING SECURITY FUND				
	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATE	2020-21 BUDGET
Beginning fund balance/ working capital	\$ -	\$ -	\$ -	\$ -
Revenues				
Fines and forfeitures	-	-	-	15,000
Other sources	-	-	-	65,000
Total revenues	-	-	-	80,000
Expenditures				
Other expenditures	-	-	-	16,885
Total expenditures	-	-	-	16,885
Change in fund balance	-	-	-	63,115
Ending fund balance/ working capital	\$ -	\$ -	\$ -	\$ 63,115