CITY OF FAIR OAKS RANCH
AGENDA – CITY COUNCIL SPECIAL MEETING

August 8, 2019; 3:00 PM
City Hall Council Chambers
7286 Dietz Elkhorn, Fair Oaks Ranch

I. <u>OPEN MEETING</u>

A. Roll Call – Declaration of a Quorum.

B. Pledge of Allegiance.

II. <u>CITIZENS TO BE HEARD</u>

III. <u>PURPOSE OF SPECIAL CALLED MEETING</u>

City Council and Staff FY 2019-20 Budget and Strategic Plan Workshop

IV. <u>ADJOURNMENT</u>

Signature of Agenda Approval: C Vanzant

I, Christina Picioccio, City Secretary, certify that the above Notice of Meeting was posted on the outside bulletin board at the Fair Oaks Ranch City Hall, 7286 Dietz Elkhorn, Fair Oaks Ranch, Texas, and on the city's website www.fairoaksranchtx.org, both places being convenient and readily accessible to the general public at all times. Said Notice was posted by 3:00 PM., August 5, 2019 and remained so posted continuously for at least 72 hours before said meeting was convened.

The Fair Oaks Ranch City Hall is wheelchair accessible at the side entrance of the building from the parking lot. Requests for special services must be received forty-eight (48) hours prior to the meeting time by calling the City Secretary's office at (210) 698-0900. Braille is not available. The City Council reserves the right to convene into Executive Session at any time regarding an issue on the agenda for which it is legally permissible; pursuant to *Texas Gov't Code* Chapter 551. Section 551.071 (Consultation with Attorney), 551.072 (Deliberations about Real Property), 551.073 (Deliberations about Gifts and Donations), 551.074 (Personnel Matters), 551.076 (Deliberations about Security Devices) and 551.087 (Economic Development).

DRAFT BUDGET
AND WORKING PAPERS
Fiscal Year 2019-20

GOVERNMENTAL FUNDS

	FY 18-19	FY 19-20
Proposed M&O	0.3306	0.3328
Current I&S	0.0362	0.0340
Total Rate	0.3668	0.3668
Additional SAP		0.0067
All in rate	0.3668	0.3735
Effective Rate		0.3563
Rollback Rate		0.3791
With no rate increase		
Average Home	484,049	504,453
Average Bill	1,740	1,813
With Rate increase to fund SAP		
Average Home	484,049	504,453
Average Bill	1,740	1,846

Assumptions:

1) Current Budget draft assumes no increase to the total tax rate of 0.3668.
2) All Strategic Action Plan projects on the matrix in the 2020 column have been funded. There are two originally proposed projects that are not currently funded that total $107,000 which would equal a .0067 increase to the M&O Tax rate for a total tax rate of 0.3735
3) The Effective Tax Rate is .3563, the Rollback Rate is .3791
4) $600k to fund the renovation of City Hall is budgeted to be financed with Debt, which will increase the I&S Tax rate starting in the FY 2020-21 tax year.

Consolidated General Fund Budget

By Division and Fund

	General Operations	General SAP	General Equip Repl	General Fund Total	Debt Service	Bond Street Improvements	TOTAL GOVERNMENTAL
Beginning Fund Balance Projected	3,604,090	955,378	686,396	5,245,864	17,533	188,345	5,451,742
Revenues:							
Taxes	6,150,053			6,150,053	555,431		6,705,484
Franchise Fees	529,700			529,700			529,700
Interest	115,000			115,000	1,000		116,000
Permits	252,500			252,500			252,500
Animal Control	3,400			3,400			3,400
Fines & Forfeitures	127,570			127,570			127,570
Fees & Services	243,847			243,847			243,847
Miscellaneous Income	15,100			15,100			15,100
Transfers from other Funds	154,000	1,092,525	230,492	1,477,017			1,477,017
Total Revenues	7,591,170	1,092,525	230,492	8,914,187	556,431	-	9,470,618
Expenditures:							
Personnel	4,528,863			4,528,863	-		4,528,863
Supplies, Maintenance & Operations	644,358			644,358	-		644,358
Professional Services	994,002	627,000		1,621,002	-		1,621,002
Shared Services	315,062			315,062			315,062
Capital Outlay	216,000	1,050,000		1,266,000	-	188,345	1,454,345
Debt Service	-			-	551,940		551,940
Transfers & Non-Cash Adjustments	1,323,017		154,000	1,477,017	-		1,477,017
Total Expenditures	8,021,303	1,677,000	154,000	9,852,303	551,940	188,345	10,592,588
Transfer to 6 month Reserve	160,597	-	-	160,597			160,597
Allocated Fund Balance	-	(584,475)	76,492	(507,983)			(507,983)
Restricted Fund Balance	9,270			9,270	4,491	(188,345)	(174,584)
Use of Fund Balance	(600,000)			(600,000)			(600,000)
Change in Unallocated Fund Balance	(0)			(0)		-	(0)
Total change in Fund Balance	(430,133)	(584,475)	76,492	(938,115)	4,491	(188,345)	(1,121,969)
Ending Fund Balance	3,173,957	370,903	762,888	4,307,748	22,024	-	4,329,772
	-						

Estimation of where Fund balances would be at 9/30/2020

	9/30/2018 FINAL 9/30/2018	Projected closeout	PROJECTION 9/30/2019	FY 19/20 Ops Budget Closeout	FY 19/20 Estimated 9/30/2020
Non-spendable	54,260	-	54,260	-	54,260
Restricted					
Court Technology	15,700	(6,770)	8,930	4,300	13,230
Court Security Building	52,996	3,520	56,516	3,200	59,716
Court Efficiency	333	77	410	70	480
Felony Forfeiture	5,514	396	5,910	-	5,910
Leose Training	8,087	1,825	9,912	1,700	11,612
PEG Fees	4,319	-	4,319	-	4,319
Debt Service	8,605	8,928	17,533	4,491	22,024
Roadway Bond Project	456,344	(267,999)	188,345	(188,345)	(0)
Total Restricted	551,898	(260,024)	291,874	(174,584)	117,290
Committed	-	-	-		
Assigned					
SAP Projects	223,508	731,870	955,378	(584,475)	370,903
Equipment Replacement	760,599	(74,203)	686,396	76,492	762,888
Legal Reserve	50,000	-	50,000	-	50,000
6 month Operating Reserve	2,566,169	151,235	2,717,404	(439,403)	2,278,002
	3,600,276	808,902	4,409,178	(947,385)	3,461,793
Unassigned	-	696,429	696,429	(0)	696,429
Governmental Fund Balances	**4,206,434**	**1,245,308**	**5,451,742**	**(1,121,969)**	**4,329,772**

General Fund
Revenue Detail

Revenue Type	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Taxes				
General Property	4,109,977	4,999,835	5,051,135	5,344,681
Delinquent Property	37,759	30,000	15,000	30,000
Penalty & Interest	21,267	15,000	37,029	25,000
Mixed Beverage	23,814	20,000	26,351	25,000
Local Sales	485,691	450,000	485,000	485,000
Street Maintenance	121,266	112,500	121,490	120,186
Property Reduction	121,266	112,500	121,490	120,186
Total Taxes	4,921,041	5,739,835	5,857,495	6,150,053
Franchise Fees				
Time Warner Cable	65,618	62,000	62,000	31,000
GVTC Cable/Telephone	71,040	72,000	72,000	36,000
AT&T Cable/Telephone	20,138	21,000	21,000	10,500
Miscellaneous	979	1,500	1,500	1,500
City Public Service	336,432	330,000	370,000	370,000
Pedernales Electric Company	42,597	41,000	41,000	41,000
Grey Forest Utilities	12,216	10,500	10,500	10,500
Garbage Regular	24,822	27,000	27,000	27,000
Garbage Recycling	2,339	1,500	2,189	2,200
Total Franchise Fees	576,181	566,500	607,189	529,700
Interest				
Bank/Investment Interest	73,833	63,500	113,500	115,000
Total Interest	73,833	63,500	113,500	115,000
Permits				
New Residential Permits	151,033	200,200	200,200	180,000
New Commerical Permits	3,803	2,600	-	2,600
Remodeling/Additions	30,454	31,200	31,200	31,200
Other BC and Permits	21,836	26,000	26,000	26,000
Contractor Registration	9,450	10,000	10,000	10,000
Food/Health	2,415	2,700	4,145	2,700
Total Permits Costs	218,990	272,700	271,545	252,500
Animal Control				
Pet Licenses	2,595	1,500	1,875	1,500
Pet Impount/Quarantine	2,295	1,900	1,900	1,900
Animal Traps	-	-	-	-
Total Animal Control	4,890	3,400	3,775	3,400
Fines & Forfeitures				
Municipal Court Fines	118,822	120,000	132,000	120,000
Municipal Court Security	3,123	3,200	3,520	3,200
Municipal Court Technology	4,166	4,300	4,730	4,300
Municipal Court Efficiency	41	70	77	70
Total Fines & Forfeitures	126,152	127,570	140,327	127,570
Fees & Services				
FORU Management	205,959	194,884	179,884	202,017
Special Fees	8,645	4,900	10,400	10,480
FORMDD Management	10,000	26,750	26,750	26,750
Credit Card Service Fee	3,177	3,500	4,600	4,600
Total Fees & Services	227,782	230,034	221,634	243,847
Miscellaneous				
Miscellaneous	8,225	4,000	6,076	4,000
City Event Sponsorships	19,720	-	2,230	2,000
Street Bond Reimbursements	-	-	-	-
Sale of Assets	28,197	7,000	7,000	-
Donations/Grants	29,108	-	500	-
School Guard Crossing Fund	7,752	7,400	7,400	7,400
Leose Proceeds	1,785	1,700	1,825	1,700
Police Seized Proceeds	5,136	-	396	-
Total Miscellaneous	94,787	20,100	25,426	15,100
Total Revenue	6,243,656	7,023,639	7,240,892	7,437,170
Transfers				
Fund Balance	-	-	-	-
Court Technology	-	11,500	11,500	-
Court Security Building	-	-	-	-
Capital Replacement	-	256,750	227,706	154,000
Court Efficiency	-	-	-	-
Leose Training Funds	-	-	-	-
Committed Contracts	-	-	-	-
Total Transfers	-	268,250	239,206	154,000
Total Resources	6,243,656	7,291,889	7,480,098	7,591,170

Mayor & Council Expenditures

Expenditure Type	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Personnel				
Salaries	-	-	-	-
Overtime	-	-	-	-
Taxes - Social Security	-	-	-	-
Taxes - Medicare	-	-	-	-
Taxes SUTA/FUTA	-	-	-	-
Workmans' Compensation	-	-	-	-
Retirement	-	-	-	-
Health Insurance	-	-	-	-
Uniform Allowance	-	-	-	-
Car Allowance	-	-	-	-
Relocation Allowance	-	-	-	-
Total Personnel Costs	-	-	-	-
Supplies, Maintenance & Operations				
Supplies and Consumables	-	200	200	-
Minor Equipment and Furniture	-	-	-	-
Fuel	-	-	-	-
Uniforms	-	-	-	350
Miscellaneous	-	-	-	-
Vehicle Maintenance/Repairs	-	-	-	-
Equipment Maintenance/Repairs	-	-	-	-
Building Maintenance/Repairs	-	-	-	-
Landscaping & Greenspace Maintenance	-	-	-	-
Street Maintenance	-	-	-	-
Drainage Work	-	-	-	-
Committees - Other	4,909	1,000	500	2,000
Committees - Planning & Zoning	94	1,000	1,000	1,000
Committee - Board of Adj	-	1,000	1,000	1,000
Urban Wildlife	17,402	1,500	1,500	1,000
Donations & Grants	-	-	-	1,000
Total Supplies, Maintenance & Operations Costs	22,405	4,700	4,200	6,350
Services				
Professional Services	-	-	-	-
Dues/Subscriptions	-	-	-	2,800
Training/Seminars & Related Travel	-	3,000	3,000	7,000
Meetings and Related Travel	-	5,800	4,796	6,200
Elections	-	-	-	-
Investigations	-	-	-	-
Leose Training	-	-	-	-
Asset Forfeiture	-	-	-	-
Public Relations	-	3,500	6,758	8,000
Employee Appreciation	-	-	-	-
Employment Costs	-	-	-	-
Recording/Reporting/History	-	-	-	-
Total Services Costs	-	12,300	14,554	24,000
Shared Services				
Facility Contracts & Services	-	-	-	-
Tech/Internet/Software Maintenance	-	-	-	-
Postage	-	-	-	-
General Liability Insurance	-	-	-	-
Electricity	-	-	-	-
Phone/Cable/Alarms	-	-	-	-
Total Shared Services Costs	-	-	-	-
Capital Outlay				
Land/Land Improvement	-	-	-	-
Building/Building Improvement	-	-	-	-
Infrastructure	-	-	-	-
Furniture, Fixtures, Equipment & Vehicles	-	-	-	-
Transfer to Intergov Fund 06	-	-	-	-
Transfer to Cap Improv Fund 02	-	-	-	-
Transfer to GF Veh/Equip F 31	-	-	-	-
Total Capital Outlay Costs	-	-	-	-
Total Departmental Budget	22,405	17,000	18,754	30,350

City Administration Expenditures

Expenditure Type	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Personnel				
Salaries	511,106	301,306	265,703	340,844
Overtime	849	-	-	-
Taxes - Social Security	29,965	18,681	15,723	20,984
Taxes - Medicare	7,165	4,369	3,993	4,907
Taxes SUTA/FUTA	1,097	675	27	675
Workmans' Compensation	765	1,356	791	1,409
Retirement	63,511	35,976	32,568	40,185
Health Insurance	59,806	30,690	22,036	31,107
Uniform Allowance	-	-	-	-
Car Allowance	-	7,200	7,200	7,200
Relocation Allowance	-	-	-	-
Total Personnel Costs	674,264	400,253	348,042	447,311
Supplies, Maintenance & Operations				
Supplies and Consumables	6,152	550	550	450
Minor Equipment and Furniture	12,224	2,290	2,290	300
Fuel	281	200	200	300
Uniforms	557	150	150	150
Miscellaneous	1,754	200	200	-
Vehicle Maintenance/Repairs	-	-	-	-
Equipment Maintenance/Repairs	-	-	-	-
Building Maintenance/Repairs	-	-	-	-
Landscaping & Greenspace Maintenance	-	-	-	-
Street Maintenance	-	-	-	-
Drainage Work	-	-	-	-
Committees - Other	-	-	-	-
Committees - Planning & Zoning	-	-	-	-
Committee - Board of Adj	-	-	-	-
Urban Wildlife	-	-	-	-
Donations & Grants	-	-	-	-
Court Technology	-	-	-	-
Total Supplies, Maintenance & Operations Costs	20,968	3,390	3,390	1,200
Services				
Professional Services	252,020	128,199	128,199	100,000
Dues/Subscriptions	6,423	3,580	3,580	2,370
Training/Seminars & Related Travel	15,806	18,443	10,700	14,920
Meetings and Related Travel	1,412	1,475	1,775	5,345
Elections	-	-	-	-
Investigations	-	-	-	-
Leose Training	-	-	-	-
Asset Forfeiture	-	-	-	-
Public Relations	-	-	-	-
Employee Appreciation	-	-	-	150
Employment Costs	-	-	-	-
Recording/Reporting/History	-	-	-	-
Total Services Costs	275,661	151,697	144,254	122,785
Shared Services				
Facility Contracts & Services	-	-	-	-
Tech/Internet/Software Maintenance	-	-	-	-
Postage	-	-	-	-
General Liability Insurance	-	-	-	-
Electricity	-	-	-	-
Phone/Cable/Alarms	-	-	-	-
Total Shared Services Costs	-	-	-	-
Capital Outlay				
Land/Land Improvement	-	-	-	-
Building/Building Improvement	-	-	-	-
Infrastructure	-	-	-	-
Furniture, Fixtures, Equipment & Vehicles	15,908	-	-	-
Transfer to Intergov Fund 06	-	-	-	-
Transfer to Cap Improv Fund 02	-	-	-	-
Transfer to GF Veh/Equip F 31	-	-	-	-
Total Capital Outlay Costs	15,908	-	-	-
Total Departmental Budget	986,801	555,340	495,686	571,296

City Secretary Expenditures

Expenditure Type	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Personnel				
Salaries	-	129,390	93,226	144,072
Overtime	-	100	100	234
Taxes - Social Security	-	8,028	5,605	8,897
Taxes - Medicare	-	1,878	1,311	2,081
Taxes SUTA/FUTA	-	675	27	675
Workmans' Compensation	-	583	337	624
Retirement	-	15,461	11,136	17,033
Health Insurance	-	27,397	18,182	27,704
Uniform Allowance	-	-	-	-
Car Allowance	-	-	-	-
Relocation Allowance	-	-	-	-
Total Personnel Costs	-	183,513	129,924	201,320
Supplies, Maintenance & Operations				
Supplies and Consumables	-	1,000	1,000	1,350
Minor Equipment and Furniture	-	2,000	2,000	2,800
Fuel	-	-	-	-
Uniforms	-	200	130	200
Miscellaneous	-	250	250	481
Vehicle Maintenance/Repairs	-	-	-	-
Equipment Maintenance/Repairs	-	-	-	-
Building Maintenance/Repairs	-	-	-	-
Landscaping & Greenspace Maintenance	-	-	-	-
Street Maintenance	-	-	-	-
Drainage Work	-	-	-	-
Committees - Other	-	-	-	-
Committees - Planning & Zoning	-	-	-	-
Committee - Board of Adj	-	-	-	-
Urban Wildlife	-	-	-	-
Donations & Grants	-	-	-	-
Court Technology	-	-	-	-
Total Supplies, Maintenance & Operations Costs	-	3,450	3,380	4,831
Services				
Professional Services	-	7,000	7,000	5,000
Dues/Subscriptions	-	2,940	2,940	932
Training/Seminars & Related Travel	-	3,555	3,555	7,189
Meetings and Related Travel	-	1,676	1,076	1,326
Elections	3,038	19,300	2,000	10,000
Investigations	-	-	-	-
Leose Training	-	-	-	-
Asset Forfeiture	-	-	-	-
Public Relations	-	-	-	-
Employee Appreciation	-	-	-	200
Employment Costs	-	-	-	-
Recording/Reporting/History	4,159	3,000	3,000	3,000
Total Services Costs	7,198	37,471	19,571	27,647
Shared Services				
Facility Contracts & Services	-	-	-	-
Tech/Internet/Software Maintenance	-	-	-	-
Postage	-	-	-	-
General Liability Insurance	-	-	-	-
Electricity	-	-	-	-
Phone/Cable/Alarms	-	-	-	-
Total Shared Services Costs	-	-	-	-
Capital Outlay				
Land/Land Improvement	-	-	-	-
Building/Building Improvement	-	-	-	-
Infrastructure	-	-	-	-
Furniture, Fixtures, Equipment & Vehicles	-	-	-	-
Transfer to Intergov Fund 06	-	-	-	-
Transfer to Cap Improv Fund 02	-	-	-	-
Transfer to GF Veh/Equip F 31	-	-	-	-
Total Capital Outlay Costs	-	-	-	-
Total Departmental Budget	7,198	224,434	152,875	233,798

Human Resources and Communications Expenditures

Expenditure Type	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Personnel				
Salaries	-	79,776	55,662	118,153
Overtime	-	-	-	-
Taxes - Social Security	-	5,473	3,528	7,276
Taxes - Medicare	-	1,280	825	1,702
Taxes SUTA/FUTA	-	450	18	450
Workmans' Compensation	-	397	230	512
Retirement	-	10,540	6,644	13,933
Health Insurance	-	15,056	5,784	16,385
Uniform Allowance	-	-	-	-
Car Allowance	-	-	-	-
Relocation Allowance	-	-	-	-
Total Personnel Costs	-	112,972	72,690	158,410
Supplies, Maintenance & Operations				
Supplies and Consumables	-	1,118	1,118	1,700
Minor Equipment and Furniture	-	2,000	2,000	200
Fuel	-	-	-	-
Uniforms	-	100	100	100
Miscellaneous	-	-	-	-
Vehicle Maintenance/Repairs	-	-	-	-
Equipment Maintenance/Repairs	-	-	-	-
Building Maintenance/Repairs	-	-	-	-
Landscaping & Greenspace Maintenance	-	-	-	-
Street Maintenance	-	-	-	-
Drainage Work	-	-	-	-
Committees - Other	-	-	-	-
Committees - Planning & Zoning	-	-	-	-
Committee - Board of Adj	-	-	-	-
Urban Wildlife	-	-	-	-
Donations & Grants	-	-	-	-
Court Technology	-	-	-	-
Total Supplies, Maintenance & Operations Costs	-	3,218	3,218	2,000
Services				
Professional Services	-	13,000	12,927	-
Dues/Subscriptions	-	275	1,044	1,755
Training/Seminars & Related Travel	-	14,025	14,025	13,663
Meetings and Related Travel	-	-	-	300
Elections	-	-	-	-
Investigations	-	-	-	-
Leose Training	-	-	-	-
Asset Forfeiture	-	-	-	-
Public Relations	55,689	10,000	11,042	30,200
Employee Appreciation	6,262	4,750	4,750	8,370
Employment Costs	-	1,600	1,950	3,000
Recording/Reporting/History	-	-	-	-
Total Services Costs	61,950	43,650	45,738	57,288
Shared Services				
Facility Contracts & Services	-	-	-	-
Tech/Internet/Software Maintenance	-	-	-	-
Postage	-	-	-	-
General Liability Insurance	-	-	-	-
Electricity	-	-	-	-
Phone/Cable/Alarms	-	-	-	-
Total Shared Services Costs	-	-	-	-
Capital Outlay				
Land/Land Improvement	-	-	-	-
Building/Building Improvement	-	-	-	-
Infrastructure	-	-	-	-
Furniture, Fixtures, Equipment & Vehicles	-	-	-	-
Transfer to Intergov Fund 06	-	-	-	-
Transfer to Cap Improv Fund 02	-	-	-	-
Transfer to GF Veh/Equip F 31	-	-	-	-
Total Capital Outlay Costs	-	-	-	-
Total Departmental Budget	61,950	159,840	121,647	217,697

Finance Expenditures

Expenditure Type	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Personnel				
Salaries	-	200,964	145,999	232,604
Overtime	-	166	21	236
Taxes - Social Security	-	12,470	9,083	14,287
Taxes - Medicare	-	2,916	2,124	3,341
Taxes SUTA/FUTA	-	675	27	675
Workmans' Compensation	-	905	524	1,000
Retirement	-	24,015	17,231	27,384
Health Insurance	-	21,336	10,519	21,693
Uniform Allowance	-	-	-	-
Car Allowance	-	-	-	-
Relocation Allowance	-	-	-	-
Total Personnel Costs	-	263,447	185,528	301,221
Supplies, Maintenance & Operations				
Supplies and Consumables	-	1,027	1,027	1,425
Minor Equipment and Furniture	-	3,520	3,520	600
Fuel	-	-	-	-
Uniforms	-	-	105	300
Miscellaneous	-	-	-	-
Vehicle Maintenance/Repairs	-	-	-	-
Equipment Maintenance/Repairs	-	-	-	-
Building Maintenance/Repairs	-	-	-	-
Landscaping & Greenspace Maintenance	-	-	-	-
Street Maintenance	-	-	-	-
Drainage Work	-	-	-	-
Committees - Other	-	-	-	-
Committees - Planning & Zoning	-	-	-	-
Committee - Board of Adj	-	-	-	-
Urban Wildlife	-	-	-	-
Donations & Grants	-	-	-	-
Court Technology	-	-	-	-
Total Supplies, Maintenance & Operations Costs	-	4,547	4,652	2,325
Services				
Professional Services	-	109,845	113,845	78,835
Dues/Subscriptions	-	403	803	1,430
Training/Seminars & Related Travel	-	6,200	5,700	10,900
Meetings and Related Travel	-	-	-	500
Elections	-	-	-	-
Investigations	-	-	-	-
Leose Training	-	-	-	-
Asset Forfeiture	-	-	-	-
Public Relations	-	-	-	-
Employee Appreciation	-	-	-	300
Employment Costs	-	-	-	-
Recording/Reporting/History	-	-	-	-
Total Services Costs	-	116,448	120,348	91,965
Shared Services				
Facility Contracts & Services	-	-	-	-
Tech/Internet/Software Maintenance	-	-	-	-
Postage	-	-	-	-
General Liability Insurance	-	-	-	-
Electricity	-	-	-	-
Phone/Cable/Alarms	-	-	-	-
Total Shared Services Costs	-	-	-	-
Capital Outlay				
Land/Land Improvement	-	-	-	-
Building/Building Improvement	-	-	-	-
Infrastructure	-	-	-	-
Furniture, Fixtures, Equipment & Vehicles	-	-	-	-
Transfer to Intergov Fund 06	-	-	-	-
Transfer to Cap Improv Fund 02	-	-	-	-
Transfer to GF Veh/Equip F 31	-	-	-	-
Total Capital Outlay Costs	-	-	-	-
Total Departmental Budget	-	384,442	310,528	395,511

Municipal Court Expenditures

Expenditure Type	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Personnel				
Salaries	56,470	97,552	93,045	103,068
Overtime	33	440	-	449
Taxes - Social Security	3,378	6,076	5,901	6,319
Taxes - Medicare	790	1,421	1,380	1,478
Taxes SUTA/FUTA	333	450	18	450
Workmans' Compensation	225	441	326	439
Retirement	7,017	11,700	11,097	12,127
Health Insurance	7,584	16,911	12,709	14,447
Uniform Allowance	-	-	-	-
Car Allowance	-	-	-	-
Relocation Allowance	-	-	-	-
Total Personnel Costs	75,830	134,991	124,476	138,776
Supplies, Maintenance & Operations				
Supplies and Consumables	1,899	2,000	2,000	2,200
Minor Equipment and Furniture	1,836	-	-	1,400
Fuel	-	-	-	-
Uniforms	88	100	96	100
Miscellaneous	128	100	100	-
Vehicle Maintenance/Repairs	-	-	-	-
Equipment Maintenance/Repairs	-	-	-	-
Building Maintenance/Repairs	-	-	-	-
Landscaping & Greenspace Maintenance	-	-	-	-
Street Maintenance	-	-	-	-
Drainage Work	-	-	-	-
Committees - Other	-	-	-	-
Committees - Planning & Zoning	-	-	-	-
Committee - Board of Adj	-	-	-	-
Urban Wildlife	-	-	-	-
Donations & Grants	-	-	-	-
Court Technology	-	11,500	11,500	-
Total Supplies, Maintenance & Operations Costs	3,951	13,700	13,696	3,700
Services				
Professional Services	30,636	61,000	33,000	58,230
Dues/Subscriptions	1,653	400	400	800
Training/Seminars & Related Travel	2,770	2,000	2,000	2,000
Meetings and Related Travel	-	-	-	500
Elections	-	-	-	-
Investigations	-	-	-	-
Leose Training	-	-	-	-
Asset Forfeiture	-	-	-	-
Public Relations	-	-	-	-
Employee Appreciation	-	-	-	100
Employment Costs	-	-	-	-
Recording/Reporting/History	-	-	-	-
Total Services Costs	35,058	63,400	35,400	61,630
Shared Services				
Facility Contracts & Services	-	-	-	-
Tech/Internet/Software Maintenance	-	-	-	-
Postage	-	-	-	-
General Liability Insurance	-	-	-	-
Electricity	-	-	-	-
Phone/Cable/Alarms	-	-	-	-
Total Shared Services Costs	-	-	-	-
Capital Outlay				
Land/Land Improvement	-	-	-	-
Building/Building Improvement	-	-	-	-
Infrastructure	-	-	-	-
Furniture, Fixtures, Equipment & Vehicles	-	-	-	-
Transfer to Intergov Fund 06	-	-	-	-
Transfer to Cap Improv Fund 02	-	-	-	-
Transfer to GF Veh/Equip F 31	-	-	-	-
Total Capital Outlay Costs	-	-	-	-
Total Departmental Budget	114,839	212,091	173,572	204,106

Public Safety and Emergency Services Expenditures

Expenditure Type	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Personnel				
Salaries	1,330,442	1,559,138	1,483,556	1,614,771
Overtime	16,360	10,246	26,566	24,599
Taxes - Social Security	81,312	97,302	95,228	101,911
Taxes - Medicare	19,016	22,756	22,271	23,834
Taxes SUTA/FUTA	3,917	6,300	252	6,300
Workmans' Compensation	27,700	69,418	41,100	69,329
Retirement	169,492	187,385	180,449	194,918
Health Insurance	203,533	238,031	210,130	243,435
Uniform Allowance	16,000	19,200	8,000	20,800
Car Allowance	-	-	-	-
Relocation Allowance	-	-	-	-
Total Personnel Costs	1,867,772	2,209,776	2,067,553	2,299,897
Supplies, Maintenance & Operations				
Supplies and Consumables	3,276	3,100	3,300	4,000
Minor Equipment and Furniture	74,429	70,600	50,600	22,950
Fuel	33,862	30,000	33,500	30,000
Uniforms	8,614	12,025	12,025	12,000
Miscellaneous	2,667	2,000	2,000	-
Vehicle Maintenance/Repairs	11,861	20,000	20,000	17,000
Equipment Maintenance/Repairs	-	-	-	-
Building Maintenance/Repairs	-	-	-	-
Landscaping & Greenspace Maintenance	-	-	-	-
Street Maintenance	-	-	-	-
Drainage Work	-	-	-	-
Committees - Other	-	-	-	-
Committees - Planning & Zoning	-	-	-	-
Committee - Board of Adj	-	-	-	-
Urban Wildlife	-	-	-	-
Donations & Grants	-	-	-	-
Total Supplies, Maintenance & Operations Costs	134,708	137,725	121,425	85,950
Services				
Professional Services	452,534	509,816	514,816	518,767
Dues/Subscriptions	1,171	4,100	4,100	4,100
Training/Seminars & Related Travel	26,780	14,000	14,000	14,000
Meetings and Related Travel	-	2,000	2,000	2,500
Elections	-	-	-	-
Investigations	10,218	7,000	9,000	12,000
Leose Training	-	7,600	-	1,700
Asset Forfeiture	-	-	-	-
Public Relations	-	6,000	4,900	6,000
Employee Appreciation	-	-	-	1,400
Employment Costs	-	-	-	-
Recording/Reporting/History	-	-	-	-
Total Services Costs	490,702	550,516	548,816	560,467
Shared Services				
Facility Contracts & Services	-	-	-	-
Tech/Internet/Software Maintenance	-	-	-	-
Postage	-	-	-	-
General Liability Insurance	-	-	-	-
Electricity	-	-	-	-
Phone/Cable/Alarms	-	-	-	-
Total Shared Services Costs	-	-	-	-
Capital Outlay				
Land/Land Improvement	-	-	-	-
Building/Building Improvement	-	-	-	-
Infrastructure	-	-	-	-
Furniture, Fixtures, Equipment & Vehicles	-	74,100	42,735	216,000
Transfer to Intergov Fund 06	-	-	-	-
Transfer to Cap Improv Fund 02	-	-	-	-
Transfer to GF Veh/Equip F 31	-	-	-	-
Total Capital Outlay Costs	-	74,100	42,735	216,000
Total Departmental Budget	2,493,183	2,972,117	2,780,528	3,162,314

Maintenance Expenditures

Expenditure Type	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Personnel				
Salaries	371,339	257,876	231,227	293,033
Overtime	5,437	955	1,555	1,045
Taxes - Social Security	22,344	16,048	14,456	18,134
Taxes - Medicare	5,226	3,753	3,381	4,241
Taxes SUTA/FUTA	1,635	1,575	64	1,688
Workmans' Compensation	9,707	22,956	15,558	23,518
Retirement	46,717	30,904	27,149	34,713
Health Insurance	69,300	50,667	51,119	62,677
Uniform Allowance	-	-	-	-
Car Allowance	-	-	-	-
Relocation Allowance	-	-	-	-
Total Personnel Costs	531,705	384,734	344,508	439,048
Supplies, Maintenance & Operations				
Supplies and Consumables	4,213	3,500	3,500	6,100
Minor Equipment and Furniture	12,622	13,560	13,560	10,800
Fuel	10,124	10,200	10,200	10,200
Uniforms	4,681	7,359	7,359	6,275
Miscellaneous	484	700	700	200
Vehicle Maintenance/Repairs	11,811	17,850	17,850	12,000
Equipment Maintenance/Repairs	12,408	6,580	6,580	5,580
Building Maintenance/Repairs	14,550	14,500	14,500	15,480
Landscaping & Greenspace Maintenance	3,505	1,000	1,000	5,000
Street Maintenance	255,291	-	-	31,000
Drainage Work	3,256	24,000	24,000	5,000
Committees - Other	-	-	-	-
Committees - Planning & Zoning	-	-	-	-
Committee - Board of Adj	-	-	-	-
Urban Wildlife	-	-	-	-
Donations & Grants	-	-	-	-
Court Technology	-	-	-	-
Total Supplies, Maintenance & Operations Costs	332,946	99,249	99,249	107,635
Services				
Professional Services	-	-	-	-
Dues/Subscriptions	494	600	-	600
Training/Seminars & Related Travel	8,699	8,541	8,541	8,541
Meetings and Related Travel	-	750	750	100
Elections	-	-	-	-
Investigations	-	-	-	-
Leose Training	-	-	-	-
Asset Forfeiture	-	-	-	-
Public Relations	-	-	-	-
Employee Appreciation	-	-	-	400
Employment Costs	-	-	-	-
Recording/Reporting/History	-	-	-	-
Total Services Costs	9,192	9,891	9,291	9,641
Shared Services				
Facility Contracts & Services	-	-	-	-
Tech/Internet/Software Maintenance	-	-	-	-
Postage	-	-	-	-
General Liability Insurance	-	-	-	-
Electricity	-	-	-	-
Phone/Cable/Alarms	-	-	-	-
Total Shared Services Costs	-	-	-	-
Capital Outlay				
Land/Land Improvement	-	-	-	-
Building/Building Improvement	-	-	-	-
Infrastructure	-	-	-	-
Furniture, Fixtures, Equipment & Vehicles	-	198,750	225,958	-
Transfer to Intergov Fund 06	-	-	-	-
Transfer to Cap Improv Fund 02	-	-	-	-
Transfer to GF Veh/Equip F 31	-	-	-	-
Total Capital Outlay Costs	-	198,750	225,958	-
Total Departmental Budget	873,843	692,624	679,006	556,324

Building Codes and Permits Expenditures

Expenditure Type	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Personnel				
Salaries	136,665	167,727	162,727	176,428
Overtime	233	171	248	173
Taxes - Social Security	8,257	10,410	10,238	10,850
Taxes - Medicare	1,931	2,435	2,394	2,538
Taxes SUTA/FUTA	491	675	27	675
Workmans' Compensation	635	1,512	915	1,511
Retirement	17,073	20,047	19,452	20,790
Health Insurance	16,853	24,337	24,094	25,290
Uniform Allowance	-	-	-	-
Car Allowance	-	-	-	-
Relocation Allowance	-	-	-	-
Total Personnel Costs	182,137	227,313	220,096	238,255
Supplies, Maintenance & Operations				
Supplies and Consumables	1,270	600	600	450
Minor Equipment and Furniture	1,248	1,180	1,180	2,200
Fuel	1,127	1,300	1,300	1,300
Uniforms	66	280	280	530
Miscellaneous	102	150	150	-
Vehicle Maintenance/Repairs	-	-	-	-
Equipment Maintenance/Repairs	-	-	-	-
Building Maintenance/Repairs	-	-	-	-
Landscaping & Greenspace Maintenance	-	-	-	-
Street Maintenance	-	-	-	-
Drainage Work	-	-	-	-
Committees - Other	-	-	-	-
Committees - Planning & Zoning	-	-	-	-
Committee - Board of Adj	-	-	-	-
Urban Wildlife	-	-	-	-
Donations & Grants	-	-	-	-
Total Supplies, Maintenance & Operations Costs	3,813	3,510	3,510	4,480
Services				
Professional Services	-	9,200	9,380	9,560
Dues/Subscriptions	405	290	265	290
Training/Seminars & Related Travel	2,223	3,555	3,555	4,075
Meetings and Related Travel	-	200	200	600
Elections	-	-	-	-
Investigations	-	-	-	-
Leose Training	-	-	-	-
Asset Forfeiture	-	-	-	-
Public Relations	-	-	-	-
Employee Appreciation	-	-	-	150
Employment Costs	-	-	-	-
Recording/Reporting/History	-	-	-	-
Total Services Costs	2,628	13,245	13,400	14,675
Shared Services				
Facility Contracts & Services	-	-	-	-
Tech/Internet/Software Maintenance	-	-	-	-
Postage	-	-	-	-
General Liability Insurance	-	-	-	-
Electricity	-	-	-	-
Phone/Cable/Alarms	-	-	-	-
Total Shared Services Costs	-	-	-	-
Capital Outlay				
Land/Land Improvement	-	-	-	-
Building/Building Improvement	-	-	-	-
Infrastructure	-	-	-	-
Furniture, Fixtures, Equipment & Vehicles	-	-	-	-
Transfer to Intergov Fund 06	-	-	-	-
Transfer to Cap Improv Fund 02	-	-	-	-
Transfer to GF Veh/Equip F 31	-	-	-	-
Total Capital Outlay Costs	-	-	-	-
Total Departmental Budget	188,578	244,068	237,006	257,410

Engineering and Planning Expenditures

Expenditure Type	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Personnel				
Salaries	-	208,786	187,878	225,426
Overtime	-	-	102	1,058
Taxes - Social Security	-	12,945	11,365	13,943
Taxes - Medicare	-	3,027	2,658	3,261
Taxes SUTA/FUTA	-	788	32	788
Workmans' Compensation	-	2,380	1,420	2,451
Retirement	-	24,929	22,426	26,702
Health Insurance	-	31,973	25,361	30,998
Uniform Allowance	-	-	-	-
Car Allowance	-	-	-	-
Relocation Allowance	-	-	-	-
Total Personnel Costs	-	284,828	251,241	304,625
Supplies, Maintenance & Operations				
Supplies and Consumables	-	4,654	4,654	6,495
Minor Equipment and Furniture	-	2,786	2,786	950
Fuel	-	1,859	1,859	1,301
Uniforms	-	815	815	1,140
Miscellaneous	-	200	200	-
Vehicle Maintenance/Repairs	-	-	-	-
Equipment Maintenance/Repairs	-	-	-	-
Building Maintenance/Repairs	-	-	-	-
Landscaping & Greenspace Maintenance	-	-	-	-
Street Maintenance	-	-	-	410,000
Drainage Work	-	-	-	-
Committees - Other	-	-	-	-
Committees - Planning & Zoning	-	-	-	-
Committee - Board of Adj	-	-	-	-
Urban Wildlife	-	-	-	-
Donations & Grants	-	-	-	-
Court Technology	-	-	-	-
Total Supplies, Maintenance & Operations Costs	-	10,314	10,314	419,887
Services				
Professional Services	-	-	-	15,000
Dues/Subscriptions	-	363	885	333
Training/Seminars & Related Travel	-	8,138	8,138	7,323
Meetings and Related Travel	-	500	500	900
Elections	-	-	-	-
Investigations	-	-	-	-
Leose Training	-	-	-	-
Asset Forfeiture	-	-	-	-
Public Relations	-	-	-	-
Employee Appreciation	-	-	-	350
Employment Costs	-	-	-	-
Recording/Reporting/History	-	-	-	-
Total Services Costs	-	9,001	9,523	23,905
Shared Services				
Facility Contracts & Services	-	-	-	-
Tech/Internet/Software Maintenance	-	-	-	-
Postage	-	-	-	-
General Liability Insurance	-	-	-	-
Electricity	-	-	-	-
Phone/Cable/Alarms	-	-	-	-
Total Shared Services Costs	-	-	-	-
Capital Outlay				
Land/Land Improvement	-	-	-	-
Building/Building Improvement	-	-	-	-
Infrastructure	-	-	-	-
Furniture, Fixtures, Equipment & Vehicles	-	-	-	-
Transfer to Intergov Fund 06	-	-	-	-
Transfer to Cap Improv Fund 02	-	-	-	-
Transfer to GF Veh/Equip F 31	-	-	-	-
Total Capital Outlay Costs	-	-	-	-
Total Departmental Budget	-	304,143	271,077	748,417

Non-Departmental and Shared Expenditures

Expenditure Type	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Personnel				
Salaries	-	-	-	-
Overtime	-	-	-	-
Taxes - Social Security	-	-	-	-
Taxes - Medicare	-	-	-	-
Taxes SUTA/FUTA	-	-	-	-
Workmans' Compensation	-	-	-	-
Retirement	-	-	-	-
Health Insurance	-	-	-	-
Uniform Allowance	-	-	-	-
Car Allowance	-	-	-	-
Relocation Allowance	-	-	-	-
Total Personnel Costs	-	-	-	-
Supplies, Maintenance & Operations				
Supplies and Consumables	-	6,000	6,000	6,000
Minor Equipment and Furniture	-	-	-	-
Fuel	-	-	-	-
Uniforms	-	-	-	-
Miscellaneous	-	-	-	-
Vehicle Maintenance/Repairs	-	-	-	-
Equipment Maintenance/Repairs	-	-	-	-
Building Maintenance/Repairs	-	-	-	-
Landscaping & Greenspace Maintenance	-	-	-	-
Street Maintenance	-	-	-	-
Drainage Work	-	-	-	-
Committees - Other	-	-	-	-
Committees - Planning & Zoning	-	-	-	-
Committee - Board of Adj	-	-	-	-
Urban Wildlife	-	-	-	-
Donations & Grants	-	-	-	-
Court Technology	-	-	-	-
Total Supplies, Maintenance & Operations Costs	-	6,000	6,000	6,000
Services				
Professional Services	-	-	-	-
Dues/Subscriptions	-	-	-	-
Training/Seminars & Related Travel	-	-	-	-
Meetings and Related Travel	-	-	-	-
Elections	-	-	-	-
Investigations	-	-	-	-
Leose Training	-	-	-	-
Asset Forfeiture	-	-	-	-
Public Relations	-	-	-	-
Employee Appreciation	-	-	-	-
Employment Costs	-	-	-	-
Recording/Reporting/History	-	-	-	-
Total Services Costs	-	-	-	-
Shared Services				
Facility Contracts & Services	33,264	28,839	36,903	38,222
Tech/Internet/Software Maintenance	140,327	192,810	192,810	156,481
Postage	5,354	7,500	7,500	9,500
General Liability Insurance	48,838	51,000	49,586	51,418
Electricity	31,135	32,700	32,700	32,700
Phone/Cable/Alarms	21,547	24,743	24,743	26,742
Total Shared Services Costs	280,465	337,592	344,242	315,062
Capital Outlay				
Land/Land Improvement	-	-	-	-
Building/Building Improvement	-	-	-	-
Infrastructure	-	-	-	-
Furniture, Fixtures, Equipment & Vehicles	-	12,750	12,750	-
Transfer to Intergov Fund 06	-	-	-	-
Transfer to Cap Improv Fund 02	527,890	857,711	857,711	1,092,525
Transfer to GF Veh/Equip F 31	703,781	160,503	160,503	260,492
Total Capital Outlay Costs	1,231,671	1,030,964	1,030,964	1,353,017
Total Departmental Budget	1,512,136	1,374,556	1,381,206	1,674,079

Strategic Action Plan Fund

	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Beginning Fund Balance	-	223,508	223,508	955,378
Revenues:				
Transfer from General Fund	527,890	857,711	857,711	1,092,525
Total Revenue	527,890	857,711	857,711	1,092,525
Financial Integrity				
Revenue Projections	-	-	-	10,000
Internal Controls Framework	-	-	-	20,000
Stormwater Funding	-	-	-	120,000
Debt Review and Policy Implementation	-	-	-	15,000
Grants and Utilities Reporting Requirements	-	-	-	10,000
Financial Mangement Policy Review	-	-	-	15,000
Stormwater Utility cost center set-up	-	-	-	50,000
Responsible Growth Mangement				
Comprehensive Plan and Unified Development Code	-	-	-	50,000
FM 3351 Owners Representative and Project Manager	-	-	-	-
Project Development and Funding Plan for Drainage	-	-	-	50,000
Municipal Separate Storm Sewer Systm (MS4)	-	-	-	5,000
Reliable and Sustainable Infrastructure				
City Hall Building Renovation	-	-	-	600,000
City Campus Outbuilding Renovation	-	-	-	450,000
Long-term road condition analysis (traffic studies and PCI, etc)	-	-	-	80,000
Public Health, Safety, and Welfare				
Public Safety Command Structure Program Review	-	-	-	25,000
Fire Services Program Review	-	-	-	25,000
Emergency Medical Services Program Review	-	-	-	25,000
Operational Excellence				
Compensation and Benefit Plan Study	-	-	-	50,000
Employee Handbook	-	-	-	5,000
HR Technology Upgrade	-	-	-	-
Learning and Development Training Program	-	-	-	5,000
Communications and Marketing Strategy	-	-	-	5,000
Records Management	-	-	-	12,000
IT Risk Analysis and Vulnerability Assessment	-	-	-	50,000
Prior Year Projects				
Professional Services	-	-	-	-
Update Subdivision Regulations	1,782	-	-	-
Master Land Use Plan	34,706	60,000	60,000	-
Annexation Plan	29,805	-	-	-
Master Drainage Plan	89,177	120,000	7,679	-
Zoning Regulations	29,805	-	-	-
Development Handbook	12,919	-	-	-
Master Roadway	587	-	-	-
MS4 and SSO Permitting	43,745	-	34,492	-
			-	
Capital Improvement			-	
Land/Land Improvement	-	-	-	-
Bldg/Bldg Improvement	61,855	488,149	23,670	-
Infrastructure	-	-	-	-
Personal Property	-	-	-	-
Total Expenditures	304,383	668,149	125,841	1,677,000
Use of Fund Balance	-	(38,149)	-	584,475
Ending Fund Balance	223,508	374,921	955,378	370,903

Street Bond Debt Service Fund

	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Revenues:				
General Property-I & S	545,358	(552,409)	552,409	550,931
Delinquent Property	4,010	(3,000)	3,000	3,000
Penalty & Interest	2,578	(1,500)	4,628	1,500
Interest Income on Investments	1,691	(1,000)	1,300	1,000
Miscellaneous Income	-	-	-	-
Total Revenue	553,637	(557,909)	561,337	556,431
Expenditures:				
Bond Principal	430,000	435,000	435,000	440,000
Bond Interest Payable	121,878	117,009	117,009	111,540
Bond Agent Fees	400	400	400	400
Transfer to Fund Balance	-	-	-	-
Total Departmental Budget	552,278	552,409	552,409	551,940

Street Bond Program

	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Revenues:				
Interest Income on Investments	19,033	-	9,000	-
Transfer from Equipment Replacement Fund	-	7,000	7,000	-
Transfer from Fund Balance	-	449,344	456,344	-
Total Revenue	19,033	456,344	472,344	-
Expenditures:				
Professional Services	36,253	-	-	-
Land/Land Improvement	-	-	-	-
Construction Costs	1,846,305	456,344	283,999	188,345
Total Departmental Budget	1,882,558	456,344	283,999	188,345

Street Bond Program Amortization of Bond Proceeds

	Actual 2014-15	Actual 2015-16	Actual 2016-17	Actual 2017-18	Estimated 2018-19	Budget 2019-20	Cumulative 5-year total
Revenues:							
Bond Proceeds	7,000,000	-	-	-	-	-	7,000,000
Bond Premium	100,090	-	-	-	-	-	100,090
Miscellaneous	90	-	-	-	-	-	90
Interest Income on Investments	17,250	19,126	30,437	19,033	9,000	-	94,846
Transfer from Equipment Replacement Fund	-	-	-	-	7,000	-	7,000
Total Revenue	7,117,430	19,126	30,437	19,033	16,000	-	7,202,026
Expenditures:							
Bond Issuance Costs	100,090	-	-	-	-	-	100,090
Professional Services	98,147	685,378	172,794	36,253	-	-	992,572
Land/Land Improvement	-	-	17,000	-	-	-	17,000
Construction Costs	-	-	3,773,714	1,846,305	283,999	188,345	6,092,363
Total Expenditures	198,237	685,378	3,963,508	1,882,558	283,999	188,345	7,202,026
Net Budget	6,919,193	(666,252)	(3,933,071)	(1,863,525)	(267,999)	(188,345)	0

Equipment and Vehicle Replacement

	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Revenues:				
Transfer from General Fund	380,701	160,503	160,503	230,492
Transfer from Capital Improvement Fund	-	-	-	-
Transfer from other General Fund Departments	323,080	-	-	-
Interest Income on Investments	-	-	-	-
Total Revenue	703,781	160,503	160,503	230,492
Professional and Contractual Services				
Maintenance Furniture	9,176	-	-	-
Maintenance Equipment	201,430	-	-	-
Patrol Vehicle	86,498	-	-	-
Transfer to General Fund for Purchases	-	263,750	234,706	154,000
Fund Balance	-	-	-	-
Total Professional and Contractual Services Costs	297,104	263,750	234,706	154,000
Net Budget	406,677	(103,247)	(74,203)	76,492

Equipment Purchases Budgeted from Equipment Replacement Fund

Programmed Purchase or Replacement	Department	Cost
Public Safety Vehicle replacement	Public Safety	32,000
Public Safety Vehicle replacement	Public Safety	32,000
Public Safety new fleet vehicle and outfit	Public Safety	54,000
Costs to Salvage Vehicle for Building Codes	Maintenance	4,000
		154,000

UTILITY FUNDS

Assumptions:

1) Current Budget assumes that there will not be a Water or Wastewater Rate increase in the Fiscal Year 2020-21 although there is a rate study being funded.
2) All Water and Wastewater Projects listed in the 2020 column of the SAP Matrix are currently funded in this draft.

Consolidated Utility Fund Budget
FY 19-20 DRAFT
Summary

	Water	Wastewater	Utility Fund Total
Utility Revenues	3,971,147	1,075,001	5,046,147
Utility Operating Expenses			
Personnel	788,266	641,572	1,429,838
Supplies, Maintenance & Operations	1,760,076	709,223	2,469,300
Services	66,138	1,320	67,458
Debt Service Costs	75,522	14,385	89,907
Total Utility Operating Expenses	2,690,003	1,366,500	4,056,502
Operating Income/(Loss)	1,281,144	(291,499)	989,645
Capital Outlay	1,181,028	298,978	1,480,006
Non Cash Adjustments	(555,580)	171,334	(384,246)
Net Income/(Loss)	655,696	(761,812)	(106,114)

	9/30/2018	Projected close-out	PY Adjustments	9/30/2019	Budget Close Out	9/30/2020
Net investment in Capital Assets	8,464,020	174,248	-	8,638,268	648,845	9,287,113
				-		-
Unrestricted Reserves				-		-
Impact Fees - Elevated Storage Tank	622,528	-	-	622,528	(622,528)	-
Equipment Replacement Fund	630,737	78,846	-	709,583	75,000	784,583
6 month Operating Expense	1,887,455	-	-	1,887,455	140,797	2,028,251
Water Capital	1,668,710	(121,573)	(1,547,137)	-	-	-
Wastewater Capital	80,314	(212,677)	132,363	-	-	-
Unassigned	559,232	145,705	1,414,774	2,119,710	(348,228)	1,771,483
Total Unrestricted	5,448,975	(109,699)	-	5,339,276	(754,959)	4,584,317
Total Reserves	13,912,995	64,549	-	13,977,544	(106,114)	13,871,430

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Utility Fund
Capitalizable Costs and Non-Recurring Projects

	Council's Strategic Goals and Strategies	FY 19-20	Est. Life	Depreciation of New Capital			
		CASH OUTLAY		FY 2019-20	FY 2020-21	FY 2021-22	2021 & beyond
1.4.3	Update Water Impact Fee Study - Marry with GEC	37,500	1	37,500	0	0	0
1.4.4	Update Water Impact Fee Study - Marry with GEC	37,500	1	37,500			
2.2.1	Develop project criticality chain and funding plan (Water CIP)	50,000	1	50,000	0	0	0
2.2.2	Develop project criticality chain and funding plan (Wastewater CIP)	50,000	1	50,000	0	0	0
3.1.1	Backflow Prevention Compliance program Implementation	2,300	1	2,300	0	0	0
3.1.2	Upgrade to 9,000 gallon Hydropneumatic Tank at Plant No. 2	45,000	15	3,000	3,000	3,000	36,000
3.1.6	Build Elevated Storage Tank with Plant 3 Upgrades, System PRVs, and 12-inch waterl	628,528	15	-	-	41,902	586,626
3.1.7	Update and Repair Water Treatment Plant Buildings	5,000	1	5,000	0	0	0
3.2.2	Solids Handling Improvements	100,000	10	10,000	10,000	10,000	70,000
3.2.13	Update and Repair Wastewater Treatment Plant Buildings	30,000	15	2,000	2,000	2,000	24,000
3.1.4	Repair existing waterline - Creek Crossings West	400,000	15	26,667	26,667	26,667	320,000
3.2.4	Advance Wastewater Treatment Plant	81,478	1	81,478	0	0	0
	Subtotal	1,467,306		305,445	41,667	83,569	1,036,626
	Equipment Purchases	FY 19-20	Est. Life	Depreciation of New Equipment			
	Towable Manlift	15,000	5	3,000	3,000	3,000	6,000
	Total Capitalizable Costs and non-recurring projects	$ 1,482,306		$ 308,445	$ 44,667	$ 86,569	$ 1,042,626

Consolidated
Capital Outlays Detail

Strategic Action Plan Project		FY 19-20 Cash Outlay Water	FY 19-20 Cash Outlay Wastewater	FY 19-20 Cash Outlay Cash Outlay	FY 19-20 Depreciation Adjustment Water	FY 19-20 Depreciation Adjustment Wastewater	FY 19-20 Depreciation Adjustment Total	Net FY 19-20 Budget Water	Net FY 19-20 Budget Wastewater	Net FY 19-20 Budget Total
Capital Improvement Projects (SAP)										
1.4.3	Update Water Impact Fee Study - Marry with GEC	37,500		37,500	0		0	37,500	-	37,500
1.4.4	Update Water Impact Fee Study - Marry with GEC	37,500		37,500	0		0	37,500	-	37,500
2.2.1	Develop project criticality chain and funding plan (Water CIP)	50,000	-	50,000	0		0	50,000	-	50,000
2.2.2	Develop project criticality chain and funding plan (Wastewater CIP)		50,000	50,000		0	0	-	50,000	50,000
3.1.2	Upgrade to 9,000 gallon Hydropneumatic Tank at Plant No. 2	45,000		45,000	(42,000)	-	(42,000)	3,000	-	3,000
3.1.6	Build Elevated Storage Tank with Plant 3 Upgrades, System PRVs, and 12-inch water	628,528	-	628,528	(628,528)	-	(628,528)	-	-	-
3.2.2	Solids Handling Improvements		100,000	100,000		(90,000)	(90,000)	-	10,000	10,000
3.1.4	Update and Repair Wastewater Treatment Plant Buildings	400,000		400,000		(373,333)		400,000	(373,333)	26,667
3.2.4	Advance Wastewater Treatment Plant		75,000	75,000		-		-	75,000	75,000
		1,198,528	225,000	1,423,528	(670,528)	(463,333)	(760,528)	528,000	(238,333)	289,667
Operational Capital Outlays (Operations Fund)										
3.1.7	Update and Repair Water Treatment Plant Buildings	5,000		5,000	0		0	5,000	-	5,000
3.2.13	Update and Repair Wastewater Treatment Plant Buildings		30,000	30,000		(28,000)	(28,000)	-	2,000	2,000
		5,000	30,000	35,000	-	(28,000)	(28,000)	5,000	2,000	7,000
Operational Expenditures (Operations Fund)										
3.1.1	Backflow Prevention Compliance program Implementation	2,300		2,300	-		-	2,300	-	2,300
		2,300	-	2,300	-	-	-	2,300	-	2,300
	Total Strategic Action Outlays	1,205,828	255,000	1,460,828	(670,528)	(491,333)	(788,528)	535,300	(236,333)	298,967

Equpment Purchases	FY 19-20 Cash Outlay Water	FY 19-20 Cash Outlay Wastewater	FY 19-20 Cash Outlay Cash Outlay	FY 19-20 Depreciation Adjustment Water	FY 19-20 Depreciation Adjustment Wastewater	FY 19-20 Depreciation Adjustment Total	Net FY 19-20 Budget Water	Net FY 19-20 Budget Wastewater	Net FY 19-20 Budget Total
Towable Manlift	15,000	0	15,000	(12,000)	0	(12,000)	3,000	0	3,000
Total Equipment Purchases	15,000	0	15,000	(12,000)	0	(12,000)	3,000	0	3,000
Grand Total Capitalizable Costs and Non-recurring Projects	1,220,828	255,000	1,475,828	(682,528)	(491,333)	(800,528)	538,300	(236,333)	301,967

Water Utility Fund
Summary

	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Water Revenues	3,966,868	3,804,008	3,564,773	3,971,147
Water Operating Expenses				
Personnel	551,327	717,398	650,027	788,266
Supplies, Maintenance & Operations	1,647,703	1,734,543	1,699,773	1,760,076
Services	58,241	47,081	158,927	66,138
Total Water Operating Expenses	2,257,271	2,499,022	2,508,727	2,614,480
Operating Income	1,709,597	1,304,986	1,056,046	1,356,666
Lease Interest Expense	89,776	82,729	82,729	75,522
Capital Outlay	426,534	1,015,038	184,602	1,181,028
Non Cash Adjustments	123,282	(319,757)	307,649	(555,580)
Net Income/(Loss)	1,070,004	526,976	481,065	655,696

Water Utility Fund
Consolidation Summary

	Water Operations	Water SAP	Water Equip. Replacement	Total Water Budget
Water Revenues	3,971,147	-	-	3,971,147
Water Operating Expenses				
Personnel	788,266	-	-	788,266
Supplies, Maintenance & Operations	1,760,076	-	-	1,760,076
Services	66,138	-	-	66,138
Total Water Operating Expenses	2,614,480	-	-	2,614,480
Operating Income	1,356,666	-	-	1,356,666
Lease Interest Expense	75,522			75,522
Capital Outlay	20,000	1,161,028	-	1,181,028
Interfund transfers	30,000	-	(30,000)	-
Non Cash Adjustments	(555,580)	-		(555,580)
Net Income/(Loss)	1,786,724	(1,161,028)	30,000	655,696

Water Utility Operations
Revenue Detail

	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Water Revenues				
Water Revenue Residential	2,972,996	2,766,817	2,466,817	2,883,483
Rebate Program	-	-	-	-
Water Debt Service	189,735	297,785	297,785	304,738
Water Capital	236,492	237,082	237,082	244,420
Water Revenue Commercial	168,772	135,475	135,475	152,657
Water Contract Commercial	152,653	158,268	158,268	158,268
Water Revenue Non Potable	29,660	10,960	10,960	10,960
Water Service Connect Fees	25,150	34,810	34,810	34,810
Water Penalties	34,997	28,440	34,235	28,440
Water Impact Fees	105,830	83,640	126,620	107,290
Water Impact Fees - Stone Creek	-	9,340	-	-
Water Impact Fee-S Bar Ranch	-	12,710	-	-
Water Impact Fee-Oak Bend	-	-	-	-
Water Impact Fee-Enclave	-	1,600	-	-
Water Interest Income	39,982	16,000	45,904	35,000
Water-Bad Debts	(1,494)	(3,000)	(945)	(3,000)
Water Grant Revenue	-	-	-	-
SECO EECBG	-	-	-	-
Misc./Special Requests	629	3,710	3,710	3,710
Developers Contributions	-	-	-	-
Third Party Reimbursement	-	-	3,551	-
Permits/Variances	375	370	500	370
Credit Card Service Fee	11,092	10,000	10,000	10,000
Sale of Assets	-	-	-	-
Fund Balance Transfer In	-	-	-	-
Total Water Revenues	3,966,868	3,804,008	3,564,773	3,971,147

Water Utility Operations
Operating Expense Detail

	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Operating Expenses				
Service Salaries	233,405	272,713	230,459	271,767
Service Overtime	9,391	1,929	7,376	2,720
Service Taxes - FICA	14,035	18,093	14,289	17,018
Service Taxes - MEDICARE	3,282	4,231	3,342	3,980
Service Workers' Comp	5,083	16,663	10,446	13,376
Service Texas Workforce Commission	794	1,490	56	1,350
Service Retirement	24,165	34,843	28,202	32,534
Service Insurance	45,282	53,301	53,207	52,649
Water Service OPEB	722	-	-	-
Administration Salaries	162,067	233,679	227,238	292,378
Administration Overtime	147	152	79	764
Administration Taxes - FICA	9,632	14,498	14,113	18,175
Administration Taxes - MEDICARE	2,253	3,391	3,301	4,251
Administration Workers' Comp	380	1,052	1,052	2,616
Administration Texas Workforce Commission	507	911	64	1,069
Administration Retirement	16,379	27,919	27,120	34,745
Administration Insurance	23,315	32,532	29,684	38,875
Water Admin OPEB	489	-	-	-
Uniforms	4,764	5,953	5,953	5,750
Power	135,083	126,050	135,050	135,000
Maintenance of Plants/Lines	100,941	135,140	100,000	115,000
Cost of Meters	6,300	-	-	-
Analysis Fees	4,540	5,750	5,750	7,400
Chemicals	5,250	5,090	5,090	5,090
City Management Fee	166,204	153,576	138,576	160,268
Equipment Maintenance	9,805	4,110	10,583	12,110
Equipment Gas & Oil	9,822	11,010	11,010	11,010
GBRA Water Fees	1,044,497	1,097,699	1,097,699	1,097,699
Equipment Lease	6	690	690	690
Tools & Minor Equipment	9,889	18,663	18,663	10,000
Training	7,798	10,250	10,250	9,460
Utilities & Radio	15,425	19,389	19,389	19,328
Signal & Telemetry	162	162	162	162
Water Building Maintenance	9,799	10,000	10,000	12,250
Supplies & Consumables	1,631	1,340	1,340	1,340
Vehicle Maintenance/Repair	4,092	10,450	10,450	6,500
Water Inventory Adjustment	2,402	-	-	-
Utilities & Telephone	4,924	5,527	5,527	6,309
Dues & Publications	775	1,102	1,402	1,056
Water Professional Services	58,241	47,081	158,927	66,138
Permit & Licenses	7,992	8,461	8,461	8,741
General Libility Insurance	11,733	12,320	11,917	25,709
Office Supplies	3,292	5,814	5,814	4,616

Travel & Meetings	3,140	7,750	7,750	6,500
Software & Computer	54,230	56,627	56,627	70,218
Recording/Reporting	71	100	100	100
Mileage	206	-	-	-
Copier Lease	1,322	-	-	-
Postage	353	850	850	850
Building/Equip Maintenance	1,088	1,100	1,100	150
Conservation Ed & Newsletter	840	250	250	250
Billing Statement Charges	3,548	3,360	3,360	3,360
Billing Postage	7,867	8,100	8,100	8,100
Water Miscellaneous	273	600	600	7,800
Credit Card Service Fee	7,638	7,260	7,260	7,260
Total Operating Expenses	2,257,271	2,499,022	2,508,727	2,614,480

Water Utility Fund
Capital Outlays, Debt and Non-Operating Detail

	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Operational Capital Outlays				
Water Operational Capital Outlays	96,703	543,038	63,029	5,000
Water Equipment Replacement Purchases	-	-	-	15,000
Total Operational Capital Outlays	96,703	543,038	63,029	20,000
Strategic Action Plan Capital Outlays				
Elevated Strorage Tower	-	247,000	99,296	628,528
Master Water Plan	33,209	-	19,777	-
Project Development	-	-	-	50,000
Plant 2 Hydro Tank	-	-	-	45,000
Water Rate Study	-	200,000	-	-
Impact Rate Study	-	25,000	2,500	37,500
Capital Improvement Plan	33,209	-	-	-
Intrepid/Silver Spur Water line	53,799	-	-	-
Meadow Creek water line	160,728	-	-	-
Water Distribution Interconnect	48,886	-	-	-
Creek Crossing West Water Line	-	-	-	400,000
				-
				-
Total Strategic Action Plan Capital Outlays	329,831	472,000	121,573	1,161,028
Total Capital Outlays	426,534	1,015,038	184,602	1,181,028
Lease Interest Expense				
Bond Principal	-	-	-	-
Bond Water Issuance Fees	-	-	-	-
Bond Interest Cost	-	-	-	-
Tax Exempt Lease Interest	89,776	82,729	82,729	75,522
Total Lease Interest Expense	89,776	82,729	82,729	75,522
Non-Cash Adjustments				
Transfer to Vehicle/Equip Replacement Fund	63,081	39,423	39,423	30,000
Transfer from Water Operations	-	(39,423)	(39,423)	(30,000)
Water Service Depreciation	420,317	470,281	469,974	532,948
Transfer of Assets to Balance Sheet	(360,116)	(790,038)	(162,325)	(1,088,528)
Transfer to Water CIP	89,303	472,000	-	-
Transfer from Water Operations	(89,303)	(472,000)	-	-
Total Non-Cash Adjustments	123,282	(319,757)	307,649	(555,580)
Total Non-Operating Expenses	639,592	778,010	574,981	700,970

Wastewater Utility Fund
Summary

	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Wastewater Revenues	1,020,293	1,064,661	1,103,292	1,075,001
Wastewater Operating Expenses				
Personnel	471,238	611,820	538,785	641,572
Supplies, Maintenance & Operations	597,410	662,906	670,503	709,223
Services	1,032	1,162	1,162	1,320
Total Wastewater Operating Expenses	1,069,680	1,275,887	1,210,450	1,352,115
Operating Income	(49,387)	(211,226)	(107,158)	(277,114)
Lease Interest Expense	16,471	15,758	15,758	14,385
Capital Outlay	77,310	773,038	519,479	298,978
Non-Cash Adjustments	279,003	(338,237)	(225,928)	171,334
Net Income/(Loss)	(422,170)	(661,785)	(416,467)	(761,812)

Wastewater Utility Fund
Consolidation Summary

	Wastewater Operations	Wastewater SAP	Wastewater Equip. Replacement	Total Budget
Wastewater Revenues	1,075,001	-	-	1,075,001
Wastewater Operating Expenses				
Personnel	641,572	-	-	641,572
Supplies, Maintenance & Operations	709,223	-	-	709,223
Services	1,320	-	-	1,320
Total Wastewater Operating Expenses	1,352,115	-	-	1,352,115
Operating Income	(277,114)	-	-	(277,114)
Lease Interest Expense	14,385			14,385
Capital Outlay	30,000	268,978		298,978
Interfund transfers	45,000		(45,000)	-
Non Cash Adjustments	171,334			171,334
Net Income/(Loss)	(537,833)	(268,978)	45,000	(761,812)

Wastewater Utility Fund
Revenue Detail

	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Wastewater Revenues				
Sewer Revenue Residential	791,058	822,004	822,004	830,798
Sewer Debt Service	36,298	56,721	56,721	57,327
Sewer Capital	87,472	88,250	88,250	89,190
Sewer Revenue Commercial	4,045	4,166	4,166	4,166
Sewer Service Connect Fee	17,000	23,670	23,670	23,670
Sewer Penalties	7,644	5,270	9,145	5,270
Sewer Impact Fee	38,760	45,710	52,420	45,710
Sewer Impact Fee-S Bar Ranch	-	6,710	-	6,710
Sewer Impact Fee-<2004	-	-	-	-
Sewer Interest Income	38,254	12,000	47,116	12,000
Sewer Bad Debt	(238)	(400)	(200)	(400)
Sewer Grant Revenue	-	-	-	-
SECO EECBG	-	560	-	560
Misc/Special Requests	-	-	-	-
Fund Balance Transfer In	-	-	-	-
Total Wastewater Revenues	1,020,293	1,064,661	1,103,292	1,075,001

Wastewater Utility Fund
Operating Expenses

	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Operating Expenses				
Service Salaries	195,955	198,086	189,869	199,081
Service Overtime	5,020	1,414	2,888	2,388
Service Taxes - FICA	11,943	12,369	12,301	12,491
Service Taxes - Medicare	2,793	2,893	2,877	2,921
Service Workers' Comp	3,913	11,391	7,678	10,404
Service Taxes - SUTA/FUTA	745	956	39	900
Service Retirement	20,088	23,820	23,002	23,879
Service Insurance	34,483	29,864	28,309	30,566
Service OPEB	599	-	-	-
Administration Salaries	147,385	245,170	204,649	268,196
Administration Overtime	45	152	79	764
Administration Taxes - FICA	8,785	15,210	12,652	16,676
Administration Taxes - Medicare	2,054	3,557	2,958	3,900
Administration Workers' Comp	324	1,216	704	1,295
Administration Taxes - SUTA/FUTA	426	956	59	956
Administration Retirement	14,924	29,291	24,422	31,879
Administration OPEB	445	-	-	-
Administration Insurance	21,309	35,474	26,300	35,276
Uniforms	4,333	5,953	5,953	4,150
Power	35,938	35,140	35,140	36,350
Maintenance Of Plant/ Lines	39,161	50,280	50,280	40,000
Sludge Hauling	282,734	330,000	330,000	350,000
Analysis Fees	26,910	21,330	21,330	26,000
Chemicals	5,740	6,280	6,630	7,240
City Management Fee	39,755	41,308	41,308	41,748
Equipment Maintenance	5,273	2,860	7,360	6,860
Equipment Gas & Oil	9,738	6,820	6,820	9,180
Equipment Lease	8,306	3,090	6,240	4,500
Tools & Minor Equipment	6,508	16,123	16,123	5,500
Training	6,576	9,250	9,250	8,380
Utilities & Radios	14,331	18,127	18,127	18,056
Signal & Telemetry	461	461	461	461
Building Maintenance	6,577	10,330	10,330	9,080
Supplies & Consumables	1,409	1,120	1,120	1,120
Vehicle Maintenance & Repairs	2,913	2,500	2,500	5,000
Inventory Adjustment	(759)	-	-	-
Utilities/Telephone	5,308	5,006	5,006	6,098
Dues & Publications	1,032	1,162	1,162	1,320
Professional Fees	26,625	26,004	26,004	30,804
Permits & Licenses	3,286	1,718	1,718	1,718
Liability Insurance	11,733	12,320	11,917	25,709
Office Supplies	3,001	4,194	4,194	4,181
Travel & Meetings	2,589	4,800	4,800	4,800
Software & Computers	34,690	34,193	34,193	44,640

Recording/Reporting	25	100	100	100
Sewer Postage	307	438	438	438
Adm Bldg/Equip. Maintenance	1,088	1,100	1,100	150
Billing Statement Charges	3,796	3,360	3,360	3,360
Billing Postage	7,567	8,100	8,100	8,100
Copier Lease	1,322	-	-	-
Miscellaneous	169	600	600	5,500
Total Operating Expenses	1,069,680	1,275,887	1,210,450	1,352,115

Wastewater Utility Fund

Capital, Debt, and Non-Cash Expenditures

	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Budget 2019-20
Operational Capital Outlays				
Wastewater Operational Capital Outlays	10,910	353,038	306,802	30,000
Wastewater Equipment Purchases				
	10,910	353,038	306,802	30,000
Strategic Action Plan Capital Outlays				
Solids Handling and Digester Planning	-	100,000	-	100,000
Impact Fee Study	-	25,000	-	37,500
Project Development	-	-	-	50,000
Future Wastewater Treatment Plant	-	-	-	81,478
Master Wastewater Plan	66,400	125,000	19,805	-
Collection Systems repairs	-	170,000	192,872	-
Utility Rate Analysis	-	-	-	-
	66,400	420,000	212,677	268,978
Total Capital Outlays	77,310	773,038	519,479	298,978
Lease Interest Expense				
Water Bond Principal	-	-	-	-
Bond Issuance Costs	-	-	-	-
OB Bond Interest Cost	-	-	-	-
Tax Exempt Lease Interest	16,471	15,758	15,758	14,385
Total Lease Interest Expense	16,471	15,758	15,758	14,385
Non-Cash Adjustments				
Transfer To Vechicle Repl. Fund	63,081	39,423	39,423	45,000
Transfer from Wastewater Operations	-	(39,423)	(39,423)	(45,000)
Sewer Service Depreciation	226,831	284,801	273,746	301,334
Asset Transfer to Balance Sheet	(10,910)	(623,038)	(499,674)	(130,000)
Transfer to Wastewater CIP	21,723	420,000	-	-
Transfer from Wastewater Operations	(21,723)	(420,000)	-	-
Total Non-Cash Adjustments	279,003	(338,237)	(225,928)	171,334
Total Capital, Debt, and Non-Cash	372,783	450,558	309,309	484,698

Strategic Action Plan

Project Development: Project Planning (no expected budget costs)
Project Implementation: Project is ongoing and incurring budget costs
Project Operational: The budgeted project is complete, these are ongoing maintenance costs

FINANCIAL INTEGRITY

No.	Item	Owner	Fund	2020 Tax Rate (GF)	2020	2021	2022	2023	2024	2025+	New # FTE 2020	New # FTE 2021	New # FTE 2022	New # FTE 2023	New # FTE 2024	New # FTE 2025+
1.1	Develop & Maintain a Budget process that links with the Strategic Action Plan	Sarah														
1.1.1	Implement recurring SAP review process- Define mission and vision of the City	Tobin	GF	-	-	12,000	-	12,000	-	60,000	-	-	-	-	-	-
1.1.2	Implement sustainable recurring budget/SAP process and procedures	Tobin	GF	-	-	-	-	-	-	-	-	-	-	-	-	-
1.1.3	Improve Budget Deliverables to GFOA Standards	Sarah	GF	-	-	-	-	-	-	-	-	-	-	-	-	-
1.1.4	Redesign Enterprise Budget Process and Model	Sarah	W	-	-	-	-	-	-	-	-	-	-	-	-	-
1.1.5	Develop Standardized capital project financial management process	Sarah	GF	-	-	-	-	-	-	-	-	-	-	-	-	-
1.2	Develop a 5-Year Forecast	Sarah														
1.2.1	Develop 5-year Revenue Projections	Consultant	GF	-	10,000	-	-	-	-	-	-	-	-	-	-	-
1.2.2	Develop 5 Year Operational Projections	Sarah	GF	-	-	-	-	-	-	-	-	-	-	-	-	-
1.2.3	Develop 5 Year CIP projections	GEC	GF	-	-	-	-	-	-	-	-	-	-	-	-	-
1.2.4	Deliver 5 year forecasts	Sarah	GF	-	-	-	-	-	-	-	-	-	-	-	-	-
1.3	Develop a Risk Inventory and mitigation strategies	Sarah														
1.3.1	Complete Internal controls framework for Financial Statement Controls	Consultant	GF	-	20,000	-	-	-	-	-	-	-	-	-	-	-
1.3.2	Develop a Risk Inventory for operational risks	Consultant	GF	-	-	30,000	-	-	10,000	10,000	-	-	-	-	-	-
1.3.3	Implement SOP's or internal controls for operational risks	Consultant	GF	-	-	-	30,000	20,000	-	-	-	-	-	-	-	-
1.3.4	Implement Procurement Function	Procur. Mgr.	GF	-	-	-	-	-	-	-	-	-	-	-	-	-
1.3.5	Establish recurring assessment of internal controls adhereance	Sarah	GF	-	15,000	15,000	15,000	15,000	15,000	-	-	-	-	-	-	-
1.4	Develop Sustainable Financing Strategies aligned with service delivery expectations	Sarah														
1.4.1	Implement a sustainable and equitable drainage funding source for stormwater	Consultant	GF		120,000	-	-	-	-	-	-	-	-	-	-	-
1.4.2	Develop a sustainable and equitable Water Rate	Consultant	W	-	-	60,000	-	-	60,000	-	-	-	-	-	-	-
1.4.3	Develop a sustainable and equitable Wastewater Rate	Consultant	WW	-	-	60,000			60,000							
1.4.4	Update Water Impact Fee Study - Marry with GEC	Consultant	W	-	37,500	-	-	-	40,000	-	-	-	-	-	-	-
1.4.5	Update Wastewater Impact Fee Study - Marry with GEC	Consultant	WW	-	37,500				40,000							
1.4.6	Review and update General Fund and Utility Fund Leverage Guidelines and Debt policies	Acct/Consult	GF	-	15,000	15,000	-	-	-	-	-	-	-	-	-	-
1.4.7	Address tax base sustainment and diversification	Acct/Consult	GF	-	-	25,000	25,000	-	-	-	-	-	-	-	-	-
1.4.8	Negotiate and update new franchise fee agreements	Carole	GF	-	-	-	-	-	-	-	-	-	-	-	-	-
1.5	Ensure continuity and excellence of Financial Reporting Reliability	Sarah														
1.5.1	Complete Reserve Studies	Sarah	GF	-	-	-	-	-	-	-	-	-	-	-	-	-
1.5.2	Determine reporting requirements for grants, new utilities, etc.	CPA Consultant	GF	-	10,000	-	-	-	-	-	-	-	-	-	-	-
1.5.3	Assess Monthly and Quarterly financial reporting deliverables	Sarah	GF	-	-	-	-	-	-	-	-	-	-	-	-	-
1.5.4	Reconcile impact fees - Legal Review	Consultant	GF	-	-	-	-	-	-	-	-	-	-	-	-	-
1.5.5	Evaluate and improve Equipment Replacement Fund	Sarah	GF	-	78,000	26,000	20,000	20,000	20,000	100,000	-	-	-	-	-	-
1.5.6	Evaluate, update and implement Financial Management Policy	Sarah/Consult	GF	-	15,000	-	-	-	-	-	-	-	-	-	-	-
1.5.7	Implement Storm Water Utility Cost Center and Business Functions	Sarah/Consult	GF	-	50,000	50,000	-	-	-	-	-	1	-	-	-	-
			TOTAL	-												

Strategic Action Plan

Project Development: Project Planning (no expected budget costs)

Project Implementation: Project is ongoing and incurring budget costs

Project Operational: The budgeted project is complete, these are ongoing maintenance costs

RESPONSIBLE GROWTH MANAGEMENT

No.	Action	Responsible	Fund	2020 Tax Rate (GF)		2020	2021	2022	2023	2024	2025+	New # FTE 2020	New # FTE 2021	New # FTE 2022	New # FTE 2023	New # FTE 2024	New # FTE 2025+
2.1	Manage the physical development of the city in accordance with the Comprehensive Plan	Ron/Adrian															
2.1.1	Update International Family of Building and Life Safety Codes (every 3 years)	Jim	GF	-		-	-	2,500	-	-	3,000	-	-	-	-	-	-
2.1.2	Administer Comprehensive Plan and Unified Development Code	Planning Cons.	GF	-		50,000	45,000	50,000	55,000	60,000	65,000	-	-	-	-	-	-
2.1.3	Develop and implement turnkey predevelopment process/development handbook	Tobin/Adrian	GF	-		-	-	-	-	-	-	-	-	-	-	-	-
2.1.5	Update Health Inspection Ordinance	Jim/Adrian	GF	-		-	-	-	-	-	-	-	-	-	-	-	-
2.1.6	Expand Fire Inspection and ultimately Fire Marshall roles	Jim	GF	-		-	-	-	-	-	-	-	-	-	1	-	-
2.1.7	FM 3351 Owners Rep/Project Management	Consultant	GF	0.0047	Unfunded	-	75,000	25,000	10,000	-	-	-	-	-	-	-	-
2.2	Implement and update Infrastructure Master Plans	Ron/Adrian															
2.2.1	Develop project criticality chain and funding plan (Water CIP)	GEC	W	-		50,000	-	-	-	-	-	-	-	-	-	-	-
2.2.2	Develop project criticality chain and funding plan (Wastewater CIP)	GEC	WW	-		50,000	-	-	-	-	-	-	-	-	-	-	-
2.2.3	Develop project criticality chain and funding plan (Drainage CIP)	GEC	GF			50,000	-	-	-	-	-	-	-	-	-	-	-
2.2.4	Evaluate and update Master Plans (Waster, Wastewater)	Consultant	WW	-		-	-	25,000	-	-	50,000	-	-	-	-	-	-
2.2.5	Evaluate and update Comprehensive Plan and UDC	Consultant	GF	-		-	-	25,000	-	-	25,000						
2.2.6	Evaluate and update Master Plans (Drainage)	Consultant	GF	-		-	-	25,000	-	-	-	-	-	-	-	-	-
2.3	Enhance Local Mobility & Multimodal Connectivity	Ron/Adrian															
2.3.1	Update Street Signage Citywide	Adrian	GF	-		5,000	5,500	6,100	6,700	7,400	8,100	-	-	-	-	-	-
2.3.2	Standardize and Implement Strategy for City Beautification of all ROW's	Julio	GF	-		-	-	-	-	-	-	-	-	-	-	-	-
2.3.3	Implement Gas Station for City Fleet Vehicles Operation (Add Fleet Mechanic)	Julio	GF	-		-	10,000	-	-	-	-	-	1	-	-	-	-
2.3.4	Improve Access to Preserve and Park	Julio	GF	-		-	50,000	-	-	-	-	-	-	-	-	-	-
2.3.5	Traffic Impact Analysis	Adrian	GF	-		5,000						-	-	-	-	-	-
2.4	Alignment of Proactive Place Making Strategies with the MDD	Tobin															
2.4.1	Develop City Sponsored Application for Gateway Infrastructure *Contingent on MDD approval	Tobin/Committee/Cons.	MDD	-	MDD Unfunded	100,000	-	-	-	-	-	-	-	-	-	-	-
2.4.2	Develop MDD owners representation consulting agreement *Contingent on MDD approval	Tobin	MDD	-	MDD Funded	3,400	-	-	-	-	-	-	-	-	-	-	-
2.4.3	Infrastructure Project Development *Contingent on MDD approval	Tobin/MDD	MDD	-		-	-	-	-	-	-	-	-	-	-	-	-
2.5	Develop, Implement & Update Environmental Sustainability Programs	Adrian/Melissa															
2.5.1	Implement Municipal Separate Storm Sewer System (MS4) permit requirements	Melissa	GF	-		5,000	3,500	4,500	4,500	4,500	5,000	-	-	-	-	-	-
2.5.2	Water Conservation Improvements	Melissa	W	-		-	-	-	-	-	-	-	-	-	-	-	-
2.5.3	Establish a Rebate Program (TGRGCD, In-House, etc)	Melissa	W	-		-	-	-	-	-	-	-	-	-	-	-	-
2.5.4	Create a Geological Features Map	Adrian/Ernie	W	-		-	-	-	-	-	-	-	-	-	-	-	-
2.5.5	Implement Additional UDC Requirements for New Developments (Tree Preservation, Open Space, Concervation, etc.)	Adrian	GF	-		-	-	-	-	-	-	-	-	-	-	-	-
			TOTAL	0.0047													

Strategic Action Plan

RELIABLE AND SUSTAINABLE INFRASTRUCTURE

				2020 Tax Rate (GF)	Project Development: Project Planning (no expected budget costs) 2020	2021	Project Implementation: Project is ongoing and incurring budget costs 2022	2023	Project Operational: The budgeted project is complete, these are ongoing maintenance costs 2024	2025+	New # FTE 2020	New # FTE 2021	New # FTE 2022	New # FTE 2023	New # FTE 2024	New # FTE 2025+
3.1	Enhance & Ensure Continuity of Reliable Water Resources in Accordance with CCN Obligations	Ron														
3.1.1	Implement and Educate regarding the Backflow Prevention Compliance program	Melissa	W		2,300	-	-	-	-	-	-	-	-	-	-	-
3.1.2	Upgrade to 9,000 gallon Hydropneumatic Tank at Plant No. 2	Julio	W		45,000	200,000	-	-	-	-	-	-	-	-	-	-
3.1.3	Upgrade various Mechanical/Structural/Electrical at Elmo Davis Pump Station & GST's	Julio	W		-	313,270	256,930	-	-	-	-	-	-	-	-	-
3.1.4	Replace Existing Waterline - Creek Crossings West	Adrian	W		400,000	-	-	-	-	-	-	-	-	-	-	-
3.1.5	Replace Willow Wind Drive/Red Bud Hill Water Line	Adrian	W		-	154,440	154,440	-	-	-	-	-	-	-	-	-
3.1.6	Build Elevated Storage Tank with Plant 3 Upgrades, System PRVs, and 12-inch waterline	Adrian	W		628,528	4,081,862	-	-	-	-	-	-	-	-	-	-
3.1.7	Update and Repair Water Treatment Plant Buildings	Julio	W		5,000	5,500	6,100	6,700	7,400	8,100	-	-	-	-	-	-
3.1.8	Upgrade Various Electrical/Mechanical/Structural at Several Wells	Julio	W		-	87,880	92,270	96,880	101,720	218,960	-	-	-	-	-	-
3.1.9	Install Variable Frequency Drives at Plant No. 2	Julio	W		-	82,405	82,405	-	-	-	-	-	-	-	-	-
3.1.10	Replace Rolling Acres Trail Water Line	Adrian	W		-	-	145,860	145,860	-	-	-	-	-	-	-	-
3.1.11	Expand Plant No. 5 Zone B (400 gpm) and Install new 0.5 MG GST with Solar Bee system	Adrian	W		-	-	-	1,083,900	1,083,900	384,000	-	-	-	-	-	-
3.1.12	Expand Elmo Davis Water Plant Zone C (650 gpm)	Adrian	W		-	-	-	-	485,900	485,900	-	-	-	-	-	-
3.1.13	Updgrade Electrical/Instrumentation at Plant No. 3 Pump Station	Julio	W		-	-	-	-	255,290	-	-	-	-	-	-	-
3.1.14	Reroute Fair Oaks Parkway Water Line	Adrian	W		-	-	-	-	214,370	-	-	-	-	-	-	-
3.1.15	Evaluate & Secure Future water supply in accordance with adopted master plans	Ron	W		-	-	-	-	-	100,000	-	-	-	-	-	-
3.1.16	Build Plant No. 6 and New GBRA Delivery Point	Adrian	W		-	-	-	-	-	5,905,300	-	-	-	-	-	-
3.1.17	Develop a Long-term water improvement Plan for fire protection utilizing Master Plan	Ron	W		-	-	-	-	-	2,500,000	-	-	-	-	-	-
3.1.18	Create Regional Partnerships for future Utility and Infrastructure Needs	Ron	W		-	-	200,000	200,000	100,000	100,000	-	-	-	-	-	-
3.1.19	Establish a Water Tank Maintenance and Repair Program	Julio	W		-	-	150,000	165,000	181,500	199,650	-	-	-	-	-	-
3.1.20	Install several Water Lines per Master Plan	Adrian	W		-	-	-	-	1,614,600	8,288,500	-	-	-	-	-	-
3.1.21	Implement Water System EPA Risk Assessment and Emergency Response Plan	Julio	W		-	50,000	-	-	-	64,000						
3.1.22	Replace Existing Waterline - Central	Adrian	W			68,260	-	-	-	-						
3.1.23	Replace Existing Waterline -Keeneland	Adrian	W			-	51,870	-	-	-	-	-	-	-	-	-
3.1.25	Water Rights	Tobin	W			-	-	-	-	-						
3.2	Enhance & Ensure Continuity of Reliable Wastewater Treatment in Accordance with CCN Obligations	Ron														
3.2.1	Upgrade and Expand the WWTP Effluent Transfer Pump Station	Adrian	WW		-	162,500	-	-	-	-	-	-	-	-	-	-
3.2.2	Existing Wastewater Treatment Plant Improvements - Solids Handling Improvements	Adrian	WW		100,000	450,000	-	-	-	-	-	-	-	-	-	-
3.2.3	Install 8-inch Gravity Sanitary Sewer Line and Decommission Falls Lift Station	Adrian	WW		-	275,450	275,450	-	-	-	-	-	-	-	-	-
3.2.4	Finalize & Advance New Wastewater Treatment Plant - Regional/Local Plant Options	Ron	WW		81,478	200,000	2,000,000	2,000,000	6,000,000	12,927,100	-	-	-	-	-	-
3.2.5	Improve the Capacity, Maintenance, Operation and Maintenance (CMOM) EPA Required Program	Adrian	WW		-	50,000	55,000	61,000	300,000	81,000	-	-	-	-	-	-
3.2.6	Implement Mechanical System Improvements at School Lift Station	Julio	WW		-	-	196,630	-	-	-	-	-	-	-	-	-
3.2.7	Implement Instrumentation System Improvements at Deer Meadows Lift Stations No 1 & 2	Julio	WW		-	-	111,320	111,320	-	-	-	-	-	-	-	-
3.2.8	Install SCADA at the Live Oak and Blackjack Chlorine Booster Stations	Julio	WW		-	-	-	146,250	146,250	-	-	-	-	-	-	-
3.2.9	Install New Gravity Trunk Line from Old WWTP to New WWTP	Ron	WW		-	-	-	915,150	915,150	-	-	-	-	-	-	-
3.2.10	Upgrade Reuse Water System: 2.0 MGD Pump Station, 8"/12" Reuse Lines, and 20" Boring & Casing	Adrian	WW		-	-	-	-	1,575,730	1,575,730	-	-	-	-	-	-
3.2.11	Decommission Existing Wastewater Treatment Plant	Ron	WW		-	-	-	-	-	1,495,000	-	-	-	-	-	-
3.2.12	Install multiple Gravity Sanitary Sewer Lines per Master Plan	Adrian	WW		-	-	-	-	-	5,469,300	-	-	-	-	-	-
3.2.13	Update and Repair Wastewater Treatment Plant Buildings - repair road	Julio	WW		30,000	-	-	-	-	-	-	-	-	-	-	-
3.2.14	Create Regional Partnerships for future Utility and Infrastructure Needs	Ron	WW		-	-	100,000	100,000	50,000	50,000	-	-	-	-	-	-
3.2.15	Implement Wastewater EPA Risk Assessment and Emergency Response Plan	Julio	WW		-	50,000	-	-	-	64,000	-	-	-	-	-	-
3.3	Enhance & Ensure Continuity of Reliable Drainage Improvement Initiatives	Ron														
3.3.1	Establish a programmed and systematic approach for Drainage Improvements from Master Plan (CIP)	Ron	D		-	-	-	-	-	-	-	-	2	1	-	-
3.3.2	Address Priority 1 Drainage Projects	Ron	D		-	-	521,000	1,298,000	-	-	-	-	-	-	-	-
3.3.3	Address Priority 2 Drainage Projects	Ron	D		-	-	-	853,000	2,112,000	-	-	-	-	-	-	-
3.3.4	Address Priority 3 Drainage Projects	Ron	D		-	-	-	-	1,341,000	3,340,500	-	-	-	-	-	-
3.3.5	Address Priority 4 Drainage Projects	Ron	D		-	-	-	-	-	937,500	-	-	-	-	-	-
3.4	Enhance & Ensure Continuity of Reliable Roadway Improvement Iniatives	Ron/Adrian														
3.4.1	Develop Roadway Master Maintenance and Rehabilitation Plan	Adrian	GF	-	-	-	-	-	-	-	-	-	-	-	-	-
3.4.2	Assess annual road maintenance program	Adrian	GF	-	410,000	430,000	451,000	474,000	498,000	523,000	-	-	-	-	-	-
3.4.3	Conduct long-term road condition analysis (traffic studies, PCI, etc.)	Adrian	GF	-	80,000	-	-	-	-	130,000	-	-	-	-	-	-
3.4.4	Evaluate, Implement and maintain a road rehabilitation plan	Adrian	GF	-	-	-	-	-	-	10,000,000	-	-	-	-	-	-
3.4.5	Texdot HSIP (Hwy Safety Improvement Program) - Ammann Road	Adrian	GF	-	-	190,000	-	-	-	-	-	-	-	-	-	-
3.4.6	Texdot HSIP (Hwy Safety Improvement Program) - Roundabout at Fair Oaks Pky and Dietz Elkhorn	Adrian	GF	-	-	320,000	-	-	-	-	-	-	-	-	-	-
3.5	Enhance & Ensure Continuity of Reliable City Facilities	Ron/Julio														
3.5.1	Develop a City Facility Maintenance and Funding Program		GF	-	-	-	-	-	-	-	-	-	-	-	-	-
3.5.2	Develop a city-wide space plan		GF	-	-	-	75,000	75,000	-	-	-	-	-	-	-	-
3.5.3	Repurpose City Hall - Interior * (shown here as debt option, with I&S Rate impact in 2021)		GF	- 2021 Debt	600,000	-	-	-	-	-	-	-	-	-	-	-
3.5.4	Renovate City Campus Outbuilding (Old Police Building)		GF	-	450,000	-	-	-	-	-	-	-	-	-	-	-
			TOTAL	0.0000												

Strategic Action Plan

PUBLIC HEALTH, SAFETY, AND WELFARE

				2020 Tax Rate (GF)	Project Development: Project Planning (no expected budget costs) 2020	2021	Project Implementation: Project is ongoing and incurring budget costs 2022	2023	Project Operational: The budgeted project is complete, these are ongoing maintenance costs 2024	2025+	New # FTE 2020	New # FTE 2021	New # FTE 2022	New # FTE 2023	New # FTE 2024	New # FTE 2025+
4.1	Enhance & Ensure Continuity of Police Services	Scott														
4.1.1	Implement Police Salary and Benefit Plan		GF	-	-	-	-	-	-	-	-	-	-	-	-	-
4.1.2	Reclassify 4 Patrolman to Corporal Positions		GF	-	-	27,485	-	-	-	-	-	-	-	-	-	-
4.1.3	Reclassify Lt. to Assistant Chief		GF	-	-	12,761	-	-	-	-	-	-	-	-	-	-
4.1.4	Hire non-sworn Property Room/Compliance Manager		GF	-	-	-	-	-	-	-	-	1	-	-	-	-
4.1.5	Establish asset forfeiture account		GF	-	-	10,000	-	-	-	-	-	-	-	-	-	-
4.1.6	Command Structure Study		GF	-	25,000	-	-	-	-	-	-	-	-	-	-	-
4.2	Develop a Long-Term Strategy for Continuity of Fire Services	Scott/Tobin														
4.2.1	Evaluate and develop a sustainable Fire Services Program	Consultant	GF	-	25,000	-	-	-	-	-	-	-	-	-	-	-
4.3	Develop a Long-Term Strategy for Continuity of Emergency Medical Services	Scott/Tobin														
4.3.1	Evaluate and develop a sustainable Emergency Medical Services Program	Consultant	GF	-	25,000	-	-	-	-	-	-	-	-	-	-	-
4.4	Enhance & Maintain Public Safety Community Outreach Initiatives	Scott														
4.4.1	No new projects anticipated		GF	-	-	-	-	-	-	-	-	-	-	-	-	-
			TOTAL	-												

Strategic Action Plan

OPERATIONAL EXCELLENCE

#	Item	Lead	Fund	2020 Tax Rate (GF)		2020	2021	2022	2023	2024	2025+	New # FTE 2020	New # FTE 2021	New # FTE 2022	New # FTE 2023	New # FTE 2024	New # FTE 2025+
						Project Development: Project Planning (no expected budget costs)		Project Implementation: Project is ongoing and incurring budget costs		Project Operational: The budgeted project is complete, these are ongoing maintenance costs							
5.1	Evaluate and Implement key HR Programs that Promote Organizational Design and Development	Joanna															
5.1.1	Evaluate & Update Compensation and Benefit Plans inclusive of Exempt/Non-Exempt status	Consultant	GF			50,000	-	-	-	-	3,000	-	-	-	-	-	-
5.1.2	Evaluate & Update Employee Handbook (Legal)	Joanna	GF	-		5,000	5,000	-	-	-	-	-	-	-	-	-	-
5.1.3	Evaluate, Update & Develop Talent Management Processes/Programs	Joanna	GF	-		-	-	-	-	-	-	-	-	-	-	-	-
5.1.4	Evaluate & Update Technology to Improve Efficiency within HR (align with IT master plan)	Joanna/Brian	GF	0.0020	Unfunded	-	32,000	31,000	31,000	31,000	-						
5.1.5	Research & Design Learning & Development Training Programs	Joanna	GF			5,000	-	-	-	-	-	-	-	-	-	-	-
5.2	Develop & Implement a Proactive Communication Strategy	Joanna/Carole															
5.2.1	Perform SWOT Anaylsis of internal and external communications	Joanna	GF	-		-	-	-	-	-	-	-	-	-	-	-	-
5.2.2	Develop a communications strategy and marketing program	Joanna	GF	-		5,000	29,000	28,000	28,000	28,000	23,000	-	1	-	-	-	-
5.2.3	Ensure communications are in accordance to defined communication principles	Joanna	GF	-		-	-	-	-	-	-	-	-	-	-	-	-
5.2.4	Create collaborative and productive partnerships with schools, FORHA, business organizations and governments	Joanna	GF	-		-	-	-	-	-	-	-	-	-	-	-	-
5.2.5	Evaluate Live Stream/Video Recording potential for Council Meetings	Joanna/Christina	GF	-		-	-	-	-	-	-	-	-	-	-	-	-
5.3	Evaluate & Update Service Delivery Expectations & Best Practices	Carole/Christina															
5.3.1	Evaluate & Improve operational performance targets and KPI's	Carole	GF	-		-	-	-	-	-	-	-	-	-	-	-	-
5.3.2	Develop and implement a records management plan	Christina	GF	-		12,000	5,000	5,000	5,000	5,000	5,000	-	-	-	-	-	-
5.3.3	Develop and implement Digitization Program for city records	Christina	GF	-		-	25,000	25,000	-	-	-	-	-	-	-	-	-
5.3.4	Develop and implement a comprehensive cost of services program based on services delivery expectations	Carole	GF	-		-	15,000	-	-	-	16,000	-	-	-	-	-	-
5.3.5	Implement paper-lite processes and procedures - Municipal Court	Debbie	GF	-		-	-	-	-	-	-	-	-	-	-	-	-
5.3.6	Streamline Judge and Prosecutor case flow processes - Municipal Court	Debbie	GF	-		-	-	-	-	-	-	-	-	-	-	-	-
5.3.7	Develop Risk mitigations and corrections strategies - Municipal Court	Debbie	GF	-		-	-	-	-	-	-	-	-	-	-	-	-
5.3.8	Enhance online services for case management and customers - Municipal Court	Debbie	GF	-		-	-	-	-	-	-	-	-	-	-	-	-
5.3.9	Evaluate the efficacy of implementing paperless/paperlite electronic document management	Christina/Brian	GF	-		-	10,000	-	-	-	-	-	-	-	-	-	-
5.3.10	Evaluate and implement Agenda/Minutes software programs- City Council	Christina/Brian	GF	-		-	10,000	-	-	-	-	-	-	-	-	-	-
5.3.11	Evaluate and implement Public Information Request software programs	Christina	GF	-		-	10,000	-	-	-	-	-	-	-	-	-	-
5.4	Develop, Implement and Sustain an IT master plan	Brian/Sarah															
5.4.1	Define and Develop & Implement Core components of the IT master Plan	Brian/Sarah	GF	-		-	-	-	-	-	-	-	-	-	-	-	-
5.4.2	Conduct IT risk analysis and vulnerability assessment	Brian/IT Cons.	GF			50,000	-	-	-	-	-	-	-	-	-	-	-
5.4.3	Implement Cyber Security Processes and Procedures	Brian	GF	-		-	-	-	-	-	-	-	-	-	-	-	-
5.4.4	Update Work Order System with GIS Compatible software	Julio	GF	-		-	25,000	50,000	-	-	-	-	-	-	-	-	-
5.4.5	Improve use of SCADA data	Julio	W	-		-	-	-	-	-	-	-	-	-	-	-	-
5.4.6	Define and Develop SCADA program based on build-out functional needs	Brian/Julio	W	-		-	100,000	110,000	121,000	133,100	146,410	-	-	-	-	-	-
			TOTAL	0.0020													

	FY 18-19	FY 19-20
Proposed M&O	0.3306	0.3328
Current I&S	0.0362	0.0340
Total Rate	0.3668	0.3668
Additional SAP		0.0067
All in rate	0.3668	0.3735
Effective Rate		0.3563
Rollback Rate		0.3791
With no rate increase		
Average Home	484,049	504,453
Average Bill	1,740	1,813
With Rate increase to fund SAP		
Average Home	484,049	504,453
Average Bill	1,740	1,846

		2020	2021	2022	2023	2024	2025+
Operational/Funded GF	0.032	513,000	578,746	613,100	651,200	678,900	802,100
Operational/Funded Water		39,800	5,500	6,100	6,700	7,400	154,510
Operational/Funded Wastewater		67,500	-	-	-	-	-
Operational/Funded Stormwater Utility		-	-	-	-	-	-
Operational/Funded Drainage Costs		-	-	-	-	-	-
Governmental SAP/CIP Funded		1,677,000	939,500	280,000	105,000	-	10,174,000
Water SAP/Capital Funded		1,128,528	5,198,117	1,243,775	1,812,640	4,270,380	18,246,310
Wastewater SAP/Capital Funded		231,478	1,247,950	2,763,400	3,333,720	9,087,130	21,712,130
Stormwater Utility SAP/Capital Fund		-	-	521,000	2,151,000	3,453,000	4,278,000
Pending MDD Approval		103,400	-	-	-	-	-
Governmental Unfunded	0.0067	107,000					

Certificate of Obligation Schedule - 5 yr $600k

	2021	2022	2023	2024	2025	Total
Rate	0.0069	0.0077	0.0073	0.0072	0.0068	
Amount	132,825	135,069	132,256	134,388	131,463	666,001
current I&S	0.0339	0.0320	0.0312	0.0304	0.0295	
Total I&S	0.0408	0.0397	0.0385	0.0376	0.0363	
AVG Home	504,453	504,453	504,453	504,453	504,453	
Incremental I&S tax	$ 35	$ 39	$ 37	$ 36	$ 34	